



Colombia's National Strategy for International Cooperation

(ENCI)

as per its acronym in Spanish.

2023 - 2026



Álvaro Leyva Durán
Minister of Foreign Affairs

Eleonora Betancur González
**General Director of the Presidential Agency
for International Cooperation
(APC-COLOMBIA)**

Jorge Iván González Borrero
**Director of the National Planning
Department (DNP)**

Álvaro Calderón Ponce De León
**Director of International Cooperation
- Foreign Ministry**

Diego Alejandro Zuluaga Salazar
**Director of Interinstitutional Coordination
- APC-Colombia**

Natalia Bargans
Vice-Director of Credit - DNP

Acknowledgement

To all the actors who provided valuable input to consolidate this strategy. Thank you for helping build Colombia's roadmap for international cooperation for the next three years.

Foreword

Colombia is emerging in the global context as a supportive country that proposes tools and solutions to achieve peace and promote equity and social justice. This requires that international cooperation promote regional integration and the development of a common agenda where people are the center of interventions. It is time to avoid the dispersion of cooperation in the country, as well as to coordinate and align international support so that Colombia becomes a Global Life Power.

The government of Colombia has been clear with the international community to support efforts to build peace, consolidate a policy of care in which no one is left behind, integral attention for the migrant population and decarbonization on a global scale in order to overcome the climate crisis. National, departmental and municipal institutions, as well as community and private actors, have been making significant efforts to make Colombia a reference in this fight for life and International Cooperation must be a complement to these objectives.

However, during the last decade Colombia has had a notable impact on the International Agenda, managing to position South-South Cooperation (SSC) as an effective way to share and expand successful experiences in development. Likewise, recognition of civil society organizations has increased, since they have managed to guide cooperation actions in the territories, avoiding, in many cases, action that causes harm.

Precisely, the National Strategy for International Cooperation 2023-2026 establishes the guidelines for the management and action of International Cooperation, seeking to position the country as a benchmark for technical cooperation and maintaining aid flows to reduce the gaps that make Colombia the second most unequal country in the world.

This strategy is aligned with the National Development Plan "Colombia World Power for Life" 2023-2026, which invites us to promote the overcoming of historical injustices and exclusions, the non-repetition of conflict, the change in our way of relating to the environment and the deepening of regional integration.

The following pages capture the heartbeat of a country that longs for a future of hope and shared prosperity. As Colombia embarks on the path to become a global power of life, it reflects the collective desire to overcome the wounds of the past and build a tomorrow in which all Colombians fit.

In each line of the National Strategy for International Cooperation 2023-2026, pulsates the heart of a nation that longs for peace that seeks to embrace equity and justice like solid foundations. The National Strategy for International Cooperation 2023-2026 is a call to solidarity, to international collaboration that transcends borders and unites people from all over the world in a warm embrace of mutual support.

Eleonora Betancur González

**General Director, Agencia Presidencial de Cooperación
Internacional de Colombia (APC-Colombia)**

Table of Contents

Contents

	Page		Page
Introduction	4	3 Contextual and strategic framework	19
1 Contribution to the development debate: An upper-middle-income OECD country	6	3.1 Sustainable Development Goals, 2030 Agenda	20
1.1 New sources of development financing	10	3.2 Foreign Policy - Colombia's new global presence	22
2 Principles and approaches	12	3.3 2022-2026 National Development Plan "Colombia, World Power of Life."	26
2.1 International feminist cooperation	15	4 The National System of International Cooperation	29
		4.1 Main challenges of the National System of International Cooperation	35



	Page		Page
5 Guidelines for Managing International Cooperation in Colombia	37	7.3 Other forms of cooperation	67
6 Policy objectives, strategic lines, and management concepts	39	7.4 Innovative financing instruments	69
6.1 ENCI policy objectives	41	8 Knowledge management and innovation in international cooperation	72
6.2 Policy objectives, strategic lines, and management concepts	42	8.1 Monitoring and evaluating international cooperation	73
7 Forms of international cooperation management	59	8.2 Strategy for knowledge management and innovation in cooperation	75
7.1 Official Development Assistance (ODA)	60	8.3 Observatory for non-reimbursable technical and financial cooperation	76
7.2 South-South and Triangular Cooperation	63		

Introduction

Colombia's National International Cooperation Strategy (NICS) is one of the public policy tools used by the foreign affairs sector to establish guidelines for managing international cooperation in order to boost the country's development. It aims to help achieve the 2030 Global Agenda's Sustainable Development Goals as well as the transformations outlined in the 2022-2026 National Development Plan "Colombia, World Power for Life."

For this reason, it reinforces alignment with the National Development Plan (NDP) by defining objectives, strategies, and guidelines for international cooperation. It aims to eliminate the institutional and social conditions that exacerbate socioeconomic inequalities among the country's most vulnerable populations while also working towards total peace in the territories and guiding a just energy transition.

The 2023-2026 NICS incorporates the conclusions of the binding regional dialogues held with civil society to prioritize development actions involved in the transformations proposed in the NDP.

Introduction



It also considers the contributions made by the international cooperation advisory offices from the different government sectors, as well as the meeting between the national entities that manage cooperation, the six focus groups with international partners, and talks with international cooperation experts related to the current debates on international cooperation for development.

Thus, the 2023-2026 NICS promotes knowledge management by working closely with the actors involved in the cooperation ecosystem, sharing best practices and successful experiences that have spurred the country's development. It also outlines public policy objectives, highlighting Colombia's cooperation capabilities, which stem from local, traditional, and ancestral knowledge, as well as the cultural experience and resilience of its communities. This is essential in steering the Official Development Assistance (ODA) received by the country, as well as SouthSouth and triangular cooperation. Finally, it identifies innovative sources of financing and transparency in managing the resources received and granted by evaluating and quantifying the results of cooperation efforts.

Undoubtedly, this strategy seeks to position the country as a benchmark for technical cooperation in the Global South in order to establish Colombia as a World Power for Life.



1.

Contribution to the development debate: An upper middle-income OECD country

In 2010, the Organization for Economic Cooperation and Development (OECD) classified Colombia as an upper-middle income country due to its sustained increase in gross domestic product since 2003.¹ Thus, in 2010, Colombia became the 37th country to join the group of OECD countries. According to the Development Assistance Committee (DAC), Colombia met the upper-middle income criteria, which means a progressive reduction in the amount of Official Development Assistance (ODA) resources it receives.

However, this does not mean that Colombia has overcome its development challenges or depends on ODA resources. Colombia's classification as an upper-middle income country has raised interesting debates, since the country still experiences political instability, economic and social crises, as well as unconsolidated growth and sustainable development processes, which mean that international cooperation resources are still needed.

President Gustavo Petro informed the international community that we are in going through a polycrisis, which negatively impacts progress on the sustainable development goals. He highlights the need for alternative solutions beyond the logic of accumulation in order to overcome what is ultimately a struggle to maintain our existence.

The President's call leads to "Decarbonized Social Prosperity," which is only possible through

1 Joint assessment of the Paris Declaration, phase 2. Colombia Chapter.
<https://www.oecd.org/colombia/47544228.pdf>. 2010.



greater global public investment. In this regard, he has proposed a Marshall Plan to address the climate crisis, in which the International Monetary Fund (IMF) will issue Special Drawing Rights to exchange debt for climate action. This will promote the use of clean energies, making industrialization and economic reconversion processes possible. Regarding these critical aspects, the 2023-2026 NICS establishes that economic growth is not the only factor that impacts social progress and that development processes are not linear, since they depend on differentiated, diverse, and unstable international and local contexts.

UNCTAD estimates that the financing gap for developing countries to achieve the Sustainable Development Goals (SDGs) is US \$4.2 trillion per year.² At the rate Colombia is progressing, the United Nations Development Program (UNDP) estimates that only 43% of the targets set out in the Sustainable Development Goals will be met by 2030.³

The fact that Colombia has joined the OECD and has a place in this economic forum gives it the opportunity to proactively manage its international cooperation with an innovative approach. Colombia aims to help developed countries see international cooperation contributions from a multidimensional perspective. In addition, addressing the challenge of maintaining aid flows is crucial to bridging the gaps that position Colombia as the second most unequal country on the planet.⁴

2 How to narrow the investment gap for global goals – UNCTAD.

3 Measuring the distance to achieve the Sustainable Development Goal (SDG) targets - Colombia.

4 World Bank. Building an equitable society in Colombia.

<https://documents1.worldbank.org/curated/en/602591635220506529/pdf/Main-Report.pdf>. 2021.

Development in Transition then becomes a possibility, even as a point of reference, since it is not a binding concept in international relations. This concept embraces a comprehensive approach to development, going beyond the economic dimension and introducing additional variables such as the quality of employment, education, health, and human security.⁵ This is very important in the debate on development in Latin America and the Caribbean held by the OECD Development Center, the European Commission, ECLAC, the IDB, and CAF, as it facilitates horizontal relationships among stakeholders, encouraging contributions from all levels in an effort to overcome structural gaps.⁶

Despite the adverse circumstances, Colombia was the OECD country with the highest flow of international cooperation in recent years. Official Development Assistance (ODA) received by Colombia accounted for 38% of the total ODA received by OECD countries (World Bank, 2019).⁷ In fact, the 2019-2021 NICS states that "most of the international cooperation resources received by Colombia during the previous four-year period were through bilateral partners, which have historically had close relations with Colombia. In this sense (...) these partners have been able to strengthen their ties with the country while complying with their cooperation and international relations strategies."⁸



⁵ The Triple Crossroads of Middle-Income Countries in Latin America and the Caribbean. The opportunities of Development in Transition and the 2030 Agenda. OXFAM, 2020.

⁶ OECD and ECLAC economic studies.

⁷ APC-Colombia. Analysis of International Cooperation in Colombia, 2021.

⁸ Ibid., p. 41.



This document highlights that the largest distributions of non-reimbursable international cooperation resources were aligned with the covenants defined in the 2018-2022 National Development Plan:



Equity
36,9%



Peacebuilding
21,2%



Sustainability
10,3%

This means that Colombia needs to take the lead and establish closer relations with developed countries and traditional cooperating partners. However, Colombia belongs to a group of countries that, while maintaining a certain geopolitical homogeneity since its formation as part of the bloc of non-aligned countries in Bandung,⁹ have many differences due to the asymmetrical development processes happening in the Global South and around the world. For example, the Global South includes low-income countries with large development

gaps, such as Haiti, and African countries, such as Ethiopia, Niger, and Burkina Faso. But there are also countries with better development indexes such as China, India, Turkey, Brazil, and Mexico.

