

**INTERNATIONALIZATION STRATEGY  
IDARTES INTERNATIONAL:  
A WINDOW TO THE WORLD**  
Idartes Internationalization Team  
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## LIST OF ABBREVIATIONS AND ACRONYMS

**ODA:** Official Development Assistance  
**APC:** Presidential Agency for International Cooperation of Colombia  
**PPP:** Public-private partnerships  
**WB:** World Bank  
**DAC:** Development Assistance Committee  
**CSS:** South-South Cooperation  
**CTr:** Triangular Cooperation  
**TCDC:** Technical Cooperation among Developing Countries  
**DDRI:** District Office Of International Relations  
**CONPES:** National Council for Economic and Social Policy  
**EIAPP:** Internationalization Strategy and Public-Private Partnerships  
**ENCI:** National Strategy for International Cooperation  
**ESCAPE:** Gilberto Álzate Avendaño Foundation  
**GIZ:** Gesellschaft für Internationale Zusammenarbeit  
**Idartes:** District Institute of the Arts  
**FDI:** Foreign Direct Investment  
**IDPC:** District Institute of Cultural Heritage  
**IDRD:** District Institute of Recreation and Sport  
**OECD:** Organization for Economic Co-operation and Development  
**OFB:** Bogotá Philharmonic Orchestra  
**OIAPP:** Office of Internationalization and Public-Private Partnerships  
**SDGs:** Sustainable Development Goals  
**NGO:** Non-Governmental Organizations  
**UN:** United Nations  
**CSOs:** Civil Society Organizations  
**RMA:** Middle Income Country  
**PND:** National Development Plan  
**PDD:** District Development Plan  
**UNDP:** United Nations Development Program  
**SDCRD:** District Secretary of Culture, Recreation and Sport  
**UNESCO:** United Nations Educational, Scientific and Cultural Organization

## INTRODUCTION

The international management of art and culture, in a context marked by globalization and dynamic cooperation between countries, cities and different private organizations, generates positive opportunities for the artistic and cultural sector of the city, thus contributing to its development and to the strengthening, repair and reconciliation of the social fabric based on population-based, territorial and differential approaches which are inherent to the implementation of the Entity's actions.

In this sense, the positioning and visibility of the cultural and artistic processes of Idartes in international scenarios, contribute to the transformation of the international imaginaries of the city in particular and the country in general.

However, the current situation of going through a global pandemic has caused profound changes in our ways of perceiving the world and interacting with it on the one hand, but has also generated strong political, economic and social effects on the other, thus posing material challenges in the achievement of technical and financial resources that allow the economic reactivation of the artistic and cultural sector, which has undoubtedly been one of the most affected.

In this context, **IDARTES INTERNATIONAL: A Window to the World** emerges as a strategy that seeks to articulate, both internally and externally, the actions of the international cooperation of the Entity, in such a way that the effectiveness of the resources obtained in the framework of an integral management of projects for the economic development and social welfare of the city can be guaranteed.

For the construction of this strategy, an in-depth documentary review was carried out to research the basic concepts of international cooperation and the management of social projects aimed at the socioeconomic transformation of the beneficiary populations of Idartes.

Likewise, a collection was carried out, regarding the internal information corresponding to the needs of international cooperation associated with the strategic objectives set for this four-year term, as well as the identification of participation scenarios and international positioning, opportunities for resource management, as well as the identification of the possible successful experiences of the Entity, through surveys aimed at the different operating units, through meetings held to validate and adjust the information.

That is why, in the first part of the document, a chapter was included wherein the basic concepts of international cooperation and its different modalities are developed. Likewise, a space is allocated to address the cycle of projects as a fundamental basis for the management of international resources. The work also addresses an analysis of the international, national and district context in which this Strategy has been designed and on which its implementation relies.

On the other hand, this document sets out the general and specific objectives, the prioritized lines within the framework of the demand for international cooperation, the successful experiences identified as part of our technical cooperation offer, as well as the mechanisms for implementation, follow-up and monitoring of the Strategy for the current four-year term.

We hope that this document will allow a greater understanding of the scope of international cooperation within the entity, while positioning itself as the roadmap for the development of actions articulated with the different bilateral, multilateral and private international cooperators with regards to the missionality of the Entity.

## **1. CONCEPTUAL FRAMEWORK FOR INTERNATIONAL COOPERATION**

### **1.1. CONCEPTS ON INTERNATIONAL COOPERATION AND PUBLIC-PRIVATE PARTNERSHIPS**

#### **1.1.1. DEFINITION OF INTERNATIONAL COOPERATION**

There are various understandings, typologies and categorizations of international cooperation in the international system. Firstly, many of them focus on general issues such as the origin of cooperation (its sources), or on specific issues such as the degree of concessionality of the cooperation (whether it is tied or not – *tied aid*). Secondly, the discussions focus on the formalization level of the alliance, its geographical and time scope and the number of stakeholders involved.

For this document, the most widely accepted concepts are presented following a documentary review on the subject. Pursuant to the United Nations Development Program (UNDP), international cooperation is "the relationship that is established between two or more countries, agencies or civil society organizations, with the purpose of achieving consensual development goals" (RACI, 2012, 26). Consequently, cooperation involves the transfer of financial or technical resources that are directed to recipient countries (partner countries) to support or promote their development policies or projects, by other States, multilateral organizations or private entities.

Specifically, when talking about Official Development Assistance (ODA), reference is made exclusively to flows into countries on the list of recipient countries of the Development Assistance Committee (DAC) of the Organization for Economic Co-operation and Development (OECD) and also regarding multilateral development institutions to recipients of the same list of countries (OECD, 2008). This is an exclusive classification of the OECD itself to organize and articulate development aid policies among traditionally donor countries. In turn, the ODA must meet certain characteristics: a) it must be provided by official agencies (state, local governments or their executive agencies); b) They must be intended to promote the economic development and well-being of countries; c) They must have a concessional nature and a donation element of at least 25% of the total value of the transfer. Any kind of cooperation that fails to meet these criteria is considered an unofficial source of cooperation for development (MUSOL Foundation, 2012).

Below are the different typologies applicable to international development cooperation, and which are in turn the most used by international organizations (see RACI, 2012) and by national entities (see Ortiz, 2013). Specific reference is made to the kinds of international cooperation and the modalities of international cooperation.



### 1.1.2. KINDS OF INTERNATIONAL COOPERATION

The kinds of international cooperation are defined according to the type of resources transferred in the cooperation process. Consequently, it can be divided into two large groups, which in turn have subdivisions:

#### *Financial cooperation:*

This kind of cooperation is namely monetary aid transferred to the funds of a recipient country and obtained through transactions by donor countries or cooperating institutions. There are two types of financial cooperation:

- **Non-reimbursable financial cooperation:** means the allocation of cash resources for the funding of projects, programs or development activities in which the cooperating partner does not demand the return of the amounts delivered. In that sense, the cooperation obtained is not reimbursed by the recipient country.
- **Reimbursable financial cooperation:** means the aid obtained which must be repaid in money or in kind under special conditions which are favorable to the recipient country. It usually consists on delivering "soft" or concessional loans through multilateral development banks.
- **Refinancing of external debt:** Means the financial relief granted by multilateral organizations through debt reduction programs to those countries that reach levels of unsustainability and threaten to default.

In general terms, financial cooperation is focused on the funding of strategic development projects, both by the public sector and by civil society organizations. As Ortiz mentions, "most of the resources have specific destination towards certain thematic areas according to the priority issues of cooperation of each of the sources. They are usually managed, through trust or escrow" (2013, 8). Similarly, financial cooperation is in line with the commitments set forth in the Paris Declaration of 2005 and therefore privileges those strategic areas determined by the national government itself to manage resources. This reality implies the importance of managing the international cooperation needs of public policy within the framework of national and district planning, mainly in the National Development Plan (PND), the District Development Plan (PDD) and the National Strategy for International Cooperation (ENCI) of the Presidential Agency for International Cooperation (APC).

#### *Technical cooperation:*

In this aid techniques, knowledge, materials, machinery, skills or experiences are transferred by a partner country or a cooperating institution to strengthen the technical capacities of the country receiving the aid and to support the social and economic development of the country concerned.

Technical cooperation implies a relation adjusted to the specific needs for the training of human resources and the strengthening of the institutional capacities of the beneficiary country. It usually

involves some process of mutual and horizontal learning, as in the case of South-South cooperation. The following activities are understood as part of the modalities of technical cooperation:

- **HR Training:** Means any process of permanent updating, through the teaching, learning, training and exchange of experiences received by officers and technicians of the receiving country on the resolution of problems or conflicts, the management of new technologies, methodologies, management of instruments, management and administration of projects, inter alia. Training can be provided in situ through the technical assistance of aid workers to the host country or ex situ through the exchange of experiences and information with other countries, courses, workshops, seminars, scholarships, or joint research projects (Ortiz, 2013).
- **Donations in kind:** Means the transfer of non-reimbursable resources which may be machinery, equipment, materials or expert working time.
- **Internships:** Means the opportunity for officers, scientists, and technicians of a country to move to another country or to another region or to another entity to receive live training and education or to put into practice the knowledge acquired through a process of exchange of human resources, incorporating them into the processes established in the organizations (Ortiz, 2013). Internships allow access to theoretical and practical knowledge from other environments that strengthen the capacities of the stakeholders.
- **Humanitarian aid:** means any transfer of resources that takes place in emergency situations, as a result of war conflicts and natural disasters, to which the international community responds with shipments of basic materials (such as clothes, food, medicines, inter alia), as well as technicians and experts (medical personnel and rescue teams, etc.). The beneficiaries of humanitarian and emergency aid are the local populations that are in the area, or refugees or internally displaced persons (Center for Development Cooperation of the Polytechnic University of Valencia, 2010).
- **Technical assistance:** means any transfer of knowledge, technologies and information on specialized topics that involves the apprehension and appropriation of good practices on processes and procedures of partner countries or institutions. Usually, support or advice focuses on facilitating the solution of scientific and technological problems that have become bottlenecks for development, and involves a transfer and exchange of knowledge with the host country.

### *International cooperation modalities*

The modalities of international cooperation are defined considering the stakeholders involved in the cooperation process and according to the nature of the participating parties. They can be divided as follows:

- **Bilateral cooperation:** means the cooperation which is based on the relationship of an internationally acknowledged government to another internationally acknowledged government through its Embassies or its cooperation agencies. This requires both countries to hold diplomatic relations and development cooperation. It is the most traditional way of cooperation and it is used in most vertical or north-south exchanges.

- **Multilateral cooperation:** means the cooperation which comes from international agencies and organizations wherein several countries participate following the policies framed in the applicable international treaties. These sources of cooperation usually keep specific interests based on their principles and purposes and may be of a political, military, economic, social or religious nature; they can have a regional, continental or global scope and in many cases, these organizations deliver their own resources, but also work with funds from the member countries that comprise them (p.e., the European Union) or participate directly in the implementation of cooperation processes.
- **Triangular cooperation:** refers to a modality of cooperation wherein two countries intervene as cooperating partners with a third country or international organization that provides the monetary resources to finance the cooperation process. Usually triangular cooperation involves a recipient partner at a lower level of development, a cooperating partner acting as a donor, and a cooperating partner acting as a technical expert (usually a middle-income country). Triangular cooperation implies great benefits to a greater number of stakeholders in a single transfer action that allows the exchange of resources, knowledge and tools between them. "The most significant contribution is given by the comparative advantages, added value and complementarities that this new modality offers. Its increased use is due to the design of a more inclusive cooperation system, and to a search for efficiency through the reduction of transaction costs" (Medellín Cooperation and Investment Agency, 2012, 20). Consequently, triangular cooperation has become the cornerstone of many official development agencies, such as German cooperation through the Gesellschaft für Internationale Zusammenarbeit (GIZ).
- **Decentralized cooperation:** means the type of cooperation for development that is channeled through decentralized stakeholders, both from the public sector and the private sector. Therefore, it refers to aid that is processed through local authorities (such as mayors) or through non-profit organizations (such as NGOs). In the latter cases, it is common for an international NGO with extensive resources to offer this type of cooperation to its counterparts in less developed countries, instead of delivering aid packages to national or local governments. Thus, decentralized cooperation can be developed through international calls for the presentation of projects, via twinning between local authorities, or through networks or associations. Furthermore, decentralized cooperation not only supports non-governmental organizations (NGOs) or local authorities in countries receiving aid, but it also supports professional groups, significant groups of citizens, indigenous peoples' organizations, cooperatives, trade unions, women's groups, youth, or LGBTIQ population, educational institutions and worship centers.
- **South-South Cooperation:** previously known as Technical Cooperation among Developing Countries (TCDC) or more recently as horizontal cooperation, it refers to the new relations of mutual aid between countries of the South with equivalent levels of development and that have gone through similar challenges and opportunities. South-South cooperation (SSC) has gained great relevance in recent decades, which implies that the countries of the South are taking charge of their own development processes, finding and adapting their own solutions for the global south (High-Level Committee on South-South Cooperation, 2012). It is also a way for developing countries to learn together how best to implement successful policies and practices in a context that reflects their national

priorities, needs and capacities.

### ***Public-Private Partnerships***

Another way to strengthen and guarantee the sustainability of a public policy over time is through collaborative work strategies wherein different stakeholders come together as partners or peers to achieve a common purpose.

In this sense, the alliances underlie "a promise of value, since their members expect it to enrich the actions undertaken and to represent some significant return for the achievement of their mission. This return can be reflected in greater impacts of initiatives, in the strengthening of capacities, experience, in the construction of knowledge of the partners, or in greater visibility and acknowledgement of the allies with their audiences of interest" (DIS Foundation, 4). Therefore, alliances work on the construction of agreements that allow achieving the objectives, defining specific roles of the parties, and allocating resources for the fulfillment of the agreed goals.

Alliances are strategic for the fulfillment of the purposes of organizations or entities to the extent that they are: "joint, coordinated initiatives, in which each party contributes with essential resources (financial, human, technical, informative and political) and participates in the decision-making process, creating synergies that enhance the use of resources" (PROHUMANA, 2016, online). Additionally, it is essential that alliances share a series of values that allow the dynamization of collective work, including: trust, transparency, respect, complementarity and equality.

Alliances can be sectoral, thematic, geographical, inter alia. However, the best known are public-private partnerships (PPPs), which are defined as the formal relation established by "a State institution and one or more entities of the private sphere, such as business foundations, companies, NGOs, higher education institutions, inter alia, to implement projects that allow the generation of the common good. This type of alliance can be formalized through agreements, contracts, letters of intent, etc., in a way that allows the execution of the project, its monitoring and evaluation" (Ministry of National Education, 2014, 15). By their nature, public-private partnerships allow potential for the scope of the expected impact on a process or project, since it takes advantage of the different levels of convergence and divergence of dissimilar but complementary stakeholders, such as the public sector and the private sector.

## **1.2. PROJECT MANAGEMENT**

In overall, international cooperation resources are channeled through projects, although there are other mechanisms such as donations, qualification and education spaces (courses, seminars, internships, scholarships), inter alia.

Project management is a process of planning, execution and control of a development initiative, from its beginning to its end, with the purpose of achieving a final objective within a defined period of time, with a certain cost and level of quality, through the mobilization of technical, financial and human resources (APC, 2020, 8).

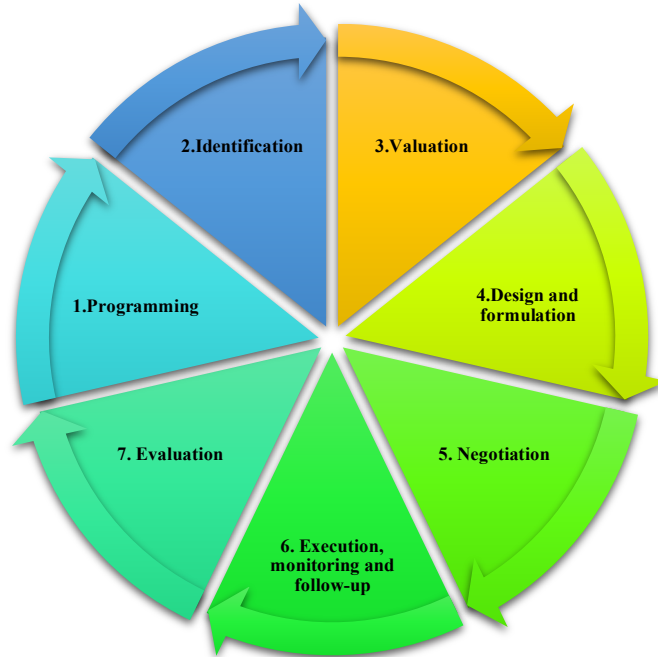
### **1.2.1. PROJECT DEFINITION**

- Projects are the search for a viable alternative to the approach of an objective that is designed to solve a problem or need and that requires the production of goods and services (APC, 8).
- A project is also defined as the set of interrelated and coordinated actions, limited in terms of time, region, sector, target groups, budget, in order to then achieve a set of objectives previously determined in a precise and objectively verifiable way.
- Projects, in addition to being the basic unit of development management, are also the main instrument of access to international cooperation.
- Projects are more likely to be accepted in the field of international cooperation when they are part of a broader program or plan such as national, regional or municipal development plans, insofar cooperation resources work under the OECD guidelines.

### **1.2.2. PROJECT MANAGEMENT CYCLE**

The cycle of a project is defined by interdependent stages as described below (APC, 9):

**Graph No. 01. Project Management Cycle**



Source: Idartes - Own creation

***Programming***

Consists on the selection of sectoral priorities, both national or district, the cooperators, and the initial definition of possible projects. It involves analyzing whether the initiative is within the programmatic lines defined by the cooperators, so this phase is accompanied by the mapping of stakeholders (possible cooperators or allies).

***Identification***

It is the initial formulation of the project idea. It covers the analysis of beneficiary population, problems, objectives and alternative solutions.

***Assessment***

It is the feasibility process of the project, which includes the financial, sustainability and social and economic feasibility analysis and its articulation with the respective corresponding development plans. At this stage, it should be verified whether the identified project meets the selection criteria for international cooperation projects or alliances.



### ***Design and formulation***

It consists on the elaboration of the project matrix looking for a logical consistency between means and ends, that is, if the proposed activities may facilitate the results and if these results contribute to achieving the objective. Furthermore, this part should consider the criteria of quality or success of the project that are normally monitored and evaluated in the execution of the project and from which recommendations for the improvement thereof can be presented.

### **Negotiation**

It refers to the process of managing programs and projects that involves a negotiation aimed at their approval and financing, which is specified through the entering of a cooperation instrument. The processes and procedures depend on the arrangements made with each aid worker. This stage is directly related to lobbying and public relations work with the different stakeholders (cooperators or allies).

### **Execution**

It is the start-up of the activities, the corresponding contracting and the use of funds required for the project. Usually this stage is associated with an action plan or an operational plan that includes the detail of the threads and definitions of participants, deadlines, financial and human resources for the implementation of the project.

### **Monitoring and follow-up**

It is the verification that the objectives are being met during the implementation of the project, through the indicators previously designed for that purpose, or the indication of whether the activities should be reoriented. This stage is associated with monitoring tables and periodic reports according to the mechanisms established for such purpose. This stage is carried out by the executing entity.

### **Evaluation**

It consists on the analysis of the effects or impacts, effectiveness, efficiency or relevance of the project, verification of achievements, lessons learned, recommendations for corrective actions and feedback to other projects. The evaluation methodologies are defined by each cooperator, considering the moment wherein the evaluation is carried out, and the stakeholders involved. The results of the evaluation can be taken into account as lessons learned for future projects. This stage is usually performed by third parties shortly after the execution is finished. The main purpose of an evaluation is to make cooperation as effective and efficient as possible.

It is important to note that each stage of the project life cycle and cooperation are consecutive, but also iterative, that is, that a part of the project cycle can influence another, either earlier or later, forcing some adjustment in the conditions.

