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# REGIONAL INTEGRATION STRATEGY OF USAID/COLOMBIA

Achievements, lessons learned, and recommendations

March, 2024

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## ACRONYMS

AOR	Agreement Office Representative
BCNA	Bajo Cauca, Northern and Northeastern Antioquia
BoT	Basket of Targets
CDCS	Country Development Cooperation Strategy
CLA	Collaboration, Learning, Adaptation
COP	Chief of Party
CTT	Catatumbo
MEL Activity	Monitoring, Evaluation and Learning Activity
OTI	Office of Transition Initiatives
PCF	Pacific and Nariño Border
PDET	Development Programs with a Territorial Approach
RG	Responsive Governance
RIO	Regional Integration Opportunity
RIS	Regional Integration Strategy
ToC	Theory of Change

## GLOSSARY

The following definitions are taken from the USAID/Colombia Regional Integration Glossary:

**Regional Articulation Action:** A strategic attribute of the Mission and the management of its Activities that seeks to enable Stakeholders within a prioritized region to complement each other and learn to maximize the impacts of regional development in the light of the Basket of Targets (BoT). Regional Articulation promotes the integration of the Development Objectives from the USAID/Colombia Country Development Cooperation Strategy-CDCS and manages sequential and organized interventions to achieve the objectives efficiently and effectively. Its main feature is the creation of Regional Action Roadmaps to be conducted within the same and between different technical offices, between various U.S. Government Agency Activities, and/or between public and private actors in a prioritized region.

**Regional Collaboration Action:** A strategic attribute of the Mission and the management of its Activities that seeks to enable Stakeholders within a prioritized region to complement each other and learn to maximize the impacts of regional development in the light of the BoT. It maintains the independence of each Activity, and seeks to achieve the objectives efficiently and effectively. Its main feature is the identification and achievement of common goals through initiatives between one or more USAID technical offices, Activities, or Projects of other U.S. Government Agencies and/or between public and private actors in the region.

**Regional Coordination Action:** A strategic attribute of the Mission and the management of its Activities that seeks to organize different actions to avoid inefficiencies and duplicating portfolios. It maintains the independence of each Activity and aims to achieve the objectives efficiently and effectively. Its characteristic feature is the fluid and orderly exchange of information between stakeholders, Activities, technical offices, implementing partners, and different public and private actors in the prioritized region through formal and recurrent coordination spaces.

**Regional Integration Action:** A strategic attribute of the Mission and the management of its Activities that is obtained by the adequate implementation of the Regional integration Strategy (RIS), to achieve the results of the BoT within the framework of the Country Strategy. A Regional Integration Action can take the form of coordination, collaboration and articulation actions. A Regional Integration Action in a Prioritized Region may take place between Activities of one or more USAID technical offices and/or between USAID Activities and Activities or Projects of other U.S. Government Agencies. It may also occur between USAID Activities and other Stakeholder initiatives.

**Country Development Cooperation Strategy (CDCS):** USAID/Colombia's five-year (2020-2025) strategic vision of change for a set of Prioritized Regions in accordance with the development objectives of the Country Strategy. It is a proposal constructed with stakeholders that guides the process of design, planning, execution, and measurement of Activities through the Mission Performance Management Plan (PMP) and the Basket of Targets.

**Regional Integration Opportunities (RIO):** Identification of programmatic and/or population coincidences in a Prioritized Region where it is possible to carry out a coordination, collaboration or articulation action to implement the RIS, avoiding duplication or inefficiencies. The RIOs contribute to achieving the assumptions set forth in the Theories of Regional Change and to achieving the Country



Strategy Development Objectives, measured in the light of the BoT. RIOs can occur between Activities of one or several technical offices of the Mission and be focused at the thematic level and the level of actors/beneficiary communities.

## ACKNOWLEDGMENTS

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Additionally, we recognize the COR/AORs and office directors at USAID for their enriching inputs to the regional integration approach. A special thank you goes to the regional coordinators of RIS and the USAID implementing partner teams for sharing their strategic insights into the regions and their steadfast dedication to USAID's mission.

The author of this report extends thanks to Ana María Rivera, Chief of Party, Omar López, COR, and Leandro García, technical supervisor of the initiative, for their ongoing technical and organizational support, which has been pivotal to the success of this initiative.

## ABSTRACT

USAID/Colombia's Regional Integration Strategy (RIS) is an initiative that seeks to deepen the impact on the regions' development. In 2023, MEL Activity supported the USAID/Colombia Regional Integration Strategy (RIS) across six prioritized regions. In this context, MEL Activity played a key role in developing Regional Theories of Change (TOCs) to guide strategic planning and align USAID interventions with regional contexts. Leveraging innovative data science methods, the team identified clusters of USAID activities and facilitated the creation of Regional Integration Opportunities (RIO) to streamline collaboration. This approach was complemented by validation workshops and the Collaboration, Learning, and Adaptation (CLA) approach, reinforcing regional consensus-building and learning.

Furthermore, MEL Activity significantly contributed to implementing a comprehensive Monitoring Strategy for RIS, enabling precise measurement of progress in RIS regions. These accomplishments were evident in each region, including *Pacífico y Nariño Border*, *Bajo Cauca y Nordeste Antioqueño*, *Catatumbo*, *Bogotá- Soacha*, *Caquetá*, and *Sur de Córdoba*.

Throughout this journey, the team identified valuable lessons, best practices, and challenges in collaborative work. These insights have led to seven key recommendations to enhance further the impact and success of RIS's regional integration efforts.

## EXECUTIVE SUMMARY

The Regional Integration Strategy of USAID/Colombia is a pivotal initiative that enables USAID to foster regional development and collaboration across targeted regions in Colombia. Originating in 2020, USAID/Colombia's Regional Integration Strategy (RIS) is an initiative that seeks to deepen the impact on the regions' development. The Mission's activities in Colombia require deepening efforts aimed at mutual knowledge and joint work. In this framework, the Regional Integration Strategy (RIS) emerged in 2020 as an initiative to promote the joint work of the activities in the regions and deepen their impact.

In 2023, the Regional Integration Strategy (RIS) honed in on six key regions, targeting areas pivotal for regional integration and sustainable development. These regions include the Pacific and Nariño Border, Bajo Cauca, Northern and Northeastern Antioquia, Catatumbo, Bogotá, Caquetá, and Southern Córdoba. The RIS team, with national coordinators and five regional liaisons, along with the Monitoring, Evaluation, and Learning (MEL) Activity team and a MEL Activity consultant, have been central to this effort. Their combined actions in strategic planning, collaboration, and learning initiatives have significantly supported RIS's mission throughout these Colombian regions.

The focus of this report is to record the achievements, lessons learned, and challenges faced by the strategy between January and December 2023. The Monitoring, Evaluation, and Learning (MEL) Activity team gathered and checked this information through multiple meetings and workshops with teams across local and national levels. Additionally, the document outlines recommendations for USAID/Colombia to further improve the strategy in the coming years.

## MAIN ACHIEVEMENTS

Throughout 2023, the MEL Activity team supported USAID/Colombia's Regional Integration Strategy (RIS) across six diverse regions. Achievements in 2023 include the development of Regional Theories of Change, providing a robust framework for aligning USAID's interventions with the unique local contexts. Utilizing advanced data science and machine learning techniques, the team successfully grouped USAID activities into clusters, which paved the way for the formation of efficient, cohesive working groups under the Regional Integration Opportunities (RIO) umbrella. The MEL Activity team employed a methodology for organizing activities into clusters based on shared objectives and geographic areas. This approach was further fortified by validation workshops, Collaboration, Learning, and Adaptation (CLA) workshops, and the seamless integration of local actors.

Additionally, the team played a significant role in implementing a Monitoring Strategy, enabling the measurement of progress across RIS regions.

## ACHIEVEMENTS BY REGION

The achievements of the RIS in each region can be measured by identifying the number of activities actively involved in the development of regional theories of change and in the creation of regional integration opportunity plans. Success is also reflected in the engagement of external stakeholders, including both public and private actors, who are connected to the regional integration process with defined roles in the regional integration opportunity plans.

In the Pacific and Nariño Border, the MEL Activity was pivotal in integrating various activities into the Regional Integration Strategy. This effort led to the establishment of a Regional Theory of Change and the implementation of several RIO plans. Similar progress was mirrored in Bajo Cauca and Northeast Antioquia, Catatumbo, the Bogotá region, Caquetá, and Sur de Córdoba, where the MEL Activity's participation facilitated substantial strides in regional integration, aligning with USAID's broader RIS goals.

The following table is a quantitative representation of achievements by RIS in each region, including the involved USAID activities, the designed regional Theories of Change, the number of Regional Integration Opportunities (RIO), and the count of external actors collaborating with USAID's work in each region. The external actors refer to governments, civil society organizations, and the private sector.

**TABLE 1: RIS ACHIEVEMENTS IN EACH REGION**

REGIONS	USAID ACTIVITIES INVOLVED IN RIS	REGIONAL TOC DESIGNED	REGIONAL INTEGRATION OPPORTUNITIES (RIO)	EXTERNAL STAKEHOLDERS INVOLVED IN RIO PLANS
Pacífico and Nariño Border (PCF)	14	1	4	48
Bajo Cauca and Nordeste antioqueño (BCN)	18	1	4	57
Catatumbo	9	1	4	26
Bogotá Region	11	1	3	18
Caquetá	8	1	2	11
Sur de Córdoba	10	1	2	11
<b>TOTAL</b>	<b>36</b>	<b>6</b>	<b>19</b>	<b>159</b>

SOURCE: MEL ACTIVITY, 2023

Between August and November 2023, MEL Activity developed a series of workshops with the regional teams of the Ips involved in RIS in the six prioritized regions. These workshops were pivotal in mapping out the sequence of steps in the collaborative process, distinguishing between those that were executed efficiently and those that presented challenges and led to bottlenecks. Throughout this period, critical lessons learned and challenges were identified, providing valuable insights for future initiatives. This report describes the most relevant for strengthening the process.

## LESSONS LEARNED AND CHALLENGES

The journey of the Regional Integration Strategy (RIS) is marked by significant lessons learned and ongoing challenges, reflecting the strategy's evolution from inception to its current state. These insights encompass effective strategies, encountered challenges, and critical factors for ongoing success. These results emerged from the conclusions drawn in several workshops conducted by the MEL Activity team with the regional teams of implementing partners working on RIS, with the CORs/AORs, and with the RIS Front Office team.

The implementation of RIS by USAID/Colombia has yielded valuable lessons that underscore the importance of strategic collaboration. Joint Theory of Change (TOC) development, stakeholder engagement, and robust support structures have emerged as essential components for fortifying USAID's efforts towards regional integration.