Based on the above, the 2023-2026 NICS establishes a clear commitment to prioritize and mobilize domestic resources in the South-South cooperation agenda as a measure of effective solidarity among developing countries, which will also contribute to new international cooperation and financing models between Latin America and the Caribbean, Africa, Asia, and Eurasia.



⁹ The Non-Aligned Movement (NAM) is a forum for political consultation for countries in the Global South, which initially stemmed from the 10 Bandung Principles of 1955.

1.1

New sources of development financing

As mentioned above, today's global challenges call for innovative strategies to engage in truly transformative and symmetrical cooperative relationships among nations. The problems associated with environmental, economic, and health crises, conflicts, and gender inequalities lead us to rethink cooperation models and mobilize new sources of development financing.

From this perspective, it is also necessary to involve new actors in development, creating transnational agendas for life, such as the defense of the oceans and the Amazon, the prevention of pandemics, putting an end to gender inequalities, and ensuring a just energy transition. Hence, at a global level, the issuance of special drawing rights as opposed to debt, global public goods, or participation in carbon markets are some of the instruments being discussed to ensure that Colombia, as well as other developing countries, have greater investment resources.

At the national level, there is an ongoing discussion regarding how to involve private (social investment and impact investment) and philanthropic sources, as well as their alignment with the social investments by the State and as a result of international cooperation. The resources received by Colombia as Official Development Assistance represent only 0.8% of the country's annual GDP (APC Colombia, 2021). In this context, strategically redirecting cooperation investments is important, channeling them to regions or populations where these resources will have the greatest impact on closing existing gaps.





Colombia is unique in that, despite being an upper-middle income country, it continues to receive significant flows of Official Development Assistance (US \$1,643,184,158 in 2021 and US \$1,087,911,870 in 2022).¹⁰ As a result of its biological, cultural, ethnic, and geographic diversity, the country has a wide range of capacities, knowledge, and resources, all of which are applicable to local and regional development agendas. It also has a private sector (national and international) that undoubtedly contributes to the country's growth and development.

These characteristics make Colombia a haven for innovative financing models and development mechanisms where the joint resources (not only economic) from all types of development actors can be pooled together. In recent years, Colombia has made progress on creating and implementing innovative models of development financing that facilitate the participation of more development actors as well as the concurrence of various sources with common objectives.

Successful implementation of these mechanisms requires agreements among public, multilateral, bilateral, philanthropic, private, and popular institutions committed to financing development and making progress on the National Development Plan.

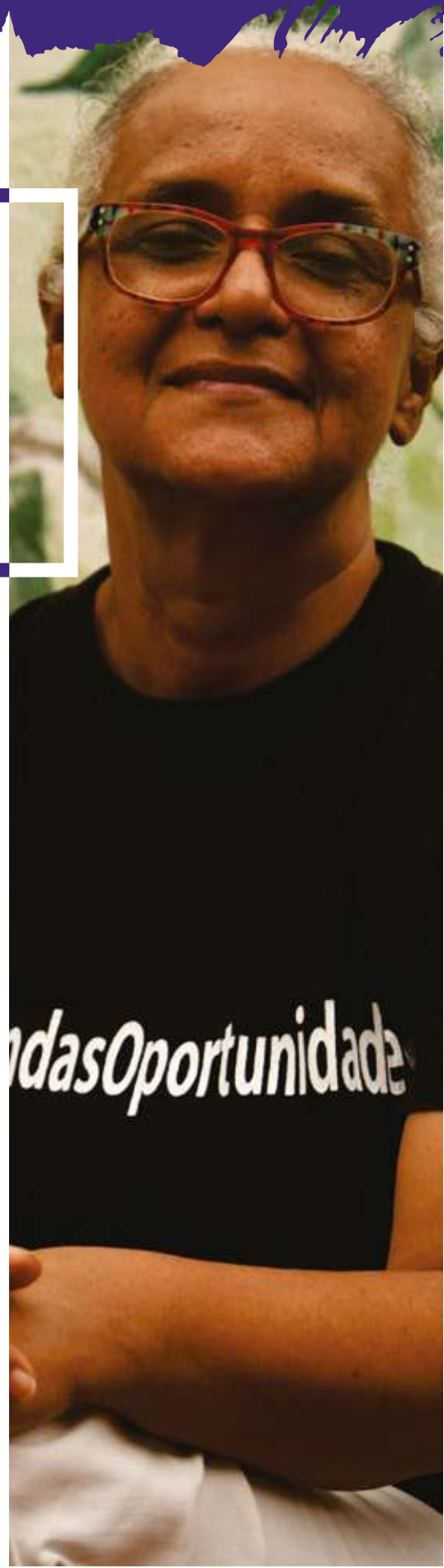
¹⁰ Analysis of Colombia's International Cooperation, 2022.

2.

Principles and approaches

The 2023-2026 National International Cooperation Strategy (NICS) is aligned with the transformations proposed by citizens and requires, as mentioned in the NDP, the commitment and participation of public and private actors at the local, national, and international levels. To this end, the strategic partnerships between the different actors in the ecosystem must be strengthened, so that actions effectively respond to the territorial and sectoral priorities identified in the 2022-2026 National Development Plan.

International cooperation must be effectively managed in order to achieve the development priorities. Therefore, the 2023-2026 NICS is governed by the following principles that determine its institutional actions: i) the preponderance of national sovereignty; ii) respect for the self-determination of peoples; iii) adherence to the principles of international law; iv) Latin American and Caribbean integration; and v) peace, as specified in the Political Constitution of Colombia regarding foreign policy.





It is also aligned with the national government's objectives and its commitment to the principles of solidarity, equality, transparency, parity, and inter-institutional coordination. It is important to mention that this strategy proposes managing international cooperation with a human rights approach as well as differential, intersectoral, and territorial approaches.

The human rights approach recognizes people as the protagonists of their own development, guaranteeing the dignity of human beings in their integrity, freedom, and transcendence. It is based on equal treatment, aiming to provide people with equal opportunities while understanding their diversity, autonomy, and freedom.

The rights-based approach encompasses **the differential and gender-based approaches**. It prioritizes work with women in the context of a feminist foreign policy. This strategy aims to raise awareness of, strengthen, and position the capacities of women and diverse population groups as international cooperation development agents by placing value on traditional and ancestral knowledge, best practices, and the social appropriation of knowledge.

The **intersectoral approach**

It prioritizes joint and coordinated action by a variety of institutional sectors. It refers to how the country's challenges are addressed, using an approach that involves relationships based on coordination, creating spaces, and sharing leadership roles, resources, and opportunities.

The **territorial approach**

This considers geographic spaces as places where people's lives and ecosystems are developed. In line with the priorities of the National Development Plan, this approach emphasizes a coherent and relevant intervention by institutions with the socioeconomic, cultural, political, and institutional contexts of the territories, promoting capacity building with stakeholders so they are equipped to manage their own development.



2.1

Feminist International *Cooperation*

Feminist international cooperation is one of the Presidency of the Republic's commitments, striving for effective international cooperation to work towards the progressive elimination of inequalities. The Colombian government is committed to feminism, placing those who have historically suffered multiple discriminations at the center of the country's development decisions.

Based on the above, there are two reasons for applying a feminist approach to international cooperation. The first has to do with intersectionality, a feminist tool that facilitates a comprehensive and multidimensional analysis of the factors of inequality that affect individuals, a given social group, or a community in a specific context that causes unique



Cooperation

experiences of exclusion, discrimination, and dependence. Intersectionality has enabled material progress to be made in reducing gender inequalities.

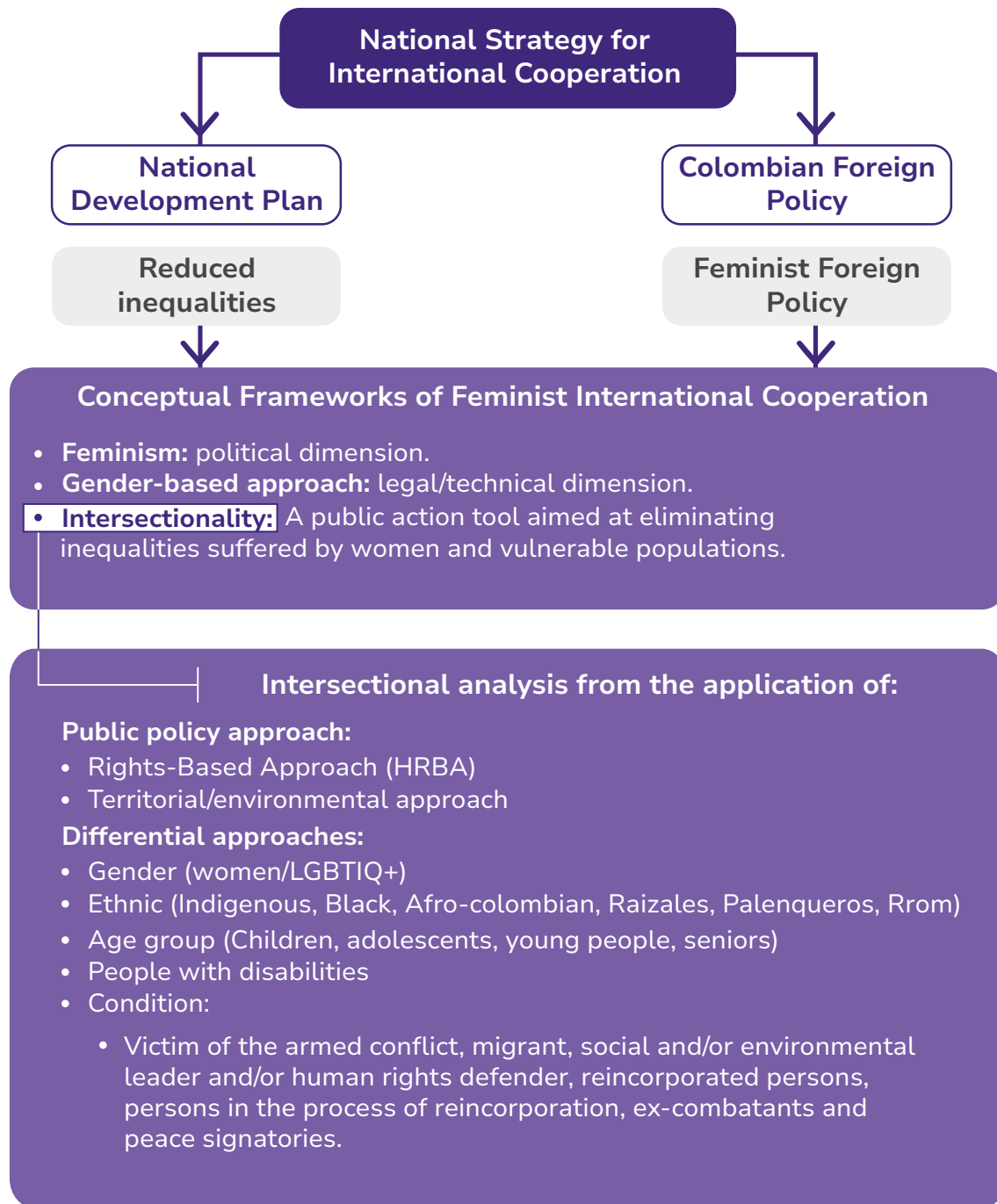
In this sense, the application of differential approaches—especially the ethnic differential approach, which is directly related to progressing towards total peace and eliminating racial discrimination in the territories—will be used as a reference for analysis.