## 2. INTERNATIONALIZATION CONTEXT

**Graph No. 2. Idartes International and the international, national and district context**



Source: Idartes - Own creation

### 2.1. INTERNATIONAL SCOPE

#### 2.1.1. AID EFFECTIVENESS AGENDA

As mentioned above, ODA must meet three essential characteristics: a) it must be provided by official agencies (state, local governments or their executive agencies); b) They must be intended to promote the economic development and well-being of countries; c) They must have a concessional nature and a donation element of at least 25% of the total value of the transfer.

Consequently, from the second half of the twentieth century, a debate has taken place about how effective these flows of resources are to contribute to the development of countries, and consequently, a series of High-Level Forums and Summits were created (See Exhibit No. 1) where attendees define and commit to develop actions to improve the management of resources and



achieve measurable results in the living and development conditions of the host countries. It is noteworthy that since the first event, there has been an intent to include more and more diverse voices to the debate, not only from the bidding and receiving States, but also regarding the participation of civil society organizations, business communities and institutions. (Amaya, 2013).

The Aid Effectiveness Agenda constitutes the framework of reference for all contemporary actions aimed at international cooperation for development and effectiveness in order to achieve results. The foregoing, because it has developed key concepts for dialogue between cooperators such as the 5 Principles of international cooperation defined in the Paris Declaration of 2005 and in constant construction until today, namely: Appropriation, Alignment, Harmonization, Results-Oriented Management and Mutual Responsibility; which encompass all the commitments made not only between donor and recipient countries, but also international organizations, international financial institutions and Civil Society Organizations (CSOs).

### **2.1.2. OECD AND OFFICIAL DEVELOPMENT ASSISTANCE (ODA)**

The OECD is an international, multilateral organization that promotes international, national and local policies seeking to positively influence the economic and political field, of which the countries with the greatest economic and political power at the global level are part since its creation in 1961. In this sense, the organization works in collaboration with governments, public policy makers to establish international standards and propose evidence-based solutions to various social, economic and environmental challenges.

The OECD is comprised by the Council, the general decision-making body of the organization made up of the ambassadors of the member countries and the European Commission, and the DAC that gathers the main member countries and donors of ODA and determines the guidelines for this type of Cooperation. It should be noted that the Committee has been established as a standard-setting body for development cooperation not only for its members, but also for the international community as a whole. According to OECD data, about 90% of the ODA is provided in non-reimbursable aids and the rest consists of loans with low interest rates, with a large part of these resources channeled through multilateral bodies such as the World Bank (WB) and the United Nations (UN).

Currently, the OECD has 37 active members, including Colombia since April 2020. However, although the country has been listed by the OECD as a Middle Income Country (RMA), it still faces internal socio-economic challenges, asymmetries and regional gaps that require the support from official development cooperation and therefore prevent it from being part of the DAC as an emerging donor. This has implications for the receipt of ODA funds, since, although it is still considered a developing country, it only receives this kind of financing because it is a post-conflict country.

Therefore, in the area of the ODA, the country is in a particular situation vis-à-vis international cooperation, being simultaneously a recipient of ODA and a provider of CSS. In this sense, Colombia as a member country of the organization is called not only to implement internally the

regulatory and efficiency mechanisms in public policies, but also to identify the good practices that are developed at the national and local level, also seeking to implement international standards for them and offer CSS at the international level.

In this context, the **District Institute of the Arts - Idartes**, executing entity of public policies for the exercise of the cultural rights of the population of Bogotá, has been carrying out a management of identification of good practices within the entity, with the aim of making visible, standardizing and being able to offer technical cooperation at the international level with countries of similar level of development in the modality of CSS, according to existing national and international mechanisms and standards for such purposes. Likewise, the entity through its transversal lines has been working on projects that articulate art and culture with the solution of social problems, and that are susceptible to be financed by ODA since they are framed in the issues prioritized in the agenda of the CAD for the country.

### **2.1.3. 2030 AGENDA FOR DEVELOPMENT AND THE SUSTAINABLE DEVELOPMENT GOALS IN COLOMBIA AND BOGOTÁ**

The 2030 Agenda for Sustainable Development establishes a global vision towards economic, social and environmental sustainability insofar, since its execution in 2015, it was instituted as a guide for joint work towards this vision during the next fifteen years.

Within this Agenda, the Sustainable Development Goals (SDGs) are a planning tool for countries, both at the national and local levels. Due to their long-term vision, they constitute a support for each country on its path towards sustained, inclusive development in harmony with the environment, through public policies and budget, monitoring and evaluation instruments.

According to the UN, the 17 SDGs and their 169 targets comprise a civilizational agenda, which puts the dignity and equality of people at the center, and in order to achieve their implementation, the participation of all sectors of society and the State are essential. From this point of view, they are considered a call to representatives of governments, civil society, the academic sector and the private sector to use it as a tool for the creation of more inclusive societies (General Assembly, 2015).

At the national level, for the Government of Colombia, the 2030 Agenda has represented an opportunity to generate transformations and give political momentum to issues of international, national and local interest.

To this end, actions have been carried in order to support the implementation of the SDGs in Colombia, including:

- The creation of the High-Level Commission for the preparation and effective implementation of the 2030 Agenda (2015), which seeks to establish a national policy for the implementation of the SDGs with a prospective planning method, through action plans, programs and activities at the national, regional and sector levels.

- National Council for Economic and Social Policy (CONPES) 3918: Establishes 156 indicators to measure progress in achieving the SDGs and which constitutes one of the main tools used at the national level for the implementation of the framework for the formulation of policy guidelines, implementation of strategies at the territorial level and the mechanism of dialogue with non-governmental stakeholders (2018).
- United Nations Cooperation Framework for Sustainable Development 2020-2023: Signed by the Government of Colombia and the UN in 2020 which defines the planning, execution, monitoring and evaluation of cooperation at the national and local levels. It focuses on the following thematic axes: Peace with legality, Migration as a factor of development, support for the SDGs.

At the local level, the United Nations highlights that in the fulfillment of the 2030 Agenda, territorial governments play a fundamental role in the implementation and fulfillment of the SDGs in the territories, incorporating them into planning instruments, committing resources and implementing concrete actions to advance towards higher levels of well-being and progress of their inhabitants. In this sense, according to the Bogotá Development Plan 2020 – 2024: "Bogotá a new social and environmental contract for the XXI Century" 67% of its targets are directly related to the goals as defined by the CONPES 3918 and are aligned in an integral way with all the SDGs except for SDG 14 (underwater life) which does not apply to the city, similarly, 90% of the budget pertains to the SDG targets.

Similarly, within the sectoral dynamics, due to the location of culture and direct interaction with citizens, local government entities play a decisive role in the fulfillment of the Agenda during the next decade, and therefore, the United Nations Educational, Scientific and Cultural Organization (UNESCO), proposes in 2020 a series of thematic indicators that enable the measuring of the contribution of culture to the SDGs within four areas: environment and resilience, prosperity and livelihoods, knowledge and skills, and inclusion and participation.

In this sense, although the 2030 Agenda does not include culture as a priority, Idartes, as an entity attached to the Secretary of Culture, Recreation and Sport (SCRD) of the Mayor's Office of Bogotá, aligns itself with the 2030 Agenda through most of its programs and strategic lines, and thus contributes to the fulfillment of 27 goals, out of 169 goals of the 17 SDGs, thanks to the fact that it seeks to generate positive impacts on the lives of citizens through initiatives that include spaces for the enjoyment of culture, education and well-being, inclusion, innovation, science, gender equity, peace and reconciliation, preservation of tangible and intangible cultural heritage, inter alia.

## **2.2. NATIONAL LEVEL**

### **2.2.1. NATIONAL DEVELOPMENT PLAN 2018-2022 "PACT FOR COLOMBIA, PACT FOR EQUITY"**

The PND constitutes the National Government's roadmap for the next four years as a Pact for Equity that seeks to achieve social and productive inclusion through entrepreneurship and legality.

In this sense, the current PND is committed to the consolidation of thirteen transversal pacts that address different areas such as: sustainability, decentralization, transport and logistics, peacebuilding, equity for women, effective public management, digital transformation of Colombia, quality and efficiency of public services, mining-energy resources, science, technology and innovation, inclusion of all people with disabilities, protection and promotion of our culture and development of the orange economy, equal opportunities for indigenous, black, Afro, Raizales and Palenqueros groups.

In the cultural field, the "Pact for the protection and promotion of our culture and development of the orange economy" may be worth mentioning. This is a strategy of the National Government that seeks to promote more artistic and cultural activities, as well as the development of new productive ventures for the consolidation of creative and cultural industries. Therefore, culture is seen as a space of opportunities for the sustainable development of the nation and the improvement of the quality of life of the communities.

Likewise, at the international level and within the framework of the 2030 Agenda, the "Pact for the protection and promotion of our culture and development of the orange economy" seeks to promote the participation of citizens in artistic and cultural activities in order to contribute to the development of creativity and new productive ventures. From an economic perspective, the creative and cultural industries will consolidate and contribute to the growth of the country's economy and the creation of quality employment.

Within this perspective, the projects developed from the Idartes mission are articulated with these national guidelines by promoting the sustainability of the cultural sector in the city of Bogotá, the inclusive and effective exercise of the cultural rights of citizens, the construction of the culture of peace through art, and the decentralization of services and cultural offer in the capital.

### **2.2.2. COLOMBIA IN THE GLOBAL STAGE: RESPONSIBLE, INNOVATIVE AND CONSTRUCTIVE FOREIGN POLICY**

The Colombia strategic line on the global scene is intended to position the country as a leader in the regional agenda by actively participating in issues of interest such as the consolidation of democracy and the rule of law in the construction of a safer and more equitable world.

In this sense, the foreign policy line of the PND also seeks to influence the 2030 Agenda by positioning Colombia's interests on the international scene effectively, thus contributing to the strengthening of the country's capacities to guarantee equity, in response to the challenges of the current context. Additionally, there is great interest from the national government in developing policies to address the migration crisis that has been worsening since recent years in the country due to the strong humanitarian crisis affecting Venezuela.

Bogotá as a capital city and financial epicenter of the country is the receiver of the largest number of national and foreign migrant population, which is why Idartes has been implementing projects and initiatives that are focused on generating cultural spaces that include this population especially

from the Line of Art and Memory Without Borders, the Music Management and its artistic training programs (Nidos, Crea and Culturas en Común (Cultures in Common)).

### **2.2.3. NATIONAL STRATEGY FOR INTERNATIONAL COOPERATION (ENCI) 2019-2022**

The main objective of the ENCI is to provide a national response to the changing landscape of international cooperation for development; in this sense, it provides guidelines for the articulation between public entities, the strengthening of capacities and the application of regulations on international cooperation. The ENCI 2019-2022 adopts the view of inclusive and sustainable development of the 2030 Agenda, which aims to go beyond the idea of economic growth and seeks to impact on other dimensions of the human being, in order to achieve the goals of the PND.

To this end, the National Government, through its entities responsible for coordinating international cooperation, such as the Ministry of Foreign Affairs, the APC and the DNP, seek to promote results-based management of international cooperation that promotes the generation of multi-stakeholder alliances that respond to the main needs identified by the country within its territories. For this reason, with the aim of responding to the identified needs, the purpose is to carry out activities to strengthen the management of international cooperation for development in the country, as well as the prioritization of the following issues in the face of the demand for international cooperation:

- Territorial stabilization
- Rural development
- Conservation and environmental sustainability
- Entrepreneurship and Orange Economy
- Migratory phenomenon

In relation to the capacity to offer international cooperation in the country, multiple successful experiences were also identified with the potential to provide technical advice and CSS. Therefore, the ENCI also carried out a prioritization of issues wherein the country has a wide international recognition, wide demand and good practices systematized under the methodology "Saber Hacer Colombia" (Know How Colombia) of APC, namely:

- Early childhood care and attention
- Recreation and sport
- Employment and decent work
- Rural development
- Productivity and competitiveness
- Risk management
- Comprehensive security



Regarding the above, the topics that fall within the competence of Idartes are mainly care and attention to early childhood with the Nidos program, rural development with the projects of the Line of Art and Memory without Borders and the Culturas en Común (Cultures in Common) program, as well as productivity and competitiveness with the projects of the Line of Sustainability of the Artistic Ecosystem.

Similarly, Idartes has one of the most significant experiences of the Mayor's Office of Bogotá, called "Festivales al Parque" whereby the events such as Rock al Parque, Jazz al Parque, Colombia al Parque, Salsa al Parque and Hip Hop al Parque are developed.

#### **2.2.4. NATIONAL CULTURE PLAN**

The national policies that guide the development of Idartes actions are cultural policies that cover different fields or areas within the broad landscape of art and culture. As an institute of local culture, the Entity is aligned with the National System of Culture, the organizational and formal structure for cultural policies, and which include the departmental secretaries of culture and other local cultural instances that have autonomy in their public management.

### **2.3. DISTRICT SCOPE**

#### **2.3.1. GUIDELINES OF THE DISTRICT DEVELOPMENT PLAN 2020-2024 "A NEW SOCIAL AND ENVIRONMENTAL CONTRACT FOR THE BOGOTÁ OF THE XXI CENTURY"**

The PDD 2020-2024 is the framework for action of the policies, programs, strategies and projects of the district administration. Its general objective is to consolidate "A New Social, Environmental and Intergenerational Contract that allows progress towards equal opportunities, recovering of the economic and social loss derived from the COVID-19 emergency, capitalizing on learning, redistribution, economic reactivation and this way building a Bogotá where the rights of the most vulnerable are guaranteed through: the expansion of opportunities for social and productive inclusion, in particular of women, youth and families, to overcome exclusion, discrimination and socioeconomic and spatial segregation that prevent equal opportunities and the exercise of a free, collectively sustainable and happy life" (Mayor's Office of Bogotá, 2020).

The structure of the DDA contains five purposes and 30 achievements of the city with tracer goals that are oriented to the fulfillment of the SDGs in 2030, and that are executed through general, strategic programs, strategic and sectoral goals in the present four-year term, all this with the aim that all sectors work for the greater purposes and achievements of the city in the short and long term, and to prevent the city from working for the fragmented logic of each sector.

Moreover, the five main purposes of the DDA are:

1. To make a new social contract with equal opportunities for social, productive and political

- inclusion.
2. To change our life habits to build a greener Bogotá and adapt and mitigate the climate crisis.
  3. To inspire confidence and legitimacy to live without fear and be the epicenter of citizen culture, peace and reconciliation.
  4. To make Bogotá Region a multimodal, inclusive and sustainable mobility model.
  5. To build Bogotá Region with open, transparent government and conscious citizenship.

Idartes is aligned with the fulfillment of these five purposes, as well as the achievements of the city and goals through the Institutional Strategic Plan 2020-2024 of the Entity and its 19 objectives, which group the investment projects of the four-year term. This is how the mission of Idartes contributes to programs prioritized by the PDD on issues such as: generating opportunities for education, health and culture for women, youth, children and teenagers; articulation with the District Care System; economic reactivation and adaptation through sustainability outlines; the District Reading, Writing and Orality Plan; economic reactivation and adaptation through innovation and creativity in the Bogotá-Region; the care and maintenance of the environment built; cultural change and social dialogue; and peacebuilding and attention to victims.

This way, the Institute contributes to the arts becoming a fundamental part of citizenship, guaranteeing cultural and artistic rights through a strong territorial, population and differential component towards the construction of a caring, sustainable, inclusive and conscious city.

### **2.3.2. TEN-YEAR CULTURE PLAN OF BOGOTÁ 2012-2021**

The Ten-Year Culture Plan for Bogotá of the SDCRD was formulated in order to position culture as one of the main pillars of development for the city and contribute to the capital city becoming the national axis of development, leading integration processes with the region and with the world, thus purporting to position the city in the Ibero-American and world scene as a cultural epicenter.

Likewise, it has been the result of the institutional reorganization of the entities of the District in the sector such as the Creation of the SDCRD, as the governing entity, in charge of formulating sectoral policies and coordinating the District System of Art, Culture and Heritage in 2006, with the integration into the sector of the Gilberto Álzate Avendaño Foundation (FUGA), the Philharmonic Orchestra of Bogotá (OFB), the District Institute of Heritage (IDPC), the District Institute of Recreation and Sport (IDRD) and the creation of Idartes in 2010.

The plan is structured from three subfields: Cultural Practices, Arts and Cultural Heritage; and ten transversal strategic axes: participation, organization, promotion, regulation, territorial cultural development, communication and information for knowledge, institutional strengthening, regulation, productivity, competitiveness and the internationalization of Culture.

Thus, at the local level, this has been a planning instrument in the mid and long term to guide the actions of the institutions of the sector and the cultural agents in the District. Likewise, it has been possible to influence the acknowledgement of citizens and agents of the cultural ecosystem as subjects and protagonists of sectoral public policies, strengthening strategies aimed at the

resignification of localities and territories as active epicenters of culture and displaying the importance of culture in the economic field. For such purpose, the Plan contemplates the following objectives:

1. The initiatives of the agents of the subfields of cultural practices, arts and cultural heritage, will have strategies for their sustainability.
2. The agents in the subfields of cultural practices, arts and cultural heritage will develop capacities to generate, interiorize and exchange knowledge.
3. The cultural practices, arts and cultural heritage are part of the intersectoral agendas and private enterprise.
4. The people and communities that inhabit the city acknowledge, value and interiorize cultural practices, arts and cultural heritage.
5. Programs and projects for cultural development are formulated considering the population and territorial particularities of the Capital District.

### **2.3.3. DISTRICT CULTURAL POLICIES**

During the last years, Bogotá has undergone profound transformations related to changes in the sociodemographic, territorial, political and institutional structure, and within the cultural sector. In this context a set of cultural and transversal policies (2001-2004, 2004-2016) have been developed, within the framework of action of Idartes, that include the following: District Public Policy of Cultural and Creative Economy, Comprehensive Public Policy on Human Rights, Public Policy on the Youth 2019-2030, Public Policy on Women and Gender Equity, Public Policy on Incident Participation, Public Policy on Coexistence and Citizen Security, Public Policy on Children and Adolescents, Social Public Policy for Aging and Old Age in the District, and District Public Policy for the Phenomenon of Street Habitability.

This set of district policies was formulated in a concerted fashion, and according to the Ten-Year Plan are also articulated as axes for cultural management to citizen participation, diversity, multiculturalism, decentralization and competitiveness of the city at a global level. This policy framework served as a guide for the issuance of the first cultural policy documents in the twenty localities of the District, thus achieving progress in the articulation and implementation of joint actions between the local community and the district.

Thus, the district cultural policies of the period 2004-2016 have allowed the public sector and civil society to have a fundamental policy reference to carry out the processes of organization, planning, promotion and information of the cultural dynamics of the city, as well as participation and regulation processes.

For the implementation of these public policies through all its missionary areas, Idartes has developed different projects focused on the enjoyment of cultural rights and active citizen participation with a strong component of inclusion.



#### **2.3.4. INTERNATIONALIZATION STRATEGY OF THE SECRETARY OF CULTURE, RECREATION AND SPORT**

With the purpose of adding value to the bets and missionary agenda of the areas of the SCRCD and the cultural sector, the international strategy has been created to guide, manage and articulate the possibilities of promotion and cooperation in Bogotá.

This way, the SDCRD proposes the following strategic axes whereby it seeks to articulate, display and position strategic projects and bets, through cooperation, shared management of knowledge and promotion and projection of the culture, recreation and sport sector in the international agenda:

- Cultural and sports rights
- Reading for Life (each citizen a reading mediator)
- Cultural, creative and sports economy (Territorial approach)
- Promotion of Culture and Sport (Pedagogical balances)
- Training in art, culture, heritage and sport
- Citizen culture
- Bogota as an Active and Creative City

In this sense, Idartes aligns its actions for internationalization with the strategic axes established by the SDCRD, according to its missionality, namely: Cultural Rights, Reading for Life, Cultural and Creative Economy, Promotion of Culture, Training in Art and Culture and Bogotá as an Active and Creative City. This way, from the training programs, strategic lines and managements, we work on the formulation of projects and the creation of alliances that are purported to meet the institutional and sectoral goals in terms of internationalization.

