

NSIC

2019 - 2022

National Strategy for International Cooperation



El futuro es de todos

APC Colombia
Agencia Presidencial de
Cooperación Internacional



NSIC
2019 - 2022

MINISTERIO DE RELACIONES EXTERIORES DE COLOMBIA

Ministra de Relaciones Exteriores

Claudia Blum de Barberi

**AGENCIA PRESIDENCIAL DE COOPERACIÓN INTERNACIONAL
(APC-COLOMBIA)**

Directora General

Ángela Ospina de Nicholls

Directora de Coordinación Interinstitucional

Ana Julieta Ruiz

Asesora

María Alejandra Mateus

DEPARTAMENTO NACIONAL DE PLANEACIÓN

Director Departamento Nacional de Planeación

Luis Alberto Rodríguez

Subdirectora de Crédito

Natalia Bargans

Diseño y diagramación

Fernando Velosa Montoya

Corrección

Winy Anaya Altamar

Fotografía

Agencia Presidencial de Cooperación Internacional de Colombia
Consejería Presidencial para la Estabilización y la Consolidación
Agencia para la Reincorporación y la Normalización
Ministerio de Ambiente y Desarrollo Sostenible
Ministerio de Relaciones Exteriores

Agradecimiento

A todas las entidades nacionales y autoridades locales que participaron brindando sus insumos para la elaboración de la Estrategia.

Colombia is a country with a long history in terms of International Development Cooperation and, for some time now - in a dual role - it has positioned itself as an offering partner of South-South Cooperation.

Therefore, we must adapt to the challenges that this role brings, and particularly, advance in the consolidation of Colombia as a strategic cooperation partner, both with countries and organizations that provide Official Development Assistance and countries of the Global South, as well as with actors from the private and social sectors.

In Colombia, International Development Cooperation is experiencing a moment of transition, new scenarios, challenges, and new development actors, where the 2030 Agenda for Sustainable Development and its Sustainable Development Goals (SDGs) are the central axis, and against which new financing mechanisms should be sought to improve the effectiveness of cooperation.

To meet these challenges and achieve sustainable and equitable development, States and international organizations have found themselves in need of working together with other actors, including the private sector, to implement new development strategies both nationally and internationally.

Colombia is no stranger to this new reality. We are a High Middle Income country that has already joined the OECD; and in this sense, we must rethink our partnership schemes and have an open and flexible look to welcome new development actors that complement national efforts and priorities and guide their work towards the consolidation of installed and sustainable capacities, while strengthening the modalities of South-South and Triangular cooperation.

This panorama offers the possibility of consolidating Colombia's leadership in the development of new instruments, tools and methodological contributions that make the country a technical and methodological reference, which promotes South-South Cooperation of excellence, and that adds value to the implemented initiatives.

With this perspective, the National Strategy for International Cooperation (NSIC) 2019-2022 has been developed, which aims to respond to the changes that are occurring day by day in International Development Cooperation, and provide guidelines for the articulation between entities, capacity building and enforcement of international cooperation regulations.

From the NSIC 2019-2022 the vision of inclusive and sustainable development of the 2030 Agenda for Sustainable Development is adopted, which transcends the idea of economic growth and seeks to impact other dimensions of the human being, in order to achieve the goals of EQUITY.

This vision of cooperation gives us the opportunity to comply with the principles of: horizontality, reciprocity, mutual benefit and respect for sovereignty, as well as the challenges we assume when committing ourselves to the Agenda in order to "leave no one behind."

The National Government, through the responsible entities for the coordination of International Cooperation - the Ministry of Foreign Affairs, the Presidential Agency for International Cooperation (PAIC-Colombia) and the National Planning Department (NPD) -, seeks a management of the most innovative international cooperation, based on results and that tends towards the generation of multi-stakeholder alliances, that respond to the main needs identified by the country.

We want the visions and interests of all parties, their capacities and strengths to be recognized, to achieve impact results at the territorial and sectoral level, contributing both to the achievement of the Sustainable Development Goals, as well as the objectives set out in our National Plan of Development "Pact for Colombia: Pact for Equity".

Claudia Blum de Barberi

Minister of Foreign Affairs

Ángela Ospina de Nicholls

Director of the Presidential Agency for International Cooperation APC-Colombia

Luis Alberto Rodríguez

Director National Planning Department

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Abbreviations list

LAC

Latin America and the Caribbean

PAIC-Colombia

Presidential Agency for International Cooperation

NCESP

National Council of Economic and Social Policy

TC

Triangular Cooperation

DiT

Transition Development

NSIC

National Strategy for International Cooperation

ODA

Official Development Assistance

CAD

Development Assistance Committee of the Organization for Economic Cooperation and Development (OECD)

SSC

South-South Cooperation

ICD

Interagency Coordination Directorate

NPD

National Planning Department

RBF

Results Based Financing

MFA

Ministry of Foreign Affairs

MDG

Millennium Development Goals

NGO

Non-Governmental Organization

IGS

Iberoamerican General Secretariat

OECD

Organization for Economic Cooperation and Development

SDG

Sustainable Development Goals

NDP

National Development Plan

NSIC

National System of International Cooperation

01

Introduction

This National Strategy for International Cooperation (NSIC) 2019-2022, was jointly built by the Ministry of Foreign Affairs (MFA), the National Planning Department (NPD) and the Presidential Agency for International Cooperation of Colombia (PAIC-Colombia).

The preparation exercise began at the end of 2018 with the development of technical tables in which 58 entities of the national level participated, those entities presented their main demands and offers of cooperation for the four-year period. At the beginning of 2019, most of the country's departments were visited and inputs from 51 local authorities were collected. In total, 560 demand lines and 350 good practices for cooperation offer were identified, which are presented in the annexes to this document.

In addition to inquiring about their cooperation priorities, with the territories an analysis was made on the dynamics of the relationship between cooperators, executing partners and public entities, which allowed a diagnosis of successes, problems and challenges in the management and coordination of international cooperation at the local level, which was highly important to this document.

The NSIC 2019-2022 is based on three guiding axes, which define the objectives and proposed lines of action:

The first one is the 2030 Agenda and the Sustainable Development Goals (SDGs). At an international level, Colombia has been a leader in defining and positioning this global development commitment. At the country level, significant progress has been made in the articulation of planning instruments with the 2030 Agenda for Sustainable Development, such as the National Development Plan (NPD) “Pact for Colombia, Pact for Equity”.

Considering the latter, the NSIC 2019-2022 will also seek this alignment, incorporating a vision of sustainable development in management cooperation processes, and promoting the establishment of multi-stakeholder alliances, which favor the fulfillment of the country's development objectives.



The second guiding axis is the NPD 2018-2022 “Pact for Colombia, Pact for Equity”. Keeping the principle of appropriation and alignment of the Development Aid Effectiveness, the NSIC 2019-2022 responds to the priorities of the national Government, set out in the framework of the Structural Pacts -Legality, Entrepreneurship and Equity-, Transversal Pacts and Regional Pacts of the NPD.

Finally, the third guiding axis is Colombia's foreign policy. Since international cooperation is an instrument of foreign policy, the objectives of the NSIC 2019-2022 respond to Colombia's dual role as a recipient country of Official Development Assistance and as a country offering South-South Cooperation and Triangular Cooperation.

This Strategy acknowledges the importance of the management of the financial and technical support of international cooperation for Colombia, which contributes to the main national and territorial bets. At the same time, it is aimed at consolidating the country as an offer of technical cooperation, thanks to the good practices that have been designed and implemented and that can feed the development processes of the countries of the “Global South”.



Both roles must be worked on under sustainability and management approaches based on concrete and measurable results, as well as principles of transparency and accountability, which are key to guaranteeing the continuous improvement of cooperation.

In addition to these three guiding axes, the NSIC 2019-2022 recognizes the need for new development financing mechanisms to be explored and implemented from the national government and local authorities that are consolidating internationally with excellent results, and that already in Colombia The private sector, mainly, has been promoting. This is the case of results-based financing, social impact bonds, clean development mechanisms, among many other innovative tools that favor the channeling of additional resources and the diversification of sources of cooperation.

Starting from the previous framework, the NSIC 2019-2022 aims to direct the management of international cooperation that Colombia grants and receives towards its development priorities, responding to the country's challenges and opportunities on the international stage.



To achieve the above, a joint work is proposed among all the actors of cooperation (national entities, local authorities, cooperators, private sector and civil society), led by PAIC-Colombia, the MFA and the NPD, in five areas of action: (1) expanding the vision regarding the scope and trends of the international cooperation for development in the country, (2) strengthening the management of cooperation under a focus on results, innovation and sustainability, (3) promoting the positioning from Colombia as an offerer of SSC and TC, through the effective participation in different spaces such as regional integration and consultation mechanisms, regional and bilateral cooperation programs, among others, (4) implementing coordination mechanisms with relevant and clear governance, and (5) defining criteria for prioritization of demand and the international cooperation offer.