- **Collective development of toc and mutual understanding of USAID regional portfolio.** Collaborative formulation of regional TOCs has been pivotal in deepening regional understanding and promoting coherent action planning.
- **Creation of collaborative mechanisms (RIOs).** The establishment of collaborative mechanisms such as Regional Integration Opportunities (RIOs) has accelerated progress towards strategic initiatives.
- **Engaging external actors in the RIOs plans.** Active involvement of local stakeholders has significantly amplified the relevance and impact of USAID's RIS.
- **RIS management has highlighted.** Integrating RIS into USAID's management cycle proved challenging, emphasizing the need for a coordinated approach among implementing partners.
- **Effective support mechanisms.** Implementing a well-defined support system has served as a cornerstone for achieving streamlined coordination and effective engagement in regional integration efforts.
- **Establishment and daily use of formal and informal communication channels.** Maintaining fluid information exchange through formal and informal communication channels has been pivotal in sustaining the momentum of RIS.

Despite notable progress achieved through collaboration, persistent challenges remain in implementing RIS. These include obstacles in information sharing, geographical dispersion, and cultural preferences for individualism, which impede collective efforts.

- **Information exchange barriers within USAID initiatives.** Cultural norms within IPs hinder effective information sharing, posing a challenge to collaborative efforts.
- **Geographical dispersion of USAID Activities in the regions.** The geographical dispersion of USAID Activities presents a significant challenge, leading to operational inefficiencies and missed opportunities for synergistic action.
- **Navigating cultural norms and fostering trust among implementers.** The prevailing cultural norm prioritizing individual achievements poses a challenge to fostering trust and collaboration among implementing partners.

Addressing these persistent challenges is crucial to refining regional integration opportunities and strengthening partnerships with local actors, thereby enhancing the success of RIS's regional integration goals.

## RECOMMENDATIONS

In support of USAID's regional integration strategy in Colombia, the MEL Activity team has identified seven key recommendations to enhance the success and impact of the Regional Integration Strategy (RIS) aimed at strengthening USAID's strategy in 2024-2025:

1. **Strengthen Communication:** Informed by Lesson Learned 6, USAID should implement a robust communication strategy tailored to showcase RIS achievements internally and externally, addressing challenges in information exchange barriers highlighted in the Challenges section.
2. **Build Stronger Relationships with Stakeholders:** Leveraging Lesson Learned 3, USAID should intensify efforts to strengthen relationships with local and regional stakeholders, mitigating challenges in navigating cultural norms and fostering trust among implementers.
3. **Set Clear Regional Goals and Indicators:** Aligned with Lesson Learned 2, USAID should prioritize the development of clear regional goals and indicators, enhancing monitoring and evaluation efforts to track RIS performance effectively.
4. **Conduct Systematic Analysis of Regional Contexts:** Drawing from Lesson Learned 4, USAID should undertake systematic analyses of regional contexts to inform adaptive management and guide future actions, addressing challenges posed by changes in the operating environment.
5. **Align Geographical Scope of Activities:** Building upon Lesson Learned 5, USAID should align the geographical scope of activities early in the design and contracting stages, ensuring synergy and coordination among interventions to maximize impact and effectiveness.
6. **Enhance Execution and Scaling:** Informed by Lesson Learned 6, USAID should improve the execution and scaling of RIO activities, transitioning from operational tasks to strategic initiatives to achieve meaningful regional outcomes.
7. **Strategy Assessment and Future Planning:** USAID should conduct a thorough assessment of RIS achievements across all regions to inform future planning and integration into the upcoming Country Development Cooperation Strategy (CDCS) for 2025-2030, aligning with Lesson Learned 1 on the importance of adaptive management and continuous improvement.

## INTRODUCTION

The Regional Integration Strategy of USAID/Colombia is a pivotal initiative that enables USAID to foster regional development and collaboration across Colombian regions. In 2019, the MEL Activity completed an assessment that included recommendations concerning contributions by USAID/Colombia to the implementation of this initiative of collaboration among internal and external stakeholders called Antioquia Plan, some of which have been applied by the Mission since 2020.<sup>1</sup> The key recommendations were to:

1. Create and implement USAID/Colombia Regional Work Plans to promote coordinated and sequential interventions among Activities.
2. Develop Regional Theories of Change to guide planning and management in the regions
3. Establish a set of context indicators to monitor the progress of processes.
4. Develop a full-time regional liaison team with specific functions to strengthen collaborative work between Activities and provide technical and financial resources for their efforts.
5. Formulate a communication and learning strategy for both internal and external audiences.

In this framework, the Regional Integration Strategy (RIS) emerged in 2020 as an initiative to promote the joint work of the activities in the regions and deepen their impact. With the implementation of RIS, USAID/Colombia institutionalized a policy to encourage and promote actions aimed at incentivizing the communication, coordination, and collaboration among Activities in the regions, such as articulated work. The expected results when implementing this ongoing Strategy are to improve the impact of interventions, take advantage of leverage activities, the complementarity and linking of Activities, and efficiency in the use of resources. Since 2020, the MEL Activity has implemented a Technical Support Project to aid in the design and strengthening of this strategy by applying principles and practices of Collaborating, Learning, and Adapting (CLA). The technical support has focused on designing and adapting the methodology for the development of the strategy, as well as monitoring its progress across all regions.

In 2022, the MEL Activity has played a pivotal role in supporting the implementation of the methodology utilized by USAID/Colombia to identify and implement Regional Integration Opportunities (RIOs) across prioritized regions.<sup>2</sup>

By 2023, these regions encompass the Pacific and Nariño Border, Bajo Cauca, Northern and Northeastern Antioquia, Catatumbo, Bogotá-Soacha region, Caquetá, and the Southern Cordoba region. Together, these targeted areas serve as the epicenter of efforts to promote regional integration, collaboration, and sustainable development, underscoring the mission's commitment to catalyzing positive change and fostering inclusive growth within these diverse and dynamic regions of Colombia.

The focus of this report is to record the achievements, lessons learned, and challenges faced by the strategy between January and December 2023. The Monitoring, Evaluation, and Learning (MEL) Activity

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<sup>1</sup> Assessment of the Plan Antioquia Libre de Coca Support Strategy, USAID/Colombia (2018-2019). April, 2020.

<sup>2</sup> Regional Integration Strategy of USAID/Colombia. Methodology implemented in 2022. August 2023.



team gathered and checked this information through multiple meetings and workshops with teams across local and national levels. Additionally, the document outlines recommendations for USAID Colombia to further improve the strategy in the coming years.

The RIS team currently consists of two national RIS coordinators within the Front Office and five regional liaisons responsible for overseeing the strategy's local development. Additionally, since 2020, the MEL Activity has engaged a consultant to serve as an advisor, assisting with the strategic design of the RIS and facilitating collaborative learning and adaptation efforts. This consultant has primarily operated within the Assessments and Data Analysis component of the MEL Activity, collaborating closely with all MEL Activity teams to ensure seamless support for the implementation of the RIS.

## **2023 GOALS FOR MEL ACTIVITY SUPPORT TO RIS**

The overarching goal of the MEL Activity is to provide essential technical support to the USAID-RIS team. This support includes designing methodologies, monitoring processes, data analysis, and facilitating a learning environment aligned with the regions prioritized in the Country Development Cooperation Strategy (CDCS). A notable aspect of the data analysis support involved creating tables for a relational database, which managed RIS information. Furthermore, data from the regions were analyzed using machine learning to generate proposals for action lines in the regional theories of change.

To meet the overarching goal, the USAID MEL Activity, in collaboration with the Front Office and regional teams from various activities, set forth these specific sub-objectives:

1. **Development of USAID Regional Theory of Change:** MEL Activity actively crafting the USAID Regional Theories of Change for six regions within USAID/Colombia's geographic scope. These Theories of Change provide comprehensive framework to guide strategic planning and implementation.
2. **Support the identification of Regional Integration Opportunities:** MEL Activity plays a pivotal role in advising with regard to the identification, execution, and continuous monitoring of Regional Integration Opportunities Plans (across six regions within USAID/Colombia's purview. This guidance is essential in fostering collaboration and synergy among Activities and stakeholders.
3. **Facilitating Consensus Building:** MEL Activity contributes to developing a follow-up scheme to foster consensus-building with key regional stakeholders. This includes the formalization of Memorandums of Understanding and establishing regional multi-stakeholder platforms, essential for nurturing partnerships for regional development.
4. **Monitoring, Learning, and Strategic Communications:** MEL Activity tracks and reports on key strategic indicators aligned with the RIS monitoring strategy. Furthermore, it actively facilitates the integration of valuable lessons learned into the management cycle of USAID and Mission mechanisms, promoting a culture of continuous improvement and adaptation. The team supports the use and dissemination of tools, insights, lessons, and best practices derived from RIS implementations.

These specific objectives enable the MEL Activity to provide support to the USAID-RIS team, ensuring effective methodology design, robust monitoring and evaluation, insightful data analysis, and a culture of

continuous learning across the prioritized regions, all in alignment with the broader mission of enhancing regional integration and development in Colombia.

This report delves into the achievements, lessons learned, and recommendations that have emerged from this journey.

# ACHIEVEMENTS

## MAIN ACHIEVEMENTS

In 2023, the MEL Activity team was central to furthering USAID/Colombia's Regional Integration Strategy (RIS) in six regions. The team brought in methodologies that aligned USAID's strategic goals with the regional collaborative operations.

Key accomplishments identified by USAID's RIS team during workshops held from August to November 2023 were subsequently affirmed by the Front Office team. Notable achievements include:

**Development of Regional Theories of Change:** The team actively contributed to creating logical models and narrative documents for USAID's Theory of Change (TOC) in specific regions. While the MEL Activity team led the process, the Front Office and regional RIS coordinators, along with the regional teams of implementers, also played key roles in this effort. These documents provided a structured framework for planning and alignment of activities. A logic model is a graphical structure (that consists of rows for each line of action and columns detailing stakeholders, assumptions, USAID activities linked to the RIO, types of actions, objectives, and indicators. The transversal column includes USAID's strategic objective by 2025. Between February and April, the team developed the logical model and narrative for the TOCs in the following regions: Pacific and Nariño Border, Lower Cauca, Northeast Antioquia, Catatumbo, and Pacific and Nariño Border. The same process was carried out in Bogotá-Soacha, Caquetá, and South of Córdoba in the second semester.

The collaborative development of regional theories of change proved invaluable in guiding COR/AORs and regional teams of partner implementers to think and reflect systematically about the region. Furthermore, these logic models serve as roadmaps for USAID's actions to achieve regional objectives. Gradually, the work plans of USAID activities are aligning with all elements of the TOC in the respective lines of action. It's important to note that while the theories of change for activities are of a national scope, USAID's regional theories of change are tailored to each specific region and may not always perfectly coincide or align. This collaborative effort has been crucial in fostering strategic thinking and targeted actions within the regional initiatives.