#### **2.3.5. STRATEGY OF THE DISTRICT OFFICE OF INTERNATIONAL RELATIONS OF THE MAYOR'S OFFICE OF BOGOTÁ**

The District Office of International Relations (DDRI), of the Secretary General of the Mayor's Office of Bogotá, is the entity in charge of leading and promoting policies and strategies aimed at strengthening Bogotá's international relations with other cities, countries and organizations in the international arena.

Within this dynamic, the DDRI has proposed its strategy for this four-year term, which aims towards the articulation of different instances within the Mayor's Office, in front of external allies of interest, as well as a common view of the priorities and tools for this articulation with the aim of positioning Bogotá as a leader in the implementation and fulfillment of the SDGs.

For such purpose, the proposed actions are focused on: Qualifying the international management of the Mayor of Bogotá; endowing political and institutional coherence to international relations; leading the construction of the international positioning strategy; accompanying the process of dialogue with international stakeholders; consolidating the information associated with the

international management of the Mayor's Office; monitoring the relations and the commitments derived therefrom; and assessing institutional efficiency with partners.

All this, in order to strengthen the teamwork of the entity, establish effective mechanisms for the flow of inter-institutional information, lead the articulation with peer entities at the national level such as the Ministry of Foreign Affairs and the APC, create analysis and feedback regarding the relation process to become more effective and efficient as a transversal area of the District.

In regard to these strategic axes, **Idartes** has been carrying out different initiatives that are intended to position Bogotá in the international arenas as a creative and tourist city, including the systematization of good practices, identification of technical and financial cooperation needs, as well as strategic stakeholders of importance for the cultural sector worldwide, specially Latin American countries, private organizations, city networks, multilateral arenas and bilateral cooperators.

### **3. LEGAL FRAMEWORK FOR THE ENTERING OF CONTRACTS AND/OR AGREEMENTS WITH INTERNATIONAL ORGANIZATIONS**

The hiring of public entities, whether national, territorial, district or municipal, is governed by a fully regulated system, which means that in the entering and execution of contracts, the principles, procedures and rules set forth in the law must be followed.

The principles of equality, morality, efficiency, economy, speed, impartiality and publicity provided and imposed by article 209 of the Political Constitution of Colombia, for the development of the administrative function, besides the principles indicated by the General Contracting of the Public Administration Act (Act 80 of 1993), must govern and support all of IDARTES' actions.

Nonetheless, the provisions set forth in the international cooperation agreements and/or treaties have a special nature. In these cooperation agreements the ruling principles, rules, processes and procedures for the entering of the contracts which involve resources from international cooperation are governed by the special and specific provisions for the implementation of these resources of international origin. They acquire the level of an international commitment, insofar by expressing the will of the donors they have constitutional protection as per article 62 of our Political Constitution.

However, whereas the standards provided in Act 80 of 1993 have a general nature, as mentioned in the title of the law "General Contracting of the Public Administration Act", the provisions set forth in the cooperation agreements, on the other hand, have a special nature, and it is therefore pertinent to infer that when facing two regulatory systems, for the purposes of contracting under international cooperation, the special rule prevails in its application, since they are resources from international donors, provided they comply with the conditions set forth in paragraph 1 of article 20 of Act 1150 of 2007 which provides the following:

"Contracts or agreements funded in their entirety or in sums equal to or greater than fifty percent (50%) with funds from international cooperation, assistance or aid agencies may be subject to the regulations of such entities. Otherwise, they will be subject to the procedures set forth in Act 80 of 1993. Counterparty resources linked to these operations may be equally managed."

On the other hand, Statutory Law 489 of 1998, in the second paragraph of article 81 System of Deeds and Contracts states the following:

"The contracts entered into by public establishments are governed by the rules of the Contractual Statute of State Entities contained in Act 80 of 1993 and any complementing, additional or modifying regulations, notwithstanding the provisions of the special regulations."

Another important provision that determines the legal framework to develop the management of IDARTES with international cooperation resources is the requirement to publish in the SECOP, as

required by article 20 of Act 1150 of 2007, paragraph 2 which provides the following:

"State entities shall have the obligation to report information to the control bodies and to the SECOP pertaining to the execution of the agreements referred to in this article."

Besides Article 20 of Act 1150 of 2007 regarding the duty of public entities to publish information in the SECOP, the provisions of Decree 1082 of 2015 in Article 2.2.1.1.1.7.1 also apply, which states the following:

"The State Entity is required to publish in the SECOP the Documents of the Process and the administrative deeds of the Contracting Process, within three (3) days following their issuance. The bid that must be published is that of the successful bidder of the Procurement Process. The documents derived from operations carried out in the products exchange do not required publication in the SECOP".

Likewise, Decree 1082 of 2015, in article 2.2.1.2.4.4.1. Regime applicable to contracts or agreements of international cooperation provides the following:

"Contracts or agreements funded in their entirety or in sums equal to or greater than fifty percent (50%) with funds from international cooperation, assistance or aid agencies, may be subject to the regulations of such entities, including contribution resources from national sources or their equivalents linked to these operations in the agreements concluded, or its regulations, as applicable. Otherwise, contracts or agreements entered in their entirety or in amounts equal to or greater than fifty percent (50%) with resources of national origin shall be subject to the provisions herein."

Whereas a large part of the international cooperation resources is sourced from Non-Profit Entities – ESAL, it is important and pertinent to take into account the national regulations on ESAL, provided in Decree 092 – 2017.

This Decree is based on the second paragraph of article 355 of the Political Constitution, and specifies the conditions that must be accredited by private non-profit entities that contract with the State, by stating in its articles 1 and 5 the following:

### **Decree 092- 2017**

*Article 1. Purpose.* The purpose of this decree is to regulate the way in which the national, departmental, district and municipal government hire private or non-profit entities, and entities of renown suitability, to promote programs and activities of public interest in accordance with the National Plan or the sectional Development Plans, under the terms of article 355 of the Political Constitution.

For the construction hereof, the expressions used herein with initial capital letters must be understood with the meaning indicated in the corresponding guide, issued by the National Agency for Public Procurement -Colombia Compra Eficiente - for the application of this decree.

Article 5. Association with private non-profit entities to carry out activities of state entities. Association agreements entered into between private non-profit entities of renown suitability and State Entities for the joint development of activities regarding the tasks and functions bestowed upon them by the law as per article 96 of Act 489 of 1998, will not be subject to competition whenever the non-profit entity commits resources in money for the execution of these activities in a ratio of not less than 30% of the total agreement value. The resources committed by the non-profit entity can be its own or sourced from international cooperation.

If there is more than one private non-profit entity that offers its commitment of resources in money for the joint development of activities pertaining to the tasks and functions assigned by the law to a State Entity, in a proportion not less than 30% of the total agreement value, the State Entity must objectively select such entity and justify the criteria for such selection.

These association agreements are different from the contracts referred to in Article 2 and are governed by Article 96 of Act 489 of 1998 and Articles 5, 6, 7 and 8 herein.

The above does not preclude ensuring that the principles provided in Act 80 of 1993 on transparency, economy and responsibility are reflected in the international cooperation contracts or agreements, memorandums or letters of understanding, and participation agreements entered into by IDARTES, including considering principles such as non-discrimination, proportionality, equal treatment, fair competition and good faith, all on the understanding that if IDARTES fails to comply with the provisions of cooperation agreements or contracts, the ability to obtain and use international cooperation resources would be severally restricted.

### **Regulations**

- Articles 62, 209 and 355 of the Political Constitution of Colombia
- Article 20 of Act 1150 of 2007
- Act 80 of 1993 General Contracting of the Public Administration Act
- Decree 1082 of 2015 Whereby the single regulatory decree of the Administrative Sector of National Planning is issued
- Decree 092 of 2017 On contracting with non-profit entities

## 4. IDARTES INTERNATIONAL INTERNATIONALIZATION STRATEGY: A WINDOW TO THE WORLD

### 4.1. BACKGROUND

The **Idartes International Internationalization Strategy: A Window to the World** arises as a response to the problems identified at the beginning of this administration, regarding the limited positioning of the culture and arts of Bogotá in the international agenda, the low dissemination and broadcasting of the cultural offer of **Idartes** in international events and a limited vision within the Entity, regarding the implementation of a single roadmap for international cooperation for the management of technical and financial resources. Furthermore, the new global challenge, associated with the pandemic caused by the SARS-CoV-2 virus, which has triggered a national and district political, economic-social emergency have deeply affected the stakeholders in the Bogota art and culture sector.

Therefore, the most obvious aspects to strengthen are include the following:

- Greater exchange of knowledge of the arts at the district level with national and international entities.
- Increase in the visibility and international circulation of the cultural offer of the Entity.
- Increase in the level of international attendance at the events offered by the institute.
- More visibility of local artistic talent in the international arena.
- Greater participation at the institutional level in national and international projects and initiatives that enable obtaining support or benefits for the sector.
- Expansion of contacts with news agencies and international media.
- Articulation of actions of the different operational units of **Idartes** with bilateral, multilateral and private international stakeholders.
- Greater impact of projects managed with international resources in the Entity.
- Better positioning of the Entity as an attractive partner for investment and international cooperation.

The main causes of this situation include the historical low prioritization of the cultural sector in the national public policy agenda, as well as the concentration by the institution in the development of initiatives at the local level, which limited the dialogue between artists and agents of the sector with their counterparts at the international level.

That is why this Strategy aims to position the artistic practices and initiatives of the Entity, through concrete actions that enable the development of projects and alliances for international cooperation, taking actions to enhance the circulation of artists and content, identifying good practices used as a model and developing a communications work with international agencies and media which displays not only the management, but also the impact of the actions developed.



## 4.2. RATIONALE

The **Idartes International Strategy: A Window to the World** seeks to position the Entity on the international scene, through the identification of good practices at the territorial level, the exchange of knowledge, the circulation of its artistic initiatives and scientific culture in various scenarios, the development of alliances for international cooperation and the promotion of special content in international media.

International management in a context marked by globalization and cooperation between countries generates positive opportunities for art and culture, thus contributing to the development of their creative capacities and the construction of the social fabric; this management establishes a framework for action to further important contributions aimed at strengthening it in various international scenarios.

The concept of internationalization implies, on the one hand, an acknowledgement and positioning of the local and national realities in relevant international scenarios. On the other hand, it suggests an increase in quality standards and also promotes the generation of alliances that validate and deepen the experiences or processes of **Idartes**, through the use of new resources and scope from the logic and practices of international cooperation.

In this sense, **Idartes'** international commitment aims to generate alliances, work plans and relations with national and international stakeholders of a public and private nature that result in a positive insertion of the agents of the sector in the context of globalization, promoting and managing exchange opportunities, resources and information and trade, in order to enhance the suitability of its agents and their positioning worldwide.

**IDARTES INTERNATIONAL: A Window to the World** is intended, in the first place, to strengthen and receive feedback regarding the creative, technical and institutional capacities based on international exchanges and the empowerment of own resources with those from external sources. Secondly, the purpose is to place the priorities of the agenda of the global scenarios to consolidate programs, projects and processes with the support of international resources and to consolidate a leadership role at the regional and national level since the active participation in international forums and organizations enables the leveraging of interests aimed at the technical and political positioning of the institutional agenda, as well as improving the possibilities of international cooperation. Thirdly, to consolidate international cooperation as a mechanism that generates resources of a political, institutional, technical and financial nature. The generation of alliances networks and support relationships with international stakeholders deepens the consolidation of national projects and contributes substantially to their legitimization.

This Strategy is articulated with the PND 2018 – 2022 with Pact for the protection and promotion of our culture and development of the orange economy and the line Development of artistic, creative and technological entrepreneurship for the creation of new industries.

Similarly, the PDD "A New Social and Environmental Contract for the Bogotá of the XXI Century"

is relevant for this matter under purpose 1 "Make a new social contract to increase social, productive and political inclusion"; city purpose 9 "To promote participation, cultural, sports, recreational, heritage and artistic transformation that promote meeting spaces, social fabric and recognition of the others"; program 20 "Bogotá, a benchmark in culture, sport, recreation, physical activity and parks for development and health" which sets the goal of generating an internationalization strategy that promotes the positioning of Bogotá as a reference in cultural and sports issues and that enhances the dynamic mobilization of technical, human and financial resources.

In the District Sector of Culture, Recreation and Sport, the Strategy is attached to the program of promotion and effective access to cultural and artistic processes.

Likewise, within the Entity, the Strategy aims at the following institutional objectives:

- **OBJECTIVE 6:** To strengthen the articulation and cooperation with community, social, public and private stakeholders at the local, regional, national and international levels that expand and enhance the technical, human and financial resources available to the entity for the furthering of the cultural rights of citizens.
- **OBJECTIVE 3:** To strengthen the value chains of the artistic fields, to promote the creation, management and circulation of works, meetings and artistic and cultural experiences, guaranteeing access, enjoyment and appropriation from the public, the deconcentrating of the cultural and artistic offer, the decentralization of cultural facilities, the revitalization of sectors of the city and the promotion of cultural rights.



## 4.3. OBJECTIVES

### 4.3.1. GENERAL OBJECTIVE

To position the art and culture of Bogotá in the international agenda through the management of resources and actions intended to further the circulation of agents of the sector and stimulate the cultural and creative industries.

### 4.3.2. SPECIFIC OBJECTIVES

- To articulate dialogues at the territorial, national and international levels that benefit the exchange of knowledge of artists and cultural operators.
- To disclose the cultural offer of **Idartes** in international events through collaboration agreements and strategic alliances.
- To develop an internationalization strategy that **responds to the needs of Idartes** in a comprehensive fashion and articulated with the guidelines of the sector and the District Administration.

## 4.4. GOALS AND ACTIONS

### 4.4.1. GOALS

The **Idartes International Strategy: A Window to the World**, guaranteeing the results-oriented management approach, has defined specific goals during the four-year term, for the fulfillment of each of the proposed objectives as shown in the table below:

**Table No. 01. Objectives and Goals - IDARTES INTERNATIONAL: A Window to the World**

OBJECTIVE	GOAL 2020 – 2024
To articulate dialogues at the territorial, national and international levels that benefit the exchange of knowledge of artists and cultural operators.	15 projects and alliances for international cooperation.  20 most significant practices at the local and territorial level of <b>Idartes</b> to manage their international relations.
To broadcast the cultural offer of <b>Idartes</b> in international events through collaboration agreements and strategic alliances.	15 strategic actions for the circulation of sector stakeholders in international scenarios.  80 relevant news from <b>Idartes</b> in international media that contribute to its positioning.

To develop an internationalization strategy that responds to the needs of Idartes in a comprehensive fashion and articulated with the guidelines of the sector and the District Administration.

Guiding document with the **Idartes** internationalization strategy.

Source: Investment project 7603. **Idartes International.**

Likewise, for a better follow-up in the execution of the proposed goals, annual compliance values have been defined for the period between the second half of 2020 and the first half of 2024 as follows:

**Table No. 02. Annualized Goals - Idartes International: A Window to the World**

GOAL	2020	2021	2022	2023	2024	TOTAL
15 projects and alliances for international cooperation	1	4	5	3	2	15
20 most significant practices at the local and territorial level of Idartes to manage their international relations.	2	5	6	5	2	20
15 strategic actions for the circulation of agents of the sector in international scenarios.	1	4	4	5	1	15
80 relevant news from Idartes in international media that contribute to its positioning.	10	20	20	20	10	80
Guiding document with the <b>Idartes</b> internationalization strategy.	0,10	0,30	0,30	0,25	0,05	1

Source: Investment project 7603. **Idartes International.**

#### 4.4.2. ACTIONS

The fulfillment of the proposed goals requires the definition of concrete actions. That is why, for the present four-year term, the following actions were defined for each of the established goals:

**Table No. 03. Goals and Actions - Idartes International: A Window to the World**

GOAL	ACTIONS
<b>15 projects and alliances for international cooperation</b>	<ol style="list-style-type: none"> <li>1. To design of a relationship strategy with multilateral, bilateral and private international stakeholders</li> <li>2. To perform an analysis of strategic lines for prioritization of international stakeholders</li> <li>3. To formulate projects for the exchange of knowledge (CPTD - CSS)</li> <li>4. To apply to calls for multilateral, bilateral and private international funds</li> <li>5. To renew the subscription to the international call management platform</li> <li>6. To fund the expenses of international guests for events of the Entity</li> <li>7. To formalize 4 alliances and/or projects with bilateral, multilateral and/or private international cooperators (letters of intent, memorandums of understanding, agreements)</li> </ol>
<b>20 most significant practices at the local and territorial level of Idartes to manage their international relations</b>	<ol style="list-style-type: none"> <li>1. To identify good practices</li> <li>2. To systematize good practices</li> <li>3. To obtain visibility in spaces of international good practices</li> </ol>
<b>15 strategic actions for the circulation of agents of the sector in international scenarios</b>	<ol style="list-style-type: none"> <li>1. To identify the circulation spaces for different artistic practices (Music, Dance, Dramatic Art, Plastic Arts, Audiovisual Media, Literature)</li> <li>2. To identify calls for circulation of artists and cultural managers</li> <li>3. To promote the circulation of agents of the arts value chain in platforms, events, congresses and international festivals</li> <li>4. To make institutional presence in the international events that take place in Bogotá and that are relevant to Idartes (stands, audiovisual material, etc.)</li> <li>5. To position the entity in matters of art and culture through alliances with airports, hotels, shopping centers, restaurants</li> <li>6. To facilitate the exchange of dialogues of value agents through alliances or agreements that benefit the parties</li> <li>7. To forge alliances with the media to develop international events</li> <li>8. To make an annual review on the relevance of the membership in the ISPA platform</li> </ol>
<b>80 relevant news from Idartes in international media</b>	<ol style="list-style-type: none"> <li>1. To define an international media agency</li> <li>2. To develop a digital positioning campaign with an international reach</li> <li>3. To translate the <b>Idartes</b> website - English</li> </ol>

<p>that contribute to its positioning</p>	<ol style="list-style-type: none"> <li>4. To send 6 <b>idartes International newsletters</b> to aid workers and allies with Idartes events, news and achievements.</li> <li>5. To consolidate an international media database</li> <li>6. To acknowledge the events and achievements of <b>Idartes</b> in the international agenda (Position milestones in the international press and social networks with international guidelines)</li> <li>7. To make an institutional video in English and Spanish to promote the project</li> </ol>
<p>Governing document with the Idartes internationalization strategy</p>	<ol style="list-style-type: none"> <li>1. To update the mapping of stakeholders according to their nature: multilateral, bilateral, international</li> <li>2. To share the internal and external strategy</li> <li>3. To update the international cooperation needs (Demand and Supply)</li> <li>4. To manage official translations of events, documents and audiovisual material</li> <li>5. To perform follow-up to the implementation of the strategy with the planning office, definition of the follow-up forms</li> </ol>

Source: Idartes International Strategy: A Window to the World

#### 4.5. PRIORITY TOPICS FOR THE DEMAND OF INTERNATIONAL COOPERATION

To organize the demand for international cooperation of the entity, three strategic lines have been defined, and such lines match the transversal lines of the Entity. Such lines, besides enabling the entity to satisfy all the resources needs of **Idartes**, are also positioned within the Entity and are functionally articulated with the strategic lines of international cooperators in our country.

These three lines are:

1. Line of Art and Memory Without Borders
2. Line of Art, Science and Technology
3. Line of Artistic Ecosystem Sustainability

Each of these lines is described below.

##### 4.5.1. LINE OF ART AND MEMORY WITHOUT BORDERS

*"We strengthen the management of Art for Social Transformation initiatives"*

Through this line, **Idartes** manages, supports and promotes artistic and cultural initiatives that generate social impact in the communities and have an impact on the territory, in order to establish indicators of social transformation through the arts and identify methodologies that are being applied by different organizations and artistic collectives (See Annex No. 7).

In this line, community artistic and cultural practices are promoted for the strengthening of the social fabric, wherein communities display their causes, manifestations and their own voice without

mediation, as expressions of resilience and resistance, to counteract silence, oblivion and evasion, in historically segregated territories.

**Graph No. 3. Line of Art and Memory Without Borders**



Source: Own Creation.

