**Comment for**

**Draft country programme document for Colombia (2016-2020)**

Comment from Norway

“The draft of the UNDP Country Programme Document for Colombia defined its priorities in accordance to the National Development Plan including relevant strategies as inclusive and sustainable growth and peacebuilding and peaceful conflict transformation. The UNDAF document is not finished yet, but we expected that the final document to be aligned with the priorities enumerated in the National Development Plan 2014-2018. It is important to include in the UNDAF document the mechanisms to guarantee the coordination between UN Agencies, because there are enormous complementary work that can be done.

Consultations with national relevant authorities as well as donors were made in order to make the CPD draft. The final draft is the result of a participative process, where the discussions enriched the programme and you can find that some of the comments that were included.

The document establish that a management committee will be set up with national counterparts responsible for coordinating international cooperation and other key institutions to oversee the programme implementation, which is very important to assure an integral and interdisciplinary perspective, and to promote the coordinating work among the UN and the cooperation.

The Norwegian Embassy has already experience working with UNDP in different projects, and we consider that UNDP´s CPD is completely committed to attend peace building challenges and is preparing a solid Post Agreement strategy. Those priorities are fully aligned with Colombia’s challenges. The strategy proposed on the document establish a very relevant component of flexibility, important in Colombian context. The CPD must have the capacity to adjust to different contexts: i) the peace negotiation failed; ii) the agreement are signed but no citizen-validated and; iii) a Post Agreement context. It also includes the need of making new partnerships with different stakeholders such as the private sector and multilateral development banks, to guarantee the resources for the programme’s implementation.

Traditionally one of the most relevant advantage of UNDP is its territorial reach. For many years the Agency has worked at the sub-national level and nowadays is recognized by its impartiality and capability of supporting the civil society and local authorities for peacebuilding and sustainable development, with a gender emphasis. The CPD draft maintain the importance of the territorial approach for peacebuilding, which is consistent with its traditional work and the Country needs. Through its work in the field at subnational level, UNDP has built important networks, and the draft shows again the importance to keep working and prioritize the network base approach as a mechanism to strengthen capacities and coordinate the work.

The CPD incorporates also a network based approach that includes private, public and development partners, which is a step forward in the traditional UNDP work and is consistent with the new UNDP Strategic Plan.

The draft country programme make a special emphasis on national capacity strengthened not only to maintain and improve the territorial reach and administrative capacities, but emphasis the need to support national institutions to build the capacities needed for long-term peacebuilding. There are some specific indicators in each of the three outcomes that show how UNDP is going to strengthened capacities on national and subnational level. And as the document states “Flexibility of the programme and maintaining installed subnational capacities are vital to mitigate risks”.

There is not a special emphasis on the role that UNDP plays as coordinator of UN system, and maybe it could be stronger on the draft document. The UN system need more direction on how to coordinate its work in Colombia, and the draft mentions some strategies for jointly work with other agencies, but it could be clearer on how to coordinate the strategies established for the following years.

The network based approach that includes private, public and development partners is mentioned on the document but it would be interesting to know the strategy to achieve the diversification of UNDP’s stakeholders.

Based on the results matrix of the CPD draft there are important results to be achieve in the following years. The results based management approach is evident, and the focus on beneficiaries is an important change in this document. Most of the indicators are separated by gender which is a big challenge, but an important change for measuring UNDP’s impact on the most vulnerable population.

The draft document makes evident the human rights and gender approach on the work planed for the next 4 years.”

UNDP welcomes Norway’s comment regarding the role that UNDP plays as coordinator of the UN system. In that sense, a new paragraph (31) has been incorporated, specifying the following: The achievement of the programme will require UNDP to maintain a strong leadership role as coordinator of the UN system in Colombia, in particular in the design and implementation of innovative, scalable and sustainable interventions to intractable development challenges at the subnational level, and in the promotion of unified resource mobilization and partnership building strategies.

In regards to the network based approach, UNDP Colombia is in the process of updating its partnerships and resources mobilization strategy as part of the Strategic Plan alignment plan, with the aim to strengthen the effectiveness of its operational capacities, especially for the post conflict scenario. Relying on the Country Office strengths and best practices, the network based approach will increase its capacity to analyze information (i.e.: donor intelligence), to develop knowledge products and to improve the communication of the results achieved as well.  As a result of this new approach an expansion of current partnerships with the private sector (Oil and Coal Companies, Bank Services, Small Size Manufacturing Companies) and multilateral funds (GEF, MP, KYOTO FUND) is expected. Additionally, the on-going discussions on partnering with multilateral banks (WB, IADB, CAF) around key areas of interest will be also formalized.