**Facilitating the development of Regional Integration Opportunities:** The MEL Activity team introduced an innovative approach by leveraging data science and machine learning clustering techniques to identify clusters of USAID activities that shared similar objectives and intervention models. This process involved gathering a dataset of all USAID activities in the regions, which included variables related to their geographical location and their contributions to the CDCS objectives. By applying machine learning clustering, the result was the creation of homogeneous groups of USAID activities based on geographical and thematic factors. These groups were validated by the implementer teams in the region and served as the foundation for collaborative working groups in charge of the implementation of the Regional Integration Opportunities (RIO). This data-driven approach has proven to be instrumental in enhancing the efficiency and effectiveness of our regional initiatives.

**Validation Workshops and Regional Consensus Building:** The MEL Activity facilitated validation workshops in the regions, and it's important to note that these workshops were highly participatory in nature. They were instrumental in confirming the outcomes of the data-driven clustering analysis and refining the regional Theory of Change for USAID, ensuring alignment with local contexts and needs.

The participants in these workshops included the implementer teams of USAID activities in the region. Their active participation and validation of the proposed working groups or clusters generated by the analytical model were essential in ensuring the effectiveness and relevance of the regional work.

**Collaboration, Learning, and Adaptation (CLA) Workshops:** CLA workshops were instrumental in shaping work plans for Regional Integration Opportunities and Regional Theories of Change. These workshops were instrumental in fostering collaboration and facilitating shared learning among the regions participating in the Regional Integration Strategy (RIS). The workshop methodology was designed to identify achievements, extract valuable lessons, and address persistent challenges in the strategy's implementation. To accomplish this, established USAID methodologies for pausing and reflecting were applied during these workshops, ensuring a systematic and insightful approach to improving our regional initiatives.

**Integration of Local Actors:** The team championed the inclusion of "local actors" in the logical framework of USAID's regional Theories of Change, enhancing the identification of key local actors essential for collaborative actions.

**Monitoring Strategy:** The MEL Activity monitoring component provided technical support to the in implementing the RIS Monitoring Strategy. The first step in its development involved identifying indicators to measure USAID's performance in the RIS regions. This set of indicators came from the regional teams of USAID implementing partners, based on the regional RIS Theories of Change (TOCs). MEL Activity refined this initial group with indicators from USAID's AMELP, aligning them with the action lines of USAID's regional TOCs and ensuring consistency with indicators reported on by USAID Activities in the regions. Data collection was carried out to follow on the performance of this set of indicators. As per agreement with USAID, the monitoring timeframe spanned from 2020 to 2025, aligning with the USAID Colombia CDCS period. The data source was USAID's MONITOR system. The MEL Activity Monitoring component processed MONITOR data and conducted trend analysis on the indicators in three RIS regions: Bajo Cauca, Northern and Northeastern Antioquia, Pacific and Nariño, and Catatumbo. The result of this effort produced three fact sheets containing information on RIS and progress in the indicators, showcasing USAID's achievements in each of the regions (See annexes).

## ACHIEVEMENTS BY REGION

This section provides a regional breakdown of achievements, offering a comprehensive view of the progress made in each prioritized region. For detailed information, please refer to the annexes, which contain specific data for a more in-depth understanding of the accomplishments by region.

### PACIFIC AND NARIÑO BORDER

1. Fourteen distinct activities under USAID have been actively engaged in the rollout of the RIO plans.
2. One regional Theory of Change developed by USAID, including a Logical Framework and narrative.
3. These regions are facilitating the development of four Opportunities for Regional Integration with ongoing work plans:
  - Strengthening Social Cohesion

- Economic Inclusion
  - Access to Goods and Services for Ethnic Communities
  - Creating Protective Environments for Youth in Tumaco
4. Forty-eight local, regional, or national actors were incorporated into the action plans of the RIO

#### BAJO CAUCA AND NORTHEAST ANTIOQUIA

1. Eighteen distinct activities under USAID have been actively engaged in the rollout of the RIO plans.
2. One regional Theory of Change developed by USAID includes a Logical Framework and narrative.
3. Facilitating the development of four Opportunities for Regional Integration with ongoing work plans:
  - Strengthening Productive Chains and Entrepreneurship
  - Knowledge Exchange in the Apicultural Value Chain
  - Expanding Social Services
  - Coordination and Collaboration to Strengthen Skills and Capacities
4. Fifty-seven (57) local, regional, or national actors are incorporated into the action plans of the RIO.

#### CATATUMBO

1. Nine distinct activities under USAID have been actively engaged in the rollout of the RIO plans.
2. One regional Theory of Change developed by USAID includes a Logical Framework and narrative.
3. Facilitating the development of four Opportunities for Regional Integration with ongoing work plans:
  - Empowered Citizenship and Protective Environments
  - Governance
  - Infrastructure Services
  - Economic Strengthening
4. Twenty-six local, regional, or national actors were incorporated into RIO action plans.

#### BOGOTÁ-SOACHA REGION

1. Eleven distinct activities under USAID have been actively engaged in the rollout of the RIO plans.

2. One (1) regional Theory of Change developed by USAID, including a Logical Framework and narrative.
3. Three (3) structured Opportunities for Regional Integration with 2024 work plans in progress:
  - Access to Services and Guarantees of Rights
  - Inclusive Economic Growth
  - Behavioral Changes for Integration, Social Cohesion, and Coexistence
4. Eighteen (18) local, regional, or national actors are incorporated into the action plans of the RIO.

### CAQUETÁ

1. Eight distinct activities under USAID have been actively engaged in the rollout of the RIO plans.
2. Regional Theory of Change developed by USAID includes a Logical Framework and narrative.
3. Facilitating the development of two RIO with prioritization of tasks in progress and initiation of execution:
  - Sustainable Livelihoods
  - Strengthening Institutional Capabilities, Governance, Justice, and Human Rights
4. Eleven (11) local, regional, or national actors are incorporated into the action plans of the RIO.

### SOUTH OF CÓRDOBA

1. Ten distinct activities under USAID have been actively engaged in the rollout of the RIO plans.
2. One regional Theory of Change was developed by USAID, with inputs obtained.
3. Facilitating the development of two Opportunities for Regional Integration with work plans in the process of task prioritization and initiation of execution:
  - Rural Economic Development in the South of Córdoba
  - Capacity Strengthening for Institutions, Civil Society, and the Private Sector in the South of Córdoba
4. Eleven local, regional, or national actors are incorporated into the action plans of the RIO.

## LESSONS LEARNED AND CHALLENGES

In this section, the team explores the journey of RIS, highlighting the valuable lessons and ongoing challenges. The insights encompass the strategy's inception to its current status, showcasing effective strategies, encountered challenges, and crucial factors for the ongoing success.

### LESSONS LEARNED

The following sections encapsulate the knowledge gleaned from the implementation of the Regional Integration Strategy (RIS) by USAID/Colombia. These lessons reflect a strategic, collaborative approach, underscoring the significance of joint Theory of Change (TOC) development, stakeholder engagement, and robust support structures to fortify the impact of USAID's efforts towards regional integration.

#### LESSON LEARNED 1: COLLECTIVE DEVELOPMENT OF TOC AND MUTUAL UNDERSTANDING OF USAID REGIONAL PORTFOLIO

The collaborative formulation of regional Theories of Change (TOCs) stands out as a pivotal lesson. This approach, enriched by diverse inputs ranging from desk reviews to advanced machine learning analytics, has markedly deepened the team's regional understanding. It has been a cornerstone for setting clear objectives, choosing the appropriate means to achieve them, and engaging vital stakeholders effectively. The participatory nature of these TOCs has not only solidified USAID's strategic direction but has also been fundamental in promoting coherent action planning and bolstering regional integration initiatives. Mutual understanding among regional programming is essential. This realization came as many were initially unacquainted with other USAID Activities. Introductory sessions were key to bridging this gap, facilitating better collaboration.

#### LESSON LEARNED 2: CREATION OF COLLABORATIVE MECHANISMS (RIOS)

The establishment of collaborative mechanisms such as Regional Integration Opportunities (RIO) has proven to be invaluable. These frameworks, aligning common goals with demographic targets, have fostered cooperation and significantly accelerated progress towards strategic initiatives.

USAID initiated the creation of collaborative workspaces among USAID Activities, each associated with a specific action line of USAID's regional Theory of Change (TOC). This involved establishing a link between USAID's regional strategy, as outlined in the theory of change, and its on-the-ground implementation. Regional Integration Opportunities serve as a potent means to foster and strengthen integration efforts, ultimately aiding in the achievement of RIS objectives.

This learning should be replicated in the new regions where RIS will be implemented in 2024, ensuring the effective alignment of strategy with implementation practices.

#### LESSON LEARNED 3: ENGAGING EXTERNAL ACTORS IN THE RIOS PLANS

The engagement of external actors emerges as pivotal for the success of RIO plans. The active involvement of local stakeholders in both the TOC and action plans has significantly amplified the

relevance and impact of USAID's RIS, facilitating its seamless integration into regional governance structures.

Participation in regional integration has unlocked strategic pathways for USAID, fostering collaborations across diverse sectors. By convening multi-sectoral platforms that bring together stakeholders from the private sector, public sector, and civil society, USAID has fostered collaborative discussions on regional strategies. Noteworthy examples include the University, Private Sector, Government, and Society Committee (CUEES) in Bajo Cauca, various Public-Private Partnerships led by USAID, and the establishment of the Catatumbo Agrop productive Platform. These platforms have served as vital arenas for dialogue, alignment of interests, and catalyzing unified action toward regional development.

The integration of local actors into USAID's interventions in the regions must be tightly linked with and aligned to its regional Theory of Change. It is imperative that this engagement remains an essential and non-negotiable component. Without the meaningful participation of local actors, USAID's interventions risk yielding short-lived and unsustainable outcomes. Thus, this commitment must be upheld and reinforced during the introduction and implementation of RIS in new regions in 2024-2025, ensuring enduring and impactful progress.

#### LESSON LEARNED 4: RIS MANAGEMENT HAS HIGHLIGHTED

Integrating RIS into USAID's broader management cycle proved to be a significant challenge. This endeavor necessitated a shift from individual management approaches to a more coordinated approach among implementing partners and USAID technical offices, a transition that remains ongoing and varies in its progression across different regions.

Collaborative management practices among USAID Activities were previously sporadic within USAID's management cycle in Colombia. The introduction of RIS catalyzed changes in knowledge, attitudes, and practices, initiating the process of incorporating collaborative management as a more frequent practice. This is an incremental process, beginning with simple actions aimed at overcoming resistance through collaboration training. Subsequently, in a subsequent phase, slated for 2024-2025, more extensive, complex collaborative actions with greater potential for impact generation will be implemented.