#### 4.5.2. LINE OF ART, SCIENCE AND TECHNOLOGY

*"We expand the creative limits of artistic practices through technology"*

This line was devised considering the profound changes that have taken place in contemporary cities and specifically in the artistic field, where technological transformations propose new and imminent forms of relationship to a large extent; including the possibilities provided by Big Data, the Internet of Things, digitalization, the immateriality and conservation of works, projects made through networks, the internet 2.0 and 3.0 and active citizen participation (See Annex No. 8).

This line seeks to expand the creative limits of artistic practices, open new possibilities of access for marginalized populations, increase the disclosure channels of artistic creations hand in hand with digital logic, generating collaborative spaces in the city for innovation and entrepreneurship; where the dialogues between art and technology enable the convergence of agents in the field of the arts, the public and society, turning scenarios into fundamental nodes for artistic, technological and urban innovation.

## Graph No. 4. Line of Art, Science and Technology

**El Parqueadero**  
Espacio interdisciplinar de  
experimentación, proyectos,  
documentación y encuentro.

**Exposiciones  
anuales**



**Festivales bianuales**  
DomoLleno  
RealMix

**Plataforma Bogotá**  
Laboratorio interactivo para la  
investigación y la creación.

**CKWEB**  
Estación audiovisual  
experimental online

Source: Own Creation.

### 4.5.3. LINE OF SUSTAINABILITY OF THE ARTISTIC ECOSYSTEM

**"We strengthen the management of artistic initiatives and cultural enterprises in Bogotá"**

Within the framework of this line, **Idartes** promotes conditions to strengthen cultural enterprises in Bogotá through spaces for training, social innovation, collaborative networks (markets and platforms), and by promoting the consumption of cultural goods and services, multidimensional sustainability and the reactivation of the artistic ecosystem (See Exhibit No. 9).

The purpose of this line is to make art and culture economically viable, relevant, profitable and sustainable in the city.

#### Graph No. 5. Line of Artistic Ecosystem Sustainability



Source: Own Creation.

## 4.6. COMPONENTS

Based on the Ten-Year Plan for Culture (SDCRD, 2012), in each of these lines four fundamental components are developed, namely:

### 4.6.1. FORMATION

This includes educational, training and qualification practices to strengthen the capacities and competences of the beneficiary populations and the agents of the artistic and cultural ecosystem, for the closing of gaps, sustainability and social innovation.

#### **4.6.2. CIRCULATION**

This component furthers the display of the practices that facilitate the relations, the collection and the projection of the results of the creation, training and research in the arts with the diverse audiences making use of physical and virtual spaces. In turn, this component enables the implementation of strategies for the reactivation, decentralization and diversification of circulation, through local, night, community circuits, multifunctional spaces, cultural facilities and activities in public spaces.

#### **4.6.3. ARTICULATION**

This component is intended to promote the development of artistic and cultural territories through network development, organizational strengthening and collaborative work in community environments for the reactivation and sustainability of the artistic and cultural ecosystem.

#### **4.6.4. MANAGEMENT OF KNOWLEDGE**

In this component the research, identification, diagnosis and characterization of the dynamics of the artistic ecosystem, sustainable practices, collaborative networks, mapping of agents, local circuits and community environments are promoted.

#### **4.7. AREAS OF INTEREST**

Pertaining to the different artistic disciplines, **Idartes** promotes the following areas of interest:

- Music
- Drama
- Dance
- Plastic and Visual Arts
- Literature
- Audiovisual Arts

#### **4.8. SUCCESSFUL EXPERIENCES IDENTIFIED IN REGARD TO INTERNATIONAL COOPERATION**

Our Entity has also identified successful experiences susceptible to international exchange, pursuant to the dual role that our country plays in the international context, whereby we are not only recipients of international cooperation, but also have the capacity to offer technical cooperation to other countries and cities of similar level of development.

In this sense, **Idartes** has identified the following successful experiences:



#### **4.8.1. NIDOS PROGRAM**

This program is focused on art for children from the gestation and up to 6 years of age, through the different artistic disciplines. It has been considered a sustainable experience for more than eight years and a benchmark for the country and the region in terms of guaranteeing cultural rights for early childhood.

#### **4.8.2. CREA PROGRAM**

It was born in 2013 as a response to the need to contribute to better conditions for the quality of public education, through the adaptation of infrastructures for artistic practices and the creation of an offer of artistic training for children of the public schools in the city. Currently, this program implements training strategies in the field of the arts through three strategic lines: Arte en la Escuela (Art in School), Impulso Colectivo (Collective Impulse) and Converge Crea (Converge Create), which enhance the free exercise of the cultural rights of citizens and strengthen the developments of public policies in the dimensions of the field.

#### **4.8.3. CULTURAS EN COMÚN PROGRAM**

In response to the access difficulties to the artistic offer by citizens and the lack of cultural infrastructure in the Burroughs, in 1999 Cultura en Común was created. It is a program of the district government whose purpose was to "decentralize the cultural offer towards the sectors which were most depressed in socio-economic and of course cultural terms". Consequently, a model of associativity between artists, cultural and governmental organizations was built, and has gradually gained relevance within the purpose of bringing to the most disadvantaged communities a multidisciplinary and varied artistic offer available for all and that generates habits of appreciation, enjoyment and learning from art.

#### **4.8.4. FESTIVALES AL PARQUE**

Program of the Mayor's Office of Bogotá developed through the Music Management of the **District Institute of the Arts – Idartes**. Festivales al Parque (Festivals in the Park), include Rock al Parque, Hip Hop al Parque, Salsa al Parque, Jazz al Parque and Colombia al Parque. They are a political and cultural commitment to the expression, enjoyment and collective knowledge of music, as well as the appropriation of the public space by citizens, in coexistence, tolerance and respect.

#### **4.8.5. BOGOTÁ THEATRE FESTIVAL**

Created in 2002 as a space organized by independent stages of the city. Today it is a festival of metropolitan impact carried out jointly by **Idartes** and the National Association of Concerted Theater Halls of Bogotá - Asosalas. Its relevance has been acknowledged because it is a space wherein the theater sector comes together to offer the city a select sample of theatrical production,

and this has resulted in the presence during recent years of more than 6,000 spectators in each edition, with an expanded program in more than 20 stages and 10 locations throughout the city. Since its creation, the festival has brought together 71,938 spectators, 824 participating groups and 4,521 artists in 25 venues programmed on average each year.

#### **4.8.6. CONECTA: INTERTWINING THE PERFORMING ARTS**

CONECTA is a platform that, since 2016, contributes to the visibility and connection of experiences in performing arts; it is a space that promotes the meeting of artists, managers, producers, scene technicians, teachers, researchers and other members of the scenic field; a place to meet and connect with the multiple stakeholders of the cultural sector of the city.

#### **4.8.7. ARTICULATION OF DANCE FESTIVALS**

For 6 years, **Idartes**, through the Dance Management and the Dance Festival in the City, has worked in an articulated and collaborative fashion with the organizational core of the festivals known as 'Bienal de Danza de Cali' and 'Danz Med'. This management aims to generate a shared tour agenda for high-level international guests that becomes an important reference of international dance for all three cities, with a management of shared resources.

#### **4.8.8. ORBITANTE**

The Orbitante Program - Plataforma Danza Bogotá is a program that promotes autonomous, critical, situated, innovative and dialoguing creation; it energizes the professional field of dancing and enables new minds of relations between practices, agents and institutions. Through its five lines of action (internships, qualifications, exchanges, circulation and feedback actions), it offers an ecosystem for creation which is integrated by dancers, choreographers, directors, teachers, designers, producers, managers, groups, companies and organizations, of the various languages of dances that inhabit the city and by projects of **Idartes** and other public and private entities.

#### **4.8.9. LIBRO AL VIENTO**

This is a program to promote reading and it is intended to transform the usual channels and places of circulation of books and literature. It is about meeting potential readers in unconventional spaces such as parks, public transportation, waiting rooms, market squares, prisons, hospitals, inter alia, and enabling an alternative circulation of the books: the books are public property, so it is expected that, once read, the books will be left for other readers to enjoy. The program was created in 2004; since then and to this date, 116 titles of Latin American and Colombian universal literature, both canonical and non-canonical, and for different age groups have been published. Libro al Viento makes a public bet: "books belong to nobody, and they belong to everyone".

#### **4.8.10. IBERO-AMERICAN BOOK ROUTE**

The Ibero-American Book Route, a program managed by **Idartes** and the Colombian Book Chamber, and its main purpose is to facilitate the circulation of independent publishers in bookstores, establishing a professional dialogue between Colombian independent publishers and booksellers and their Ibero-American peers. Each year a different country is the honored guest, and the agenda includes the participation of international publishers and booksellers in various activities, meetings with their Colombian peers and sharing ideas and training around the book market in both countries.

#### **4.8.11. LITERARY FESTIVAL FOR CHILDREN AND YOUNG PEOPLE**

Created in 2007 as one of the projects of "Bogotá, world capital of the book" and since then organized uninterruptedly by the Colombian Chamber of Books and **Idartes**, every year throughout the month of October, publishers, distributors and booksellers specialized in children's and youth literature, together with organizers and allies, publicize news, hold workshops and meetings with authors, story hours, organize book clubs. Furthermore, the LIJ Festival has a professional component with an International Meeting of Booksellers and a Research or Literary Criticism Seminar, where national and international experts share their experiences, learning and cultural projects.

#### **4.8.12. LECTURA BAJO LOS ÁRBOLES FESTIVAL**

With more than 10 years of experience, Lectura bajo los Árboles (Reading under the trees) is the largest free outdoor reading festival in Colombia, with a cultural and academic agenda consisting of poetry recitals, literary barter, artistic and musical presentations, literary picnic with promotion of reading, among other activities, which are intended to create a space where books and nature meet on a single stage.

#### **4.8.13. LUIS CABALLERO AWARD**

This initiative is held every two years, where projects of the plastic arts are selected through a public call and it is aimed at artists over 35 years of age with medium trajectory. The nominated projects form a cycle of artistic interventions that addresses the spatial, social, geographical, historical, political and/or architectural-urban qualities of the spaces that host them, following the characteristic approach of the Prize towards two (2) dimensions: the background of the nominated artists and the relation of each proposal with the space in which it is exhibited.

#### **4.8.14. DISTRICTO GRAFITTI**

Distrito Grafitti (Graffiti District) is the name of the strategy to promote the responsible practice of urban art and graffiti in Bogotá that is purported to guarantee the availability of authorized

surfaces for practice throughout the city, implement programs of promotion and pedagogy around urban art and share the current regulations for the strengthening of this practice with the people of Bogota. This is one of the most significant strategies for the recovery of public space, since it generates actions that promote the exercise of an active, co-responsible citizenship which participates in the creation of the city that we all dream of.

#### **4.8.15. CICLO ROSA**

This is an annual meeting stage for national and international film creation around LGBTIQ + issues. It is a cycle that links international institutions and local organizations, generates reflection and exchanges around the various social issues inherent to the subject.

#### **4.8.16. CINEMATECA AL PARQUE**

The cinema celebrates with the citizens in the only audiovisual festival in the park of Bogotá, a unique meeting wherein the people can enjoy free outdoor cinema with the projection of Colombian and international films, interactive experiences around the audiovisual arts, Literary Picnic, food area, and a musical opening and closing. Cinemateca al Parque is an invitation to live the public space through the audiovisual arts and enjoy the contents of local artists.

#### **4.8.17. DOMO LLENO FESTIVAL**

An initiative born in 2017, the Domo Lleno Festival is an event held every two years that is arranged as a meeting place for filmmakers and spectators of the experimental video in full dome format in Colombia with activities such as Dome Projections, live shows and academic agenda, positioning it as a unique event in the country.

#### **4.8.18. TECHNOFEMINISM, ART AND DISSIDENCE LABORATORY**

This laboratory is a space for meeting, research and creation around the concept of technology, following the divergent forms of the understanding thereof in the Western patriarchal tradition: machine, mainly for male use. From different thematic lines, it seeks to promote the intersection between feminist currents, traditional technologies and knowledge, and mechanical and digital technologies through art. Its purpose is to collectively explore the possibilities that these crossings offer to strengthen communities, emancipate, denounce, protect and think about our bodies, subjectivities, and ways of being and relating. The activities include academic spaces (meetings, conferences, conversations) and spaces for experimentation/creation (meetings) coordinated by different artists and researchers, and instances of virtual results displays.

#### **4.8.19. ASTROBEBES**

This is a space wherein children enjoy a set of activities specially designed for them, which are intended to strengthen their exploration processes through the senses. This experience offers

participants learning opportunities especially in the attitudes and procedures of science: the research spirit, the ability to observe, the analysis for problem solving and the creation of hypotheses while contributing to the strengthening of affective bonds with their fathers, mothers and caregivers from gestation.

#### **4.8.20. REACTIVATION ECOSYSTEMS**

This project is intended to promote the co-creation and collaborative innovation contributing to the sustainability of initiatives and ventures of the artistic ecosystem, the creation of work networks in a transdisciplinary and interdisciplinary fashion, through the development of spaces that promote exchanges of value, relations, exchanges, experimentation among the stakeholders of the ecosystem, and the strengthening and circulation of contents. Consequently, it seeks to directly impact the economic reactivation of the cultural and artistic sector, which will allow a diagnosis /mapping of the current situation of the sector considering the COVID-19 pandemic.

#### **4.8.21. STAGES**

In addition to the foregoing experiences, **Idartes** is in charge of the network of most important cultural facilities in Bogotá and that are part of its offer of international cooperation. Most of these buildings are considered Assets of Cultural Interest and are:

- Jorge Eliécer Gaitán Municipal Theatre
- La Media Torta Open Air Theatre
- El Parque Theatre
- Cinemateca de Bogotá
- Planetarium of Bogotá
- Santafé Gallery
- Casona de la Danza
- El Ensueño Theatre
- Mobile Stages

### **4.9. IMPLEMENTATION OF THE IDARTES INTERNATIONAL STRATEGY: A WINDOW TO THE WORLD**

#### **4.9.1. INTERNATIONALIZATION TEAM**

Whereas one of the shortcomings identified at the beginning of this administration to develop and implement the internationalization strategy was the insufficiency of human resources, which was evidenced in the absence of a team whose dedication was aimed at the management of international resources and the positioning of the Entity and the city in the global context, the **Idartes** Internationalization Team was created for this four-year term.

Therefore, the following are proposed as functions of this team:

1. Advise the Secretary General of the **District Institute of the Arts - Idartes**, in all aspects regarding international cooperation and international public-private partnerships.
2. Promote and build alliances between **Idartes** and international entities or organizations, of a public or private nature, for the proper development of their objectives.
3. Manage the obtaining of technical and financial cooperation resources before international, public or private organizations and agencies and/or foreign governments for the support and strengthening of the programs and projects performed by **Idartes**.
4. Coordinate the management actions of international cooperation for **Idartes** with the District Sector of Culture, Recreation and Sport, the Office of International Relations of the Mayor of Bogotá, the Presidential Agency for International Cooperation of Colombia and the Ministry of Foreign Affairs.
5. Participate in the district and national commissions that are created in order to prepare and coordinate the participation of the Public Administration in international summits or meetings and/or the presentation of reports of an international nature.
6. Design, implement, monitor and adjust the **Idartes** Internationalization Strategy according to the internal needs of the Entity, the sectoral, district and national priorities.
7. Carry out the mapping of the stakeholders of international cooperation, identifying the programmatic lines defined by each stakeholder.
8. Lead within **Idartes** the management process of international cooperation projects (identification, assessment, design and formulation, negotiation, execution, monitoring and follow-up, evaluation).
9. Perform the required articulation with the missionary areas of **Idartes**.
10. Manage the entering and formalization of agreements between **Idartes**, aid workers and/or allies.
11. Manage the district counterparty resources necessary for the entering of cooperation agreements.
12. Manage and coordinate, together with the corresponding **Idartes** dependence, the execution and monitoring of cooperation agreements.
13. Prepare reports and evaluations on cooperation agreements with **Idartes** based on the information provided by the Planning Advisory Office, the Legal Advisory Office and the Missionary Areas of the Entity.
14. Promote press actions with international media.
15. Inform the district, national and international community about the policies, programs and activities carried out by **Idartes** in the field of international cooperation.
16. Disseminate the cooperation agreements that are achieved and the financing mechanisms of projects within **Idartes**.
17. Define and monitor the goals, action plans and indicators, in coordination with the Planning Advisory Office, as well as the contracting plan, in coordination with the Legal Advisory Office of **Idartes**.
18. Respond to requests and queries pertaining to matters within its competence.
19. Prepare and present monitoring and management reports of the processes under its charge.
20. Perform the functions of the Unit within the framework of current regulations and the guidelines of the Culture, Recreation and Sports Sector.

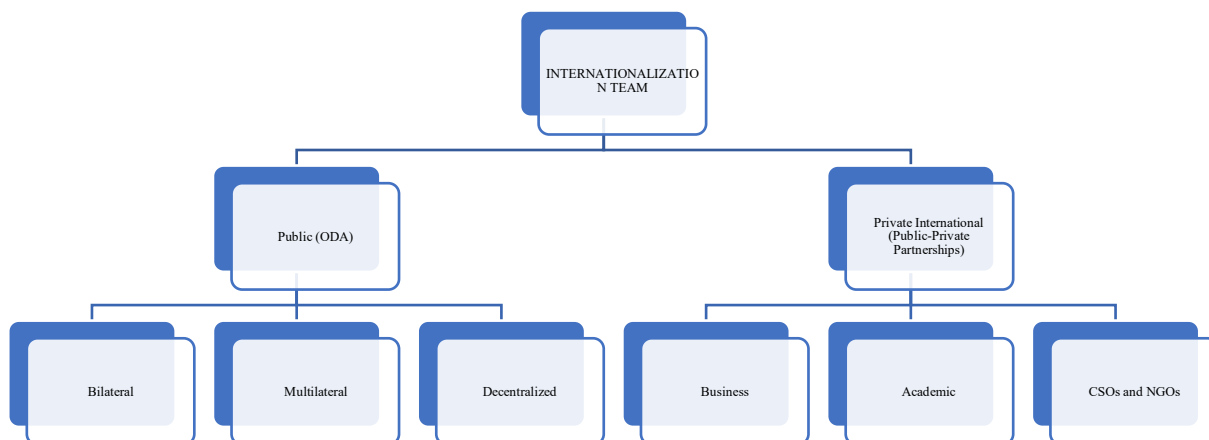


21. Ensure the exercise of agreements supervision by the Unit.
22. Any other assigned functions that correspond to the nature of the Unit.

#### 4.9.2. OUTREACH OF THE INTERNATIONALIZATION AND ALLIANCES TEAM

In order to be able to give a greater scope to the internationalization team of **Idartes**, while strengthening its installed capacity and future projection, as well as guaranteeing compliance with the project management process from the beginning to its end, the following structure is proposed for the relations of the Internationalization Team with the external stakeholders to the Entity:

**Graph No. 6. Outreach of the Internationalization Team**



**Source:** Own creation.

As stated in previous chapters, the achievement of cooperation resources, whether from official and non-official sources, poses multiple challenges, insofar while there has been a gradual reduction in resources from official sources, the unofficial sources of cooperation associated with philanthropy and corporate social responsibility (CSR) have increased, and therefore, it is important to be able to access the largest number of stakeholders in an articulated and pertinent way.

This work proposes an organization considering the nature (either public or private) of the stakeholders. Consequently, based on the foregoing, the entire cycle of management of international cooperation projects is determined.

#### ***Public (ODA)***



The ODA includes the relation the so-called Official Development Assistance (ODA) and is classified into three categories:

- **Bilateral:** Relations with Embassies and Bilateral Cooperation Agencies of international governments.
- **Multilateral:** Relations with International Governmental Organizations of various stakeholders. Mainly the United Nations, the Inter-American System, the European Union, and Regional Organizations.
- **Decentralized:** Relations with official entities administratively decentralized (Municipalities, Provinces, Governorships, inter alia).

#### *International Private (Public-Private Partnerships)*

These relations include the relation with the instances of what we know as Unofficial Sources and it is classified into two categories:

- Private business organizations
- Private academic organizations
- Civil Society Organizations (CSOs) and Non-Governmental Organizations (Non-Profit Entities – ESAL) at the international level.