02

Background and rationale

Taking into account the relevance that the support of international cooperation has historically had to face the main development challenges of the country, and accepting the guidelines of the Development Aid Effectiveness Agenda, Colombia has had cooperation strategies built under the leadership of the national government.

The 2007-2010 International Cooperation Strategy focused on directing the country's demand for cooperation towards three priority areas: fulfillment of the Millennium Development Goals (MDGs), fighting against the worldwide drug problem, and reconciliation and governance. In addition, the Strategy 2012-2014, apart from establishing Colombia's cooperation priorities, raised the need to consolidate national strengths to exchange experiences that contribute to the development processes of other partner countries, positioning South-South Cooperation forcefully.

The International cooperation's roadmap 2015-2018, latest antecedent of this document, established as strategic objectives for the four-year period, to focus and energize the International Cooperation received by the country around three prioritized areas: peace building, rural development and environmental conservation and sustainability, as well as sharing knowledge of high value to generate tangible benefits in the development of Colombia and partner countries in both South-South and Triangular Cooperation .

In order to prepare the NSIC corresponding to the 2019-2022 period, together the MFA, the NPD and PAIC-Colombia conducted an analysis exercise on the trends and management of international cooperation for development in the country. This exercise evidenced the need to update the vision that exists in Colombia regarding the challenges and opportunities observed in the management, planning and monitoring of international cooperation for sustainable development, within the framework of its foreign policy. In this sense, it is essential to advance in the prioritization and orientation of the country's efforts to articulate appropriately with the international scenario.

According to the consultation and collection of information made with national and territorial entities about their demands and offers of cooperation that are systematized in the annexes from this document¹, as well as with the results from the technical tables advanced with the accompaniment from the three entities, it is necessary to boost a view and a strategy that allow to guide and to efficiently coordinate an effectively institutional action by identifying the objectives, actions and instruments required for this purpose.

First of all, it is important to point out some relevant aspects of the context and evolution of international cooperation at a global and regional level. Latin America and the Caribbean (LAC) have been considered for at least a decade as a region of High Middle Income² having as reference the Gross National Income per capita, which is one of the main criteria for the allocation of Official Development Assistance (ODA). This situation means that international cooperation flows of a non-reimbursable nature that enter the region, progressively decrease³.

Likewise, the relevant actors in international cooperation have diversified widely. According to Citlali Ayala (2012: 27), an expert in international cooperation from the Mora Institute in Mexico, “the arrival of new donors can be appreciated, which is why companies and diverse actors from the private sector, new donor countries are understood as the development threshold is passed and possess the capabilities to grant cooperation in a manner close to that of a traditional donor. This is what is known as the new aid architecture, with a more complex scheme, new game rules and innovative dynamics.” For example, there has been a steady growth of states and non-state actors in the Global South, such as private companies and foundations, whose contribution to development has also been relevant in recent years.

1. See Annexes A, B, C and D.

2. With few exceptions such as Bolivia, El Salvador, Haiti and Honduras (World Bank, 2019)

3. Some countries have seen a clear decrease in ODA, such as Chile and Uruguay that have already graduated from ODA by the OECD DAC (ECLAC, 2018: 28)

These new realities are manifested in the broader and more ambitious commitment to sustainable development: the 2030 Agenda for Sustainable Development and its 17 SDGs, a global and participatory agreement of all States, built through extensive consultations with civil society, the private sector and other relevant actors, which mainly seeks the eradication of poverty in all its forms and dimensions, closing gaps and addressing climate change. This Agenda, together with the Addis Abeba Action Agenda on Financing for Development and the activities of the Global Partnership for Effective Development Cooperation, urge States and other relevant actors to manage more innovative international cooperation based on results and also intending for the generation of multi-stakeholder alliances.

The interaction of various actors of the international system and their vision on the characteristics of development, specifically in LAC, guides the role that international cooperation can play in the current situation, facing the challenges of the countries of the region and Colombia in particular. This panorama demands to adapt the instruments and institutional architecture, in front of the demands of the changing international scene and the challenges that the world environment imposes.

A particular example of the changes in the international scene is the emergence of narratives parallel to the current paradigm of international cooperation for development, that are found to be strongly anchored to the measurement of development in economic terms, and that neglects the multidimensional nature of sustainable development. One of these is the "Transition Development" (DiT) jointly proposed by ECLAC, the OECD Development Center and the European Commission.

Under this perspective it is highlighted how, although the developing economies of the region have seen an increase in their level of income, this has not necessarily translated into an increase in the well-being of the population or in the decrease in inequality as long as there are still structural gaps and development traps to be solved.

DiT's proposal is based on three general ideas: i) The rent level from a country does not reflect its development level; ii) Development must be understood as a continuous multidimensional process; and iii) support should not be provided only to the most lagging countries, but also to concentrate on those where, due to their structural conditions, the population is exposed to greater vulnerabilities (poverty, middle class fragility, economic instability, internal inequality, insecurity and access to basic services) that can seriously affect their development prospects and welfare.

In summary, “Development in Transition” is an innovative approach that seeks to overcome the limitations of the current paradigm, as well as establishing a new framework through which measures and indicators that are in accordance with the integral and non-binary nature of development can be identified.

In this way, the need to strengthen international cooperation as a facilitator of inclusive and sustainable development in LAC is raised. The international cooperation system must be more innovative to adapt to a complex global context.

Historically, Colombia has responded to these challenges through the formulation, negotiation, implementation and monitoring of cooperation strategies with its partners, with the objective of aligning the priorities of the cooperators with the needs of the country and establishing guidelines for South-South Cooperation (SSC), taking into account the importance in the framework of the country's foreign policy, and of positioning the country as a provider of cooperation in the Global South. These strategies focused on defining the main themes in which international support was required for each period.

However, changes in international cooperation at global and regional levels have manifested with greater intensity in recent years in Colombia, which is evidenced by adjustments in the access and negotiation mechanisms of ODA, the implementation of innovative schemes of financing based on results, searching for resources leverage by new actors, among others.

Therefore, it is necessary to strengthen institutional capacities and governance understood as the definition of roles, responsibilities and mechanisms of inter-institutional articulation, in addition to the development of operational instruments that allow responding to the new challenges the country is facing, which It also responds to the provisions of the National Development Plan (NDP) 2018-2022 “Pact for Colombia, Pact for Equity”, regarding the creation of the National System of International Cooperation (NSIC) as a strategy for the orientation and coordination of actors, which allows alignment, and effectiveness of international cooperation.

In this sense, two simultaneous challenges can be identified taking into account that the country is both a recipient and a provider of cooperation. First, as an ODA recipient, it is sought to be aligned and articulated with national development actions and priorities. Likewise, being an offeror of CSS seeks to position itself globally through a high technical rigor, through the identification, exchange and visibility of its successful experiences. Finally, and as a transversal challenge, it is necessary to move towards instruments that allow quantifying the added value of the cooperation that Colombia receives and provides.

Based on these considerations, it is essential to have an NSIC that incorporates the new realities and trends of cooperation, and that provides guidelines and instruments that allow for the effective management of international cooperation to achieve national development priorities, of the foreign policy objectives and international commitments of the country, within the framework of the 2030 Agenda for sustainable development.

03

Conceptual framework

The NSIC 2019-2022 is prepared based on the diagnosis made with the participation of the different governmental entities of the national and territorial order, and it establishes the general guidelines for an optimal articulation of international cooperation in Colombia, which guarantees the adequate targeting of technical and financial resources towards the needs of the national and territorial order, and that at the same time allow to provide an efficient response to the cooperation demands of our Global South partners.

The national government considers it essential to align international cooperation with the country's priorities, and also to manage it in a coordinated and articulated manner. In order to do so, the NDP 2018-2022 “Pact for Colombia, Pact for Equity”, establishes that the Ministry of Foreign Affairs, the PAIC-Colombia and the DNP are responsible for formulating the NSIC 2019-2022, in which they will take into account the presidential guidelines, the NDP 2018-2022, the SDG's and the Foreign Policy guidelines.

Considering the above, four (4) guiding axes of the NSIC 2019-2022 have been identified:

1. 2030 Agenda for Sustainable Development and the SDGs in Colombia



The 2030 Agenda for Sustainable Development and its SDGs constitute a global commitment to improve the quality of life of all people in economic, social and environmental terms. It was signed in 2015 by the 193 member states of the United Nations, which agreed on 17 Sustainable Development Goals (SDGs) that must be met until 2030, aimed at consolidating sustainable and resilient societies, reducing inequality in all its dimensions, and inclusive economic growth, with the ultimate purpose of "leaving no one behind."