#### LESSON LEARNED 5: EFFECTIVE SUPPORT MECHANISMS

Implementing a well-defined support system has emerged as a critical factor in driving the success of RIS. This comprehensive approach, which encompasses national advisors, regional liaisons, monitoring and communications professional support, and specialists in Collaborating, Learning, and Adapting (CLA), has served as a cornerstone for achieving streamlined coordination and effective engagement in regional integration efforts.

At the outset of RIS implementation in 2022, the role of the RIS regional coordinator was absent. Initially, leadership and facilitation of regional integration efforts were undertaken by members of the RIS Front Office team, with periodic visits to the regions and support from the MEL Activity, including technical and logistical assistance. However, as momentum grew, it became apparent that sustained presence in the regions was essential. To address this need, USAID appointed three regional



coordinators in late 2022 for the Pacific and Nariño Border, Bajo Cauca, Northern and Northeastern Antioquia, and Catatumbo regions.

The commitment of the Front Office to hiring regional liaisons and the targeted support provided by the Program Office through the MEL Activity staff were instrumental in establishing this support system. This multi-faceted team approach has fostered a more dynamic and responsive framework, resulting in significant advancements in regional integration processes.

Having this support system in place was pivotal for RIS to progress towards its objectives, distinguishing it from previous collaboration initiatives by USAID. Looking ahead to 2024-2025, it is imperative for USAID to strengthen and consolidate this system as a robust, specialized structure with its own resources. This structure could integrate the national and regional coordination teams of RIS, specialized technical support in fields such as CLA, monitoring, and strategic and operational organizational management, as well as administrative, financial, and logistical support.

#### **LESSON LEARNED 6: ESTABLISHMENT AND DAILY USE OF FORMAL AND INFORMAL COMMUNICATION CHANNELS**

Upon launching RIS in various regions, it became evident that team members from IPs of USAID Activities lacked familiarity with one another and the specific workings of other USAID Activities. Recognizing the importance of fostering connections and sharing knowledge among team members, maintaining fluid information exchange was deemed essential.

To address this, a combination of formal and informal communication channels was established. Formal avenues, such as RIOs and regional workshops, provided structured platforms for discussions and knowledge exchange. Informal methods, including WhatsApp groups, frequent messaging and phone calls, and casual coffee meetings, facilitated ongoing dialogue and collaboration. These communication mechanisms have been pivotal in sustaining the momentum of RIS.

Looking forward, it is critical for RIS to maintain a flexible organizational structure that adapts to varying levels of integration progress and the diverse organizational cultures among partner implementers. Moreover, considering the dynamic nature of regional contexts and the operational landscape of Activities, communication efforts must extend to COPs, CORs/AORs, and USAID Technical Offices in 2024-2025. While communication with these stakeholders may require a more formal approach, it remains essential to retain the freshness and informality that enhance effective communication.

#### **CHALLENGES**

This section presents the enduring challenges in implementing the Regional Integration Strategy (RIS), despite notable progress achieved through collaboration. Challenges include obstacles in information sharing, geographic dispersion, and cultural preferences for individualism, which impede collective efforts. Addressing these persistent issues is critical to refining the regional integration opportunities and strengthening partnerships with local actors, thereby enhancing the success of RIS's regional integration goals.

## INFORMATION EXCHANGE BARRIERS WITHIN USAID INITIATIVES

Effective integration within USAID initiatives hinges on the ongoing exchange of information between activities and regional partners. This exchange is foundational not only at the outset of the Regional Integration Strategy (RIS) but throughout its lifecycle, reinforcing collaboration through shared operational details, strategies, and resources.

However, the exchange is often impeded by a range of factors, particularly cultural norms within Implementing Partners (IPs) that foster a reluctance to share information, stemming from a view of other IPs as competitors for USAID contracts. This competitive ethos, while diminishing in the face of growing collaborative efforts, still persists, leading to a cautious approach that can overshadow the spirit of cooperation. Although RIS aims to foster collaborative synergy, it does not intend to abolish competition, which remains inherent in the commercial nature of IPs.

## GEOGRAPHICAL DISPERSION OF USAID ACTIVITIES IN THE REGIONS

One of the primary hurdles encountered by the Regional Integration Strategy (RIS) team is the geographical dispersion of USAID Activities within the regions. Initially, it becomes apparent that multiple activities operate within the same municipality; however, their contract-stipulated locations—such as specific corridors, rural communities, or urban districts—often do not align. This lack of geographical coherence presents a significant challenge, leading to operational inefficiencies and missed opportunities for synergistic action. Furthermore, the inflexible nature of contract-defined locations makes it challenging to make adjustments once an activity's implementation area is set.

To tackle this challenge, the RIS team has incorporated the variable of "geography" into the analytical model used to identify action lines within USAID's regional Theory of Change (TOC) and to structure Regional Integration Opportunities (RIOs). As a result, RIOs are comprised of USAID Activities that are not only compatible programmatically but also geographically. Recognizing and actively addressing this challenge during the planning and contract design stages of USAID Activities is crucial to facilitating better integration and maximizing the impact of collective efforts within a region.

## NAVIGATING CULTURAL NORMS AND FOSTERING TRUST AMONG IMPLEMENTERS

A significant challenge USAID/Colombia faces is navigating the prevailing cultural norm that prioritizes individual achievements, often leading to a sense of distrust among implementing partners. For example, when IPs share management indicators and are encouraged to collaborate on specific actions, competition may emerge as each seeks to enhance the metrics they are accountable for. This competitive environment can divert focus towards isolated tasks, detracting from the integration of actions into a comprehensive regional strategy. Despite RIS's intent to promote collaboration and foster regional integration, these entrenched cultural dynamics may impede the transition from immediate, tactical tasks to broader, more strategic initiatives. The ongoing development of a regional Theory of Change within USAID is vital in facilitating this transition, providing a robust framework for coordinated action and long-term planning.

This challenge reflects a common scenario in organizational cultural change processes. Resistance to change often manifests as friction, hindering operational deployment. RIS addresses this challenge through the design and implementation of "collaboration training" initiatives. The initial work plans of the RIOs consist of simple, short-term tasks, such as operational information exchange and event execution, serving as a starting point for overcoming distrust and acquiring knowledge and skills in collaborative management. As mentioned earlier, this is a normal phase in cultural change processes, one that RIS should proactively anticipate, systematize, and consciously plan for moving forward.

## RECOMMENDATIONS

This section delineates a series of strategic recommendations formulated by the MEL Activity team for the forthcoming stages of the strategy (2024-2025). These insights have been honed through comprehensive dialogue with the technical teams that are integral to the RIS within USAID. The guidance provided herein is designed to fortify the RIS framework both nationally and locally. Specifically, these recommendations are directed towards the Front Office leadership, regional liaisons, and other pivotal stakeholders within USAID, aiming to enhance the collaborative impact and overall success of the strategy's implementation.

### RECOMMENDATION 1: STRENGTHEN COMMUNICATION

Incorporating the insights from Lesson Learned 6, where the importance of effective communication channels was emphasized, USAID should implement a robust communication strategy tailored to showcase the achievements and progress of RIS activities. This strategy should encompass both internal communication within USAID and external communication efforts with local and regional stakeholders. By addressing the challenges of information exchange barriers within USAID initiatives, as highlighted in the Challenges section, a proactive communication strategy can help overcome existing doubts or pessimism among stakeholders, fostering collaboration and building trust.

### RECOMMENDATION 2: BUILD STRONGER RELATIONSHIPS WITH STAKEHOLDERS

Drawing from Lesson Learned 3, which underscores the pivotal role of engaging external actors and fostering collaborative partnerships, USAID should intensify efforts to strengthen relationships with local and regional stakeholders. This recommendation aligns with the need to address the challenge of navigating cultural norms and fostering trust among implementers, as outlined in the Challenges section. By engaging with stakeholders and establishing robust connections, USAID can enhance collaboration and ensure the successful implementation of RIS initiatives.

### RECOMMENDATION 3: SET CLEAR REGIONAL GOALS

The RIS team at USAID should make significant progress in establishing regional goals and indicators and enhance the monitoring of RIS performance in the regions. RIS has made notable strides in identifying regional indicators, aligning them with USAID's regional TOCs, and compiling data for tracking regional progress during 2020-2023. This effort has been instrumental in recognizing operational trends within USAID's regional activities and assessing their performance over time.

To continue to make progress USAID should continue to set clear regional goals to effectively evaluate performance. Furthermore, there is a need to advance toward identifying meaningful changes within the regions and the potential to establish connections between these changes and USAID's interventions, measuring their outcomes. To move in this direction, USAID could initiate an in-depth study of RIS. Such a study would provide an external, objective perspective that verifies the content of this internal MEL Activity report and validates its recommendations.

The recommended action for the RIS team is to prioritize the development of regional goals and indicators, as well as to enhance the monitoring of RIS performance at the regional level. This approach

will enable a more comprehensive evaluation of USAID's impact and effectiveness in its regional endeavors, ultimately contributing to the continued success of RIS activities.

In line with Lesson Learned 2, which emphasizes the importance of setting clear objectives and engaging vital stakeholders effectively, USAID should make significant progress in establishing clear regional goals and indicators for monitoring RIS performance. By aligning regional goals with the collaborative mechanisms established, such as RIOs, USAID can effectively track progress and ensure alignment with broader regional integration objectives. This recommendation addresses the need to engage external actors and set regional goals, as highlighted in Lessons Learned 2 and 3, respectively.

#### **RECOMMENDATION 4: CONDUCT SYSTEMATIC ANALYSIS OF REGIONAL CONTEXTS**

The RIS team at USAID should undertake a systematic analysis of regional contexts to provide essential input for adapting theories of change and USAID's actions. A fundamental principle of strategies and theories of change, which serve as roadmaps to achieve their objectives, is the need for continuous adaptation based on changes in the operating environment. RIS has been applying this principle by relying on the perceptions of regional teams from partner implementers of USAID regarding changes occurring in the regions.

Building upon Lesson Learned 4, which underscores the necessity of adapting strategies based on changes in the operating environment, USAID should undertake a systematic analysis of regional contexts to inform the adaptation of theories of change and USAID's actions.

However, RIS has yet to conduct a comprehensive analysis of the changes taking place in the regional contexts. RIS must take this step and allocate resources to monitor the regional reality systematically. This analysis will not only enhance RIS's understanding of regional changes but also contribute valuable insights to its management cycle.

The recommended action is to dedicate resources to conduct thorough and ongoing analyses of regional contexts. This will serve as a foundation for adapting theories of change and guiding USAID's actions in response to evolving regional dynamics, ultimately bolstering the effectiveness and impact of RIS initiatives.

By addressing the challenge of geographical dispersion, as outlined in the Challenges section, USAID can tailor interventions to specific regional needs and opportunities, maximizing impact and effectiveness. This recommendation emphasizes the importance of integrating the geographical dimension into project design and implementation, as highlighted in Lesson Learned 5, to promote synergy and coordination among activities.