## **4.10. PROJECT COMMUNICATIONS STRATEGY**

In order to carry out and meet the goals of the **Idartes International Strategy: A Window to the World**, it is necessary to develop and implement a communicative component, which will be transversal to its actions. Furthermore, besides the implementation of strategic alliances and international cooperation agreements that boost technical, human and financial resources, it is also necessary to make Bogotá visible as a benchmark in artistic and cultural issues in the international press and in digital media such as social networks. Therefore, a positioning of the city and the entity will be achieved to reach more profitable results.

Consequently, then, a goal was proposed which intends to position 80 relevant news of **Idartes** in international media through a media agency, the work of the Communications Office and through alliances and international agreements. A digital positioning campaign of international scope will also be executed with guidelines through prioritized regions according to the project stage. For such purpose, graphic pieces of interest and an institutional video will be created to advertise the entity and the project. As part of this positioning strategy, six newsletters will be sent to aid workers and allies with events, news and achievements of the entity.

On the other hand, the need to generate a section for **IDARTES INTERNATIONAL: A Window to the World** on the website of the institution has been observed, where the user can see the specificities of the project, as well as related news. Likewise, the translation of the **Idartes** page is

proposed so that all the contents can be found in English and Spanish to achieve a greater reach for non-Spanish-speaking audiences.

Through these actions, the **District Institute of the Arts - Idartes** will be positioned. There will be a dissemination of the milestones and the cultural offer of the entity in events and scenarios of global relevance. Likewise, the scope of the international management of the entity will be demonstrated.

#### **4.11. FOLLOW-UP AND MONITORING OF IDARTES INTERNATIONAL: A WINDOW TO THE WORLD**

The follow-up and monitoring of the progress of each of these actions in particular and the goals in general will be carried out through the follow-up of the action plan of this Strategy (See Annex No. 10), which is organized in three main stages namely:

- 1. Formulation:** Makes reference to the actions taken for the design and approval of the **Idartes International Strategy: A Window to the World**.
- 2. Implementation:** Makes reference to the actions undertaken during the four-year term to meet the goals proposed herein, in annual terms and on which the improvement actions that are considered pertinent may be carried out.
- 3. Follow-up:** Makes reference to the actions to carry out the report of the information corresponding to the Strategy at the external and internal level of the Entity during the four-year term.

The annual action plan is also derived from the action plan of the Strategy (please refer to Exhibit No. 11), whereby a detailed follow-up of the actions defined for each goal may be carried out for each year, starting in the year 2021, when the implementation of this Strategy becomes effective.

Whereas this Strategy and the investment project 7603: **IDARTES INTERNATIONAL** are new, there are no baselines in each of the goals, so, during the progress thereof, the results and reports will be used as input for new projects that continue the development hereof in the Entity.

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## EXHIBITS

### Exhibit 1. Contents of the Aid Effectiveness Agenda

SUMMIT	OBJECTIVE	COMMITMENTS
<p><b>Summit:</b> Monterrey Consensus</p> <p><b>Date:</b> March 18-22, 2002</p> <p><b>Location:</b> Mexico</p>	<ol style="list-style-type: none"> <li>1. Urge all developed countries to commit to allocating 0.7 percent of their Gross Domestic Product for direct transfers to Developing Countries (DEVELOPING COUNTRIES).</li> <li>2. Recommend measures to reduce the unsustainable external debts of some developing countries</li> <li>3. Recommend references for the functioning of the International Monetary Fund (IMF), the World Bank (WB) and the World Trade Organization (WTO), highlighting the preventive role that these institutions must have to prevent economic crises from erupting in the developing countries.</li> <li>4. Urge actions to reduce poverty in the countries.</li> <li>5. Promote sustained economic growth.</li> <li>6. Achieve an equitable economic system.</li> </ol>	<p>The Monterrey Consensus has no commitment to a set of "Main Actions" that would guarantee financing for development.</p> <p><b>A. International Trade</b></p> <ul style="list-style-type: none"> <li>* Remove technical and trade barriers to promote trade liberalization.</li> <li>* Promote regional and subregional agreements and free trade areas under the impetus of regional development banks</li> <li>Multilateral aid to mitigate the consequences of stagnant export earnings of commodity-dependent developing countries</li> </ul> <p><b>B. International monetary, financial and trading systems</b></p> <ul style="list-style-type: none"> <li>* Coherence, good management, and union of international financial and monetary systems.</li> <li>*Reform of the international financial architecture</li> <li>*The International Monetary Fund is encouraged to establish surveillance and early warning systems that detect external vulnerabilities in countries.</li> <li>* Expand and strengthen the participation of developing countries in decision-making on international economic issues</li> </ul> <p><b>C. Resource mobilization for development:</b></p> <p>National Resources: "Developing" countries are urged to allocate their own resources for the development of their own regions.</p> <p>International Resources - "Rich" or "developed" countries are urged to allocate resources (0.7% of GDP) for the development of "poor" or "developing" countries.</p> <p><b>D. Financial and Technical Cooperation</b></p> <p>Importance of official development assistance (ODA) as a complement to other sources of financing for development particularly in countries with minimal capacity to attract private direct investment.</p> <ul style="list-style-type: none"> <li>*Increasing ODA to meet MDGs</li> <li>*Enhancing the effectiveness of ODA</li> <li>*Liberalization of aid to least developed countries</li> <li>* Improve absorption capacity and financial management of recipient countries with respect to the aid received</li> <li>*ODA to promote trade</li> <li>*Multilateral and regional banks must ensure adequate financing for poverty-stricken countries</li> </ul> <p><b>E. External debt</b></p> <ul style="list-style-type: none"> <li>*Sustainable debt financing</li> <li>*External debt relief to free up resources that can be used in activities that promote sustainable development and growth</li> <li>*Clear principles for the management and resolution of financial crises that provide for equitable burden-sharing between the public and private sectors and between debtors, creditors and investors</li> </ul>

<p><b>Forum: First High-Level Forum on Aid Effectiveness: Rome Declaration on Harmonization"</b></p> <p><b>Date:</b> February 24 to 25, 2003.</p> <p><b>Location:</b> Rome, Italy.</p>	<p>Objective: to harmonize the policies, procedures and operational practices of the institutions with those of the systems implemented in the partner countries, in order to enhance the effectiveness of development assistance and thus contribute to the achievement of the Millennium Development Goals.</p> <p>It is important to note that in this Forum:</p> <ol style="list-style-type: none"> <li>1. Support was given to the Monterrey Consensus (Report of the International Conference on Financing for Development, March 2002)</li> <li>2. Commitment to poverty eradication was reaffirmed</li> </ol>	<ol style="list-style-type: none"> <li>1. Check that the delivery of development assistance is in line with the priorities of the partner countries, and that harmonization activities are adapted to the situation of each country.</li> <li>2. Examine and identify ways to modify policies, procedures and practices of institutions and countries in order to facilitate harmonization. Likewise, reduce donor missions, reviews and reports, streamline conditionality, and simplify and harmonize documentation.</li> <li>3. Progressively apply the principles or standards of best practice to the delivery and management of development assistance, considering the specific situation of each country.</li> <li>4. Intensify donor efforts to delegate cooperation activities to countries and increase the flexibility of country staff to manage programs and projects more effectively and efficiently.</li> <li>5. Introduce, at all levels of organizations, incentives that encourage, among managers and other officers, the acknowledgement of the benefits of harmonization as a means of increasing aid effectiveness.</li> <li>6. Support the development of analytical country studies in a way that strengthens the capacity of Governments to take a more prominent role and identify with the results of the development process.</li> <li>7. Expand or systematize the efforts made by countries to simplify donor procedures and practices, for example, by intensifying technical cooperation on a demand-driven basis.</li> <li>8. Provide budget support, or support on sectoral or balance of payments matters, where this is consistent with the donor mandate and the appropriate fiduciary policies and mechanisms are in place.</li> <li>9. Promote harmonization of criteria in global and regional programs.</li> </ol> <p>Note: the foregoing are enunciative, they are not binding.</p>
<p><b>Forum: Second Marrakesh Intergovernmental Conference on Development Results</b></p> <p><b>Date:</b> February 2004</p> <p><b>Location:</b> Marrakech, Morocco</p>	<p>Strengthen the monitoring and evaluation system of both aid workers and partner countries. Focus on Management for Results.</p>	<p>Marrakesh Joint Memorandum, containing core synergistic principles on Management for Development Results:</p> <ol style="list-style-type: none"> <li>1. Focus the dialogue on results;</li> <li>2. Align programming, monitoring and evaluation with results;</li> <li>3. Promote and maintain simple measurement and reporting processes;</li> <li>4. Manage to obtain results;</li> <li>5. Use outcome information to learn and support decision-making.</li> </ol>
<p><b>Forum: Paris Declaration on Aid Effectiveness</b></p> <p><b>Date:</b> February 28-March 2005</p> <p><b>Location:</b> Paris, France</p>	<ol style="list-style-type: none"> <li>1. Create a framework of principles based on the agreements made in Rome and Marrakesh.</li> <li>2. "Undertake far-reaching and monitorable actions with a view to reforming the ways in which aid is provided and managed." (OECD, 2008).</li> <li>3. Achieve a genuine partnership.</li> </ol>	<p>Make the principles a constant practice in International Cooperation projects.</p> <ol style="list-style-type: none"> <li>1. APPROPRIATION: (Country-Partner), The partners set the agenda. The cooperators base all their support on the strategies, institutions and national development procedures of partner countries</li> <li>2. ALIGNMENT: (Cooperator - Partner), Cooperators must align agendas with partners and the use of partner systems</li> <li>3. HARMONIZATION: (Cooperator - cooperator), Cooperating countries coordinate cooperation with each other, Common agreements, simplification of measures and procedures and exchange of information, Donor actions are more harmonized, transparent and collectively effective</li> <li>4. RESULTS-BASED MANAGEMENT: Manage resources and improve results-oriented decision-making</li> <li>5. MUTUAL RESPONSIBILITY: Donors and partners are responsible for development results</li> </ol>



<p><b>Forum: III High-Level Forum on Aid Effectiveness - Accra Plan of Action (AAA)</b> Date: 2 - 4 September 2008 Location: Accra - Ghana</p>	<p>The objective was to review, continue and deepen the progress in Aid Effectiveness derived from the commitments made in the Paris Declaration and therefore, strengthen the validity of the indicators forecasted for 2010.</p>	<ol style="list-style-type: none"> <li>1. Strengthening the commitments of the Paris Declaration and the MDGs.</li> <li>2. Inclusion of: Civil society as a full stakeholder, local governments and other stakeholders (private sector).</li> <li>3. More attention to issues of gender equality, human rights and disability.</li> <li>4. Agreements reached on: predictability, national systems, conditionalities based on development objectives, untied aid.</li> <li>5. Initiation of acknowledgement of the important role of South-South Cooperation.</li> <li>6. Reaffirming the intention to improve coordination between donor initiatives and government programs, accountability for aid results and information on aid activities</li> <li>7. Commit recipient countries to decide for themselves their own development and donor countries to administer aid differently, coordinating between them and both will be held accountable.</li> </ol>
<p><b>Forum: 4th High-Level Forum on Aid Effectiveness</b> Date: 29 November – 1 December 2011 Location: Busan – South Korea</p>	<p>Establish a new framework to meet the new challenges of development. This Forum resulted in the Busan Global Alliance.</p> <p>The forum and the partnership arise at a historic moment wherein the little progress on the issue of aid efficiency was questioned, leading to a change of perspective, which is based on working on development effectiveness. Furthermore, emphasis is placed on the potential that South-South Cooperation can have and emerging economies are invited to take a more relevant role in enhancing the development of other countries.</p>	<ol style="list-style-type: none"> <li>1. Creation of Global Partnership for Development - Busan Alliance (supported by 161 countries and 56 international organizations in 2011).</li> <li>2. Reaffirmation of the Paris and Accra commitments</li> <li>3. Changing the view of cooperation: from Aid Effectiveness to Development Effectiveness.</li> <li>4. Emphasis on implementation at the country level, i.e. greater use of national systems.</li> <li>5. Reflection on the role of traditional and emerging donors.</li> <li>6. South-South cooperation is integrated into the effectiveness agenda.</li> </ol> <p>Key documents were also generated from Busan. The first of these is the Global Partnership for Development Cooperation Effectiveness. The second, the New Treaty for Engagement with Fragile States. Likewise, the Open Aid Partnership and the Transparency Initiative of International Aid (IATI).</p>
<p><b>Forum: Third International Conference on Financing for Development</b> Date: 13-16 July 2015 Location: Addis Ababa (Ethiopia)</p>	<p>Following the logic of the Monterrey consensus (2002), the Conference sought to establish how the post-2015 agenda for sustainable development would be financed. It sought to respond to the challenges facing the world today, through the current assessment of the development cooperation landscape; the interdependence between different financing sources for sustainable development; the synergies between funding objectives through the three dimensions of sustainable development; and the need to support the post-2015 United Nations development agenda.</p>	<ol style="list-style-type: none"> <li>1. Defined goals and deadlines were established to generate investments that promote the sustainable development agenda that will govern the following 15 years.</li> <li>2. Targets are set for increasing national revenues as part of the sustainable development of the countries, and strategies are proposed for developing countries to achieve these targets.</li> <li>3. Food security, nutrition, sustainable agriculture, as well as the sustainable management and use of natural resources and ecosystems, were central topics in the Addis Ababa Agenda where commitments were established to address the economic, social and environmental challenges arising from the post-2015 agenda.</li> <li>4. It is proposed to strengthen tax laws so that companies and multinationals in all countries pay taxes in order to generate value and strengthen economic revenues that can be directed to sustainable development.</li> <li>5. Science, Technology, innovation and data are included as an integral element of national sustainable development strategies for countries.</li> </ol>
<p><b>Forum: High-Level Conference on Financing for Development and the Means for Implementation of the</b></p>	<p>To offer a space for dialogue between the multiple stakeholders involved in the implementation of the 2030 Agenda and the Addis Ababa Agenda. The 4 specific objectives revolved around:</p> <p>(i) Financing for development aligned with public policies and institutional innovations</p>	<p>This conference shared the experiences of countries in mobilizing resources for the implementation of the Addis Ababa and 2030 Agendas. The means of implementation of the selected SDGs were discussed: 6. Clean water and sanitation, 7. Affordable and non-polluting energy, 11. Sustainable cities and communities, 12. Responsible production and consumption, 15. Life of terrestrial ecosystems, for in-depth review at HLPF 2018.</p> <p>Emerging state instruments to finance the SDGs and the role of development finance institutions in achieving the SDGs were also discussed. While all SDGs face their own unique circumstances, they share similar challenges that cannot be</p>

**0 Agenda for  
Sustainable Development**

**18-19 November**

**Location: Doha, State of  
Qatar**

(ii) Strengthening coherence and coordination among stakeholders in preparation for the 2018 High-Level Political Forum (HLPF) and the Financing for Development (FfD) Follow-up Forum



(iii) Sensitizing public policy makers at the national level to global policy developments

iv) Sharing success stories and innovations in areas jointly identified by Qatar and the UN.

seen in isolation. Transformative change is needed in the way we manage and build our cities, produce and use energy, as well as the way we manage and supply our water systems. There is a consensus that money will not do the job alone and that a number of barriers need to be addressed first to improve the quality and quantity of investment decisions. Other endeavors will need time to adapt, but will result in significant progress in the future.



**Annex 2. The SDGs and the goals before to the transversal lines and Programs of Colombia, Bogotá and the Culture Sector**

SDG ALIGNMENT	COLOMBIA	BOGOTÁ	CULTURE SECTOR (UNESCO)
 <p><b>1</b> FIN DE LA POBREZA</p> <p><b>Ending poverty in all its forms around the world</b></p>	<p>I. PACT FOR LEGALITY: Effective security and transparent justice so that we all live freely and in democracy</p> <p>II. PACT FOR ENTREPRENEURSHIP, FORMALIZATION AND PRODUCTIVITY: A dynamic, inclusive and sustainable economy that enhances all our talents</p> <p>III. PACT FOR EQUITY: Modern social policy focused on the family, which is efficient, high-quality and connected to markets</p> <p>IV. PACT FOR SUSTAINABILITY: Produce conserving and conserve by producing</p> <p>XI. PACT FOR THE CONSTRUCTION OF PEACE: Culture of legality, coexistence, stabilization and victims</p> <p>XII. PACT FOR EQUAL OPPORTUNITIES FOR ETHNIC GROUPS: Indigenous, Black, Afro-Colombian, Raizales, Palenqueros and Rrom</p> <p>XIII. PACT FOR THE INCLUSION OF ALL PEOPLE WITH DISABILITIES</p> <p>XIV. PACT FOR WOMEN'S EQUITY</p> <p>XV. PACT FOR EFFECTIVE PUBLIC MANAGEMENT</p> <p>XVI. PACT FOR DECENTRALIZATION: Connecting territories, governments and populations</p>	<p>Purpose 1: Making a new social contract with equal opportunities for social, productive and political inclusion</p>	
 <p><b>2</b> HAMBRE CERO</p>	<p>II. PACT FOR ENTREPRENEURSHIP, FORMALIZATION AND PRODUCTIVITY: A dynamic, inclusive and sustainable economy that enhances all our talents</p>	<p>Purpose 1: Making a new social contract with equal opportunities for social, productive and political inclusion</p>	<p>I. ENVIRONMENT AND RESILIENCE</p> <ol style="list-style-type: none"> <li>1. Expenditure on heritage</li> <li>2. Sustainable heritage management</li> </ol>

and hunger, achieve food security and improved nutrition and promote sustainable agriculture.