The SDGs are today's basis of the international cooperation strategies of the countries that offer ODA and therefore, they constitute an opportunity for articulation and alignment of efforts to optimize the demand and supply of the country's international cooperation. For the Government of Colombia, the 2030 Agenda presents a key opportunity to generate transformations and give political impetus to issues of interest at the international, national and local levels that improve the quality of life of all Colombians, especially the poorest and most vulnerable, being also a tool to generate the enabling conditions of a stable and lasting peace (NPD, 2018: 35).

Colombia has carried out strong actions for the implementation of the SDGs; The country pioneered the establishment of a coordination instance, the High Level Interinstitutional Commission, created by Decree 280 of 2015, and whose purpose is the enlistment and effective implementation of the SDGs through public policies, plans, actions and programs -with prospective planning- and the monitoring, follow-up and evaluation of these objectives, with their respective goals.

Likewise, the country has stood out for formulating and implementing State policies that account for its leadership in the SDGs, highlighting the need for the articulation of planning instruments to continue moving forward. The NDP 2018-2022 presents the roadmap for the country during the next four-year period, with the purpose of creating and consolidating the necessary conditions to build an equitable society through the promotion of legality and entrepreneurship, in accordance with a long term project with which Colombia can reach the SDGs by 2030. To this end, NCESP 3918 of 2018 represents an essential public policy instrument to advance in the fulfillment of the objectives of the 2030 Agenda for Sustainable Development in coherence with the current and future NDP. In this document a monitoring, reporting, accountability and implementation strategy territorial scheme is presented.

In this sense, the leading and accompanying entities of the 169 SDG goals were identified, and national indicators and the country's goals for the year 2030 were defined, including the regionalization of the tracer goals, which recognize the particularities and conditions, as well as the viability to fulfill them. The alignment between the NDP 2018-2022 and the CONPES Document represents an opportunity to strengthen the country's efforts to achieve these goals. The following graphic presents the alignment of the three structural pacts of the NDP with the SDG.



Structural Pacts of the NDP 2018-2022



2. 1.NDP 2018-2022 Guidelines “Pact for Colombia, Pact for Equity”



The NDP 2018-2022 was built in a participatory manner, and seeks to generate social change, boost economic growth, achieve the development of the country and its regions. To achieve this purpose, the convergence of different financial and technical support is essential where the national government assumes the primary responsibility for reducing inequality and regional gaps, and promoting the strengthening of national and local capacities in a sustainable manner. In this context, and based on an analysis of comparative advantages and the support needs required by the State, international cooperation will complement the efforts of the national Government.

The "Pact for Colombia, Pact for Equity", proposes that in order to achieve well-being it is essential that the culture of legality prevails, which implies an indissoluble alliance between security and justice, on which the enterprise will be built, with which It seeks to achieve a dynamic, inclusive and sustainable economy. This will allow a Colombia with more well-being, with less inequality of results and with more equal opportunities; a country with higher incomes and better living conditions for the population, achieved on the basis of legality and through employment generation, formalization and a strong business fabric. The NDP 2018-2022 seeks the collective construction of an equitable country through the following structural agreements:

- Pact for Legality: Which is focused on the consolidation of the Social State of Law, to guarantee coexistence and ensure access to effective, efficient and effective justice so that everyone lives freely and in democracy. This Pact will consolidate the presence of the State throughout the country and, in particular, in those territories where the absence of institutions and authority gaps have persisted.
- Pact for Entrepreneurship and Productivity: it is a pact for a dynamic, inclusive and sustainable economy that empowers all talents. This Pact will make possible the productive transformation of Colombia, increase labor and business formalization and achieve greater use of the opportunities offered by free trade agreements. The Entrepreneurship Pact also includes an alliance to boost the development and productivity of rural Colombia.
- Productive inclusion focuses on access to markets from job and income worthy of doing special emphasis in the connection to labor markets by the poor and vulnerable population. This last point structurally connects social policy with the Pact for entrepreneurship and productivity.

The NDP 2018-2022 also includes a set of thirteen (13) Transversal Pacts that operate as enablers and also as connectors with the generation of coordination spaces, which make it possible to achieve greater equity of opportunities for all, hoping to move forward in the materialization of the rights of indigenous peoples, the Rrom people and black, Afro-descendant, raizales and palenqueras communities. These Pacts represent the route of joint and articulated work between Nation and territory for the next four years, which will allow enabling the commitment of legality and entrepreneurship to achieve equity throughout the Colombian territory through nine (9) Territorial Pacts, with specific agreements between the Nation and local governments.

Graph No. 2
NDP Pacts 2018-2022
“Pact for Colombia, Pact for Equity”



Source: National Planning Department (2018).

Likewise, it will seek to converge the internal public policies that it will adopt to stimulate entrepreneurship, increase competitiveness, improve productivity and boost the insertion of the Colombian economy in the global economy. This is how the Presidential Ministry for Management and Compliance, in charge of advising and supporting government entities for the effective execution of policies and strategies that develop the priorities set by the President of the Republic, has established ten transformational goals based on the 2018-2022 NDP Pacts and aimed at improving the efficiency of public administration in the country.

Based on the above, the priorities of International Cooperation for the implementation of the NDP 2018-2022 must be aligned with the strategies established in the Pacts, as well as with the Transformational Goals.

Table No. 1
Transformational Goals

Associated pacts	Transformational Goals
Legality	Cadastre and formalization: tools that enable development.
	Integral intervention in strategic areas substitution of crops, formalization, public goods, strengthening of communities and productive projects.
Entrepreneurship	Environment to grow: productivity, entrepreneurship and revitalization.
	Field with progress.
	Training for work
	Orange economy: Development through culture and creativity
Equity	Poverty / Equity: Leave no one behind.
	Venezuela / employment: Support for the migrant population
Efficiency and State reform	Simplify and strengthen the State.
	Transparency, strategic sourcing

By virtue of the above, the NDP 2018-2022 is constituted in the general framework that provides guidelines for the orientation of international cooperation, under the priorities identified by the national Government, which complement the efforts that are being advanced for the fulfillment of the 2030 Agenda for Sustainable Development. On the other hand, in the Bases of the NDP 2018-2022, the Pact for Legality defines the main strategies of the national Government to strengthen Colombia's position on the global scene, through a responsible, innovative and constructive foreign policy.

Regarding the governance of international cooperation in Colombia, the PND establishes among its strategies the formulation and implementation of the NSIC 2019-2022, and the creation of the NSIC , which will seek the guidance and coordination of the entities of the national level, departmental, district and municipal, as well as the private and non-governmental sector, to achieve the highest alignment, relevance and effectiveness of international non-refundable and technical cooperation, whose technical secretariat will be exercised by PAIC-Colombia.

3. Foreign policy guidelines in Colombia for International Cooperation

Dual Colombia: country offering and receiving international cooperation

Being cataloged as a High Middle Income country, Colombia is in a situation of duality in international cooperation, being an offeror of SSC and TC and a recipient of ODA.

In this way, it has been identified that regardless of the modality or type of cooperation that is carried out, a series of guidelines that guide its actions must be followed in order to maximize its impact. These guidelines derive from the Development Cooperation Efficacy Agenda, which is understood as a complementary and transversal instrument to the implementation of the 2030 Agenda for Sustainable Development:



1. Recognizing that the responsibility for development lies with each of the States, and that international cooperation is complementary to the actions carried out by them, the alignment of international cooperation with national development priorities must be ensured.
 2. International cooperation transcends the costs of the projects implemented, thus taking advantage of the comparative advantages of each cooperator, so it should be directed to those sectors where it has a catalytic effect towards sustainable development (for example, innovative technologies and knowledge transfer).
 3. The actions and interventions of international cooperation should be focused on projects that favor the creation and strengthening of national and local capacities, thus favoring a sustainability approach over time.
-
4. Taking into account the dimension of the challenges they face, and recognizing the responsibilities and differentiated capacities of the different development actors, the creation of multi-stakeholder alliances for sustainable development will be encouraged.
 5. The cooperation actions implemented must be governed by a management principle based on concrete and measurable results.
 6. Actions in favor of transparency, monitoring, evaluation and accountability are key to guarantee the continuous improvement of the cooperation.

Colombia as recipient of Official Development Assistance (ODA)

According to the Organization for Economic Cooperation and Development (OECD), ODA is understood as financial, technical or in-kind resources channeled to countries that are included in the list of recipient countries of the Development Assistance Committee (DAC), and to multilateral development institutions for recipients of that same list of countries.

The main objective of ODA is to promote social and economic development and welfare in recipient countries; and is provided by official agencies, including state and local governments committed to supporting the development of lower income countries. According to the Paris Declaration on the Effectiveness of Development Aid, ODA is based on the principles of appropriation, alignment, harmonization, accountability and results-based management to advance poverty reduction and compliance with the SDGs.

The entry of Colombia into the OECD, and its status as a High Middle Income country, implies a series of particular challenges in international cooperation for development. As established by the OECD DAC, the criteria used to determine the “eligibility” of the countries that appear in the list of recipients is the Gross National Income per capita (Atlas method). In this way, if a State exceeds the established threshold of USD \$ 12,235 (for 2018) for three consecutive years, it will go from being classified as High Middle Income Country, to become High Income Country. This transition is known as the graduation process.