#### **RECOMMENDATION 5: ALIGN GEOGRAPHICAL SCOPE OF ACTIVITIES**

USAID should align the geographical scope of its activities in the regions at the early stages of its design and contracting. The dispersion of certain RIS activities across municipalities in the regions and the corridors and rural areas poses challenges to the integration of actions among USAID activities. It is advisable, as a first step, to incorporate the "location" element into USAID's regional theory of change.

Based on this information, efforts should be made to achieve greater geographic alignment among USAID activities, integrating this aspect into the processes of activity design and contracting.

Incorporating the geographical dimension into the regional theory of change will provide a foundation for strategically aligning activities in the regions, ensuring that they complement and reinforce each other. By considering location during the design and contracting phases, USAID can enhance the efficiency and effectiveness of its interventions, promoting synergy and coordination among various activities.

Considering Lesson Learned 5 and the challenge of geographical dispersion, USAID should align the geographical scope of activities in the regions early in the design and contracting stages. This recommendation emphasizes the importance of integrating the geographical dimension into project design and implementation, as highlighted in Lesson Learned 5, to promote synergy and coordination among activities. By incorporating the insights from Lesson Learned 5, USAID can ensure optimal geographical alignment of activities to maximize impact and effectiveness.

## **RECOMMENDATION 6: ENHANCE EXECUTION AND SCALING**

USAID should enhance the execution and scaling of the work plans of the RIO (Regional Integration Opportunities). RIS is a process that evolves from the individual execution of actions by partner implementers of USAID activities towards collective execution involving implementers of USAID and local stakeholders. This is a gradual process that begins with the development of the action plans of the RIO.

To further advance and scale two aspects are critical. First, there is a need to strengthen the execution phase of collaborative actions within the RIO, ensuring that the planned activities are carried out effectively.

Second, RIS needs to transition from operational actions to strategic initiatives and from short-term efforts to larger-scale projects that can generate significant outcomes and impact.

The team recommends bolstering the execution of collaborative actions within the RIO and expanding the scope of these actions to encompass strategic, impactful projects. This approach will enable RIS to progress toward its goals and achieve meaningful regional outcomes.

Building upon Lesson Learned 6, which emphasizes the importance of maintaining fluid communication channels and sustaining momentum, USAID should improve the execution and scaling of RIO activities, transitioning from operational tasks to strategic initiatives. By addressing the challenges of navigating cultural norms and fostering trust among implementers, as outlined in the Challenges section, USAID can ensure successful implementation and maximize impact in the regions. This recommendation underscores the need to prioritize strategic initiatives and scale up collaborative actions within the RIO framework to achieve meaningful regional outcomes.

## **RECOMMENDATION 7: STRATEGY ASSESSMENT AND FUTURE PLANNING**

USAID should initiate a thorough assessment of RIS achievements across all regions to analyze the diverse management approaches and outcomes in each area. Understanding the specific differences

experienced in each region and how the strategy has met its proposed objectives is paramount. This assessment will furnish USAID with evidence to make informed decisions on how to integrate RIS and collaboration, learning, and adaptation into the upcoming Country Development Cooperation Strategy (CDCS) for 2025-2030.

A rigorous study should be undertaken, involving key stakeholders and a critical analysis of the strategy's history. Additionally, recommendations should be provided on how to best organize the strategy for the future. This process will ensure that USAID gains valuable insights into the effectiveness of RIS implementation and can make strategic adjustments for future planning and execution.

## ANNEX A- GEOGRAPHY - RIS REGIONS AND MUNICIPALITIES

### I. PACÍFICO Y NARIÑO BORDER REGION





## 2. CATATUMBO REGION



### 3. BAJO CAUCA Y NORDESTE ANTIOQUEÑO REGION



#### 4. BOGOTÁ-SOACHA REGION



## 5. CAQUETÁ REGION



6. **SUR DE CÓRDOBA REGION**



## ANNEX B- INFOGRAPHICS ON REGIONAL THEORY OF CHANGE

### PACÍFICO Y NARIÑO BORDER REGION



**Estrategia de Integración Regional de USAID/Colombia**

**REGIÓN PACÍFICO Y FRONTERA NARIÑOENSE**

La Agencia de los Estados Unidos para el Desarrollo (USAID) apoya los esfuerzos de los colombianos para superar el conflicto y establecer las condiciones para una paz sostenible. Este apoyo consiste en la implementación de diversas estrategias de trabajo con los gobiernos, la sociedad civil y el sector privado que fomenten una sociedad más inclusiva y equitativa.

USAID trabaja con la sociedad civil y el gobierno de Colombia para mejorar el respeto por los derechos humanos, aumentar el acceso a la justicia y a los servicios sociales en las áreas apartadas y afectadas por el conflicto, y promover la transparencia.

A través de sus programas, USAID también busca mejorar las condiciones de vida de los colombianos que viven en zonas rurales mediante la promoción de oportunidades económicas lícitas, la construcción de capacidad institucional local para responder a las necesidades sociales, la ampliación del acceso a los servicios financieros y el apoyo a la implementación de la estrategia de tierras y desarrollo rural de Colombia.

Estos programas se desarrollan principalmente en zonas afectadas por el conflicto y con presencia significativa de población afrocolombiana e indígena. Adicionalmente, USAID apoya los esfuerzos del gobierno de Colombia en reducir las amenazas a la biodiversidad y los ecosistemas, y fortalecer la gobernabilidad ambiental para conservar las áreas protegidas y los territorios étnicos.

En mayo de 2021, USAID lanzó la Estrategia de Integración Regional con el fin de promover una mayor coordinación, colaboración y articulación entre sus programas, y de esta manera profundizar el impacto en las regiones donde trabaja.

La visión de USAID/Colombia para Pacífico y Frontera Nariñoense es la de trabajar de manera colaborativa y articulada con actores estratégicos públicos y privados de la región, para contribuir a recuperar la confianza ciudadana y la gobernanza en los territorios colectivos; fomentar la participación de las comunidades en la transformación del territorio y en la construcción de paz; y avanzar en el cierre de brechas económicas y sociales.



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## BAJO CAUCA Y NORDESTE ANTIOQUEÑO REGION



**USAID**  
U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

### Estrategia de Integración Regional de USAID/Colombia

BAJO CAUCA  
Y NORDESTE ANTIOQUEÑO

La Agencia de los Estados Unidos para el Desarrollo (USAID) apoya los esfuerzos de los colombianos para superar el conflicto y establecer las condiciones para una paz sostenible. Este apoyo consiste en la implementación de diversas estrategias de trabajo con los gobiernos, la sociedad civil y el sector privado que fomenten una sociedad más inclusiva y equitativa.

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A través de sus programas, USAID también busca mejorar las condiciones de vida de los colombianos que viven en zonas rurales mediante la promoción de oportunidades económicas lícitas, la construcción de capacidad institucional local para responder a las necesidades sociales, la ampliación del acceso a los servicios financieros y el apoyo a la implementación de la estrategia de tierras y desarrollo rural de Colombia.

Estos programas se desarrollan principalmente en zonas afectadas por el conflicto y con presencia significativa de población afrocolombiana e indígena. Adicionalmente, USAID apoya los esfuerzos del gobierno de Colombia en reducir las amenazas a la biodiversidad y los ecosistemas, y fortalecer la gobernabilidad ambiental para conservar las áreas protegidas y los territorios étnicos.

En mayo de 2021, USAID lanzó la Estrategia de Integración Regional con el fin de promover una mayor coordinación, colaboración y articulación entre sus programas, y de esta manera profundizar el impacto en las regiones donde trabaja.

La visión de USAID/Colombia para el Bajo Cauca Antioqueño es la de trabajar de manera colaborativa y articulada con actores estratégicos públicos y privados de la región, para contribuir a la transformación institucional y productiva de la región, y a la construcción de comunidades y entornos seguros.



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## CAQUETÁ REGION



**Estrategia de Integración Regional de USAID/Colombia**

**CAQUETÁ**

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USAID trabaja con la sociedad civil y el gobierno de Colombia para mejorar el respeto por los derechos humanos, aumentar el acceso a la justicia y a los servicios sociales en las áreas apartadas y afectadas por el conflicto, y promover la transparencia.

A través de sus programas, USAID también busca mejorar las condiciones de vida de los colombianos que viven en zonas rurales mediante la promoción de oportunidades económicas lícitas, la construcción de capacidad institucional local para responder a las necesidades sociales, la ampliación del acceso a los servicios financieros y el apoyo a la implementación de la estrategia de tierras y desarrollo rural de Colombia.

Estos programas se desarrollan principalmente en zonas afectadas por el conflicto y con presencia significativa de población afrocolombiana e indígena. Adicionalmente, USAID apoya los esfuerzos del gobierno de Colombia en reducir las amenazas a la biodiversidad y los ecosistemas, y fortalecer la gobernabilidad ambiental para conservar las áreas protegidas y los territorios étnicos.

En mayo de 2021, USAID lanzó la Estrategia de Integración Regional con el fin de promover una mayor coordinación, colaboración y articulación entre sus programas, y de esta manera profundizar el impacto en las regiones donde trabaja.

La visión de USAID/Colombia para el departamento de Caquetá es la de trabajar de manera colaborativa y articulada con actores estratégicos públicos y privados de la región, en el fomento de encadenamientos productivos sostenibles y el fortalecimiento de las capacidades institucionales de gobernanza, justicia ambiental y derechos humanos, que conduzcan a la disminución de la deforestación en el Caquetá y la promoción del desarrollo integral del departamento.




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## CATATUMBO REGION



The image shows two individuals, a man and a woman, sitting at a table outdoors. They are focused on a large map spread out on the table, using various colored markers to highlight different areas. The man is wearing a dark cap and a black tank top, while the woman is wearing glasses and a striped shirt. In the background, there are trees and a building, suggesting a rural or semi-rural setting. The USAID logo is visible in the top left corner of the image.

**Estrategia de Integración Regional de USAID/Colombia**

**CATATUMBO**

La Agencia de los Estados Unidos para el Desarrollo (USAID) apoya los esfuerzos de los colombianos para superar el conflicto y establecer las condiciones para una paz sostenible. Este apoyo consiste en la implementación de diversas estrategias de trabajo con los gobiernos, la sociedad civil y el sector privado que fomenten una sociedad más inclusiva y equitativa.

USAID trabaja con la sociedad civil y el gobierno de Colombia para mejorar el respeto por los derechos humanos, aumentar el acceso a la justicia y a los servicios sociales en las áreas apartadas y afectadas por el conflicto, y promover la transparencia.