III. PACT FOR EQUITY: Modern social policy focused on the family, which is efficient, high-quality and connected to markets

IV. PACT FOR SUSTAINABILITY: Produce conserving and conserve by producing

XII. PACT FOR EQUAL OPPORTUNITIES FOR ETHNIC GROUPS: Indigenous, Black, Afro-Colombian, Raizales, Palenqueros and Rrom

XIV. PACT FOR WOMEN'S EQUITY

XV. PACT FOR EFFECTIVE PUBLIC MANAGEMENT

XVI. PACT FOR DECENTRALIZATION: Connecting territories, governments and populations

3. Climate change adaptation resilience  
4. Cultural facilities  
5. Space open to culture



Ensuring healthy lives and promoting well-being for all ages

II. PACT FOR ENTREPRENEURSHIP, FORMALIZATION AND PRODUCTIVITY: A dynamic, inclusive and sustainable economy that enhances all our talents

III. PACT FOR EQUITY: Modern social policy focused on the family, which is efficient, high-quality and connected to markets

IV. PACT FOR SUSTAINABILITY: Produce conserving and conserve by producing

VI. PACT FOR TRANSPORT AND LOGISTICS FOR COMPETITIVENESS AND REGIONAL INTEGRATION

XII. PACT FOR EQUAL OPPORTUNITIES FOR ETHNIC GROUPS: Indigenous, Black, Afro-Colombian, Raizales, Palenqueros and Rrom

XIII. PACT FOR THE INCLUSION OF ALL PEOPLE WITH DISABILITIES

XIV. PACT FOR WOMEN'S EQUITY


XV. PACT FOR EFFECTIVE PUBLIC MANAGEMENT




Purpose 1:  
Making a new social contract with equal opportunities for social, productive and political inclusion


Purpose 2:  
Changing our life habits for a greener Bogotá and adapt and mitigate the climate crisis

Purpose 4:  
Making Bogotá Region a multimodal, inclusive and sustainable mobility model





 <p>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p>	<p>XVI. PACT FOR DECENTRALIZATION: Connecting territories, governments and populations</p> <p>I. PACT FOR LEGALITY: Effective security and transparent justice so that we all live freely and in democracy</p> <p>II. PACT FOR ENTREPRENEURSHIP, FORMALIZATION AND PRODUCTIVITY: A dynamic, inclusive and sustainable economy that enhances all our talents</p> <p>III. PACT FOR EQUITY: Modern social policy focused on the family, which is efficient, high-quality and connected to markets</p> <p>V. PACT FOR SCIENCE, TECHNOLOGY AND INNOVATION: A system to build knowledge of the future Colombia</p> <p>VI. PACT FOR TRANSPORT AND LOGISTICS FOR COMPETITIVENESS AND REGIONAL INTEGRATION</p> <p>VII. PACT FOR THE DIGITAL TRANSFORMATION OF COLOMBIA: Government, companies and households connected with the era of knowledge</p> <p>VIII. PACT FOR THE QUALITY AND EFFICIENCY OF PUBLIC SERVICES: Water and energy to promote competitiveness and well-being for all</p> <p>X. PACT FOR THE PROTECTION AND PROMOTION OF OUR CULTURE AND DEVELOPMENT OF THE ORANGE ECONOMY</p> <p>XII. PACT FOR EQUAL OPPORTUNITIES FOR ETHNIC GROUPS: Indigenous, Black, Afro-Colombian, Raizales, Palenqueros and Rrom</p> <p>XIII. PACT FOR THE INCLUSION OF ALL PEOPLE WITH DISABILITIES</p> <p>XIV. PACT FOR WOMEN’S EQUITY</p> <p>XV. PACT FOR EFFECTIVE PUBLIC MANAGEMENT</p>	<p>Purpose 1: Making a new social contract with equal opportunities for social, productive and political inclusion</p>	<p>III. KNOWLEDGE AND SKILLS</p> <p>13. Education for sustainable development</p> <p>14. Cultural knowledge</p> <p>15. Multilingual education</p> <p>16. Cultural and artistic education</p> <p>17. Cultural training</p>
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 <p><b>5</b> IGUALDAD DE GÉNERO</p> <p>Achieving gender equality and empowering all women and girls</p>	<p>II. PACT FOR ENTREPRENEURSHIP, FORMALIZATION AND PRODUCTIVITY: A dynamic, inclusive and sustainable economy that enhances all our talents</p> <p>III. PACT FOR EQUITY: Modern social policy focused on the family, which is efficient, high-quality and connected to markets</p> <p>XII. PACT FOR EQUAL OPPORTUNITIES FOR ETHNIC GROUPS: Indigenous, Black, Afro-Colombian, Raizales, Palenqueros and Rrom</p> <p>XIV. PACT FOR WOMEN’S EQUITY</p> <p>XV. PACT FOR EFFECTIVE PUBLIC MANAGEMENT</p>	<p>Purpose 1: Making a new social contract with equal opportunities for social, productive and political inclusion</p> <p>Purpose 3: Inspire confidence and legitimacy to live without fear and be the epicenter of citizen culture, peace and reconciliation</p>	
 <p><b>6</b> AGUA LIMPIA Y SANEAMIENTO</p> <p>Ensure the availability and sustainable management of water and sanitation for all.</p>	<p>III. PACT FOR EQUITY: Modern social policy focused on the family, which is efficient, high-quality and connected to markets</p> <p>IV. PACT FOR SUSTAINABILITY: Produce conserving and conserve by producing</p> <p>VIII. PACT FOR THE QUALITY AND EFFICIENCY OF PUBLIC SERVICES: Water and energy to promote competitiveness and well-being for all</p> <p>XVI. PACT FOR DECENTRALIZATION: Connecting territories, governments and populations</p>	<p>Purpose 1: Making a new social contract with equal opportunities for social, productive and political inclusion</p> <p>Purpose 2: Changing our life habits for a greener Bogotá and adapt and mitigate the climate crisis</p>	<p>I. ENVIRONMENT AND RESILIENCE</p> <ol style="list-style-type: none"> <li>1. Expenditure on heritage</li> <li>2. Sustainable heritage management</li> <li>3. Climate change adaptation resilience</li> <li>4. Cultural facilities</li> <li>5. Space open to culture</li> </ol>
 <p><b>7</b> ENERGÍA ADECUADA Y SOSTENIBLE</p> <p>Ensure access to affordable, reliable, sustainable and modern energy for all.</p>	<p>III. PACT FOR EQUITY: Modern social policy focused on the family, which is efficient, high-quality and connected to markets</p> <p>IV. PACT FOR SUSTAINABILITY: Produce conserving and conserve by producing</p> <p>VIII. PACT FOR THE QUALITY AND EFFICIENCY OF PUBLIC SERVICES: Water and energy to promote competitiveness and well-being for all</p> <p>IX. PACT FOR MINING AND ENERGY RESOURCES FOR SUSTAINABLE GROWTH AND EXPANSION OF OPPORTUNITIES</p>		



 <p>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.</p>	<p>XVI. PACT FOR DECENTRALIZATION: Connecting territories, governments and populations</p> <p>II. PACT FOR ENTREPRENEURSHIP, FORMALIZATION AND PRODUCTIVITY: A dynamic, inclusive and sustainable economy that enhances all our talents</p> <p>III. PACT FOR EQUITY: Modern social policy focused on the family, which is efficient, high-quality and connected to markets</p> <p>IV. PACT FOR SUSTAINABILITY: Produce conserving and conserve by producing</p> <p>V. PACT FOR SCIENCE, TECHNOLOGY AND INNOVATION: A system to build knowledge of the future Colombia</p> <p>VI. PACT FOR TRANSPORT AND LOGISTICS FOR COMPETITIVENESS AND REGIONAL INTEGRATION</p> <p>VII. PACT FOR THE DIGITAL TRANSFORMATION OF COLOMBIA: Government, companies and households connected with the era of knowledge</p> <p>IX. PACT FOR MINING AND ENERGY RESOURCES FOR SUSTAINABLE GROWTH AND EXPANSION OF OPPORTUNITIES</p> <p>X. PACT FOR THE PROTECTION AND PROMOTION OF OUR CULTURE AND DEVELOPMENT OF THE ORANGE ECONOMY</p> <p>XII. PACT FOR EQUAL OPPORTUNITIES FOR ETHNIC GROUPS: Indigenous, Black, Afro-Colombian, Raizales, Palenqueros and Rrom</p> <p>XIII. PACT FOR THE INCLUSION OF ALL PEOPLE WITH DISABILITIES</p> <p>XIV. PACT FOR WOMEN’S EQUITY</p>	<p>Purpose 1: Making a new social contract with equal opportunities for social, productive and political inclusion</p>	<p>II. PROSPERITY AND LIVELIHOODS</p> <ul style="list-style-type: none"> <li>6. Culture in GDP</li> <li>7. Cultural employment</li> <li>8. Cultural enterprises</li> <li>9. Household expenditure</li> <li>10. Trade in cultural goods and services</li> <li>11. Public financing of culture</li> <li>12. Governance of culture</li> </ul> <p>III. KNOWLEDGE AND SKILLS</p> <ul style="list-style-type: none"> <li>13. Education for sustainable development</li> <li>14. Cultural knowledge</li> <li>15. Multilingual education</li> <li>16. Cultural and artistic education</li> <li>17. Cultural training</li> </ul>
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 <p><b>Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.</b></p>	<p>XV. PACT FOR EFFECTIVE PUBLIC MANAGEMENT</p> <p>XVI. PACT FOR DECENTRALIZATION: Connecting territories, governments and populations</p> <p>I. PACT FOR LEGALITY: Effective security and transparent justice so that we all live freely and in democracy</p> <p>II. PACT FOR ENTREPRENEURSHIP, FORMALIZATION AND PRODUCTIVITY: A dynamic, inclusive and sustainable economy that enhances all our talents</p> <p>III. PACT FOR EQUITY: Modern social policy focused on the family, which is efficient, high-quality and connected to markets</p> <p>IV. PACT FOR SUSTAINABILITY: Produce conserving and conserve by producing</p> <p>V. PACT FOR SCIENCE, TECHNOLOGY AND INNOVATION: A system to build knowledge of the future Colombia</p> <p>VII. PACT FOR THE DIGITAL TRANSFORMATION OF COLOMBIA: Government, companies and households connected with the era of knowledge</p> <p>X. PACT FOR THE PROTECTION AND PROMOTION OF OUR CULTURE AND DEVELOPMENT OF THE ORANGE ECONOMY</p> <p>XII. PACT FOR EQUAL OPPORTUNITIES FOR ETHNIC GROUPS: Indigenous, Black, Afro-Colombian, Raizales, Palenqueros and Rrom</p> <p>XIII. PACT FOR THE INCLUSION OF ALL PEOPLE WITH DISABILITIES</p> <p>XIV. PACT FOR WOMEN’S EQUITY</p> <p>XV. PACT FOR EFFECTIVE PUBLIC MANAGEMENT</p>	<p>Purpose 1: Making a new social contract with equal opportunities for social, productive and political inclusion</p> <p>Purpose 4: Making Bogotá Region a multimodal, inclusive and sustainable mobility model</p> <p>Purpose 5: Building Bogotá Region with open, transparent government and conscious citizenship</p>	<p>I. ENVIRONMENT AND RESILIENCE</p> <ol style="list-style-type: none"> <li>1. Expenditure on heritage</li> <li>2. Sustainable heritage management</li> <li>3. Climate change adaptation resilience</li> <li>4. Cultural facilities</li> <li>5. Space open to culture</li> </ol> <p>III. KNOWLEDGE AND SKILL DEVELOPMENT</p> <ol style="list-style-type: none"> <li>13. Education for sustainable development</li> <li>14. Cultural knowledge</li> <li>15. Multilingual education</li> <li>16. Cultural and artistic education</li> <li>17. Cultural training</li> </ol> <p>IV. INCLUSION AND PARTICIPATION</p> <ol style="list-style-type: none"> <li>18. Culture for social cohesion</li> <li>19. Artistic freedom</li> <li>20. Access to culture</li> <li>21. Cultural participation</li> <li>22. Participatory processes</li> </ol>
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 <p>Reduce inequality within and among countries</p>	<p>XVI. PACT FOR DECENTRALIZATION: Connecting territories, governments and populations</p> <p>I. PACT FOR LEGALITY: Effective security and transparent justice so that we all live freely and in democracy</p> <p>II. PACT FOR ENTREPRENEURSHIP, FORMALIZATION AND PRODUCTIVITY: A dynamic, inclusive and sustainable economy that enhances all our talents</p> <p>III. PACT FOR EQUITY: Modern social policy focused on the family, which is efficient, high-quality and connected to markets</p> <p>VI. PACT FOR TRANSPORT AND LOGISTICS FOR COMPETITIVENESS AND REGIONAL INTEGRATION</p> <p>VII. PACT FOR THE DIGITAL TRANSFORMATION OF COLOMBIA: Government, companies and households connected with the era of knowledge</p> <p>VIII. PACT FOR THE QUALITY AND EFFICIENCY OF PUBLIC SERVICES: Water and energy to promote competitiveness and well-being for all</p> <p>IX. PACT FOR MINING AND ENERGY RESOURCES FOR SUSTAINABLE GROWTH AND EXPANSION OF OPPORTUNITIES</p> <p>XI. PACT FOR THE CONSTRUCTION OF PEACE: Culture of legality, coexistence, stabilization and victims</p> <p>XII. PACT FOR EQUAL OPPORTUNITIES FOR ETHNIC GROUPS: Indigenous, Black, Afro-Colombian, Raizales, Palenqueros and Rrom</p> <p>XIII. PACT FOR THE INCLUSION OF ALL PEOPLE WITH DISABILITIES</p> <p>XIV. PACT FOR WOMEN'S EQUITY</p> <p>XV. PACT FOR EFFECTIVE PUBLIC MANAGEMENT</p>	<p>Purpose 1: Making a new social contract with equal opportunities for social, productive and political inclusion</p>	<p>II. PROSPERITY AND LIVELIHOODS</p> <ul style="list-style-type: none"> <li>6. Culture in GDP</li> <li>7. Cultural employment</li> <li>8. Cultural enterprises</li> <li>9. Household expenditure</li> <li>10. Trade in cultural goods services</li> <li>11. Public financing of culture</li> <li>12. Governance of culture</li> </ul> <p>IV. INCLUSION AND PARTICIPATION</p> <ul style="list-style-type: none"> <li>18. Culture for social cohesion</li> <li>19. Artistic freedom</li> <li>20. Access to culture</li> <li>21. Cultural participation</li> <li>22. Participatory processes</li> </ul>
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 <p>ke cities and human lements inclusive, safe, ilient and sustainable.</p>	<p>XVI. PACT FOR DECENTRALIZATION: Connecting territories, governments and populations</p> <p>I. PACT FOR LEGALITY: Effective security and transparent justice so that we all live freely and in democracy</p> <p>II. PACT FOR ENTREPRENEURSHIP, FORMALIZATION AND PRODUCTIVITY: A dynamic, inclusive and sustainable economy that enhances all our talents</p> <p>III. PACT FOR EQUITY: Modern social policy focused on the family, which is efficient, high-quality and connected to markets</p> <p>IV. PACT FOR SUSTAINABILITY: Produce conserving and conserve by producing</p> <p>V. PACT FOR SCIENCE, TECHNOLOGY AND INNOVATION: A system to build knowledge of the future Colombia</p> <p>VI. PACT FOR TRANSPORT AND LOGISTICS FOR COMPETITIVENESS AND REGIONAL INTEGRATION</p> <p>VII. PACT FOR THE DIGITAL TRANSFORMATION OF COLOMBIA: Government, companies and households connected with the era of knowledge</p> <p>VIII. PACT FOR THE QUALITY AND EFFICIENCY OF PUBLIC SERVICES: Water and energy to promote competitiveness and well-being for all</p> <p>X. PACT FOR THE PROTECTION AND PROMOTION OF OUR CULTURE AND DEVELOPMENT OF THE ORANGE ECONOMY</p> <p>XII. PACT FOR EQUAL OPPORTUNITIES FOR ETHNIC GROUPS: Indigenous, Black, Afro-Colombian, Raizales, Palenqueros and Rrom</p> <p>XIII. PACT FOR THE INCLUSION OF ALL PEOPLE WITH DISABILITIES</p>	<p>Purpose 1: Making a new social contract with equal opportunities for social, productive and political inclusion</p> <p>Purpose 2: Changing our life habits for a greener Bogotá and adapt and mitigate the climate crisis</p> <p>Purpose 4: Making Bogotá Region a multimodal, inclusive and sustainable mobility model</p>	<p>I. ENVIRONMENT AND RESILIENCE</p> <ol style="list-style-type: none"> <li>1. Expenditure on heritage</li> <li>2. Sustainable heritage management</li> <li>3. Climate change adaptation resilience</li> <li>4. Cultural facilities</li> <li>5. Space open to culture</li> </ol> <p>II. PROSPERITY AND LIVELIHOODS</p> <ol style="list-style-type: none"> <li>6. Culture in GDP</li> <li>7. Cultural employment</li> <li>8. Cultural enterprises</li> <li>9. Household expenditure</li> <li>10. Trade in cultural goods services</li> <li>11. Public financing of culture</li> <li>12. Governance of culture</li> </ol> <p>IV. INCLUSION AND PARTICIPATION</p> <ol style="list-style-type: none"> <li>18. Culture for social cohesion</li> <li>19. Artistic freedom</li> <li>20. Access to culture</li> <li>21. Cultural participation</li> <li>22. Participatory processes</li> </ol>
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	<p>XIV. PACT FOR WOMEN'S EQUITY</p> <p>XV. PACT FOR EFFECTIVE PUBLIC MANAGEMENT</p> <p>XVI. PACT FOR DECENTRALIZATION: Connecting territories, governments and populations</p>		
 <p>Ensuring sustainable consumption and production patterns</p>	<p>I. PACT FOR LEGALITY: Effective security and transparent justice so that we all live freely and in democracy</p> <p>II. PACT FOR ENTREPRENEURSHIP, FORMALIZATION AND PRODUCTIVITY: A dynamic, inclusive and sustainable economy that enhances all our talents</p> <p>IV. PACT FOR SUSTAINABILITY: Produce conserving and conserve by producing</p> <p>VIII. PACT FOR THE QUALITY AND EFFICIENCY OF PUBLIC SERVICES: Water and energy to promote competitiveness and well-being for all</p> <p>IX. PACT FOR MINING AND ENERGY RESOURCES FOR SUSTAINABLE GROWTH AND EXPANSION OF OPPORTUNITIES</p> <p>XVI. PACT FOR DECENTRALIZATION: Connecting territories, governments and populations</p>	<p>Purpose 2: Changing our life habits for a greener Bogotá and adapt and mitigate the climate crisis</p> <p>Purpose 5: Building Bogotá Region with open, transparent government and conscious citizenship</p>	<p>I. ENVIRONMENT AND RESILIENCE</p> <ol style="list-style-type: none"> <li>1. Expenditure on heritage</li> <li>2. Sustainable heritage management</li> <li>3. Climate change adaptation resilience</li> <li>4. Cultural facilities</li> <li>5. Space open to culture</li> </ol> <p>III. KNOWLEDGE AND SKILLS</p> <ol style="list-style-type: none"> <li>13. Education for sustainable development</li> <li>14. Cultural knowledge</li> <li>15. Multilingual education</li> <li>16. Cultural and artistic education</li> <li>17. Cultural training</li> </ol>
 <p>Take urgent action to combat climate change and its effects</p>	<p>IV. PACT FOR SUSTAINABILITY: Produce conserving and conserve by producing</p> <p>IX. PACT FOR MINING AND ENERGY RESOURCES FOR SUSTAINABLE GROWTH AND EXPANSION OF OPPORTUNITIES</p> <p>XII. PACT FOR EQUAL OPPORTUNITIES FOR ETHNIC GROUPS: Indigenous, Black, Afro-Colombian, Raizales, Palenqueros and Rrom</p> <p>XVI. PACT FOR DECENTRALIZATION: Connecting territories, governments and populations</p>	<p>Purpose 1: Making a new social contract with equal opportunities for social, productive and political inclusion</p> <p>Purpose 2: Changing our life habits for a greener Bogotá and adapt and mitigate the climate crisis</p>	<p>I. ENVIRONMENT AND RESILIENCE</p> <ol style="list-style-type: none"> <li>1. Expenditure on heritage</li> <li>2. Sustainable heritage management</li> <li>3. Climate change adaptation resilience</li> <li>4. Cultural facilities</li> <li>5. Space open to culture</li> </ol> <p>III. KNOWLEDGE AND SKILLS</p> <ol style="list-style-type: none"> <li>13. Education for sustainable development</li> <li>14. Cultural knowledge</li> <li>15. Multilingual education</li> </ol>

			<p>16. Cultural and artistic education 17. Cultural training</p>
 <p>Conserve and sustainably use the oceans, seas and marine resources for sustainable development.</p>	<p>I. PACT FOR LEGALITY: Effective security and transparent justice so that we all live freely and in democracy</p> <p>IV. PACT FOR SUSTAINABILITY: Produce conserving and conserve by producing</p> <p>XII. PACT FOR EQUAL OPPORTUNITIES FOR ETHNIC GROUPS: Indigenous, Black, Afro-Colombian, Raizales, Palenqueros and Rrom</p> <p>XVI. PACT FOR DECENTRALIZATION: Connecting territories, governments and populations</p>		<p>I. ENVIRONMENT AND RESILIENCE</p> <ol style="list-style-type: none"> <li>1. Expenditure on heritage</li> <li>2. Sustainable heritage management</li> <li>3. Climate change adaptation resilience</li> <li>4. Cultural facilities</li> <li>5. Space open to culture</li> </ol>
 <p>Protect, restore and promote the sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation and halt biodiversity loss.</p>	<p>I. PACT FOR LEGALITY: Effective security and transparent justice so that we all live freely and in democracy</p> <p>II. PACT FOR ENTREPRENEURSHIP, FORMALIZATION AND PRODUCTIVITY: A dynamic, inclusive and sustainable economy that enhances all our talents</p> <p>IV. PACT FOR SUSTAINABILITY: Produce conserving and conserve by producing</p> <p>IX. PACT FOR MINING AND ENERGY RESOURCES FOR SUSTAINABLE GROWTH AND EXPANSION OF OPPORTUNITIES</p> <p>XII. PACT FOR EQUAL OPPORTUNITIES FOR ETHNIC GROUPS: Indigenous, Black, Afro-Colombian, Raizales, Palenqueros and Rrom</p> <p>XVI. PACT FOR DECENTRALIZATION: Connecting territories, governments and populations</p>	<p>Purpose 2: Changing our life habits for a greener Bogotá and adapt and mitigate the climate crisis</p>	<p>I. ENVIRONMENT AND RESILIENCE</p> <ol style="list-style-type: none"> <li>1. Expenditure on heritage</li> <li>2. Sustainable heritage management</li> <li>3. Climate change adaptation resilience</li> <li>4. Cultural facilities</li> <li>5. Space open to culture</li> </ol>
	<p>I. PACT FOR LEGALITY: Effective security and transparent justice so that we all live freely and in democracy</p> <p>II. PACT FOR ENTREPRENEURSHIP, FORMALIZATION AND PRODUCTIVITY: A dynamic, inclusive and sustainable economy that enhances all our talents</p>	<p>Purpose 1: Making a new social contract with equal opportunities for social, productive and political inclusion</p>	<p>I. ENVIRONMENT AND RESILIENCE</p> <ol style="list-style-type: none"> <li>1. Expenditure on heritage</li> <li>2. Sustainable heritage management</li> </ol>