Colombia recognizes ODA as the main modality of international financial flows for sustainable development. ODA has a complementary role in promoting innovation in public policies and mobilizing additional financial resources through innovative development financing mechanisms. Colombia also believes that ODA should be managed by the Demand approach, so that the efforts of the cooperators meet the national priorities.

Colombia as Offeror of South-South Cooperation (SSC) and Triangular Cooperation (TC)

Currently the international situation presents great opportunities to consolidate Colombia as a regional reference in the offer of SSC and TC. Both forms of cooperation are strategic for the development of the country's⁴ foreign policy, by allowing positive agendas to be generated with countries that share our development challenges and opportunities, under the principles of equity, non-conditionality, trust, solidarity, collaborative work and mutual benefit.

The SSC is a dynamic tool used to strengthen the country's relations with its partners and is therefore considered a complementary modality, and not a substitute for ODA, which promotes more diverse and inclusive forms of development. For this reason, Colombia has made significant efforts to position the SSC on the international agenda, with the aim of generating structural results and making a tangible contribution to the development of the country and of our partners of the “Global South”. Through this cooperation, it is sought to favor comprehensive initiatives that respond to the demands of countries according to their development priorities, promoting horizontal relationships that include various actors such as developed countries, international organizations, private sector, civil society, non-Government organizations and the academy.

In this sense, Colombia guides its actions under a demand and results-based approach, which allows not only to carry out comprehensive, high-impact, replicable and capacity-generating initiatives, but also to optimize the financial and human resources available for its development in such a way that the operability and scope of the projects can continue to be improved, guaranteeing their sustainability and the achievement of concrete and focused results.

In this context, and based on the guidelines of the country's foreign policy, the mixed commissions have been strengthened, taking advantage of the different spaces to maximize the impact of such cooperation, providing projects focused on capacity building and strengthening and transfer of technologies.

4. The list of ODA receiving countries is reviewed every three years. The current list for the years 2018, 2019 and 2020 can be found at the following link: http://www.oecd.org/dac/financing-sustainable-development/development-finance-standards/DAC_List_ODA_Recipients2018to2020_flows_En.pdf

With the objective of improving the quality of the SSC that the country offers and receives, a continuous improvement of the methodologies and tools that allow to evaluate its results and promote the coordination of initiatives that facilitate the identification and implementation of projects oriented to obtaining results, replicability of knowledge and capacity building. In this way, the country will continue advancing in the face of the new challenges and current dynamics of the SSC and TC, through the design and improvement of tools that allow measuring the effectiveness of these modalities in achieving foreign policy objectives, strengthening the monitoring and follow-up mechanisms, the inclusion of non-state actors (academy, private sector, civil society) and the promotion of a portfolio of successful and innovative Colombian experiences.

Finally, the CT is recognized as a modality that allows raising the level of alliances between various development actors, promoting great responsibility and leadership of the countries that come to this form of cooperation. This generates added value to the SSC, through the additional mobilization of knowledge, expertise, resources and technology transfer in order to boost the exchange of experiences and the identification of development solutions adapted to each context, in an inclusive way, efficient and sustainable.

The TC represents an opportunity for Colombia against its categorization as High middle-income country as a way to reduce transaction costs and find joint responses to development challenges

4. Innovative Financing for Development Schemes and Instruments.

To maximize the benefits of development cooperation, the country needs to explore new financing tools that favor the channeling of additional resources and the diversification of sources. Among these innovative instruments (PAIC-Colombia, 2018) are identified:

Results-Based Financing (RBF)

The RBF is understood as “a tool to finance social programs that have a real impact. In this model, the investor (be it a foundation, an international donor, or a government), conditions its payment to a service provider or executor (an NGO, or a private company) to the achievement of established results. In this way, the FBR allows social programs to focus on the real impact rather than following a set of rules to demonstrate execution and taken actions” (p.49).

Social Impact Bonus

It is a public-private partnership through which private investors provide financing in advance for organizations to provide a service that benefits vulnerable populations. Reimbursement to investors depends on the results of the project. Colombia is the first considered undeveloped country where a Social Impact Bonus has been launched (p.49)

Blended Finance or mixed financing

The Blended Finance modality is a powerful tool to promote sustainability, by leveraging public and private resources. The impact on economic and social growth and the mitigation of investor risk by maximizing the return are characteristics of this mechanism (p.50).

Impact investment

This mechanism refers to understanding international cooperation not as the main flow to generate development, but as a seed capital, catalyst, aimed at mobilizing private sector investments in new areas; thus generating a positive impact in these areas, while producing returns for investors (p.51)

Matching Funds or counterpart funds

A matching fund is one that grants a non-refundable grant for the execution of a project, and seeks to finance a specific aspect of a project, on the condition that the recipient makes a contribution as a counterpart. These matching funds are contributions that can be in money and / or kind. The advantage of this mechanism is the possibility of leveraging resources from private investors that may have a greater involvement in the development of the country (p.51).

Clean Development Mechanisms

This mechanism occurs when the private investor or the government of a high-income country invests or finances a project in a developing country that must reduce greenhouse gas emissions through payment for environmental services (p.52).

04

Diagnosis

With the aim of preparing the NSIC 2019-2022, PAIC-Colombia, together with the MFA and the NPD, an information gathering exercise with national and territorial entities was carried out, on their demand priorities and international cooperation offer, as well as their perception of the relationship between cooperation actors at the local level.

The inputs obtained in these workshops, as well as the results of the management of the three entities with institutions of the central level and local authorities during the last years, the official reports, the historical documents and the experience of the technical teams, constitute a referent for the elaboration of the present diagnosis.

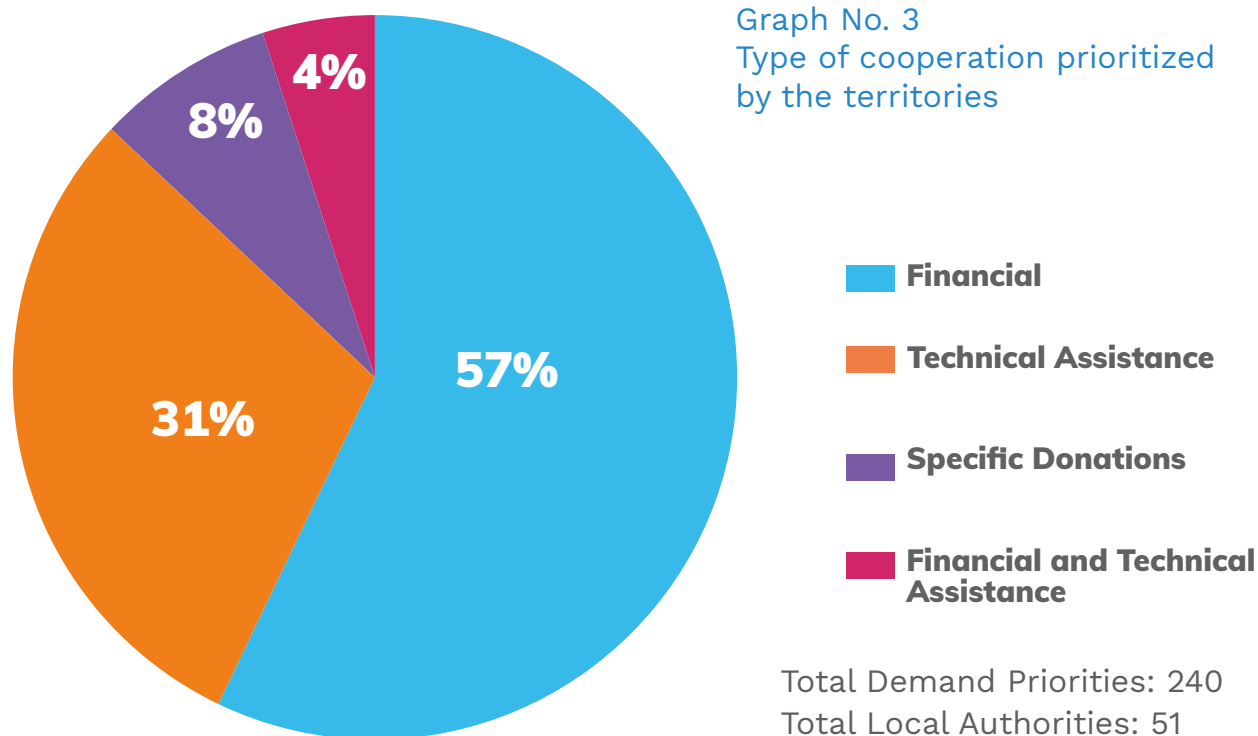
Four cooperation challenges that national and territorial actors face in their management were identified, regarding aspects such as articulation, coordination, capacity building, demand and supply prioritization, monitoring, among others.