The second reason has to do with the continued feminization of poverty and the global setback in gender equality (it will take 132 years to eliminate gender inequalities in the world), which undoubtedly hinders SDG achievement, considering that women make up 49.5% of the world's population.





Feminist Cooperation Approaches



Focal Points of International Cooperation

Climate Action and Environmental Justice

- Increased initiatives targeted at women and at-risk populations
- Promotion of rural and coastal populations' capacities for climate action and energy transition.

Socially Inclusive Development

- Affirmative actions: 30%.
- Increased initiatives aimed at achieving gender equality.
- Institutional capacity building for training and data analysis and knowledge management.

Total peace

- Implementation of the Peace Agreement's ethnic chapter.
- Implementation of the Peace Agreement's gender provisions.
- 80% of the National Action Plan (PLAN1325) is implemented.

Overarching themes

- Increased representativeness in governance and a political and technical approach to international cooperation.
- Alignment of reference frameworks and gender indicators.
- Two-level analysis: domestic policies impact foreign policy, foreign policy impacts domestic policy.



3.

Contextual *and* Strategic Framework

The 2023-2026 National International Cooperation Strategy (NICS) is framed within Colombia's foreign policy, the international agreements signed by Colombia for Sustainable Development, the 2022-2026 National Development Plan "Colombia, World Power for Life," and the institutional mandate of the Colombian Presidential Agency for International Cooperation (APC-Colombia).



3.1 Sustainable Development Goals, 2030 Agenda



The 2022-2026 National Development Plan "Colombia, World Power for Life" defines how Colombia will work towards achieving the 17 Sustainable Development Goals (SDGs) established in the 2030 Agenda over the next four years.

According to the DNP's 2022 Annual Report, "Progress on SDG Implementation in Colombia," the country has achieved 60.2% of the 169 targets and 180 indicators used to track the implementation of the 17 SDGs.

However, there is a clear delay in key SDGs such as Zero Hunger, which barely reaches 23.9%, Affordable and Clean Energy, at 38.9%, and No Poverty, at 43.2% (DNP, 2023).

Based on the above, Colombia seeks to build institutional capacities to facilitate the flow and collection of relevant information to monitor compliance with the 2030 Agenda, with the constant support of the United Nations System (UNS). Through this joint effort, 36 new indicators have been established that will complement the national monitoring framework.



2023

To achieve this goal, national entities have concrete tools at their disposal, such as CONPES public policy document No. 3918 of 2018 "Strategy for the implementation of the Sustainable Development Goals (SDGs) in Colombia," which provides guidelines for coordination among different non-governmental actors (representatives of different ethnic groups, civil society organizations, the private sector, the media, the scientific and academic community, and citizens) with national and territorial entities to promote open and inclusive processes that contribute to the effective fulfillment of the Sustainable Development Goals.

In this context, the management of International Cooperation in Colombia contributes to SDG achievement through traditional (ODA and Vertical) and cutting-edge methods (South-South and triangular cooperation), and new trends (circular cooperation). These methods are addressed in the National International Cooperation System (NICS) framework, which includes different development actors within the country's international cooperation ecosystem, seeking coordinated, comprehensive, and impactful responses.



Development

3.2

Foreign Policy - Colombia's new global presence

The foreign policy lines defined in the various programmatic documents and the national government's international agenda provide the official guidelines for international cooperation. The guidelines also provide a framework for coordinating and managing joint work with bilateral and multilateral sources as part of the international strategic objectives. The focal points proposed in the government's National Development Plan, "Colombia, World Power of Life," revolve around the following aspects:

International strategic objectives



1. Prioritized integration with Latin America and the Caribbean.
2. Respect for human rights.
3. Care for all forms of life in the face of climate change.
4. Evidence-based policy against illicit drugs, with a focus on public health, sustainable socio-economic alternatives, and a differentiated approach to crime.
5. Trade and investment.
6. Migration.



In this regard, the Government of Change aims to position Colombia as a world power of life. This new global presence involves strengthening relations with traditional international cooperation actors such as the United States, Canada, the United Kingdom, and countries in the European Union. At the same time, it also involves strengthening and deepening cooperative relations with neighboring countries in Latin America and the Caribbean, Indo-Pacific countries, Eurasia, and Africa, as well as establishing new relations with other African countries.

Increasing the country's influence in international processes aimed at protecting and providing regional and global public goods to address the multiple ongoing crises is the priority in terms of multilateral foreign policy. Of the main bilateral donors, the United States continues to be the largest partner in terms of official development assistance with a contribution of US \$487.3 million in 2023.¹² The government has been conducting high-level dialogues with the U.S. government for 10 years, deepening public policy areas such as the fight against drug trafficking, migration, public diplomacy, climate change, energy transition, and the implementation of the peace agreements.

¹² Information prepared internally based on data reported by the CÍCLOPE application.

This last point is important, since Colombia's foreign policy focuses on consolidating and strengthening institutions and policies that respond to the changes taking place in the international system. For this purpose, the government has placed special emphasis on achieving growth and competitiveness, equal opportunities, and the establishment of peace, leading to greater regional integration and diversification of relations and the agenda.

Similarly, Colombia's close ties with European countries are recognized and cooperation with these countries continues to improve in terms of sustainable development, energy transition, and the bioeconomy. Therefore, the government is working on a partnership agreement with the European Union, which will complement the Multiparty Trade Agreement signed in 2012.

To become a world power of life, diplomatic relations with countries in the Global South must be strengthened. A broad, multifaceted approach to the Indo-Pacific is proposed, which means strengthening cooperation with China, India, Japan, South Korea, and Southeast Asian countries such as Singapore, Thailand, Malaysia, the Philippines, Vietnam, and Indonesia. To achieve these goals, we plan to develop initiatives, projects, and programs requiring cultural, scientific, and commercial cooperation to collaboratively address the global economy's new challenges.

Diversification also involves strengthening relations with African countries and their institutions, such as the Organization of African Unity and the African Development Bank. The government has cultivated stronger diplomatic relations with Kenya and created new cooperation mechanisms with Ethiopia and South Africa. Likewise, progress has been made in cooperation with countries in the Middle East, such as the United Arab Emirates, the Kingdom of Saudi Arabia, and the Islamic Republic of Iran.

In terms of multilateral cooperation, Colombia is a member of the Organization for Economic Cooperation and Development (OECD). Since the end of 2023, it has also taken on the administration of the Pacific Alliance Fund and is planning to take over the presidency of the Community of Latin American and Caribbean States (CELAC) in 2025. Colombia aspires to join the United Nations Security Council for the 2026-2027 period and will chair the Amazon Cooperation Treaty Organization (ACTO).

Finally, Colombia intends to position itself in regional integration mechanisms and make a significant contribution to its partners in the Global South through South-South and triangular cooperation. International cooperation plays a fundamental role in developing the transformations established in the 2022-2026 National Development Plan.

To this end, the overall objective for international cooperation proposed in the NDP is for “the Colombian National System of International Cooperation to favor coordination and strategic complementarity among the different actors in the ecosystem so that actions effectively respond to the territorial and sectoral priorities for change identified in the 2022-2026 National Development Plan.”¹³

¹³ National Development Plan "Colombia, World Power of Life" 2022-2026 <https://www.irc.gov.co/webcenter/portal/IRCEs>



3.3

2022-2026 National Development Plan "Colombia, World Power of Life."

Keys to Transformation in the 2022-2026 National Development Plan.

@apccolombia





The National Development Plan, approved by Law 2294 of 2023, lays the foundation for a new social contract in which Colombia protects life and overcomes historical injustices and exclusions, ensures the non-repetition of conflict, and promotes a change in the relationship with the environment and a productive transformation based on knowledge and harmony with nature. "This process must lead to total peace, understood as the quest for an opportunity for everyone to live a decent life based on justice...in a culture of peace that recognizes the value of life in all its forms and that guarantees our shared home is taken care of." (Art. 1. NDP, 2023).

In order to make the NDP a reality, a roadmap is proposed that includes 5 major keys to transformation, which will be achieved by implementing the overarching themes that must guarantee total peace, a differential and intersectional approach, participation of returnees and Colombians living abroad, macroeconomic stability, and foreign policy with a gender-based approach (Art. 3 and 4. NDP. 2023).