Promote peaceful and inclusive societies for sustainable development, facilitate access to justice for all and build effective and inclusive accountable institutions at all levels

- III. PACT FOR EQUITY: Modern social policy focused on the family, which is efficient, high-quality and connected to markets
- IV. PACT FOR SUSTAINABILITY: Produce conserving and conserve by producing
- V. PACT FOR SCIENCE, TECHNOLOGY AND INNOVATION: A system to build knowledge of the future Colombia
- VII. PACT FOR THE DIGITAL TRANSFORMATION OF COLOMBIA: Government, companies and households connected with the era of knowledge
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- XI. PACT FOR THE CONSTRUCTION OF PEACE: Culture of legality, coexistence, stabilization and victims
- XII. PACT FOR EQUAL OPPORTUNITIES FOR ETHNIC GROUPS: Indigenous, Black, Afro-Colombian, Raizales, Palenqueros and Rrom
- XIII. PACT FOR THE INCLUSION OF ALL PEOPLE WITH DISABILITIES
- XIV. PACT FOR WOMEN’S EQUITY
- XV. PACT FOR EFFECTIVE PUBLIC MANAGEMENT
- XVI. PACT FOR DECENTRALIZATION: Connecting territories, governments and populations

Purpose 3:  
Inspire confidence and legitimacy to live without fear and be the epicenter of citizen culture, peace and reconciliation

Purpose 5:  
Building Bogotá Region with open, transparent government and conscious citizenship

- 3. Climate change adaptation resilience
- 4. Cultural facilities
- 5. Space open to culture
- IV. INCLUSION AND PARTICIPATION
  - 18. Culture for social cohesion
  - 19. Artistic freedom
  - 20. Access to culture
  - 21. Cultural participation
  - 22. Participatory processes





Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

I. PACT FOR LEGALITY: Effective security and transparent justice so that we all live freely and in democracy

II. PACT FOR ENTREPRENEURSHIP, FORMALIZATION AND PRODUCTIVITY: A dynamic, inclusive and sustainable economy that enhances all our talents

III. PACT FOR EQUITY: Modern social policy focused on the family, which is efficient, high-quality and connected to markets

V. PACT FOR SCIENCE, TECHNOLOGY AND INNOVATION: A system to build knowledge of the future Colombia

VI. PACT FOR TRANSPORT AND LOGISTICS FOR COMPETITIVENESS AND REGIONAL INTEGRATION

VII. PACT FOR THE DIGITAL TRANSFORMATION OF COLOMBIA: Government, companies and households connected with the era of knowledge

VIII. PACT FOR THE QUALITY AND EFFICIENCY OF PUBLIC SERVICES: Water and energy to promote competitiveness and well-being for all

IX. PACT FOR MINING AND ENERGY RESOURCES FOR SUSTAINABLE GROWTH AND EXPANSION OF OPPORTUNITIES

X. PACT FOR THE PROTECTION AND PROMOTION OF OUR CULTURE AND DEVELOPMENT OF THE ORANGE ECONOMY

XI. PACT FOR THE CONSTRUCTION OF PEACE: Culture of legality, coexistence, stabilization and victims

XII. PACT FOR EQUAL OPPORTUNITIES FOR ETHNIC GROUPS: Indigenous, Black, Afro-Colombian, Raizales, Palenqueros and Rrom

Purpose 1:

Making a new social contract with equal opportunities for social, productive and political inclusion

Purpose 5:

Building Bogotá Region with open, transparent government and conscious citizenship





- XIII. PACT FOR THE INCLUSION OF ALL PEOPLE WITH DISABILITIES
- XIV. PACT FOR WOMEN'S EQUITY
- XV. PACT FOR EFFECTIVE PUBLIC MANAGEMENT
- XVI. PACT FOR DECENTRALIZATION: Connecting territories, governments and populations

**Annex 3. Objectives and strategies of national planning instruments.**

INSTRUMENT	OBJECTIVES
<p><b>NATIONAL DEVELOPMENT PLAN 2018-2022 "PACT FOR COLOMBIA, PACT FOR EQUITY"</b></p>	<ul style="list-style-type: none"> <li>I. PACT FOR LEGALITY: Effective security and transparent justice so that we all live freely and in democracy</li> <li>II. PACT FOR ENTREPRENEURSHIP, FORMALIZATION AND PRODUCTIVITY: A dynamic, inclusive and sustainable economy that enhances all our talents</li> <li>III. PACT FOR EQUITY: Modern social policy focused on the family, which is efficient, high-quality and connected to markets</li> <li>IV. PACT FOR SUSTAINABILITY: Produce conserving and conserve by producing</li> <li>V. PACT FOR SCIENCE, TECHNOLOGY AND INNOVATION: A system to build knowledge of the future Colombia</li> <li>VI. PACT FOR TRANSPORT AND LOGISTICS FOR COMPETITIVENESS AND REGIONAL INTEGRATION</li> <li>VII. PACT FOR THE DIGITAL TRANSFORMATION OF COLOMBIA: Government, companies and households connected in the era of knowledge</li> <li>VIII. PACT FOR THE QUALITY AND EFFICIENCY OF PUBLIC SERVICES: Water and energy to promote competitiveness and well-being for all</li> <li>IX. PACT FOR MINING AND ENERGY RESOURCES FOR SUSTAINABLE GROWTH AND EXPANSION OPPORTUNITIES</li> <li>X. PACT FOR THE PROTECTION AND PROMOTION OF OUR CULTURE AND DEVELOPMENT OF THE ORANGE ECONOMY</li> </ul>



	<p>XI. PACT FOR THE CONSTRUCTION OF PEACE: Culture of legality, coexistence, stabilization and victims</p> <p>XII. PACT FOR EQUAL OPPORTUNITIES FOR ETHNIC GROUPS: Indigenous, Black, Afro-Colombian, Raizales, Palenques and Rrom</p> <p>XIII. PACT FOR THE INCLUSION OF ALL PEOPLE WITH DISABILITIES</p> <p>XIV. PACT FOR WOMEN'S EQUITY</p> <p>XV. PACT FOR EFFECTIVE PUBLIC MANAGEMENT</p> <p>XVI. PACT FOR DECENTRALIZATION: Connecting territories, governments and populations</p>
<p>COLOMBIAN FOREIGN POLICY 2018 - 2022</p>	<ol style="list-style-type: none"> <li>1. Responsibly and proactively participate on the international scene, to project Colombia's interests in the world.</li> <li>2. Provide a timely response to changing migratory dynamics, aiming to ensure that migration is orderly, safe and regular.</li> <li>3. Promote sustainable development and security of communities in border areas.</li> <li>4. To be an international benchmark in terms of sustainability, science, technology and innovation (STI), entrepreneurship and tourism.</li> </ol>
<p>INTERNATIONAL STRATEGY FOR INTERNATIONAL COOPERATION (ENCI) 2019-2022</p>	<p>Demand priorities for international cooperation:</p> <ol style="list-style-type: none"> <li>1. Territorial stabilization</li> <li>2. Rural development</li> <li>3. Conservation and environmental sustainability</li> <li>4. Entrepreneurship and Orange Economy</li> <li>5. Migratory phenomenon</li> </ol> <p>Priorities for the offer of international cooperation:</p> <ol style="list-style-type: none"> <li>1. Early childhood care and attention.</li> <li>2. Recreation and sport.</li> <li>3. Employment and decent work.</li> <li>4. Rural development.</li> <li>5. Productivity and competitiveness.</li> <li>6. Risk management.</li> <li>7. Comprehensive Security.</li> </ol>

**Annex 4. Content of national cultural policies.**

INSTRUMENT	OBJECTIVES
National Arts Policy	To value and strengthen the different dimensions and/or components of the artistic field throughout the country, as a means of knowledge, creation and production, both symbolic and economic, and to create conditions for the discussion, debate and self-regulation of artistic practices through the articulation of creation with research, training, circulation, production and interiorization processes within a framework of pluralism, inclusion and cultural dialogue.
Visual Arts Policy	It is intended to achieve a greater interiorization and consolidation from the local and the regional levels of the audiovisual arts. At present, the different aesthetic and cultural positions are strengthened from the cultural and artistic dialogue and interculturality dynamics. "The policy is purported to promote continuous, decentralized, autonomous and more locally relevant developments of the different dimensions that comprise the visual artistic field in each region <sup>1</sup> ." As well as favoring the sector by enhancing the components that affect its work and ensuring sustainability dynamics. This involves organizational actions of the sector that facilitate the participation, concertation and appropriation of the processes, the insertion of the artist in development plans of the national territory.
Theatre Policy	It is intended to continuously receive feedback in a participatory way by all the theater stakeholders within the country (stakeholders, directors, playwrights, producers, managers, programmers, communicators and researchers, inter alia) to allow the outreach of the theater into Colombian social life and the inclusion of its stakeholders into the dynamics of each region of the national territory. This policy addresses components of training, circulation and theatrical infrastructure.
Dance policy	This policy emerged in 2009 with a participatory approach of multiple local and national stakeholders representing the discipline in order to strengthen this artistic practice, constituting itself as the first line of national policy for the dance sector. Its main purpose has been "to expand the social base of art, through the strengthening of dance organizations and age-appropriate training actions for both audiences and performers, trainers, creators, producers and managers <sup>2</sup> ".
Music Policy	This policy proposes to display and urge the different social and institutional stakeholders of the local and regional spaces to take care of the diversity of opportunities offered by the field of music, under the perspective of materializing an individual and collective project of social development. Its main purpose is to promote the integral and sustainable development of music at the municipal level, through a flexible and open management process, which expands and consolidates its scope. It also includes components of training, circulation, research and documentation.
Art education policy	Its main objective is to empower and strengthen art education in Colombia from its different approaches acknowledging it as a specific field of knowledge. This recognition will contribute to the quality and coverage defining its place and function in relation to basic, citizen and labor skills.
Literature policy	This policy is purported to represent the literary field in a decentralized manner, considering the needs of the sector and support the articulation of the different organizations, both public and private, developing programs and policies in favor of literary creation, the practice and enjoyment of the book, and reading and literature at the national level.

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ALCALDÍA MAYOR  
DE BOGOTÁ D.C.

<b>Reading and Library Policy</b>	Among its most relevant components are training, creation, production, dissemination-circulation, research and management.
This policy's specific objective is to guarantee the access possibilities of the population to reading, information and production of knowledge, regardless of physical, regional, social or cultural barriers, as well as the recovery, conservation, organization, control, dissemination and access to the bibliographic and documentary heritage of the country, for knowledge and use by present and future generations.	
<b>Communication and Culture Policy</b>	This policy is intended to strengthen Colombia as an inclusive country that makes its populations visible through the so function of communication, promote cultural content in all media and make a commitment to creation, so that society understands content makers as creators who contribute their narrative and artistic vision to the cultural events of Colombia.
<b>Digital Culture Policy</b>	This policy is intended so that Colombia becomes a creator of content, as a diverse nation, with the contents created by community itself, which should increase the citizens' ability to identify the other and grow from the difference. In this sense, "As technologies, ICTs are permanently changing. So rather than regulating the means as such, the purpose of the policy is to advance in the consolidation of an integrated citizenship thanks to the use of this means, which before technological endowment allows cultural and social development and promulgates a digital culture in an integral way <sup>3</sup> ".
<b>Policy for entrepreneurship and Cultural industries</b>	This policy was created from the dynamics of recent years worldwide that seeks to acknowledge the value of the goods and services offered by the cultural sector in the market. "Developing the productive potential of the stakeholders and organizations that participate in the value chain of the cultural industries, implies strengthening all links and transversal activities, and the design of strategies oriented towards the generation or consolidation of relations and networks of practices, circuits, stakeholders, organizations and institutions of the field conceived as a whole <sup>4</sup> ". The Colombian State is called upon to facilitate investment opportunities and technical assistance that the private sector can offer, as well as international cooperation. "To position the cultural industries as a sector that contributes significantly to the GDP, employment generation and cultural exports, and make the cultural sector a strategic axis of the sustainable and competitive development of our country, transform it into a world-class sector," <sup>5</sup> as well as seeking to promote the circulation and training component for institutional strengthening.
<b>Concertation policy</b>	This policy is intended to support the cultural institutions of the State through the allocation of public money to strengthen their missionary objectives. This policy is aligned with the Political Constitution, the General Law of Culture, the national and municipal development plans seeking to "promote, stimulate and make visible processes, projects and cultural activities of common interest, within the framework of recognition and respect for the cultural diversity of the Colombian nation, which contribute to democratize the access of people and institutions to different goods, services and cultural manifestations" <sup>6</sup> . It promotes public support to strengthen those institutions and social organizations that work in different fields of culture seeking that the State promote processes, projects and cultural activities, within the framework of recognition and respect

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	cultural diversity. This conjunction between concertation and development seeks to stimulate cultural initiatives that local, regional or national development.
<b>Stimulus policy</b>	Highlights the excellence of Colombian creators in different fields of art and culture; thus, it is comprised of several lines of action such as creation, research, as well as the training of stakeholders in the sector, the circulation of goods and services for cultural sustainability in Colombia. These lines of action are enhanced through different modalities previously established such as awards, scholarships, internships and artistic residencies. Its purpose is to promote decentralization and institutional strengthening thanks to the coordinated work between the Ministry and the territorial entities, for the strengthening and qualification of cultural expressions, the preservation of heritage and cultural sustainability, an example of this has been the District Stimulus Program in the city of Bogotá
<b>Cultural Infrastructure Policy</b>	This policy promotes the design, construction and proper management of cultural facilities in all regions of the country; its main objective is to strengthen the cultural infrastructure as a space for exchange and creation of artistic and cultural practices as a meeting point for creators and cultural managers and as a place for coexistence and social inclusion. The main lines of action of this policy include: the construction of cultural facilities, adaptation, endowment and institutional strengthening, wherein the Deputy Director's Office of the entity works in its entirety.
<b>International Management Policy</b>	<b>Culture</b> This policy establishes a framework for cultural management in various international scenarios, with the idea of strengthening the sector and promoting culture as a strategic gateway for Colombian foreign policy. In order to raise the creative, technical and professional standards of its stakeholders, it is necessary to define priorities that allow building a network of external relations with strategic stakeholders. "To qualify the agents of the Colombian cultural sector and contribute to a greater knowledge of the cultural diversity of Colombia abroad, through the generation of a network of alliances and relations with public and private international stakeholders <sup>7</sup> ".

**Annex 5. Purposes and achievements of the District Development Plan that align with the lines and Programs of Idartes.**

PURPOSES	ACHIEVEMENTS	IDARTES LINES AND PROGRAMS
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<p><b>Make a new social contract with equal opportunities for social, productive and political inclusion.</b></p>	<ul style="list-style-type: none"> <li>1) Implement the district care system and the strategy of transversalization and territorialization of gender and differential approaches to guarantee gender equality and women's rights.</li> <li>5) Close the digital gaps, coverage, quality and skills throughout the cycle of comprehensive training, from early childhood to higher and continuing education for life.</li> <li>9) Promote participation, cultural, sports, recreational, heritage and artistic transformation that promote meeting spaces, social fabric and recognition of the other.</li> <li>12) Increase the offer of activities and infrastructure for the use and enjoyment of free time, with a gender, differential, and territorial integration approach.</li> </ul>	<p>Nidos, Crea, Culturas en Común (Cultures Common), Line of Art Science and Technology, Line of Art and memory without borders, Deputy Director's Office of cultural facilities.</p>
<p><b>Changing our life habits for a greener Bogotá and adapt and mitigate the climate crisis.</b></p>	<ul style="list-style-type: none"> <li>15) Comprehensively intervene in strategic areas of Bogotá taking into account the patrimonial, environmental, social and cultural dynamics.</li> <li>16) Increase the offer of public space and green areas of Bogotá by promoting their use and enjoyment with universal access for citizens.</li> <li>20) Increase the separation at the source, recycling, reuse and the proper final disposal of the city's waste.</li> </ul>	<p>Deputy Director's Office of cultural facilities. Line of Art and Memory Without Borders</p>
<p><b>Inspire confidence and legitimacy to live without fear and be the epicenter of citizen culture, peace and reconciliation.</b></p>	<ul style="list-style-type: none"> <li>21) Position Bogotá – Region as the epicenter of peace and reconciliation of the country, including a rural PDET in Sumapaz and an urban PDET on the southwestern borders the municipality of Soacha.</li> </ul>	<p>Line of Art and Memory Without Borders Culturas en Común (Cultures in Common)</p>

	<p>23) Promote self-regulation, mutual regulation, consultation and social dialogue, generating trust and coexistence among citizens and between them and institutions.</p> <p>24) Reduce illegality and conflict in the use and ordering of public and private space and in the rural and urban environment.</p>	
<p><b>Build Bogotá Region with open, transparent government and conscious citizenship.</b></p>	<p>28) Promote processes of integration and territorial planning in Bogotá -Region that are socially, economically, environmentally and institutionally sustainable.</p> <p>30) Increase the effectiveness of district and local public management.</p>	<p>All</p>



**Annex 6. District policies in which Idartes participates.**

INSTRUMENT	OBJECTIVES
<b>District Public Policy of Cultural and Creative Economy</b>	Its main objective is to generate an environment leading to the cultural, social and economic development of the city, through the promotion and incentive of the Cultural and Creative Economy, within the framework of the acknowledgement, respect and promotion of cultural rights and freedoms, and the Bogotá Cultural Agenda 2038.
<b>Comprehensive Public Policy on Human Rights</b>	The objective of the Public Policy is to become a broad and inclusive policy that manages to give a transversal nature to plans, programs and projects from all sectors for the incorporation and guarantee of human rights in the Capital District.
<b>Youth Public Policy 2019-2030</b>	Its main objective is to expand the opportunities, both individual and collective, of young people so that they can choose what they want to be towards the construction of life projects, which allow the full exercise of their citizenship for personal and societal benefit, through the improvement of the set of institutional actions and the strengthening of their relationships in their environments.
<b>Women's Public Policy and Gender Equity</b>	Its general objective is to promote the effective enjoyment of the rights of women in Bogotá D.C, in the midst of a context in which they face discrimination, gender inequality and subordination due to the sex/gender system, sexual orientation, gender identity, racial and cultural ethnicity, geographical location, urban or rural origin, disability, age, socioeconomic situation, and armed conflict, inter alia.
<b>Public Policy of Incident Participation</b>	Its main objective is to promote, coordinate and strengthen the processes of democratic construction of the public, creating the conditions that enable to acknowledge and guarantee the right to incident participation by citizens and their organizations in the formulation, decision, execution, monitoring, evaluation and social control processes of public policies, District Development Plan, Local Development Plans and Land Use Plan.
<b>Public Policy on Coexistence and Citizen Security</b>	This policy proposes the consolidation of a safe and protective city of rights, free of violence or threat of violence or intentional dispossession by others, against life, physical integrity, freedom and heritage and other legally protected assets, to guarantee the necessary conditions for a dignified life and effective equality before the Law, through the development of policies aimed at the prevention, reduction and punishment of crime and contraventions, the rejection of violence and the promotion of peaceful coexistence through the citizen culture of non-violence.
<b>Public Policy on Children and Adolescents</b>	Its main objective is to ensure that children from early childhood to adolescence in Bogotá develop their potentialities, capacities and opportunities, in the exercise of their rights.
<b>Social Public Policy for Ageing and Aging in D.C</b>	This policy seeks to guarantee the promotion, protection, restoration and full exercise of the human rights of the elderly without any distinction, which allows human, social, economic, political, cultural and recreational development, promoting active aging so that the elderly of today and the future in the Capital District live an old age with dignity, based on the State responsibility on the matter as a whole and in accordance with district, national and international guidelines.
<b>District Public Policy for the Phenomenon of Street Habitability</b>	The public policy for street dwellers is aimed at "Resignifying the Phenomenon of Street Habitability in Bogotá, through the implementation of comprehensive, differential, territorial and cross-sectoral strategic actions, aimed at improving citizen coexistence and the dignification of Street Dwellers, within the framework of promotion, protection, restoration and guarantee of their rights, which contribute to their social, economic, political and cultural inclusion, as well as to the integral protection of populations at risk of inhabiting the street".