1. Vision on the scope of cooperation for development.

In recent years there have been advances in the practices of international cooperation management, carried out by national and territorial entities. However, international cooperation is still perceived as a substitute and not as a complement to the State's actions for the developing.

With regard to ODA, the financial component tends to be prioritized, wasting the benefits of technical assistance. Likewise, obtaining ODA is prioritized, losing sight of the potential of other types of cooperation such as SSC and TC.

Graph No. 3 reflects the prioritization given by local authorities to each type of cooperation, associated in more than fifty percent with requests for financial support, and to a lesser extent with technical assistance.



Likewise, there is a lack of understanding in the entities and other development actors about the implications of the categorization of Colombia as a country of High Middle Income. Some of them are related to the non-prioritization of the country in the strategies of the cooperators as they used to do some years ago, when the economic conditions were different.

In addition to the above, Colombia was accepted as a member of the OECD in 2018, and although this does not mean a graduation from the need for ODA, this membership is a fact that makes it difficult to argue with donors the need to continue receiving this type of International cooperation under traditional modalities.

Figure 4 shows the ODA flows received by Colombia in recent years, where there is a clear decrease in 2018.

Graph No. 4
Historical behavior of the International Cooperation received by Colombia.

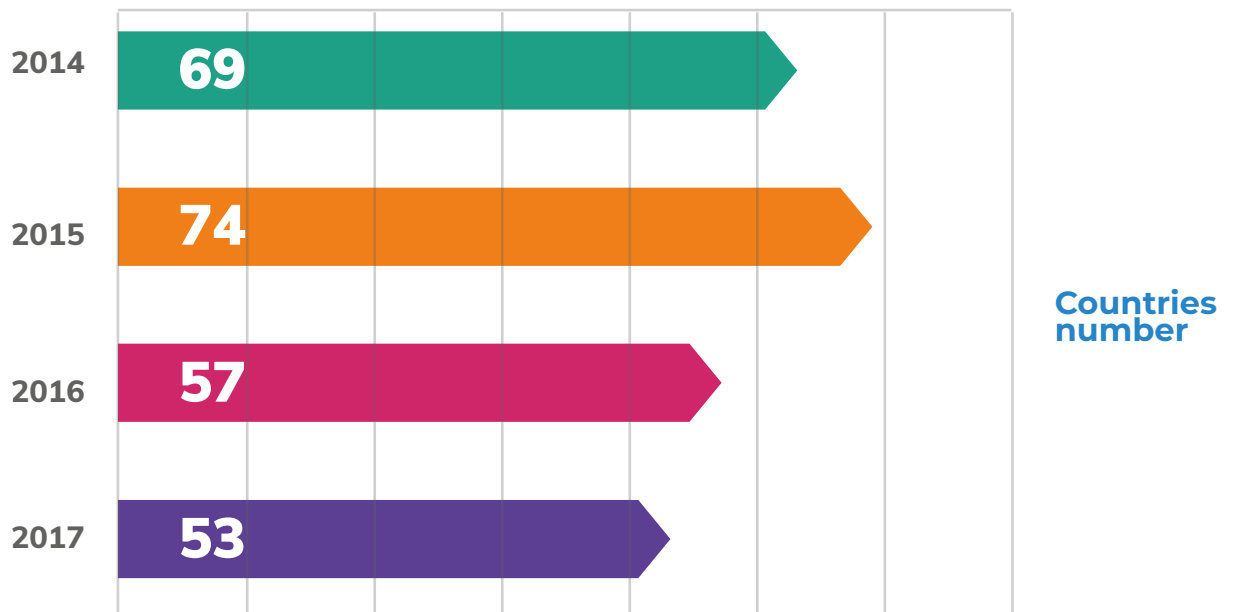


Source: Own preparation based on management reports from PAIC-Colombia.

This implies that national and territorial actors must change their vision of international cooperation, and focus not only on demanding ODA in the traditional way, but also on identifying other modalities of international cooperation, as well as good management practices to be shared with other countries.

In terms of SSC and TC, Colombia has accumulated during the last decade, very valuable experiences and capabilities that represent great potential to continue boosting these types of cooperation as effective tools in the consolidation of sustainable development. This is how in recent years the country has positioned itself as a supplier of SSC and TC, through the establishment of a positive agenda, aimed at the exchange of good practices to face common development challenges and the implementation of initiatives and projects with value added. These efforts are reflected in the geographic and thematic diversification of the international agenda, which allowed the country to carry out South-South Cooperation actions between 2014 and 2017 with a total of 94 partner countries (Graph 5)⁶.

Graph No. 5
Number of CSS partners offered by Colombia



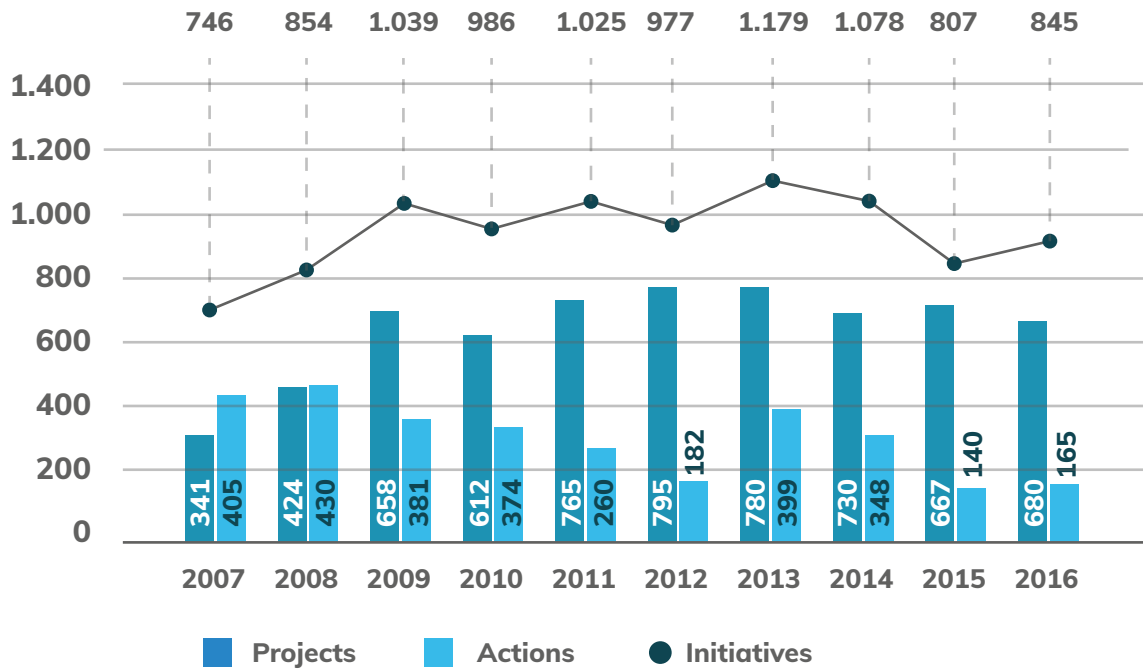
Source: IGS from agencies and general directions of cooperation

This positive trend is consistent with the growth in the number of CSS and CT projects and actions carried out in the Ibero-American region during the last decade (Graphs No. 6 and No. 7) ⁷.

6. PAIC-Colombia (2018). Splice and Perspectives Document on the International Cooperation of Colombia. 2014-2018.

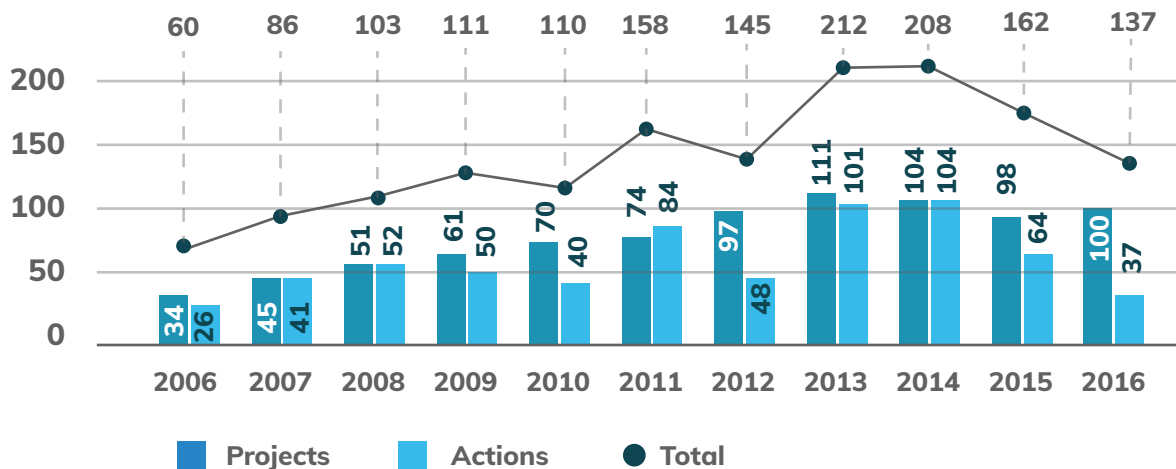
7. Ibero-American General Secretariat, 2019. South-South Cooperation Report in Latin America 2018. In: https://www.segib.org/wp-content/uploads/BAJA_sur-sur2018_EN_completo.pdf

Graph No. 6
Evolution of the Projects and Actions of SSC Bilateral 2007-2016.