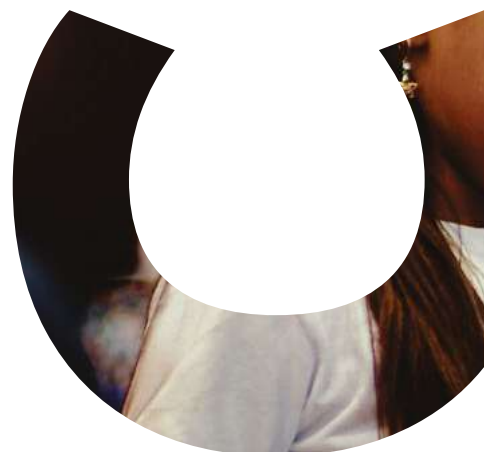


In the face of these challenges, international cooperation plays a fundamental role in helping promote the transformations proposed in the NDP and the country's priorities, which is why Colombia's 2023-2026 National Strategy for International Cooperation (ENCI) is focused on prioritizing national and territorial needs.

Considering the above, the 2022-2026 NDP has estimated investments from different sources to amount to \$1.154 trillion COP. International cooperation is one of the sources of financing, which is why the projected management goal amounts to \$9.1 billion, corresponding to 0.78% of total investment.

This is an important challenge, considering that the average investment of international cooperation resources in the country has been US \$428 million per year, according to the Technical Document on the Balance of the Implementation of the 2019-2022 National Strategy for International Cooperation (ENCI).

@apccolombia





4.

The National System of International Cooperation

Colombia's National System of International Cooperation was legally established through Decree 603 of 2022 as a public policy instrument aimed at coordinating the international cooperation actions received and offered by the country.

The System has three levels of governance focused on strategic, programmatic, and operational functions, as well as four action areas focused on the relationship with stakeholders throughout the ecosystem, knowledge management, and collective capacity building.

According to the regulation, the Ministry of Foreign Affairs (MRE) is responsible for defining foreign policy guidelines, the National Planning Department (DNP) is in charge of identifying development priorities, and finally, APC-Colombia is responsible for providing the technical guidelines for international cooperation.



The objective of the Colombian Presidential Agency for International Cooperation (APC-Colombia) is “to manage, guide, and provide technical coordination of international public, private, technical, and non-reimbursable financial cooperation received and/or granted by Colombia. It is also responsible for executing, managing, and supporting the channeling and implementation of international cooperation resources, programs, and projects with the aim of meeting the objectives outlined in foreign policy and the National Development Plan.” (Art. 5. Dec. 4152 of 2011).

In accordance with the institutional mandate and the policy lines defined in the National Development Plan, the National Strategy for International Cooperation proposes coordination efforts around the country’s interests and needs with the actors in Colombia’s international cooperation ecosystem in order to guide the Official Development Assistance (ODA) received by the country (bilateral and multilateral), the South-South and triangular cooperation offered and managed by Colombia, as well as new sources of development financing that have been included in the national development agendas.

In this sense, Colombia’s National System of International Cooperation needs to be strengthened to promote coordination and strategic complementarity among the different actors involved in the ecosystem so that actions effectively respond to the territorial and sectoral priorities for change identified in the 2022-2026 National Development Plan. The role of each governance space and the actors involved are detailed below:

A. Strategic Committee:

It coordinates the National System of International Cooperation and is responsible for providing guidelines on foreign policy, the country's development priorities, and the technical guidelines for international cooperation.

Strategic Committee Structure



Vice-Ministry of Multilateral Affairs
Ministry of Foreign Affairs



General Directorate of the National
Planning Department



General Directorate of the Colombian
Presidential Agency for International
Cooperation

B. Program Committee:

It is in charge of providing guidance and managing technical coordination efforts between national entities and local governments. Depending on each Program Committee session's themes and activities, other representatives of national or local government entities may be invited.

Program Committee Structure



International Cooperation Directorate
Ministry of Foreign Affairs



Credit Subdirectorате
National Planning Department



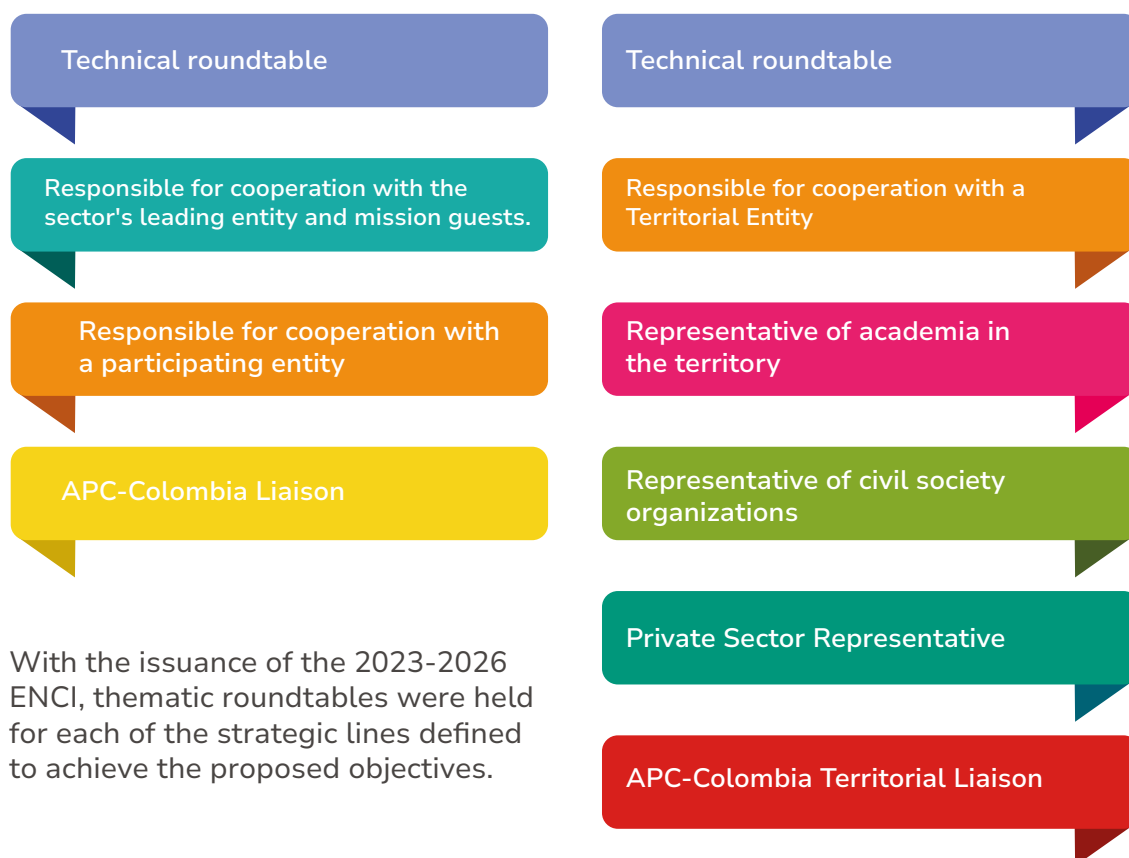
Directorate for Interinstitutional
Coordination Colombian Presidential
Agency for International Cooperation

C.

Operating Committee:

This is the space where the different actors are organized and coordinated into thematic and territorial working groups, and where work plans are designed with detailed roles, indicators, and follow-up mechanisms. It is a space designed to strengthen national entities' collaborative capacities in international cooperation management.

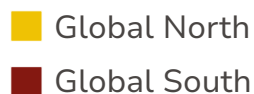
Operating Committee Structure



With the issuance of the 2023-2026 ENCI, thematic roundtables were held for each of the strategic lines defined to achieve the proposed objectives.

Main cooperating partners in Colombia





- UNHCR
- United Nations System
- Global Environmental Facility (GEF)

- IDB
- WB
- CAF



4.1

Main challenges of the National System of International Cooperation

For the effective operation of the system, the Ministry of Foreign Affairs, the DNP, and APC Colombia will assign work teams to promote coordination in the following areas:

Organizing the Demand for Cooperation

As mentioned in previous sections, within the framework of the National System of International Cooperation, sectoral and territorial plans will be developed to prioritize development needs requiring international cooperation. To this end, the national government, through different agencies, has prioritized Total Peace, Climate Change, Zero Hunger, and Reindustrialization. This will make it possible to identify the municipalities and regions receiving financial support to implement strategic actions



Organizing the Cooperation Offer

Based on Colombia's long history as a leader in South-South cooperation, the National System of International Cooperation will also develop a portfolio of best practices that address the needs of countries in the Global South and North to be incorporated into sectoral and regional work plans.

Regional Coordination Scheme

The 2022-2026 NDP "Colombia, World Power of Life" recognizes territorial and cultural differences and integrates the transformations that must be prioritized to achieve change at the territorial level. These transformations must be implemented locally and expanded to the regions in order to consolidate requests and propose integration programs that maximize available resources.

In order to coordinate the different actors and processes at the territorial level, the DNP promotes the Regional Strategy for Reaching the Territory, which functions as a coordination mechanism to effectively implement the transformations (CONPES 4091), specifically aiming to strengthen communities' and governments' decision-making capacities, consolidate medium-and long-term regional development agendas, and establish social dialogue and multilevel governance processes.





5.

Guidelines for Managing International Cooperation in Colombia

1.

The national and regional executive branch entities will approach their non-reimbursable cooperation management processes in accordance with the strategic objectives defined in the 2023-2026 ENCI to strengthen compliance with the National Development Plan.

2.

The country programs and international cooperation framework agreements negotiated with Colombia through the different forms of cooperation will specifically determine their contribution to achieving the objectives defined in the 2023-2026 ENCI.



3. The National System of International Cooperation is the governance mechanism that coordinates international cooperation in Colombia.

4. The territorial deployment of international cooperation strategies must be carried out within the framework of the DNP's Regional Strategy to achieve the institutional capacity and regional convergence objectives, promoting the coordination and participation of the authorities and territorial entities based on the goals and guidelines outlined in CONPES 4091 of 2022.

5. The international cooperation projects and programs shall specify how the gender-based, diversity-based, rights-based, and differential approaches are being implemented.



6.