A través de sus programas, USAID también busca mejorar las condiciones de vida de los colombianos que viven en zonas rurales mediante la promoción de oportunidades económicas lícitas, la construcción de capacidad institucional local para responder a las necesidades sociales, la ampliación del acceso a los servicios financieros y el apoyo a la implementación de la estrategia de tierras y desarrollo rural de Colombia.

Estos programas se desarrollan principalmente en zonas afectadas por el conflicto y con presencia significativa de población afrocolombiana e indígena. Adicionalmente, USAID apoya los esfuerzos del gobierno de Colombia en reducir las amenazas a la biodiversidad y los ecosistemas, y fortalecer la gobernabilidad ambiental para conservar las áreas protegidas y los territorios étnicos.

En mayo de 2021, USAID lanzó la Estrategia de Integración Regional con el fin de promover una mayor coordinación, colaboración y articulación entre sus programas, y de esta manera profundizar el impacto en las regiones donde trabaja.

La visión de USAID/Colombia para el Catatumbo es la de trabajar de manera colaborativa y articulada con actores estratégicos públicos y privados de la región, para fortalecer las capacidades territoriales y promover un mayor desarrollo integral, con énfasis en la producción agrícola sostenible y la protección de los Derechos Humanos.



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## SUR DE CÓRDOBA REGION



**Estrategia de Integración Regional de USAID/Colombia**

**SUR DE CÓRDOBA**

La Agencia de los Estados Unidos para el Desarrollo (USAID) apoya los esfuerzos de los colombianos para superar el conflicto y establecer las condiciones para una paz sostenible. Este apoyo consiste en la implementación de diversas estrategias de trabajo con los gobiernos, la sociedad civil y el sector privado que fomenten una sociedad más inclusiva y equitativa.

USAID trabaja con la sociedad civil y el gobierno de Colombia para mejorar el respeto por los derechos humanos, aumentar el acceso a la justicia y a los servicios sociales en las áreas apartadas y afectadas por el conflicto, y promover la transparencia.

A través de sus programas, USAID también busca mejorar las condiciones de vida de los colombianos que viven en zonas rurales mediante la promoción de oportunidades económicas lícitas, la construcción de capacidad institucional local para responder a las necesidades sociales, la ampliación del acceso a los servicios financieros y el apoyo a la implementación de la estrategia de tierras y desarrollo rural de Colombia.

Estos programas se desarrollan principalmente en zonas afectadas por el conflicto y con presencia significativa de población afrocolombiana e indígena. Adicionalmente, USAID apoya los esfuerzos del gobierno de Colombia en reducir las amenazas a la biodiversidad y los ecosistemas, y fortalecer la gobernabilidad ambiental para conservar las áreas protegidas y los territorios étnicos.

En mayo de 2021, USAID lanzó la Estrategia de Integración Regional con el fin de promover una mayor coordinación, colaboración y articulación entre sus programas, y de esta manera profundizar el impacto en las regiones donde trabaja.

La visión de USAID/Colombia para el Sur de Córdoba es la de trabajar de manera colaborativa y articulada con actores estratégicos públicos y privados de la región, para fortalecer las capacidades institucionales, de la sociedad civil y del sector productivo de la región en la creación de oportunidades de crecimiento sostenible y una mayor cohesión social.



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## BOGOTÁ-SOACHA REGION



La Agencia de los Estados Unidos para el Desarrollo (USAID) apoya los esfuerzos de los colombianos para superar el conflicto y establecer las condiciones para una paz sostenible. Este apoyo consiste en la implementación de diversas estrategias de trabajo con los gobiernos, la sociedad civil y el sector privado que fomenten una sociedad más inclusiva y equitativa.

USAID trabaja con la sociedad civil y el gobierno de Colombia para mejorar el respeto por los derechos humanos, aumentar el acceso a la justicia y a los servicios sociales en las áreas apartadas y afectadas por el conflicto, y promover la transparencia.

A través de sus programas, USAID también busca mejorar las condiciones de vida de los colombianos que viven en zonas rurales mediante la promoción de oportunidades económicas lícitas, la construcción de capacidad institucional local para responder a las necesidades sociales, la ampliación del acceso a los servicios financieros y el apoyo a la implementación de la estrategia de tierras y desarrollo rural de Colombia.

Estos programas se desarrollan principalmente en zonas afectadas por el conflicto y con presencia significativa de población afrocolombiana e indígena. Adicionalmente, USAID apoya los esfuerzos del gobierno de Colombia en reducir las amenazas a la biodiversidad y los ecosistemas, y fortalecer la gobernabilidad ambiental para conservar las áreas protegidas y los territorios étnicos.

En mayo de 2021, USAID lanzó la Estrategia de Integración Regional con el fin de promover una mayor coordinación, colaboración y articulación entre sus programas, y de esta manera profundizar el impacto en las regiones donde trabaja.

La visión de USAID/Colombia para la región Bogotá-Soacha es la de trabajar de manera colaborativa y articulada con actores estratégicos, públicos y privados, para contribuir a la inclusión social y económica de migrantes venezolanos, mujeres, jóvenes, y población vulnerabilizada, y para fortalecer los entornos con el propósito de construir comunidad y generar empleo y emprendimiento en la región.



Nota: la información de este documento está actualizada a 15 de noviembre de 2023



## ANNEX C- SUMMARY OF RIO PLANS

### I. PACÍFICO Y NARIÑO BORDER

**TABLE 2: PACÍFICO Y NARIÑO BORDER RIO PLANS**

ID_REGION	ID_RIO	TAREAS_RIO
PCF	PCF_RIO 4	Apoyo técnico para la formulación de la política pública de jóvenes
		Asistencia técnica para el fortalecimiento de las mesas de juventud
		Campañas de sensibilización a jóvenes sobre dinámicas del conflicto y la cultura de la legalidad
		Campañas prevención del embarazo adolescente, el tráfico sexual
		Fortalecimiento de los consejos municipales de juventud.
		Prevención de discriminación y estigmatización a población juvenil
		Promover fortalecimiento de la salud mental y la resiliencia de los jóvenes
		Rediseño de la RIO 4 - con una mirada regional
		Semana de la juventud Tumaco. Asamblea de Jóvenes
	PCF_RIO1	Acciones de fortalecimiento de la convivencia y seguridad ciudadana
		Apoyar la Construcción de la política pública LGBTQI+
		Apoyo a la construcción de los planes de prevención y protección
		Apoyo a la construcción de política de Mujer y género
		Apoyo a la implementación de las políticas públicas (Mujer, Jóvenes, Prevención y protección)
		Convivencia y seguridad ciudadana en el corredor de la Llorente - la Guayacana
		Formación a funcionarios y sociedad civil en VBG, masculinidades
		Fortalecimiento de la democracia local, transición y planes de desarrollo
		Fortalecimiento de la democracia local. encuentro con aspirantes
		Fortalecimiento En ejecución comunitario en el sector del Morro
		Fortalecimiento Plan integral de seguridad y convivencia
		Presencia y fortalecimiento institucional en zonas rurales
	PCF_RIO2	Promover ruta de acción para prevenir violencias contra las mujeres.
		Apoyo a la implementación y fortalecimiento de la APP de Cacao
		Apoyo al plan de ordenamiento social de la propiedad Tumaco

**TABLE 2: PACÍFICO Y NARIÑO BORDER RIO PLANS**

ID_REGION	ID_RIO	TAREAS_RIO
		<p>Capacitar y acompañar técnicamente el fortalecimiento empresarial, finanzas, crédito y microcrédito</p> <p>Estrategía de desarrollo económico en la Zona de Integración Fronteriza</p> <p>Fortalecer el trabajo de las APP de yuca</p> <p>Fortalecer la perspectiva de género en las Alianzas público privadas</p> <p>Fortalecimiento de la cadena productiva del cultivo de coco</p> <p>Promover nuevas alianzas y APP: Turismo - Ambientales, camaronicultura, piscicultura</p>
	PCF_RIO3	<p>Asistencia técnica a funcionarios y organizaciones étnicas la provisión y acceso a servicios públicos</p> <p>Capacitación a Casas de Mujeres Empoderadas en rutas de atención</p> <p>Capacitar en temas género dirigida especialmente a mujeres</p> <p>Fortalecer las capacidades institucionales de prestación y gestión de servicios. Puesto de salud de Llorente.</p> <p>Fortalecer participación de poblaciones en la administración pública, veeduría y control social.</p> <p>Fortalecimiento del diálogo social, la inclusión de políticas diferenciales y prevención de violencias.</p> <p>Fortalecimiento de organizaciones étnicas y JAC para la ejecución de Convenios solidarios.</p> <p>Fortalecimiento e implementación del componente étnico del acuerdo de paz.</p>

## 2. CATATUMBO

**TABLE 3. CATATUMBO RIO PLANS**

ID_REGION	ID_RIO	TAREAS_RIO
CAT	CAT_RIO1	<p>Diseñar e implementar En ejecución de formación desde una perspectiva psicosocial para el fortalecimiento de Gestores comunitarios para la convivencia</p> <p>Fortalecimiento de capacidades a organizaciones y colectivos juveniles.</p> <p>Realizar sensibilización a mujeres de Sardinata para la conformación y consolidación del Consejo</p> <p>Consultivo de Mujeres de Sardinata.</p>
	CAT_RIO2	<p>Brindar acompañamiento para construir la política de paz del Departamento Norte de Santander</p>

**TABLE 3. CATATUMBO RIO PLANS**

ID_REGION	ID_RIO	TAREAS_RIO
	CAT_RIO3	Acuerdos entre actores territoriales a través del diálogo multiactor para estructurar y gestionar el programa de mejoramiento de la red vial secundaria y terciaria
	CAT_RIO4	Creación y consolidación de la Plataforma Agroproductiva del Catatumbo y las Alianzas Público Privadas

### 3. BAJO CAUCA Y NORDESTE ANTIOQUEÑO

**TABLE 4. BAJO CAUCA Y NORDESTE ANTIOQUEÑO RIO PLANS**

ID_REGION	ID_RIO	TAREAS_RIO
BCN	BCN_RIO1	Articulación ART temas estratégicos PDET
		Articulación en la Estrategia 3T
		Caracterización Unidades Mineras bajo Cauca
		Conformación comité de juventud Agricultura Sostenible
		Dinamizar la APP Piscícola en Bajo Cauca.
		Evento Mujer y medio Ambiente - Conmemoración día de la Mujer Rural
		Identificar avances y potencialidades de trabajo
		Presentación portafolio FINAGRO en Región
		Revisión técnica (Región Agroindustrial, Distrito minero, Marca Región)
	BCN_RIO2	Dinamizar Mesa Departamental Apícola
		Planeación de acciones PEA APP APÍCOLA
		Presentación portafolio FINAGRO en Región
	BCN_RIO3	Apoyo técnico Mesa subregional de paz
		Congreso de consejeros de paz NOV
		Construcción protocolo de operación de la casa de gobierno
		Dialoguemos candidatos articulado CUEES RPG
		Empoderamiento jóvenes Olimpiadas Justicia
		En ejecución de transición y cierre de Gobierno
		Ferias de Servicios temáticas
		Fortalecer red Conciliadores en Equidad