Source: IGS from agencies and general directions of cooperation and IGS (2018)

Graph No. 7
Projects and Actions of TC in execution. 2006-2016.



Source: IGS from agencies and general directions of cooperation

Despite this positive outlook and the opportunities represented by the SSC and TC, there are still great challenges around its adoption by national and territorial actors, who do not measure the scope of these types of cooperation and continue to see the ODA partners as the main source of cooperation and leverage of resources for their development plans or agendas.

Similarly, the entry to the OECD and the level of income generate new challenges that the country must assume, such as the search for non-traditional sources to complement its development initiatives (such as international calls offered by private actors); and capacity building for the design and implementation of innovative development financing mechanisms with support from ODA, such as results-based financing, social impact bonds, mixed financing, impact investment, counterpart funds, clean development mechanisms, crowdfunding among others.

In this sense, it is evident that the actors are not taking advantage of these new possibilities, given the lack of access to information, weaknesses in the formulation of initiatives to apply for opportunities, poor knowledge about the functioning of international cooperation sources and in some cases due to language barriers.

Another factor that influences the limited vision of the scope of international cooperation is the lack of knowledge management⁸ against the issue in national and territorial entities, which creates difficulties in the continuity of the processes and response times.

Finally, there is a lack of knowledge about the different agendas of aid effectiveness and development cooperation, as well as a low level of appropriation and monitoring compliance with its principles, which can contribute to a low impact of International Cooperation actions.

8. 8 According to Thomas Davenport, knowledge management “is the systematic process of searching, organizing, filtering and presenting information in order to improve the understanding of people in a specific area of interest” (Davenport, 1997)

2. Capacities for the cooperation of international management.

Although efforts have been made to build capacities in national and territorial entities aimed at strengthening the management, monitoring and evaluation of international cooperation, these have not been sustainable. For example, there is evidence of ignorance of the characteristics of the cooperators and the type of assistance that each of them grants from the strategic lines defined for Colombia. In the same way, there is a low level of systematization of outstanding experiences and lessons learned from the management of international cooperation in Colombia, developed by actors with extensive experience and knowledge, which could serve as a reference for the management of future international cooperation.

Finally, weak capacities are evident in the low implementation of innovating mechanisms of access to the international cooperation. This is due to the lack of knowledge in the face of more complex international models, little willingness to create schemes that involve various actors and institutional and legal barriers that hinder their implementation.

3. Governance of international cooperation in Colombia.

When it comes to international cooperation governance, the absence of clear guidelines and instruments around the relationship between the actors is identified, which facilitate the definition of roles, scopes and responsibilities in the different phases of the international cooperation management cycle. This is evidenced in the disarticulation of actors and actions at national and territorial level, which has an impact on the duplication of efforts and reduces the possibilities of generating real impacts on the population; leading to the ignorance of actors and international cooperation processes that are advancing in the territory, and the lack of follow-up mechanisms that allow establishing in a more inclusive and participatory manner, the impact of these initiatives.

Some sources of cooperation and executors work directly with the beneficiary populations to agree on the terms of project implementation, without developing an optimal articulation with national and territorial entities. As a consequence of the above, national and territorial actors do not know precisely the cooperation projects that are being developed in their sectors or territories, so they cannot promote the articulation between these initiatives and their development plans and strategies, generating many duplication of effort and attrition in the beneficiary population.

On the other hand, it was identified that in some cases, in the initial stages of the formulation of cooperation projects, the cooperators and executors only go to the national and / or territorial entities to request technical concepts and guarantees. In more critical cases, their concept is not requested and the project starts directly with the beneficiaries. For this reason, the need to involve these actors more actively from the formulation of international cooperation projects to their implementation, monitoring and evaluation is identified.

Regarding the management, implementation and monitoring of international cooperation projects led by national entities, on some occasions the relationship is made between the national entity and the cooperator, without participating in the decision-making process to the local authority. When there is articulation with the local authorities, the relationship is usually carried out with the technical secretariats of the mayors and governorates, sometimes without informing the offices that lead international cooperation issues. The above evidences weaknesses in the mechanisms of coordination, information and monitoring among the actors of the cooperation.

The cooperation coordination spaces, in which various actors participate, have been ineffective. For example, multi-stakeholder scenarios officially defined as cooperation committees, have not had a permanent operation and have not achieved proper coordination that allows mapping of cooperation actors and projects, facilitating their follow-up, and avoiding duplication of actions.

There is an information gap between actors on the cooperation that has been implemented; that is to say, there is no coincidence between the data they handle against amounts, duration, executors, geographic targeting, among other aspects of the projects. Initiatives are also identified that are not reported to PAIC-Colombia⁹ (an entity that manages the International Cooperation Information System in Colombia, or to national and territorial entities, which affects their mapping and monitoring.

Within the framework of the institutional governance of cooperation, although the leading international cooperation entities (PAIC-Colombia, MFA and NPD) have an active participation in the definition of country plans and strategies with some donors, there is no significant involvement in the phases of implementation and monitoring.

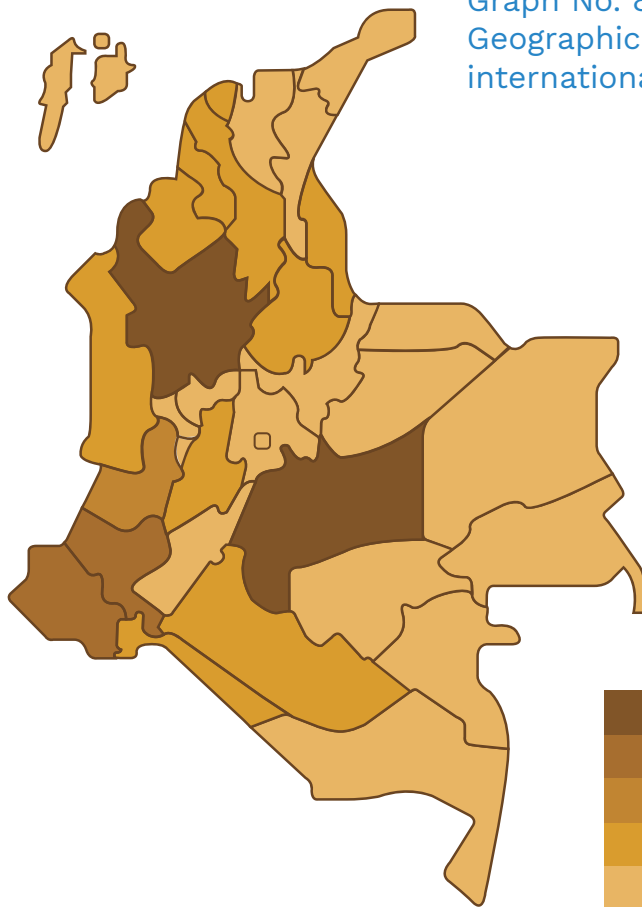
⁹ <https://portalservicios-apccolombia.gov.co/mapal>

4. Focusing international cooperation against the national government and the government territories.

Regarding the prioritization of demands and offers of international cooperation, difficulties are evident in the identification and application of unified criteria that allow this process to be carried out in a rigorous manner. Thus, there are cases in which some national and local actors request the support of the cooperators in a wide and diverse list of needs, which do not reflect an orderly and coherent prioritization.

Another fact that reflects the difficulties in prioritization is the concentration of international cooperators in some territories, while others that also face complex situations almost completely lack international aid, as evidenced in Figure 8. Although there are territorial and sectoral priorities, the cooperators take into account other factors such as security in the territory, local institutional capacity and the sustainability of their actions, among others.

Graph No. 8
Geographical distribution of international cooperation 2014-2018



Source: Prepared by the author based on management reports from PAIC-Colombia.

USD value ranges

1	USD 130.5 mill.	USD 362.7 mill.
2	USD 97.9 mill.	USD 130.4 mill.
3	USD 6.6 mill.	USD 97.8 mill.
4	USD 3.3 mill.	USD 6.5 mill.
5	USD 1	USD 3.2 mill.

In addition to the above, in many cases the absence of common sectoral and territorial visions that allow linking the demands and offers for presentation to the cooperators is perceived. For example, it is evident that the entities of the same sector do not unify their cooperation requirements and work independently, generating wear and duplication. Similarly, the territories are not taking advantage of the potential to associate and build common perspectives to present joint bets to potential international allies.