Policy objectives, strategic lines and management concepts

The 2023-2026 National Strategy for International Cooperation was designed based on three different aspects. The first considers the policy objectives, or the expected changes as a result of the 2023-2026 ENCI. The second relates to the strategic action areas that provide guidance regarding international cooperation opportunities. Finally, the third addresses management concepts as the central aspects to consider in building sectoral and territorial work plans. The four policy objectives are based on the following considerations:

- 1.** Inequality as a determining factor in the setbacks and vulnerability experienced by millions of Colombians.
- 2.** Work towards implementing the Peace Agreement signed in 2016 and strengthening territorial peace and State presence in the territories, with a differential approach, especially for women victims of the conflict.
- 3.** The impending climate crisis in each of the territories causing displacement and hunger and the need to establish regional processes related to worker retraining programs, productive transformation, competitiveness, and innovation.
- 4.** Growing challenges in coordination between national and subnational entities and cooperation aimed at institutional strengthening, closing gaps, and leveraging regional potential.
- 5.** Prioritizing integration for migrants planning to stay in the country.



6.1

ENCI policy objectives

Objective 1: Promote the fight against climate change, environmental justice, and productive transformation.

The international agenda will unite efforts and interests around collective wellbeing. International relations will build bridges to fight for life and against climate change, as well as to protect the country's biological and cultural diversity. Cooperation ties with other nations will be strengthened, especially regionally with CAN, ACTO, UNASUR, and globally with the UN, the EU, the USA, the Pacific Rim countries, especially China, Japan, Korea, and countries in Southeast Asia

Objective 2: Contribute to the fight against hunger and the care, protection, and inclusion of the migrant population

The international cooperation agenda will help manage the zero-hunger program led by the Presidency of the Republic, which will be designed with the input of various social, institutional, and international cooperation actors. Special attention will be given to the migrant population to guarantee their rights.

Objective 3: Promote a culture of peace, justice, and equality.

The implementation of the Peace Agreement and the new peace talks in the country will be promoted, as well as the strengthening of social and community justice processes and actions to close socioeconomic gaps. Social and economic transformation policies and programs will also be supported in the regions most affected by violence.



- Territories that are transformed with the implementation of the Colon Theater Agreement.
- Dialogue. One option.
- De-escalation of violence.
- A culture of peace in the daily life of people in the territories.
- Peace at the heart of government.

Objective 4: Strengthen institutional capacities for cooperation management.

The management and coordination of international development cooperation received and offered by Colombia will be strengthened to ensure its effectiveness and alignment with the policy objectives set forth in the National System of International Cooperation.

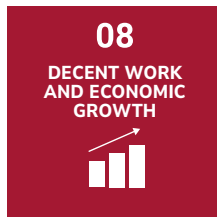
6.2

Policy Objectives, Strategic Lines, and Management Concepts



OBJECTIVE 1:

**Promote the fight against climate change,
environmental justice, and productive transformation.**



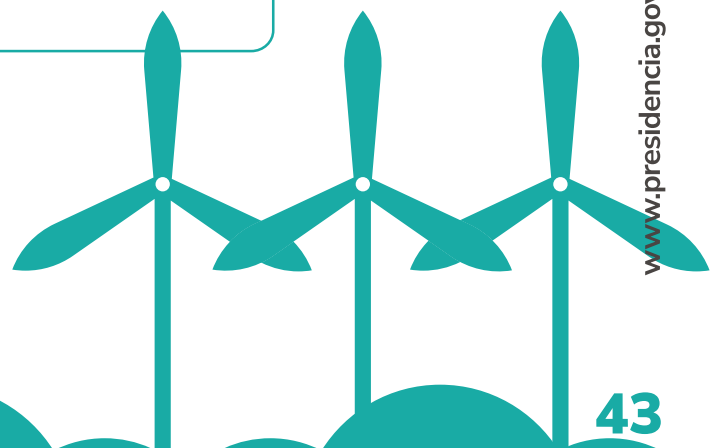
Land use planning
around water

Climate Action

Decarbonization, productive
transformation, and energy
transition

**Promote the fight against climate change,
environmental justice, and productive transformation.**

Build bridges for peace, the fight for life, the fight against climate change, and the fight to stop the disappearance of biodiversity. Establish a common language to address the challenge faced by all of humanity to overcome the climate crisis.



Strategic line 1

Land use planning around water.

Lay the groundwork to reduce environmental conflicts in watersheds, guaranteeing the care of natural wealth and the implementation of tools for adaptation, climate resilience, and territorial compensation.

Management Concepts

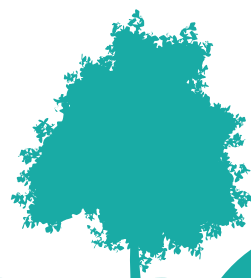
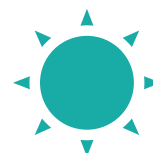
- Strengthen risk management and administration and early warning systems for the implementation of land use planning processes.
- Strengthen the capacities of local governments and communities to make land use and territorial planning decisions.
- Strengthen territorial capacities to be able to use cadastral information to comply with territorial responsibilities in terms of land administration.
- Implementation of the Land Administration System (SAT).
- Support in developing and implementing the methodology aimed at recognizing capabilities.

climate
change

Strategic line 2

Climate action.

Guarantee the fair treatment of the Colombian population through effective, inclusive, differential, and gender-based participation in decision-making on environmental development.





Management Concepts

- Recognition of cultural and traditional knowledge, as well as the work and role of different actors against deforestation and other environmental crimes.
- International dialogues to push the cooperation agenda towards the conservation of strategic ecosystems, focusing on the preservation of the Amazon, the Pacific, and the Darien.
- Fair, equitable, and inclusive carbon market.
- Water supply and basic sanitation projects.

Strategic line 3

Decarbonization, productive transformation, and energy transition.

Productive transformations will be aimed at diversified activities in order to take advantage of biodiversity and ecosystem services, guaranteeing inclusion and gender equity. Similarly, these will be intensive in terms of the production and appropriation of knowledge and innovation, recognizing the value of traditional and ancestral knowledge, guaranteeing the observance of fundamental and collective rights, and building communities' resilience to the effects of climate change.



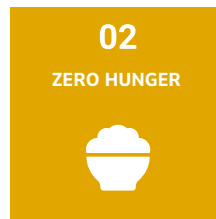
Management Concepts

- Targets established by the country within the framework of the current Paris Agreement, the Convention on Biological Diversity, the Sendai Framework, and other international environmental commitments.
- Climate resilience with a community-based approach.
- Non-Conventional Renewable Energy Sources (NCRES) — energy transformation.
- Foreign trade and inclusive and sustainable internationalization and reindustrialization policies with an impact on the transition from an extractive economy to a knowledge and development-based economy.
- International Regulatory Cooperation (IRC). Regulatory cooperation is a common factor for many issues. However, international regulatory issues are usually associated with trade issues.
- Research and innovation regarding strategic missions in: (a) bioeconomy, natural ecosystems, and sustainable territories; (b) human right to food; (c) efficient, sustainable, and affordable energy; (d) health autonomy and social welfare; and (6) peace and citizenship.
- Research, technological development, and innovation infrastructures together with more engagement from actors involved in the National System of Science, Technology, and Innovation (SNCTI).
- Development and implementation of “a” Colombian Space Policy.
- Business innovation.
- The country’s digital industry that responds to the demands of the productive sector to adopt digital technologies.
- Fleet decarbonization and implementation of infrastructure for energy supply.



OBJECTIVE 2:

Contribute to the fight against hunger and to the care, protection and inclusion of the migrant population.



Zero hunger and the
right to food

Humanitarian assistance
in border areas

Popular economy

Contribute to the fight against hunger and efforts to provide humanitarian assistance to the migrant population.

In Colombia, children will not die of hunger. International cooperation will be requested to create a hunger relief plan, which will involve all stakeholders and will pay special attention to migrants experiencing high levels of rights violations.

Strategic line 1

Zero hunger and the right to food.

In order to make headway on the right to food, Colombia will make food more widely available by strengthening and empowering the agriculture sector and its producers. This is possible if traditional knowledge and care activities are recognized.

Expanding and improving physical access to food through efficient supply chains and increased development of transportation infrastructure. This will reduce malnutrition, obesity, and micronutrient deficiencies and associated deaths. These actions will have governance schemes that will outline clear and measurable ways to define, implement, and evaluate public policies that affect the human right to food.

Management Concepts

- Prioritized agricultural chains for the right to food.
- Rehabilitation of areas with small-scale irrigation areas.
- Nutrition of children and adolescents.
- Community Nutritional Recovery Units and Centers.
- Nutritional Recovery Zones (NRZ).
- Community-created comprehensive care models (indigenous communities and NARP).

Strategic line 2

Assistance, protection, and inclusion of the migrant population.

Adapt and strengthen the institutional structure of the Ministry of Foreign Affairs, the Office of Immigration's Special Administrative Unit, and entities responsible for coordinating migration issues.





This is needed in order to strengthen efforts to provide care and integration services for migrants, refugees, and returnees planning to stay or experiencing certain conditions of vulnerability. Considering the Comprehensive Migration Policy and CONPES 4100 of 2022, humanitarian and emergency care will be provided to the population in transit, and at the same time, progress will be made on guaranteeing the socioeconomic integration of migrants planning to stay in the host communities through access to markets and services.

Management Concepts

- Social dialogue.
- Integration and care services for migrants, refugees, and returnees.
- Coordination bodies at the sectoral, national, and regional levels to support local entities in designing and implementing development projects.
- Host Communities.
- Fight against human trafficking.
- Diaspora.

Strategic line 3

Popular, solidarity, and community economy.

The popular economy refers to the mercantile (production, distribution, and commercialization of goods and services) and non-mercantile (domestic or community) trades and occupations carried out by small-scale economic units (individuals, family, small businesses, or microenterprises) in any economic sector. Popular Economy actors can carry out their activities individually, in economic units, or through associations. The promotion of the Popular Economy depends on an understanding of its intrinsic dynamics. These activities produce significant social and economic value, and once their operations and the logic of action is understood, mechanisms will be developed to boost their growth and productivity.

Management Concepts

- Collection, distribution, and commercialization of products in the Popular Economy.
- Logistics networks and associations.
- Peasant, community, and rural solidarity economies. Productive units in the Popular Economy.
- Financial instruments for Popular Economy initiatives.
- Solidarity Partnership for Peace (ASPP).
- Social and productive inclusion for women, people who have gone through a reintegration process, people with disabilities, peasant farmers, and other prioritized population groups.

OBJECTIVE 3:

Promote a culture of peace, justice, and equality.