**TABLE 4. BAJO CAUCA Y NORDESTE ANTIOQUEÑO RIO PLANS**

ID_REGION	ID_RIO	TAREAS_RIO
		<p>Incidencia Formulación Plan de desarrollo</p> <p>Iniciativa Casa de Gobierno, Convivencia y Paz Jardín Tamaná</p> <p>Repositorio de información</p>
	BCN_RIO4	<p>Seguimiento a la implementación del acuerdo de paz</p> <p>Conformación comité de juventud Agricultura Sostenible</p> <p>Conmemoración 8M “Mujer, Vida, Tierra y Territorio”</p> <p>Conmemoración día mujer afrodescendiente V el Tigre</p> <p>Construcción Bio Parque de Puerto Valdivia</p> <p>Construcción de la Cancha en el corregimiento el Pando</p> <p>Control social de servicios de VBG</p> <p>Ecosistema de acciones y oferta subregional GESI</p> <p>Estrategia prevención VBG población discapacidad</p> <p>Evento Joven ES</p> <p>Feria de empleabilidad para jóvenes</p> <p>Festival de Luna: Juntanza por la Vida de las Mujeres</p> <p>Fortalecimiento a CMJ</p> <p>Intercambio de experiencia de jóvenes emprendimiento comercial</p> <p>Mejoramiento e intervención social corregimiento Guarumo</p> <p>Mesa GESI</p> <p>Mesa Juventud</p> <p>Piloto de Masculinidades Corresponsables y no violentas con jóvenes, Aplicación de la metodología ENDEMA.</p> <p>Promoción de la escuela ciudadana de anticorrupción</p> <p>Semana de la juventud Cáceres</p> <p>Transformando el territorio para una vida libres de violencias basada en género y acceso a la justicia para las mujeres</p>

#### 4. BOGOTÁ – SOACHA

**TABLE 5. BOGOTÁ-SOACHA RIO PLANS**

ID_REGION	ID_RIO	TAREAS_RIO
BOG	BOG_RIO1	<p>Apoyar las ferias de servicios de manera articulada entre las Actividades.</p> <p>Desarrollar espacios informativos a poblaciones vulnerables convocando a través de las organizaciones de base.</p> <p>Directorio compartido de funcionarios.</p> <p>Generar espacios ampliados con la nueva administración de Bogotá y Soacha con las actividades de USAID para incidencia en los planes de desarrollo.</p> <p>Intercambio de metodologías y procesos formativos.</p> <p>Mapeo de organizaciones de base (Bogotá y Soacha) con servicios que se ofrecen, en formación (desarrollo de capacidades), desde cada Actividad.</p> <p>Procesos de formación a servidores públicos para promover la garantía de DDHH.</p> <p>Promover el acceso a la oferta institucional en lugares previamente establecidos ej: CADES, SUPERCADER, Casas de justicia, clínicas jurídicas.</p>
	BOG_RIO2	<p>Reuniones regulares que permitan intercambiar cronogramas de trabajo (son las reuniones bimestrales RIO1).</p> <p>Evento / Comunidad de práctica para: conocer e intercambiar información sobre lo que cada actividad está haciendo y sobre rutas de acceso en temas de empleabilidad, emprendimientos y microempresas.</p> <p>Exploración inicial de posibles acciones para desarrollar de manera conjunta en 2024.</p> <p>Intercambio de convocatorias / información en temas de desarrollo / crecimiento económico.</p> <p>Revisar estrategias conjuntas de articulación con el sector privado para potenciar el impacto de los programas en materia de crecimiento económico inclusivo.</p> <p>Taller de Educación Financiera, para todos los beneficiarios de las actividades USAID.</p>
	BOG_RIO3	<p>Acciones con comunidades tales como:</p> <p>a. Campañas, b. Talleres c. Espacios de diálogo, entre otros.</p> <p>Acompañamiento al evento de socialización y discusión sobre la “Situación de la población Afro-Venezolana en contextos migratorios en Colombia”.</p> <p>Afinar la articulación de acciones entre actividades con el fin de nutrir los procesos y aportar colaborativamente en el desarrollo de tareas en materia migratoria. (Jornadas de regularización, transferencia de psicosociales, apoyos jurídicos para padres de familia, solicitudes de refugio etc.)</p> <p>Difusión de material o piezas comunicativas sobre acciones e información relevante para las poblaciones de cada actividad. (campañas / iniciativas)</p>



**TABLE 5. BOGOTÁ-SOACHA RIO PLANS**

ID_REGION	ID_RIO	TAREAS_RIO
		Formación a funcionarios, capacitación a periodistas y líderes de opinión, talleres de sensibilización, visitas a territorio.
		Intercambio de experiencias, con el fin de revisar posibles oportunidades de transferencia de conocimiento y metodologías.
		Intercambio de información sobre acciones desarrolladas por las actividades en forma de (campañas / iniciativas) ej: 25N
		Numeral compartido para posicionar temas en redes sociales (en coordinación con USAID)
		Participación en el Seminario “Ciencias del Comportamiento y su Aplicación en Programas de Desarrollo”.
		Realizar un Mapeo de aliados / medios de comunicación / líderes de opinión / sector privado.
		Socialización de las acciones y misiones de cada una de las actividades, con el fin de encontrar posibilidades de integración en temas como formación a funcionarios, sensibilización de comunidades, ferias de servicios, etc. (Formato/Matriz)

## 5. CAQUETÁ

**TABLE 6. CAQUETÁ RIO PLANS**

ID_REGION	ID_RIO	TAREAS_RIO
CQT	CQT_RIO I	Agenda conjunta con FINAGRO
		Contribuir con información y sugerir variables de interés común (herramienta LandScale)
		Definición de actores clave y coincidencias geográficas
		Familias interesadas en sustitución de cultivos ilícitos
		Gestionar capacitación con la CAR para las solicitudes de permisos de aprovechamiento PFNMB
		Identificar familias para Fortalecimiento de capacidades de emprendimiento a productores (public private investment)-
		Identificar las familias interesadas en avanzar en en ejecuciones de sustitución de cultivos ilícitos
		Intercambio metodologías viabilidad financiera
		Participación en la mesa de ganadería sostenible / Comité regional de la cadena de ganadería para analizar Materialización de acuerdos cero-deforestación
		Ruta del queso y la bioeconómica

**TABLE 6. CAQUETÁ RIO PLANS**

ID_REGION	ID_RIO	TAREAS_RIO
	CQT_RIO2	<p>Incidencia en la transición de gobiernos locales</p> <p>Justicia ambiental local teniendo en cuenta la transparencia y lucha contra la corrupción en la amazonía</p> <p>Mapeo de actores clave para las elecciones locales</p> <p>Rueda de Inversión Social Privada del Caquetá (RISP)</p> <p>Sensibilización y socialización sobre derechos de propiedad y contratos de uso</p>

## 6. SUR DE CÓRDOBA

**TABLE 7. SUR DE CÓRDOBA RIO PLANS**

ID_REGION	ID_RIO	TAREAS_RIO
SDC	SDC_RIO1	<p>Conformación comité de juventud Agricultura Sostenible</p> <p>Participar en mesa técnica APP de cacao del SdC</p> <p>Presentación portafolio FINAGRO en Región</p> <p>Socialización implementación APP de cacao del SdC</p> <p>Socialización portafolio de servicios CFA- Puerto Libertador, Montelíbano.</p>
	SDC_RIO2	<p>Acompañar Sesión ordinaria de los Consejos Consultivos de Mujeres del Sur de Córdoba en el marco del 25N.</p> <p>Acto macro de conmemoración del día Internacional de eliminación de todas las formas de violencia contra la mujer.</p> <p>Diplomado en "Estructuración de proyectos de inversión pública con énfasis en marco lógico y MGA"</p> <p>En ejecución de transición y cierre de Gobierno</p> <p>Estrategia de comunicaciones para la campaña de conmemoración del 25N y los 16 días de activismo en el Sur de Córdoba.</p> <p>Foro académico sobre feminicidios en el departamento de Córdoba.</p> <p>Foro candidatas a la Gobernación de Córdoba en el marco de las agendas ciudadanas.</p> <p>Fortalecimiento de la instancia Participación CTP y Consultivo de Mujeres.</p> <p>Incidencia Formulación Plan de desarrollo</p> <p>Mesa de trabajo componente GESI</p>

**TABLE 7. SUR DE CÓRDOBA RIO PLANS**

ID_REGION	ID_RIO	TAREAS_RIO
		Postular comité de juventud Agricultura Sostenible
		Presentación de metodología de gestión de vías terciarias
		Reunión técnica coordinar oferta de capacitación

## ANNEX D- USAID/COLOMBIA ACTIVITIES BY REGIONS

### I. PACÍFICO Y NARIÑO BORDER

**TABLE 8. USAID/COLOMBIA ACTIVITIES IN PACÍFICO Y NARIÑO BORDER**

ID_REGION	NOMBRE_ACTIVIDAD
PCF	Destino Naturaleza - DN
	El Efecto Cacao-(TCE)- FLuker
	Finanzas para la Equidad - FE
	Generando Equidad - GEP
	Gobernabilidad Responsable - DAI
	Inspira Paz
	Juntanza Étnica
	Programa de Jóvenes Resilientes (YRA)
	Programa Emprendimientos Productivos para la Paz – EMPROPAZ
	Programa Justicia Inclusiva - JI
	Programa Nuestra Tierra Próspera- LFP
	Restaurando Nuestro Futuro
	Somos Comunidad - FUPAD
	USAID Office of Transition Initiatives (OTI)

### 2. CATATUMBO

**TABLE 9. USAID/COLOMBIA ACTIVITIES IN CATATUMBO**

ID_REGION	NOMBRE_ACTIVIDAD
CAT	Agricultura Sostenible - SAA
	finanzas para la Equidad - FE
	Gobernabilidad Responsable - DAI
	Pasos Seguros Actividad - Fundación Restrepo Barco
	Programa de Jóvenes Resilientes (YRA)

**TABLE 9. USAID/COLOMBIA ACTIVITIES IN CATATUMBO**

ID_REGION	NOMBRE_ACTIVIDAD
	Programa Emprendimientos Productivos para la Paz – EMPROPAZ
	Programa Nuestra Tierra Próspera- LFP
	Somos Comunidad - FUPAD
	USAID Office of Transition Initiatives (OTI)