From this diagnostic exercise, the NSIC 2019-2022 seeks to respond to the problems identified and proposes the execution of activities that will strengthen the management of international cooperation for development in the country. Taking NSIC as a base, Colombia will seek to manage its cooperation under the approaches of demand, management by results and complementarity to national efforts; according to regional and global realities and challenges, within the framework of the 2030 Agenda for Sustainable Development.

05

Objectives and areas of action



General objective

Directing the management of international cooperation that Colombia grants and receives towards its development priorities, responding to the country's challenges and opportunities on the international stage, with a view to strengthening its geostrategic positioning.

Specific Objective 1

Expanding the vision of national and territorial entities, facing the scope and trends of international cooperation for development

Result 1	Indicators	Target 2019-2022
National and territorial entities know the operation and scope of international cooperation for sustainable development, and apply it in their management.	Percentage of national and territorial entities that know and apply knowledge about international cooperation for sustainable development.	85%
Activities	Indicators	Target 2019-2020
1.1 Developing virtual courses on basic aspects of cooperation aimed at local and national actors, cooperation agencies, universities, among others.	Online course of international cooperation developed semiannually during the NSIC's term.	4
	Satisfaction level of participants, compared to virtual courses.	85%
1.2 Creating networks of local and national actors for information exchange and knowledge of international cooperation.	Multistakeholder networks of cooperation in operation for knowledge management of international cooperation.	8
1.3 Building publications, articles and activities for promoting international cooperation.	Semiannually made publications during the NSIC's term.	13
1.4 Participating in discussion forums and exchanging of successful experiences of international cooperation.	Entity territorial delegates that participate in international forums or spaces on international cooperation.	8
	Events held for the socialization of results obtained by territorial delegates in international forums and spaces. internacionales.	8
1.5 Developing workshops with local and national actors in international cooperation.	Regional workshops held annually during the NSIC's term.	20
1.6 Having a technological platform for the promotion and access to information on international cooperation.	Virtual platform for coordination and training in operation.	1

Specific Objective 2

Strengthening the management of international cooperation for development in national and territorial entities, under a focus on results, innovation and sustainability.

Result 2	Indicators	Target 2019-2020
Good practices and innovative mechanisms implemented in the management and offer of cooperation for sustainable development, in national and territorial entities.	Percentage of national and territorial entities that implement good practices and innovative mechanisms.	30%
Activities	Indicators	Target 2019-2020
2.1 Defining general and methodological guidelines on good practices and innovative mechanisms.	Guidelines document designed and socialized with national and territorial entities.	1
2.2 Identifying and consolidating a portfolio of good management practices and offering international cooperation, applied by territorial and national entities.	Good practices portfolio designed and shared with entities.	1
2.3 Identifying innovative mechanisms and developing the regulatory and methodological framework for their implementation in Colombia.	Mapping document on innovative mechanisms in cooperation and their respective regulatory framework.	1
2.4 Preparing a new version of the manual for the formulation of international cooperation projects, both of ODA and SSC and TC.	Manual for the formulation of updated international cooperation projects.	1
2.5 Defining a joint work plan with the entities for the implementation of good practices.	Work plans created with national entities and territories.	53
	Percentage of compliance with work plans in national territories and entities.	85%
2.6 Recognizing good practices and innovative mechanisms implemented by national and territorial entities for the supply and demand of international cooperation.	Acknowledgments granted annually to territorial entities for the implementation of good practices and innovative mechanisms.	6

PAIC-Colombia Mega Goals

Indicators	Target 2019-2022
Non-reimbursable international cooperation resources mobilized.	USD \$ 1.2 billion mobilized.
Projects co-financed by the private sector in the framework of new multi-stakeholder alliances.	3 co-financed projects by the private sector.

Specific Objective 3

Promoting the positioning of Colombia as a supplier of SSC and TC, through effective participation in different spaces such as regional integration and consultation mechanisms, regional and bilateral cooperation programs, among others.

Result 3	Indicators	Target 2019-2020
Colombia is positioned as a reference for SSC and TC based on foreign policy interests.	Programs, projects and initiatives of SSC and TC with countries and regional mechanisms.	208
Activities	Indicators	Target 2019-2020
3.1 Relationship guidelines within the framework of the SSC and TC.	Number of cooperation projects executed with Latin American countries.	120
	Number of cooperation programs, projects and initiatives implemented within the framework of Regional Integration and Coordination Mechanisms.	32
	Number of cooperation projects executed with countries of the Caribbean region.	5
	Number of initiatives implemented with the countries of Africa and Southeast Asia, including their regional mechanisms.	38
	Number of Triangular Cooperation projects executed.	13
3.2 Standardization of tools for the formulation, execution and monitoring of SSC and TC projects.	Unique format for the formulation, execution and monitoring of SSC and TC projects.	1
	Unified SSC and TC Offer Portfolio.	1

PAIC-Colombia Mega Goals

Indicators	Target 2019-2022
Projects with technology exchange, executed through the CSS and CT.	16 executed projects
CSS and CT projects executed.	187 executed projects

Specific Objective 4

Implementing coordination mechanisms for international development cooperation and defining its governance at the national and territorial level.

Result 4	Indicators	Target 2019-2020
Protocol for the implementation of inter-institutional and territorial coordination mechanisms for the management and offer of international cooperation, created and in operation.	Protocol created and in operation for the implementation of inter-institutional and territorial coordination mechanisms for the management and offer of international cooperation.	1
Activities	Indicators	Target 2019-2020
4.1 Developing guidelines for inter-institutional coordination at national and territorial levels.	Guidelines documents prepared for inter-institutional coordination at national and territorial level.	2
4.3 Disseminate the protocol with national and territorial entities.	Outreach of developed actions.	10
4.2 Analyzing the complementarity between international cooperation priorities of the country and of the cooperators.	Control panel prepared and updated periodically on the complementarities between the country's international cooperation priorities and those of the cooperators.	1

PAIC-Colombia Mega Goals

Indicator	Target 2019-2022
National System of International Cooperation (NSCI) created.	SNCI structured and in operation.

Specific Objective 5

Defining criteria for prioritization of demand and the offer of international cooperation for development at the national and territorial level.

Result 5	Indicators	Target 2019-2020
Established and applied criteria for the prioritization of the supply and demand of international cooperation, in national and territorial entities.	Percentage of cooperation projects aligned with the technical prioritization criteria.	40%
Activities	Indicators	Target 2019-2020
5.1 Identifying criteria for prioritization of demand and offer of cooperation, based on technical and political guidelines.	Document with defined prioritization criteria.	1
5.2 Socializing criteria for prioritization of supply and demand for international cooperation, with territorial and national entities, cooperators and other cooperation actors.	Developed actions for the socialization of the prioritization criteria.	10
5.3 Establishing the alignment of development cooperation projects, with the criteria of supply and demand prioritization.	Consolidated annual report on the alignment of the projects with the prioritization criteria.	3

PAIC-Colombia Mega Goals

Indicator	Target 2019-2022
Alignment of international cooperation to the thematic priorities defined in the NSIC 2019-2022.	90% alignment.

06

Prioritization of international cooperation in Colombia.

1. Priority thematic lines for demand.

Articulating the priorities of the NDP 2018-2022, the challenges involved in complying with the 2030 Agenda for Sustainable Development and the SDGs, the results of the exercise on the cooperation demands identified by national entities and territorial governments, and by direct instruction from the President of the Republic, Iván Duque Márquez, five priority areas have been established for the orientation of the cooperation that the country will receive:



a) Territorial stabilization

The Peace Building Pact establishes the need to promote the culture of legality, security, justice and coexistence in the country. This implies promoting effective actions that contribute to stabilization, through coordinated interventions that minimize the risks of repeated violence, strengthen the effective presence of the State and government capacities at different levels and ensure the implementation of associated services to the social and productive inclusion of the population.

In this sense, from the Presidential Ministry for Stabilization and Consolidation, coordinating entity of the process described above, four thematic priorities were established:

- 1 Strengthening of the political, social, economic and productive reintegration process of ex-combatants
- 2 Illicit crops replacement, which includes economic support, the generation and strengthening of technical capacities and the establishment of alliances with the private sector, within the framework of support for local productive projects.
- 3 Development Programs with Territorial Approach (DPTA), and the need to implement infrastructure works that promote rural development, productive inclusion and adequate provision of goods and public services.
- 4 Multipurpose cadastre that includes, among others, the implementation of a national cadastral system.



b) Rural Development

The road map defined by the National Government to strengthen the country's rural development, establishes seven strategic pillars:

- 1 Rural social ordering with which the inclusion of women in the processes of land formalization and the consolidation of Social Property Planning plans is sought.
- 2 Productive management of the field mainly to encourage the efficient use of rural land and promoting climate-smart agriculture models.
- 3 Health diplomacy, which aims to develop a health eligibility plan and promoting the adoption of good agricultural practices.
- 4 Equipment of public goods in the agricultural sector, to improve the quality and coverage of connectivity and commercialization in rural areas and strengthening the public land adaptation service.
- 5 Improving financing and risk management schemes for agricultural activities.
- 6 Improving rural activities unrelated to the sector, that is, offer skilled labor to the field and boost industry and commerce activities in rural areas.
- 7 Institutional reform of the sector for the creation of a system of National Projects of Strategic Interest (NPSI) for agriculture and the implementation of a national system of agricultural information.



c) Environmental Conservation and sustainability.