Implementation of the
Peace Agreement

Human security and
social justice

Social inclusion of the
differential actors of change

Promote a culture of peace, justice, and equality.

Guide and promote increased international cooperation efforts in the implementation of economic transformation policies and programs in the regions most affected by the armed conflict.





Strategic line 1

Implementation of the Peace Agreement.

For the national government, accelerating the effective implementation of the Peace Agreement is a priority, which is why it is one of the pillars and cornerstones of the Total Peace policy. For this reason, the provisions of the Framework Plan for the Implementation of the Peace Agreement (PMI) are incorporated into the transformations outlined in the National Development Plan in accordance with the National Strategy for International Cooperation.

Management Concepts

- Comprehensive Rural Reform and Rural Women.
- Land use planning instruments for peace. National sectoral plans (NSP).
- National Comprehensive Program for the Substitution of Illicit Crops (PNIS), PDET, Comprehensive Substitution and Alternative Development Plans, Comprehensive Collective Reparation Plans, Action Plans for Regional Transformation (PATR).
- Regional roads (secondary and tertiary).
- Comprehensive reintegration.
- Strengthening of the Comprehensive System of Truth, Justice, Reparation, and Non-Repetition and the National Search Unit for Missing Persons.





- Drug policy.
- Historical memory.
- Human rights defense.
- Political participation.
- Follow-up, verification, and guarantees of compliance with the Peace Agreement.

Strategic line 2

Social justice and the fight for equality.

Colombia is a country with low social mobility, where current poverty levels are similar to those a decade ago and the majority of the population is in poverty or at high risk of falling into poverty. The country's social protection system needs to be redesigned in order to ensure the necessary, relevant, and quality services, with a social security reform that guarantees universal protection against risks regarding health, unemployment, and old age. For the first time, care services will be part of this system.

Management Concepts

- Priority access to the institutional offer for households.
- Care system.
- Social infrastructure and facilities.
- Youth leadership, social participation, peacebuilding with justice, peaceful conflict resolution, and de-escalation of social conflict.
- Children of all ages, youth, and senior citizens.
- Health and mental health.
- Digital connectivity, digital governance, and cybersecurity.
- National networks of public libraries, museums, archives, community libraries, cultural centers, theaters, houses and places of memory, archeological parks, and other cultural spaces.
- Integrated Emergency and Security System.
- Gender-Based Violence.
- Special Indigenous Jurisdiction.
- Adolescent Criminal Responsibility System.
- Cultural and ancestral practices.



Strategic line 3

Inclusive society and world power of life.

Making Colombia a world power of life implies a fundamental transformation, in which all inhabitants enjoy full security, while promoting people's comprehensive development, reconciliation, protection, and economic empowerment. We must live in a peaceful, happy environment, free of discrimination and exclusion throughout the national territory.

Management Concepts

- Productive initiatives by urban and rural women and income generation.
- Green jobs.
- Circular economy.
- Food sovereignty.
- Citizen participation and voter turnout. Institutional, organizational, and individual conditions and capacities for citizen participation in building and reformulating public policies.
- Prevention of political violence against diverse women (rural, ethnic, disabled, LGTBQ+, victims, youth, elderly, and migrants, among others).
- Comprehensive plan for providing services related to prevention, care, and access to justice.
- National Program for Safe Cities and Territories.
- Access to cultural, artistic, sports, recreational, and physical activities, with guidelines for recognizing diversity as well as practicing inclusion and non-discrimination.
- Comprehensive Collective Reparation Plans.
- Institutional efficiency for compliance with community agreements: emphasis on black, Afro-Colombian, Raizal, and Palenquero communities, and Roma and indigenous peoples.



OBJECTIVE 4:

Strengthening institutional capacities for international cooperation management.

16

PEACE, JUSTICE,
AND STRONG
INSTITUTIONS



17

PARTNERSHIPS TO
ACHIEVE THE
GOALS



Management of information
on international
cooperation at the national
and regional level.

Strengthen the National
System of International
Cooperation as a
coordination mechanism.

Strengthen cooperation
management in rural and
urban areas of the country.

Strengthen IC monitoring
and reporting mechanisms.

Strengthen institutional capacities for cooperation management.

Build the capacities of actors participating in the National System of International Cooperation so they can better manage and coordinate the country's national and regional cooperation ecosystem.





Strategic line 1

Strengthen the management of information on international cooperation (at the national and regional levels) to be used in decision-making.

Management Concepts

- Data and information system management for national entities and cooperation funds.
- Digital innovation and geo-referencing tools, and tools for the definition of information reporting variables related to international cooperation resources for Peace Agreement implementation.
- Digital innovation and geo-referencing tools, and tools for the definition of information reporting variables related to international cooperation resources for Peace Agreement implementation.
- Information registration systems for national and regional entities that allow for improved data collection related to international cooperation and regional investment.
- Analysis of information on international cooperation by university research groups and think tanks.
- Open data platforms.
- Dissemination of tools and incentives for the ecosystem of national and international actors in APC-Colombia's information system to report information. (Certificate of Common Good, viability of non-reimbursable multilateral cooperation bank projects, additional points in the Agency's calls for proposals such as Joint Cooperation Commissions, Triangular Mechanisms, counterparts, among others).

& JUSTICE

Strategic line 2

Strengthen the National System of International Cooperation as a mechanism to coordinate international cooperation.

Management Concepts

- Intersectoral and territorial work plans.
- The National System of International Cooperation's International Cooperation Observatory for knowledge management.
- Innovative communication mechanisms among the actors participating in the National System of International Cooperation.
- Strengthening of capacities for managing international cooperation for actors involved in the international cooperation ecosystem.
- National and international exchanges to effectively manage international cooperation at the national and regional level.

Strategic line 3

Strengthen cooperation management in rural and urban areas of the country.

Management Concepts

- Regional agendas for managing strategic projects that require three levels of government—as well as international cooperation—to work together to carry out their technical design and financial closure.
- Regional Coordination Scheme within the framework of the Regional Strategy for Reaching the Territory as a coordination mechanism for the effective implementation of actions to strengthen governments' and communities' decision-making capacities, consolidating medium- and long-term regional development agendas, and establishing social dialogue and multilevel governance processes.





- Participation of local governments in international cooperation initiatives, supporting the creation of partnerships with city networks and promoting South-South cooperation, decentralized triangular cooperation, and Colombia Teaches Colombia (Col-Col).
- Best regional cooperation practices in line with the country's development needs to promote the various cooperation methods.
- Visibility of local governments in international diplomacy spaces for international cooperation regarding issues related to 2023-2026 ENCI objectives.
- Incorporation of rights-based, gender-based, and differential approaches in the formulation, approval, monitoring, and evaluation of international cooperation projects.
- Capacity building for local governments and social and private actors in order to formulate and implement international cooperation initiatives across sectors and with multiple sources.
- Opportunities for civil society to access international cooperation with a special emphasis on indigenous, Afro-Colombian, Black, Raizal, and Palenquero communities.

Strategic line 4

Strengthen Feminist International Cooperation in Colombia.

Management Concepts

- As part of the National System of International Cooperation's Action Plan, include committee sessions to follow up on the implementation of the Peace Agreement's gender provisions, including those set forth in the ethnic chapter.



- Among international cooperation decision makers, push for at least 30% of the resources (technical and financial) for projects in the national territory to be allocated to fulfilling the gender indicators, implementing the provisions of the Convention on the Elimination of All Forms of Discrimination against Women, and other related resolutions and commitments adopted by the country.
- As part of the National System of International Cooperation's Action Plan, include at least two annual sessions to follow up on the implementation of feminist international cooperation in the country, and an annual meeting to exchange experiences and best development practices for issues of interest to women and the LGTBQ+ population.

Strategic line 5

Building citizens' trust in institutions.

International cooperation will be invited to support the fight against the regional and socioeconomic gaps that are ripping apart Colombia's social fabric, aiming to strengthen the ties between the regions, the State, and the populations.

Management Concepts

- Institutional strengthening as a driver of change in order to regain citizens' trust and strengthen the relationship between the State and the citizens.
- Fight against corruption in national and regional public entities.
- Promote effective compliance with the provisions of the regulatory framework for transparency and the fight against corruption.
- Support the development of actions to monitor and evaluate public procurement and contracting, improving the quality and scope of information on contractual processes.
- Support the development of actions to monitor and evaluate public procurement and contracting, improving the quality and scope of information on contractual processes.
- Promote inter-institutional coordination to prevent, control, investigate, and punish cases of corruption in the regions.
- Promote the issuance and implementation of a regulatory framework to protect whistleblowers and regulate lobbying in Colombia.
- Improve support, advisory, and technical assistance services in the territories.
- Develop public servants' and employees' skills to be able to strategically manage public procurement and contracting and use data and emerging digital technologies for their benefit.



7.

Forms of International Cooperation Management

The Government of Colombia has identified several ways for the different actors in the ecosystem to access and offer financial and technical cooperation resources. The main forms of cooperation are described below.





7.1

Official Development Assistance (ODA)

This refers to all flows coming from developed countries to support sustainable development. This is the method Colombia has traditionally used, being a recipient of cooperation. In general, these are resources transferred from a donor to an entity or organization in the country to implement plans, programs, or projects:

- Financial resources (grants, concessional loans).
- Technical assistance. This method finances technical advisory services, training, and knowledge transfers that support our country's policies, programs, and projects.
- In-kind donations.

Colombia currently receives this type of cooperation from more than forty (40) donors, including bilateral and multilateral sources (APC-Colombia, 2023).

Link to services:

<https://portalservicios-apccolombia.gov.co/publical/?paramL=1>



Bilateral ODA: This is the financial and technical cooperation offered by a developed country to a developing country.

How does this type of cooperation happen and what parties are involved?

In order to manage these resources, the national government negotiates the corresponding "bilateral cooperation strategies" with each of these countries, which may be annual or multi-year. There are bilateral donors that do not have such strategies, but directly support the development of local activities through their embassies and/or implementing entities.

Multilateral ODA: This refers to cooperation provided by international organizations to developing countries. It combines support with financial resources and technical assistance for project implementation. Colombia's main multilateral partners in international cooperation are the United Nations (UN) and its system of agencies operating in the country, which make up what is known as the "Country Team," as well as the multilateral development banks.