### 3. BAJO CAUCA Y NORDESTE ANTIOQUEÑO

**TABLE 10. USAID/COLOMBIA ACTIVITIES IN BAJO CAUCA Y NORDESTE ANTIOQUEÑO**

ID_REGION	NOMBRE_ACTIVIDAD
BCN	Agricultura Sostenible - SAA
	Avancemos Bajo Cauca -Interactuar
	El Efecto Cacao-(TCE)- FLuker
	Finanzas para la Equidad - FE
	Generando Equidad - GEP
	Gobernabilidad Responsable - DAI
	Hilando Vidas y Esperanza- WLH
	Juntos por la Transparencia- DAI
	Programa de Jóvenes Resilientes (YRA)
	Programa Derechos Humanos para la Paz - INSPIRAPAZ
	Programa Emprendimientos Productivos para la Paz – EMPROPAZ
	Programa Justicia Inclusiva - JI
	Programa Nuestra Tierra Próspera- LFP
	Somos Comunidad - FUPAD
	Tierra Dorada - TDA
	USAID Office of Transition Initiatives (OTI)
	Yuca amarga para una dulce leche- Colanta

#### 4. BOGOTÁ - SOACHA

TABLE 11. USAID/COLOMBIA ACTIVITIES IN BOGOTÁ-SOACHA

ID_REGION	NOMBRE_ACTIVIDAD
BOG	Actividad de Gobernanza Migratoria -INTEGRA
	Generando Equidad - GEP
	Juntanza Étnica - JE
	Juntos Aprendemos - JA - Partners of the Americas
	Justicia Inclusiva
	LHSS- Proyecto de Sostenibilidad del Sistema de Salud Local - Comunidades Saludables
	Oportunidades sin Frontera
	Programa de Jóvenes Resilientes (YRA)
	Programa Emprendimientos Productivos para la Paz – EMPROPAZ
	Restaurando Nuestro Futuro - ROF
	Suma Social

#### 5. CAQUETÁ

TABLE 12. USAID/COLOMBIA ACTIVITIES IN CAQUETÁ

ID_REGION	NOMBRE_ACTIVIDAD
CQT	Agricultura Sostenible - SAA
	Alianza para los Paisajes - BC
	Amazonía Conectada - AC
	Amazonía Mía - AM
	Destino Naturaleza - DN
	Finanzas para la Equidad - FE
	Gobernabilidad Responsable - DAI
	InspiraPaz
	Programa de Jóvenes Resilientes (YRA)
	Programa Emprendimientos Productivos para la Paz – EMPROPAZ

**TABLE 12. USAID/COLOMBIA ACTIVITIES IN CAQUETÁ**

ID_REGION	NOMBRE_ACTIVIDAD
	Programa Nuestra Tierra Próspera- LFP
	Restaurando Nuestro Futuro - ROF

## **6. SUR DE CÓRDOBA**

**TABLE 13. USAID/COLOMBIA ACTIVITIES IN SUR DE CÓRDOBA**

ID_REGION	NOMBRE_ACTIVIDAD
SDC	Agricultura Sostenible - SAA
	Cacao para la paz -II-USAID/USDA
	El Efecto Cacao-(TCE)- FLuker
	Finanzas para la Equidad - FE
	Gobernabilidad Responsable - DAI
	Juntos por la Transparencia- DAI
	Programa Justicia Inclusiva - JI
	Programa Nuestra Tierra Próspera- LFP
	Somos Comunidad - FUPAD
	Yuca amarga para una dulce leche- Colanta

## ANNEX E- RIS STAKEHOLDERS BY REGIONS

### I. PACÍFICO Y NARIÑO BORDER

TABLE 14. PACÍFICO Y NARIÑO BORDER STAKEHOLDERS

ID_REGION	ALIADOS
PCF	AFROMUVARAS
	Agencia de Cooperación Española
	Agencia de Renovación del Territorio ART
	AGROSAVIA
	Alcaldía Distrital de Tumaco y alcaldías de 10 municipios del pacifico y Nariño Border
	Alianza por la Solidaridad
	ANDITEL
	ART
	Camara de comercio
	Cámara de Comercio de Tumaco
	Canastiando - Bajo Mira.
	Casa de Justicia de Tumaco
	CENIT
	Colombia Sostenible
	Comisaría de Familia de Tumaco
	Comisariás de Familia municipios PCFN
	Comités Locales de Justicia
	Consejo Seccional de la Judicatura
	Consejos de Juventud
	Defensoría del Pueblo
	Direcciones Locales de Salud PCFN
	Escuela de Robótica del Choco
	Escuela taller
	FEDECACAO
	FEDECOCO
	Fiscalía General de la Nación



**TABLE 14. PACÍFICO Y NARIÑO BORDER STAKEHOLDERS**

ID_REGION	ALIADOS
	Fundación SEA
	Gobernación de Nariño
	Hospital Divino Niño de Tumaco
	Instituto de Crecimiento Verde Mundial
	Meca Z
	Mesa Municipal de Mujeres de Tumaco
	Ministerio de Agricultura
	Ministerio de Ambiente
	Ministerio de Educación
	Ministerio de Salud
	ONIC
	PCN
	Personería Municipal de Tumaco
	Personerías municipios PCFN
	PNIS
	Proyecto PDT Nariño
	RECOMPAS
	Secretaría de la Mujer de Tumaco
	Secretarías de Educación municipios PCFN
	Secretarías de Gobierno municipios PCFN
	Secretarías de la Mujer municipios PCFN
	Secretarías de Salud municipios PCFN
	Unidad de Víctimas
	Universidad de Nariño
	Universidad Javeriana
	Universidad Nacional de Colombia

## 2. CATATUMBO

**TABLE 15. CATATUMBO STAKEHOLDERS**

ID_REGION	ALIADOS
CAT	Agencia de Desarrollo Rural ADR
	AGROSAVIA
	Alcaldías municipales del Catatumbo
	ART
	ASOHOFRUCOL
	ASOMUNICIPIOS
	ASOPISTAR
	ASOPROCANOR
	Cámara de Comercio de Cúcuta
	Cámara de Comercio de Ocaña
	CENIT - ECOPETROL
	Comité de Cafeteros de Norte de Santander
	COMPAZ
	Consejos municipales de jóvenes
	COOPERACAFE
	FEDECACAO
	FEDEPROCAP
	GIZ
	Gobernación del Norte de Santander
	ICA
	Iglesia Católica
	Instituto KROC
	INVIAS
	Juntas de Acción Comunal
	Oficina del Comisionado de Paz
	Organización de Naciones Unidas ONU

**TABLE 15. CATATUMBO STAKEHOLDERS**

ID_REGION	ALIADOS
	PARCOMUN
	Secretaría de Agricultura - Norte de Santander
	Secretaría de Gobierno Departamental - Norte de Santander
	SENA
	Unión Europea

### 3. BAJO CAUCA Y NORDESTE ANTIOQUEÑO

**TABLE 16. BAJO CAUCA Y NORDESTE ANTIOQUEÑO STAKEHOLDERS**

ID_REGION	ALIADOS
BCN	2M Consultores
	ADR
	Alcaldía de Amalfi
	Alcaldía de Anorí
	Alcaldía de Briceño
	Alcaldía de Cáceres
	Alcaldía de Caucasia
	Alcaldía de El Bagre
	Alcaldía de Ituango
	Alcaldía de Nechí
	Alcaldía de Remedios
	Alcaldía de Segovia
	Alcaldía de Tarazá
	Alcaldía de Valdivia
	Alcaldía de Zaragoza
	ANT
	ART

**TABLE 16. BAJO CAUCA Y NORDESTE ANTIOQUEÑO STAKEHOLDERS**

ID_REGION	ALIADOS
	ASOMUCA
	Autoridades de Genero Municipales
	Cámara de Comercio de Medellín
	Campo Dulce
	Caribe Afirmativo
	Casas de Justicia
	COMFAMA
	COMFENALCO
	Comisarías de Familia BCN
	Comunidades indígenas
	Consejos Comunitarios Afro
	CUEES Bajo cauca
	DNP
	Empresarios
	EPM
	FAO
	FIBRARTE
	Fundación Oleoductos de Colombia
	Gerencia de Indígenas y Afros - Antioquia
	Gerencia de Infancia y Adolescencia - Antioquia
	Gobernación de Antioquia
	ICA
	ICBF
	Instituto KROC
	Interactuar
	LEL Juvenil
	Mineros Aluvial
	Mineros S.A.

**TABLE 16. BAJO CAUCA Y NORDESTE ANTIOQUEÑO STAKEHOLDERS**

ID_REGION	ALIADOS
	Ministerio de Agricultura
	Organizaciones de Productores
	PARES
	PNUD
	RPG Bajo Cauca
	Secretaría de Gobierno - Antioquia
	Secretaría de Mujeres - Antioquia
	Secretaría de Salud - Antioquia
	Secretaría de Seguridad y Justicia - Antioquia
	SENA
	Universidad de Antioquia

#### 4. BOGOTÁ – SOACHA

**TABLE 17. BOGOTÁ.-SOACHA STAKEHOLDERS**

ID_REGION	ALIADOS
BOG	Accenture
	Alcaldía Local Teusaquillo
	Alcaldía Mayor de Bogotá
	Alcaldías Locales
	Alta Consejería para las Migraciones
	Asociación Nacional de Empresarios ANDI
	Bancamia
	Cámara Colombiana de Construcción CAMACOL
	Cámara de Comercio de Bogotá
	Compensar
	Comunidades de Acogida
	Consultoría para los Derechos Humanos y el Desplazamiento - CODHES

**TABLE 17. BOGOTÁ.-SOACHA STAKEHOLDERS**

ID_REGION	ALIADOS
	El Espectador
	Fundación Colombia Coherente
	RCN
	Red de Empleo con Apoyo RECA
	Secretaría de Gobierno
	Secretaría Distrital de Desarrollo Económico / Agencia Distrital de Empleo
	Secretaría Distrital de Integración Social
	Secretaría Distrital de la Mujer
	Secretaría Distrital de Planeación
	Secretaría Distrital de Seguridad y Convivencia
	Secretaría Distrital de Salud
	Terpel

## 5. CAQUETÁ

**TABLE 18. CAQUETÁ STAKEHOLDERS**

ID_REGION	ALIADOS
CQT	AGROSOLIDARIA
	AMDELCA
	ART
	Cámara de Comercio de Florencia
	COGANCHAIRA
	COOPABI
	CORPOAMAZONIA
	FINAGRO
	Gobernación del Caquetá
	MESA FORESTAL
	PNIS

## 6. SUR DE CÓRDOBA

**TABLE 19. SUR DE CÓRDOBA STAKEHOLDERS**

ID_REGION	ALIADOS
SDC	Alcaldías Municipales
	Alianza Sur de Córdoba
	ART
	CFA
	Cordura
	CORSOC
	FINAGRO
	Gobernación de Córdoba
	OIM
	Pastoral Social
	PNUD