**Annex 7. Identification of international cooperation needs – Art and Memory Without Borders Line.**

LINE OF ART AND MEMORY WITHOUT BORDERS			
COMPONENT	AREA/MANAGEMENT	LINES/PROJECTS/PROGRAMS/STRATEGIES TO BE STRENGTHENED IN INTERNATIONAL COOPERATION	TYPE OF SUPPORT
<b>FORMATION</b>	Line of Art and Memory Without Borders	<p><b>Artistic Co-creation Laboratories (Creation, training, research, promotion):</b></p> <ol style="list-style-type: none"> <li>1. South Edge Laboratory</li> <li>2. Women's Laboratory</li> <li>3. Rural Laboratory</li> <li>4. Water Laboratory</li> <li>5. Intercultural Laboratory</li> </ol>	Financial / Technical Assistance / Endowment
<b>FORMATION</b>	Dance Management	<p><b>Dance and Community Axis:</b> Financing exercises and collaborative construction of intervention actions with specific communities of the city (Articulation with the Line of Art and Memory Without Borders). Collaborative construction of intervention actions with specific communities:</p> <ol style="list-style-type: none"> <li>1. Habitar mi Cuerpo (Inhabiting my Body) (actions with a specific differential population approach, ethnic groups, social sectors, processes of reconstruction of social fabric through the implementation of tools from the body, dance and movement).</li> <li>2. Updating of Knowledge (training spaces for citizens)</li> <li>3. Dance and Health (somatic practices for the community)</li> <li>4. Archivo Vivo (Living Archive) (teachers and older adult dancers)</li> <li>5. Sector Research (Publications)</li> <li>6. Casona de la danza (Dance Manner) programming.</li> </ol>	Financial / Technical Assistance

<b>FORMATION</b>	Dramatic Art Management	<b>Knowledge and Memory:</b> Plural Scene - Circus (Training) and Plural Theatre Scene (Young Creators - Intergenerational Actions). Articulations for processes and research, transmission of knowledge (Chronicles -Knowledge Management).	Financial / Technical Assistance
<b>FORMATION</b>	Plastic Arts Management	<b>GSF Mediation School:</b> Bridges between people outside the internship and the internship itself. Knowledge exchange. Commented visits, tours of the territory, social cartographies, inter alia.	Financial / Technical Assistance
<b>FORMATION</b>	SEC	<b>Proposal for the First Lullaby in Colombia</b> (Sleepaway Concert Created by Parents) <b>in articulation with the Nidos program:</b> training process in the Lullaby methodology (NTC), formation of a team of musicians, management with women deprived of liberty with babies, Venezuelan immigrant families; concert at the Teatro El Parque, recording of an album, copies of the album, marketing of the discs.	Financial / Technical Assistance
<b>FORMATION</b>	Nidos	Theoretical, conceptual and research exchanges: 1. Art, pedagogy and early childhood education 2. Artistic creation for early childhood 3. Cultural spaces for Early Childhood	Financial / Technical Assistance
<b>FORMATION</b>	Crea	Exchange of experts (training, management, circulation)	Financial / Technical Assistance
<b>CIRCULATION</b>	Line of Art and Memory Without Borders	<b>Circuits of Art and Memory Without Borders (Circulation and appropriation):</b> 1. Circuits South Edge 2. Women's Circuit 3. Rural Circuit 4. Water Circuit 5. Intercultural Circuit	Financial / Technical Assistance / Endowment

CIRCULATION	Line of Art and Memory Without Borders	<p><b>Castillo de las Artes (Castle of the Arts):</b></p> <ol style="list-style-type: none"> <li>1. School of Arts and Crafts</li> <li>2. Festival de las Artes Valientes (Brave Arts Festival)</li> <li>3. Museum of the night: night memory from the registration of the people of the environment (mapping, engraving, exhibitions, installations and other multimodal formats).</li> <li>4. Academy of electronic arts and crafts program.</li> <li>5. CREA Point. Training and creation with a differential approach for all ages.</li> <li>6. NIDOS Program. Art for Early Childhood: The Heart of a Nest.</li> <li>7. Cinema forum art and memory: a space for audiovisual circulation / Community mapping.</li> <li>8. Circo Nicolás: a circulation space for circus arts.</li> <li>9. Culturas en Común (Cultures in Common): Street myth creation and artistic circulation (flash mob, graffiti castle, cart).</li> <li>10. Trans Artistic Ensemble: a permanent vocal, choreographic and scenic process. Proposal "Self-portrait" (in articulation with display of intelligent electronic suits). Proposed name: Laura Weinstein</li> <li>11. Arts Coffee. (gastronomy, arts culture and memory).</li> <li>12. Networking spaces (collaborative networks) for artistic and community collectives.</li> <li>13. Community Literary Center</li> <li>14. Territorio Calle (Street Territory): Teatro al parche (Theater in the gang), música al cambuche (Music in the jungle tent), pintura a la calle (painting in the street) and poesía al puente (poetry in the bridge).</li> </ol>	Financial / Technical Assistance / Endowment
CIRCULATION	SEC	<b>Children's Radio Festival:</b> with Museum of Puebla, México.	Technical Assistance
CIRCULATION	Nests	<b>1<sup>st</sup> Early Childhood Biennial:</b> Exchanges and / or artistic internships between artists from Nidos and artists from other countries.	Financial
CIRCULATION	Creates	<b>Crea Festival:</b> International circulation of works and experiences	Financial / Technical Assistance
CIRCULATION	Culturas en Común (Cultures in Common)	<b>Pa' juntarse o Pa' rejuntarnos (To meet up or to meet up again):</b> Work with rurality. Expansion of coverage (20 locations).	Financial / Technical Assistance

ARTICULATION	Nidos	<b>Visibility of the Nidos program:</b> Their achievements, perspective and operating model, at an international level. Nests as Significant Experience in LAC.	Technical Assistance
ARTICULATION	Crea	<b>International training meetings.</b>	Financial / Technical Assistance
ARTICULATION	Culturas en Común (Cultures in Common)	<b>International Dialogues of Culturas en Común (Cultures in Common) (Biannual):</b> 2nd international dialogue of Culturas en Común (Cultures in Common) (Second semester 2021). Expansion of coverage (20 locations), work with rurality. Articulation of the program with the International agenda of significant experiences. Articulate the methodology and experience of living community culture that is developed in Latin America. Culturas en Común (Cultures in Common) as Significant Experience in LAC (Good Practices). Training of audiences and citizens with art as a mediator (LArt and Memory Without Borders).	Financial / Technical Assistance
KNOWLEDGE MANAGEMENT	Line of Art and Memory Without Borders	Support for community artistic initiatives (scholarships, promotion and training)	Financial / Technical Assistance
KNOWLEDGE MANAGEMENT	Crea	Internships of students and FAs in training processes - creation	Financial / Technical Assistance

## Annex 8. Identification of international cooperation needs – Line of Art, Science and Technology.

ART, SCIENCE AND TECHNOLOGY			
COMPONENT	AREA/MANAGEMENT	LINES/PROJECTS/PROGRAMS/STRATEGIES TO BE STRENGTHENED IN INTERNATIONAL COOPERATION	TYPE OF SUPPORT
FORMATION	Line of Art, Science and Technology	<b>NERD Meetings:</b> Spaces of knowledge and dialogue (short) - experts with interaction with the public.	Financial / Technical Assistance
CIRCULATION	Line of Art, Science and Technology	<b>Biennial Festivals:</b> 1. Full dome 2. Real Mix	Financial / Technical Assistance

<b>CIRCULATION</b>	Line of Art, Science and Technology	<b>Exhibition of the ACT Line (annual):</b> Academic alliance, joint contents within the framework of the exhibition.	Financial / Technical Assistance / Endowment
<b>ARTICULATION</b>	Line of Art, Science and Technology	<b>Laboratories:</b> 1. ACT LINE 2. Interactive labs 3. CKWEB Laboratories (Technofeminism, Machine Learning) 4. Sample results	Financial / Technical Assistance / Endowment
<b>KNOWLEDGE MANAGEMENT</b>	Plataforma Bogotá (Bogotá Platform) (Laboratory) - Program of the Line of art, science and technology.	Internship Program	Dissemination / Circulation
<b>KNOWLEDGE MANAGEMENT</b>	Plataforma Bogotá (Bogotá Platform) (Laboratory) - Program of the Line of art, science and technology.	Sound Art Memoir Line 1. Publications	Financial / Technical Assistance
<b>KNOWLEDGE MANAGEMENT</b>	Plataforma Bogotá (Bogotá Platform) (Laboratory) - Program of the Line of art, science and technology.	Platform-repository center.	Financial / Technical Assistance / Endowment
<b>KNOWLEDGE MANAGEMENT</b>	SEC	Planetarium of Bogotá: 1. APAS (Network of Planetariums of South America) 2. International Astronomical Union 3. IPS (Network of World Planetariums)	Financial / Technical Assistance / Endowment

**Annex 9. Identification of international cooperation needs – Sustainability Line of the Artistic Ecosystem.**

SUSTAINABILITY OF THE ARTISTIC ECOSYSTEM			
COMPONENT	AREA/MANAGEMENT	LINES/PROJECTS/PROGRAMS/STRATEGIES TO BE STRENGTHENED IN INTERNATIONAL COOPERATION	TYPE OF SUPPORT

<p><b>FORMATION</b></p>	<p>Artistic Ecosystem Sustainability Line</p>	<p><b>Seed Project:</b> Sustainability, art and rural memory of Bogotá (Gender component). It carries out community artistic and cultural activities, collective creation laboratories, knowledge dialogues and training spaces with rural and peasant communities in coordination with the Line of Art and Memory Without Borders.</p>	<p>Financial / Technical Assistance</p>
<p><b>CIRCULATION</b></p>	<p>Artistic Ecosystem Sustainability Line</p>	<p><b>Strategy of Circula Local 24hrs:</b> Strengthening of local circuits of the arts in the framework of Bogotá 24HRS (Meta PDD). Learning and experiences of night cities, circuits and networks of the nocturnal arts (Schedules, spaces and unconventional formats).</p>	<p>Technical Assistance</p>
<p><b>CIRCULATION</b></p>	<p>Dance Management</p>	<p><b>Dissemination and circulation axis:</b> Strengthening of collaborative circulation exercises of dance processes Bogotá - Latin American.</p> <ol style="list-style-type: none"> <li>1. International Dance Day</li> <li>2. Dance Festivals (Other genres: Ballet, Break Dance, Salsa, inter alia)</li> <li>4. Festival Dance in the City (Permanent Circulation - Contemporary)</li> </ol> <p>Afro Forum: Afro-Colombianity Week</p> <p>3.Meeting of Black Corporalities / America diaspora</p>	<p>Financial / Technical Assistance</p>
<p><b>CIRCULATION</b></p>	<p>Dance Management</p>	<p><b>Orbitante Dance Platform Axis:</b> Strengthening collaborative actions around the creation between collective groups of Bogotá and other cities.</p> <ol style="list-style-type: none"> <li>1. Artistic internships: creation processes.</li> <li>2. Marketing plan: specialized training in the sector.</li> <li>3. Exchange Projects: Platform and city organizations.</li> <li>4. Circulation circuit: parts created within the Platform.</li> <li>5. Feedback Laboratories: Dialogues between professionals in the sector.</li> </ol>	<p>Financial / Technical Assistance</p>



<p><b>CIRCULATION</b></p>	<p>Dramatic Art Management</p>	<p><b>Bogotá Theatre and Circus Festival:</b> Management of the opening of the festival towards an international perspective, which has guests from other circuits or festivals of great impact or with territorial or community nodes at an international level, that will connect networks of exchange and expansion of the fabric. Dialogue and alliances with different entities to promote exchanges, networks, collaborative work, sponsorships, market share, circulation possibilities, inter alia.</p>	<p>Financial / Technical Assistance / Endowment</p>
<p><b>CIRCULATION</b></p>	<p>Plastic Arts Management</p>	<p><b>Strengthening of the GSF Network:</b> Exchange of experiences, articulation with independent (self-managed) spaces, technical assistance for printed and digital publications, articulation with documentation centers and plastic arts libraries. 1. 40 years of the GSF (April 7, 2021) 2. PDE 3. Artistic exchanges for the national and international circulation of the GSF Network.</p>	<p>Financial / Technical Assistance / Endowment</p>
<p><b>CIRCULATION</b></p>	<p>Literature Management</p>	<p><b>Libro al Viento Program:</b> Management of international resources to increase coverage - Number of copies. Exchange and collaborations with other countries and in other languages. Positioning of the program as a Significant experience in LAC. Recognition for being one of the pioneering popular libraries in Latin America and a consolidated program to promote reading. Dates: 10 years <b>Idartes</b> (New image).</p>	<p>Financial / Technical Assistance / Endowment</p>
<p><b>CIRCULATION</b></p>	<p>Literature Management</p>	<p><b>Strengthening community editing programs:</b> 1. Training and strengthening processes for publications (opening up possibilities for new publishers). Fanzines, magazines, books (alternative spaces, Crafting ed.). 2. Exchanges with countries on editorial aspects.</p>	<p>Financial / Technical Assistance / Endowment</p>

CIRCULATION	Literature Management	<b>Literature festival for children and young people:</b> Its protagonists are local publishers with independent bookstores. Exchange of experiences with international guests (authors, illustrators, booksellers, publishers)	Financial / Technical Assistance / Endowment
CIRCULATION	Literature Management	<b>Ibero-American Route:</b> Selection of a country to exchange books by emerging authors.	Financial / Technical Assistance / Endowment
CIRCULATION	Literature Management	<b>Fairs and festivals:</b> Projects of international visibility of independent publishers from Bogota in spaces of literary circulation.	Financial / Technical Assistance / Endowment
CIRCULATION	Music Management	<b>Festivals:</b> 1. Position the Festivales al Parque abroad. 2. Alliances with international music festivals. 3. Dissemination of content in the international press. 4. Management of international artists.	Financial / Technical Assistance
CIRCULATION	Audiovisual Media Management	<b>Film festivals:</b> 1. Participation in international film festivals. 2. Managing alliances with cinematheques from other countries. 3. Management of international audiovisual content.	Financial / Technical Assistance
CIRCULATION	SEC	Somos un Solo Gueto Project (We are a single Guetto project), which is framed in the Rap Performances	Financial
CIRCULATION	SEC	<b>Circulation of International Artists on stages in Idartes:</b> 1. El Ensueño Theater 2. San Jorge Theatre 3. Mobile scenarios	Financial

ARTICULATION	Artistic Ecosystem Sustainability Line	<b>Network Promotion and Network Laboratories:</b> Promote the co-creation and collaborative innovation contributing to the sustainability of the initiatives and ventures of the artistic ecosystem, the creation of work networks in a transdisciplinary and interdisciplinary fashion, through the development of spaces that promote value exchanges, relations, meetings and experimentation between the agents of the ecosystem directly impacting on the economic reactivation of the cultural and artistic sector. (Creative City of Music). Promotion for the reactivation (other than stimuli). Provide resources for the implementation of initiatives and network development. Technical support in the construction in the implementation.	Technical Assistance
ARTICULATION	Dramatic Art Management	<b>Concerted Rooms Program:</b> Publicize the program and learn about other experiences worldwide to redesign the program of rooms as planned in the investment project 7600	Financial / Technical Assistance / Endowment
ARTICULATION	Dramatic Art Management	Visibility Strategy and Relationship Strategy: " <b>Bogotá Ciudad Teatral y Circense</b> " <b>Stamp:</b> Position Bogotá locally, nationally and internationally as a theatrical and circus city. Promote tourism in Bogotá, making the theater and circus festival an unmissable visit option for travelers from various nationalities, people who want to enjoy quality scenic experiences with different approaches.	Technical Assistance / Endowment
ARTICULATION	Plastic Arts Management	<b>Program of National and International Residencies in Plastic Arts:</b> Development of own projects that are enriched by the experience in another context.	Financial / Technical Assistance
ARTICULATION	Plastic Arts Management	<b>PDE:</b> Opening of spaces for the exchange of residents	Financial / Technical Assistance
ARTICULATION	Music Management	<b>Strengthening:</b> 1. Participation in business rounds. 2. Participation in musical entrepreneurship congresses.	Financial / Technical Assistance







## Annex 11. Annual Action Plan - Idartes International: A Window to the World.

### Annual Action Plan 2021

Actions	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
<b>Develop 4 projects and/or alliances for international cooperation</b>											
Application to calls for multilateral, bilateral and private international funds											
Formulation of projects for the exchange of knowledge (CPTD - CSS)											
Financing of international guests for Entity events											
Design of a relation strategy with multilateral, bilateral and private international stakeholders											
Analysis of strategic lines for prioritization of international stakeholders											
Formalize 4 alliances and/or projects with bilateral, multilateral and/or private international cooperators (letters of intent, memorandums of understanding, agreements)											
<b>Position 4 strategic actions in international scenarios</b>											
Identification of circulation spaces for different artistic practices (Music, Dance, Dramatic Art, Plastic Arts, Audiovisual Media, Literature)											
Identification of calls for circulation of artists and cultural managers											
Promote the circulation of agents of the arts value chain in platforms, events, congresses and international festivals											
Institutional presence of the entity in the international events performed in Bogotá and that are relevant to <b>Idartes</b> (stands, audiovisual material, inter alia)											
Positioning of the entity in matters of art and culture through alliances with airports, hotels, shopping centers, restaurants											
Facilitating the exchange of dialogues of value agents through alliances or agreements that benefit the parties											
Alliances with media to develop international events											
<b>Identify 5 good practices at local and territorial level undertaken by Idartes management units</b>											
Identify good practices											
Systematize good practices											
Dissemination in spaces of international good practices											
<b>Position 20 relevant news from Idartes in the media and international agencies</b>											
Define the relevant international media agencies by 2021											
Develop a digital positioning campaign with an international reach											
Translation of the <b>Idartes</b> website - content in English											
Send 6 newsletters of <b>Idartes International</b> to cooperators and allies with the events, news and achievements of the <b>Idartes</b> .											
Consolidation of an international media database											
Knowledge of the events and achievements of <b>Idartes</b> in the international agenda (Position milestones in the international press and social networks with international guidelines)											
Producing an institutional video in English and Spanish to promote the project											
<b>Develop the 0.3 of the Governing Document on the internationalization strategy of Idartes</b>											
Update of the stakeholders mapping according to their nature: multilateral, bilateral, international private											



...ring of internal and external strategy													
...date of international cooperation needs (Demand and Supply)													
...newal of the subscription to the international call management platform													
...newal of membership for the ISPA platform													
...management for official translations of events, documents and audiovisual material													
...low-up to the implementation of the strategy with the planning office, definition of the follow-up formats													
<b>400 million in international financial cooperation</b>													
...tions to obtain resources are related in goal number 1 through alliances and projects with all stakeholders of international cooperation.													