Multilateral banks—also known as development banks—are primarily meant to support the country through loans. They also provide non-reimbursable technical cooperation and grants in order to prepare, implement, and evaluate programs or projects. The main multilateral development banks operating in Colombia are the World Bank (WB), the Inter-American Development Bank (IDB), the European Investment Bank, and the Development Bank of Latin America (CAF).

Access to ODA: To request Official Development Assistance (ODA), a country can do the following:

- Apply to international calls for proposals published by bilateral and multilateral cooperating partners.
- Coordinate current processes supported by the cooperating partners in the territory, and coordinate with the actors involved in implementation, identifying joint actions and following up on the results.
- Take advantage of the training and education opportunities offered by the cooperating partners abroad, participating in short courses.

The following links may be of interest:

<https://apccolombia.gov.co/quienes-somos/direccion-de-gestion-de-de-manda-de-cooperacion-internacional/gestion-de-registro-de>

National Counterparts - Presidential Agency for International Cooperation (apccolombia.gov.co)

<https://apccolombia.gov.co/distribucion-de-cupo-fiscal>





7.2


South-South and Triangular Cooperation

7.2.1 South-South Cooperation (SSC)

It is a form of international cooperation between countries with similar levels of development. SSC is implemented through technical exchange programs and projects between experts (public, private, social, academic) who share knowledge, best practices, know-how, and technologies under principles of horizontality, solidarity, flexibility, and mutual benefit. SSC aims to identify best practices from one country in order to replicate or adapt them in another country with similar cultural and socioeconomic conditions, thus building or strengthening local capacities.

South-South cooperation involves at least two actors: i) a requesting country, which requests cooperation; and ii) an offering country, which provides technical assistance by sharing its national best practices.

All public entities, the private sector, and civil society organizations can be technical partners requesting or offering cooperation, and both are supported by the entities responsible for coordinating international cooperation, such as Ministries of Foreign Affairs, Ministries of Economy, Planning Departments, and International Cooperation Agencies.



It is also possible for participants to exchange roles—for example, the requesting partner shares a best practice and the offering partner receives knowledge—during different activities in the same project. This is known as a “two-way” project.

FOCAI covers the country’s travel expenses, tickets, translations, and publications, among others. Through South-South Cooperation, accessing short courses on different topics is also possible in order to learn about specific issues that build capacities.

Finally, through South-South cooperation, Colombia's areas of interest can be positioned through the cooperation offered by national entities to other countries in the Global South. Colombia’s portfolio of cooperation will be updated within the framework of this ENCI.

- To request cooperation from countries in the Global South (Latin America and the Caribbean), Colombian entities can check the calls for proposals that are published on the agency's website in the section called "convocatorias/convocatorias comixtas."¹⁴
- To request cooperation from countries in Asia, Africa, and Eurasia, Colombian entities can send APC-Colombia a concept note to be forwarded through official channels to the country of interest in order to explore the possibility of initiating a South-South cooperation project. In some cases, depending on the country, a Memorandum of Understanding will need to be drawn up between the technical entities implementing the project.

¹⁴ <https://www.apccolombia.gov.co/modalidades-de-cooperacion/cooperacion-sur-sur/gestion-de-la-cooperacion-sur-sur/12-cooperacion-11>



- **Portfolio of Best Practices in South-South Cooperation:** The government of Colombia has been identifying, documenting, and systematizing best practices and successful experiences of entities and regions in our country, which have been collated in a Portfolio of Best Practices of South-South Cooperation. This will showcase Colombia's experience in different forums and international spaces so that countries in the Global South know what Colombia has to offer. In order to become cooperation providers, national and regional public entities, the private sector, and civil society organizations may submit their best practices, which will be validated and evaluated by experts, documented with APC-Colombia's support, and possibly included in our National Portfolio.

7.2.2 Triangular Cooperation

This is a method that involves an offering partner with technical capacity (one or several developing countries), an offering partner with financial and/or technical capacity (developing country, developed country, regional or multilateral organization), and a receiving partner (developing country or countries).

Colombia understands Triangular Cooperation to be complementary to SSC, which facilitates and coordinates efforts, promotes the exchange of knowledge, optimizes resources, and reduces cultural barriers. This form of cooperation is governed by the same principles of horizontality, a focus on requests, and cost sharing.

As a result of implementing South-South cooperation projects, Colombia was able to position itself as a model among countries in the Global South in terms of sharing best practices through bilateral partnerships with countries in Latin America and the Caribbean region. Colombia also diversified its agenda in terms of new relations, working with partners in Africa, Southeast Asia, and Eurasia.

There is a need to deepen multilateral strategic partnerships with Asian and African countries, consolidating those already underway and identifying new partners in these continents, as well as consolidating innovative Triangular Cooperation strategies to gauge the scope of cooperation received and offered by Colombia.

Other South-South and Triangular Cooperation tools:

The following link provides access to information on South-South Cooperation, including conceptual, training, methodological, and procedural resources:

<https://www.apccolombia.gov.co/quienes-somos/direccion-de-oferta-de-cooperacion-internacional/caja-de-herramientas-de-la>

Regional Projects, Strategic Partnerships, Regional Integration Mechanisms:

For these mechanisms, Colombian entities may submit proposals for cooperation offers in areas where Colombia has gained international recognition or areas that Colombia—together with other countries—needs to strengthen. Requests may be submitted to APC-Colombia through the South-South Cooperation project formulation form.



7.3

Other forms of cooperation

ECLAC states that "promoting international cooperation is fundamental to achieving a more inclusive and sustainable development for all inhabitants in our region" (ECLAC, 2021, p. 7). For this reason, Colombian cooperation now includes new actors and resources.

7.3.1 "Colombia enseña a Colombia (Colombia teaches Colombia)" Strategy

This is a type of intra-national cooperation that promotes local development in Colombia through knowledge exchanges, then appropriating or adapting this knowledge in the country's various regional contexts. It also complements the financial and technical cooperation traditionally received by emerging developing countries.

In Colombia, Col-Col Cooperation marks an evolutionary step in the relationship between cooperating partners, the national government, and regional actors. The cooperative nature of Col-Col exchanges results in partnerships between national entities, regional entities, civil society, the private sector, and the international community, thus providing added value for building technical capacities.



Col-Col knowledge exchanges involve three meetings over a nine-month period. The first meeting involves knowledge transfer, and the implementation of action plans is promoted so that beneficiaries can apply the practice to their regional contexts. After the first meeting, one or two follow-up meetings are held to strengthen the knowledge transferred and see how the appropriation process is progressing.

7.3.2 Decentralized Cooperation

This is a development assistance model that focuses on strengthening local development and civil society participation. This approach is based on community involvement, autonomy with regard to traditional development cooperation, and alignment with municipal development processes. Decentralized cooperation stands out for allowing direct collaboration between local entities, stimulating decentralization, and granting greater autonomy and management capacities to local governments. It also promotes knowledge transfer and capacity building.

Decentralized cooperation came about thanks to a significant change in the vision of development, moving from a centralized welfare approach to a more participatory approach aimed at human and sustainable development. This change was driven by several factors, such as globalization, decentralization, and the democratization of states.





7.4

Innovative Financing Instruments

The government's commitment during this four-year period is to i) encourage the systematization of innovative instruments that have been implemented in recent years, gathering best practices and lessons learned; ii) share information about and promote innovative development financing instruments among cooperation partners, including national, regional, and local government entities; and iii) support cooperation partners in the creation of innovative instruments and multi-stakeholder strategies.

7.4.1 Blended finance

This consists of a mechanism for using resources that may come from public sources, international cooperation, or philanthropic sources, aimed at promoting or increasing private sector investment in initiatives with a high social impact.

In this regard, the Development Bank of Latin America (CAF) defines blended finance as the complementary use of donations that aims to provide greater viability and financial sustainability to projects that impact sustainable development.

7.4.2 Impact investment

Impact investments are understood as an alternative that combines social development with financial returns. According to the consulting firm Deloitte¹⁵, impact investments are the logical outcome of applying a social, environmental, and diverse perspective to financially profitable projects that were often previously ignored. This way of doing finance makes it possible to support the most sustainable and comprehensive growth of industry, countries, and the global economy.

A joint study by Fedesarrollo and the National Advisory Board (NAB) in 2023 suggests that Colombia has been gradually laying the foundations to strengthen the relationship between the government, the private sector, and non-governmental actors in order to achieve greater effectiveness in public policy. Private impact investment is expected to be an instrument that responds to all stakeholder interests.

7.4.3 Social Impact Bonds (SIBs) (pay-for-success financing)

SIBs are public-private partnerships where private investment resources are used in public projects with a social impact. This mechanism involves a pay-for-success contract scheme, where there is a contractor (government), an investor (private), and an implementing partner, which is usually a development or philanthropic organization.

According to a 2023 study by SibsCO and EAFIT, these are pay-for-success contracts that a government or payer enters into with private investors through service providers, supervised by intermediary agencies, to leverage private capital for social projects. SIBs aim to improve the quality of social services, mitigate risks, reduce costs, increase the measurable social impact achieved by public resources, and make social project management more flexible.



7.4.4 Development Bonds and Environmental Bonds (green and blue)

These are more "traditional" fixed income bonds but have clearly defined social development or environmental objectives. They can be issued by governments, multilateral banks, and/or private companies. Although they are not new instruments, their evolution enables them to be included in the list since their social focus, strict application, and impact measurement have undergone a transformation process. Since 2022, under the leadership of the Ministry of Finance and Public Credit, Colombia has adopted a Reference Framework for the Issuance of Green, Social, and Sustainable Bonds. This establishes the principles to be followed in selecting, evaluating, managing resources, and reporting commitments to investors of projects included in the National Budget (PGN) and associated with the potential issuance of such bonds.

7.4.5 Debt-for-Nature Swap

This can be understood as a financial instrument to manage and make progress on the environmental agenda. Although it is not necessarily a new instrument, since Colombia signed swap agreements in the 1990s and in the first decade of the 2000s¹⁶, the new aspect of this type of instrument is the regional and global scale that the national government is seeking for the proposal, as well as the implied cultural and economic transformations. The applicability, benefits, and challenges of innovative financing instruments will be addressed through the National System of International Cooperation. Its key objective will be not only to understand the potential of these multi-stakeholder mechanisms in specific sectors, regions, and populations, but also to make substantial progress in structuring and implementing models that truly respond to and involve the regions and populations that would most benefit from the potential impact.