Colombia defined a route to the year 2030 through which it seeks to be a country committed to environmental management and the mitigation of climate change, with a modern environmental institutionalality, where biodiversity is conserved and generates new income opportunities. Additionally, Colombia expects to be a resilient territory to the risks and impacts of disasters. In order to do so, the country will implement the following measurements:



- 1 Actions for the conversion and development of sustainable productive processes in the agricultural, transportation, energy, industry and housing sectors.
- 2 Measures to reduce greenhouse gas emissions that allow compliance with the Paris Agreement by 2030.
- 3 The national circular economy strategy to increase waste recycling, water reuse and energetic efficiency.
- 4 Formation of the National Council for the Fight against Environmental Crime and adoption of protocols for immediate and coordinated action between the entities of the State.
- 5 Implementation of the national ecosystem restoration strategy that includes Payment for Environmental Services and other incentives to conservation.
- 6 Studies of threats to natural phenomena for municipal territorial planning from the technical-scientific entities of the country.
- 7 Implementation of climate change adaptation initiatives that reduce the effects of droughts and floods on sectors and territories.
- 8 Accomplishment of a Mission that generates recommendations to improve the effectiveness of the environmental licensing, the standardization of procedures and other instruments of environmental control.
- 9 Strengthening of Regional Environmental Authorities to optimize environmental management, monitoring, control, and service to the citizenship.
- 10 Pact for the Amazon to promote the valuation of forests and biodiversity in the region, as well as to combat deforestation and forest degradation.

d) Entrepreneurship and Orange Economy

Entrepreneurship and productivity will ensure the viability of modern equity policies with productive inclusion. Particularly, the pact for entrepreneurship will boost the country's development and productivity, opening the way to generating opportunities and well-being for the population, as the basis of a competitive, inclusive and sustainable growth model.

This is how it is expected that with the boost of the orange economy, in Colombia important contributions will be obtained in solving the country's productive and employment challenges, radiating benefits to the rest of the economic sectors. Within the framework of the Pact for identity and creativity: development of the orange economy and protection and promotion of our culture, the following objectives have been prioritized:

- 1 Promoting the generation of effective information for the development of the orange economy.
- 2 Strengthening the institutional environment for the development and consolidation of the orange economy, and public-private articulation.
- 3 Boosting the use of the state offer for the development of creative industries.
- 4 Promoting the agendas of municipalities, cities and creative regions and the development of Orange Development Areas (ODA)
- 5 Promoting the integration of the orange economy with international markets and other productive sectors.
- 6 .Generating enabling conditions for the inclusion of human capital in the orange economy.
- 7 Promoting intellectual property as support for creative inspiration.



e) Migratory phenomenon

The migratory phenomenon from Venezuela has reached unprecedented proportions, representing a challenge for the Colombian government. According to the figures presented by the Border Management with Venezuela of the Presidency of the Republic of Colombia in the Council of Ministers of September 2nd, 2019, Colombia is considered the country of the world that hosts more Venezuelans (estimated between 35% and 50% of total migrants). In less than two years, the migrant population from Venezuela has increased by 156%, generating pressure on state social services, especially in the health, education, vulnerable groups protection. economic integration, security, citizen coexistence and technology.

Based on the above, it is necessary to focus efforts towards:

1. Attention in Health

- Hiring services for migrant population of the public health network.
- Access to health services, child development centers, vaccination programs, attention to complex diseases, high-cost events such as cancer, kidney diseases and diabetes.
- Expansion and improvement of hospital and public health infrastructure.
- Provision of technological equipment and first level care equipment to verify health status and screening.



2. Attention in education

- Coverage management: temporary classrooms in educational institutions, improvements and expansion of infrastructure, construction of new classrooms and sanitary batteries.
- Permanency management: school transport, school feeding program, clothing / uniform supply and cleaning kits supply. This in order to reduce the risk of dropping out of school.
- Welfare management: psychosocial attention to receiving, migrant and returnee communities, with psychosocial support and support services with additional social professionals to the educational teams.
- School leveling: referral in Comprehensive Care Routes, with complementary school day or extra day support teams for academic reinforcement.

3. Vulnerable group protection

3.1. Attention to Children and Adolescents (ACA)

- Characterization of migrant children and their families in care channels of the Colombian Institute of Family Welfare and Information Systems for monitoring their services.
- Mobile Units and Mobile Protection Equipment, with flexible modalities for the assessment of children (Unaccompanied, Expectant Mothers, Malnutrition).
- Enabling care and shelter services for mothers and children.

3.2. Women

- Prevention and care for gender violence victims
- Access to social programs and family reunification.
- Opportunities at work level that contemplate the role of caregivers.

3.3. People in irregular settlements or in homelessness situations.

- Housing solutions, drinking water and basic sanitation.

3.4. Hikers

- Transportation, food assistance and shelters.

3.5. Indigenous

- Characterization and planning of ethnic migratory emergency care for border departments.

4 Economical Integration

- Expanding regulating mechanisms
- Strengthening characterization mechanisms
- Preparation of the job offer
- Strengthening labor intermediation.
- Facilitating entrepreneurship support.
- Facilitating financial inclusion



5 Information Technology and Communications

- Strengthening of information systems that allow the registration and characterization of the migrant population, as well as the verification of income and permanence in the country.
- Technologies and applications to improve migration governance and inter-institutional coordination at local and regional levels.
- Tools to coordinate the provision of humanitarian care by governmental and non-governmental, national and international actors.

2. Main thematic areas for the identification of successful experiences.

The SSC offered by Colombia is based on the demands it receives from the countries of the Global South, according to their needs and interests. However, the following prioritization of the offer has been made, based on the issues in which the country has wide international recognition, wide demand and good practices systematized under the APC-Colombia Know-How Colombia methodology:

- Care and attention to children.
- Recreation and sport.
- Employment and decent work.
- Rural development.
- Productivity and competitiveness.
- Risk management.
- Integral security.



07

Tracing

Bearing in mind that the NSIC is the instrument that will allow PAIC-Colombia to exercise the functions assigned in its Law creation Decree 4152 of 2011, related to the follow-up of the country's progress in the field of non-refundable and technical International Cooperation, through the Inter-Institutional Coordination Directorate, annual work plans will be defined and implemented with each of the government sectors and with each department of the country, which will operationalize the objectives and results that are expected to be achieved with the implementation of the NSIC 2019-2022.

The actions contemplated in these plans will seek to strengthen the management capacities of international cooperation; the implementation of mechanisms for the dissemination, formulation and monitoring of initiatives aligned to the SDGs and the priorities of national and territorial entities; and the socialization of guidelines that strengthen the management, articulation and coordination of international cooperation.

The execution of these plans will be led by the offices or working groups of international cooperation of the sector head entities, and of the governorates. From PAIC-Colombia, support and technical advice will be carried out, and the fulfillment of the goals and the progress of actions will be carried out semiannually in the spaces agreed for this purpose.

Taking into account that the ENCI proposes actions focused on the demand for international cooperation of the country and the permanent coordination with the cooperating countries, periodic compliance with the agreed commitments will be monitored. In the different mechanisms from coordination with the bilateral and multilateral partners that work permanently in Colombia, through high-level meetings, technical sessions, participation in project management committees, accompaniment to visits in territory and participation in negotiations and political consultations, among other activities.

Both in the Strategic Plan of the Presidency Sector of the Republic and in the Institutional Strategic Plan, both defined for the period 2019-2022, PAIC-Colombia through its Planning Area, will report the quantitative progress of the implementation of the NSIC with annual goals defined as follows:

	Year 1 (2019)	Year 2 (2020)	Year 3 (2021)	Year 4 (2022)
Indicator: Percentage of Implementation of the activities under the responsibility of PAIC-Colombia within the framework of the NSIC 2019-2022	Goal 15%	Goal 50%	Goal 85%	Goal 100%

The instance before which PAIC-Colombia will present the progress reports on the implementation of the NSIC will be the National System of International Cooperation (NSIC), once created and regulated, as established by the PND 2018-2022. Additionally, the progress of the Strategy will be shared within the framework of the Agency's management and advisory bodies, created in the Law Decree 4152 of 2011; that is, the Board of Directors and the Inter-Institutional Coordination Committee, instances of which both the MFA and the NPD are part, entities with which this Strategy was built.

08

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