¹⁶ Foreign debt-for-nature swap: Colombia - Environmental Law (uexternado.edu.co)

8.

Knowledge management and innovation in international cooperation

The application of information and communication technologies, the result of the accumulation of knowledge and know-how over time, as well as the opportunities brought about by the increase in remote work during the pandemic are important elements taken into account in the 2023-2026 ENCI. Managing knowledge implies not only guaranteeing the effectiveness of international cooperation actions, but also reflecting on the distinct future paths that beckon to our country, and society as a whole, during these times of change.

For this reason, the 2023-2026 ENCI will take the available technological instruments into account in order to meet the proposed challenges.



Working with data and analytics; following up, monitoring, and evaluating international cooperation programs, projects, and initiatives; continuously improving the institutional processes used to manage international cooperation—as well as current regulations and those required to carry out the work—and optimizing resource management will all contribute to the expected added value.

8.1

Monitoring and evaluation of international cooperation

Transparency and effectiveness in ENCI implementation is a core task and an institutional commitment that stems from the 2022-2026 National Development Plan "Colombia, World Power of Life." In this regard, follow-up actions will be carried out on the National System of International Cooperation's (SNCI) thematic and territorial sectoral plans. Similarly, the international cooperation information system will be adapted for each objective and action area.

Monitoring and evaluation



The aim is to guarantee an equitable distribution of the impact of international cooperation actions based on continuous monitoring, with monthly, quarterly, semi-annual, and annual results, and with an annual analysis that allows for adjustments to be consistently made and progress on the indicators, targets, and objectives proposed in this strategy to be seen. A strategy will also be implemented to follow up on the resources allocated to peace.

To this end, the methodology to monitor and follow-up on international cooperation will be implemented to evaluate the efforts made by national and local entities in 2023 to bring the benefits of cooperation closer to the communities. This will be done by:

- 1. Implementing measurements and/or evaluations referred to in the regional initiatives (offers and requests).**
- 2. Ensuring entity responsiveness in the formulation and implementation of international cooperation projects.**
- 3. Aiming actions towards the fulfillment of the strategic lines described in this ENCI.**
- 4. Strengthening assistance to subjects of special constitutional protection (differential approaches).**
- 5. Implementing the peace agreements with a territorial approach.**

In order to achieve this, APC-Colombia will advocate through the sectorial and territorial roundtables held by the National System of International Cooperation (SNCI).

Finally, the government of Colombia actively participates in regional and multilateral scenarios for the Measurement, Monitoring, and Effectiveness of International Cooperation in order to optimize how cooperation is evaluated, participating in spaces such as the Global Partnership for Effective Development Cooperation (GPEDC),





the Total Official Support for Sustainable Development (TOSSD) mechanism, and the pilot measurement of SDG 17.5.1. of the United Nations Conference on Trade and Development (UNCTAD), among others.

Participation in these spaces guarantees that countries such as Colombia—a country in the Global South, both a recipient and provider of cooperation—can actively participate in the spaces that define how international cooperation actions are measured and monitored and that promote the concepts of Development in Transition and Multidimensional Development.

8.2

Strategy for knowledge management and innovation in international cooperation

The institutional framework of international cooperation in Colombia has allowed APC-Colombia and the institutions that manage international cooperation in our country to accumulate a wealth of experience. This is reflected not only in the general regulatory framework that guides international cooperation in the country, but also in the processes and

procedures that structure institutional management with the aim of responding to the development problems and needs in our territories and effectively contributing to the Sustainable Development Goals.

Currently, we are in an era in which knowledge is favored, and we have a plethora of technological and communication tools at our fingertips. Requirements around innovation processes—in terms of know-how—are constantly evolving, and more effective and efficient responses to national and international challenges are continuously demanded. For these reasons, the 2023-2026 ENCI considers knowledge management and innovation not as a complement to management, but as a strategic tool to be used for any action that is planned, implemented, and evaluated.

8.3

Observatory for Non-Reimbursable Technical and Financial Cooperation

The Colombian Presidential Agency for International Cooperation's Observatory for Non-Reimbursable Technical and Financial International Cooperation was created by Resolution 97 of February 16, 2022 in order to guide the decision-making of the different actors involved in the Colombian National System of International Cooperation with the aim of increasing the effectiveness of the Non-Reimbursable International Cooperation received by the country.

This aims to strengthen the system to monitor and evaluate international cooperation managed by and registered with APC-Colombia through CÍCLOPE, the entity's information system.

Within the framework of the 2022-2026 National Development Plan, "Colombia World Power of Life," international cooperation is envisaged as a strategic technical and financial partner to promote the transformations proposed in the areas of sustainable development, total peace, and the protection of life.



COLOMBIA WORLD



POWER OF LIFE

This involves promoting strategic alliances with multilateral agencies, governments, companies, and civil society organizations, and improving the country's capacity to access financial and technical resources from international cooperation, including appropriate knowledge management.

The Observatory's sphere of influence includes national, departmental, district, and municipal entities, as well as the private sector, non-governmental organizations, civil society

organizations, academia, partner countries in the Global South, bilateral and multilateral donors of Official Development Assistance (ODA), and non-official cooperating partners.

Currently, the Observatory's functions are focused on collecting and analyzing relevant data on non-reimbursable international cooperation received by Colombia. However, by 2026, Colombia is expected to have improved the effectiveness of non-reimbursable cooperation and facilitate informed and strategic decision-making for all actors in the National System of International Cooperation. In addition, it aims to be the official channel to share research results and analyses relevant to Colombia's cooperation ecosystem, which will be produced based on social and scientific consensus, taking into account the knowledge and wisdom of the communities, the social grassroots organizations, and academia.

By focusing on public innovation for development and the promotion of research from social grassroots organizations, the Observatory represents a strategic initiative headed by APC Colombia's General Directorate in response to the National Development Plan's invitation to strengthen flows of international cooperation, promote public innovation, and foster research with an inclusive and participatory approach.

Glossary

ENCI: National Strategy for International Cooperation
NDP: National Development Plan
DRV: Binding Regional Dialogues
ODA: Official Development Aid
OECD: Organization for Economic Cooperation and Development
IMF: International Monetary Fund
SDG: Sustainable Development Goals
UNDP: United Nations Development Program
ECLAC: Economic Commission for Latin America and the Caribbean
IDB: Inter-American Development Bank
CAF: Development Bank of Latin America and the Caribbean
DNP: National Planning Department
UNS: United Nations System
SNCI: National System of International Cooperation
CELAC: Community of Latin American and Caribbean States
ACTO: Amazon Cooperation Treaty Organization
MRE: Ministry of Foreign Affairs
GEF: Global Environmental Facility
UNHCR: United Nations High Commissioner for Refugees
WB: World Bank
APC-Colombia: Colombian Presidential Agency for International Cooperation
CAN: Andean Community
ACTO: Amazon Cooperation Treaty Organization
UNASUR: Union of South American Nations
UN: United Nations
EU: European Union
USA: United States
NCRES: Non-Conventional Renewable Energy Sources
IRC: International Regulatory Cooperation
SNCTI: National System of Science, Technology, and Innovation
ZRN: Natural Recovery Zones
NARP: Black, Afro-Colombian, Raizal, and Palenquera populations
PMI: Framework Plan for the Implementation of the Peace Agreement
PNIS: National Comprehensive Program for the Substitution of Illicit Crops
PDET: Rural Development Program with a Territorial Approach
PATR: Action Plans for Regional Transformation
Col-Col: "Colombia enseña a Colombia (Colombia teaches Colombia)" Exchanges
CUC: Certificate of the Common Good
SSC: South-South Cooperation
ECLAC: Economic Commission for Latin America and the Caribbean
SIBs.CO: Social Impact Bond Program in Colombia
PGN: National Budget
GPEDC: Global Partnership for Effective Development Cooperation
UNCTAD: United Nations Conference on Trade and Development

Bibliography

APC Colombia. (2021). Analysis of International Cooperation in Colombia.
 APC Colombia. (2023). South-South Cooperation Toolbox.
<https://www.apccolombia.gov.co/quienes-somos/direccion-de-oferta-de-cooperacion-internacional/caja-de-herramientas-de-la>
 APC Colombia. (2023). Calls for joint cooperation commissions 2023.
 World Bank. (2021). Building an equitable society in Colombia.
<https://documents1.worldbank.org/curated/en/602591635220506529/pdf/Main-Report.pdf>
 Cadena, X., Zuluaga, S., Oviedo, S., Mejía, M. J., Muñoz, S., & Vargas, L. (2023). Recommendations for strengthening the government's role in promoting an ecosystem of impact investment in Colombia [Final Report]. FEDESARROLLO.
 Center for International Strategic Thinking CEPEI. (2010). Joint Evaluation of the Paris Declaration.
 ECLAC. (2021). Development in transition: proposed concept and measurement for renewed cooperation in Latin America and the Caribbean.
 Deloitte (n.d.). Demystifying impact investing: a new investment standard.
<https://www2.deloitte.com/co/es/pages/finance/articulos/desmitificando-las-inversiones-de-impacto.html>
 National Planning Department. (2023). National Development Plan: Colombia, World Power of Life (2023-2026).
 National Planning Department. (2022). Annual progress report on SDG implementation in Colombia.
 FOCUS 2030. (2023). Where to find data on inequalities in the world.
 OECD. (2020). Global perspectives on financing for sustainable development 2021: a new way to invest for people and the planet. OECD Publications, Paris.
 OECD. (2022). Measuring the distance to achieve the Sustainable Development Goal (SDG) targets - Colombia.
 OXFAM. (2020). The Triple Crossroads of Middle-Income Countries in Latin America and the Caribbean. The opportunities of Development in Transition and the 2030 Agenda.
 Universidad EAFIT. (2023). Study on the experience of investors in the framework of Colombia's Social Impact Bonds program. SIBsCO, Fundación Corona, BIDLab, and SECO. Bogotá, Colombia





COLOMBIA
POTENCIA DE LA
VIDA