

**The Republic of Korea's Country
Partnership Strategy for the
Republic of Colombia
2016-2020**

The Government of the Republic of Korea

March 2017

Table of Contents

I. SUMMARY	2
II. PRIORITY AREAS AND IMPLEMENTATION MEASURES.....	4
Regional Development	4
Transportation	7
Industrial Development	11
Post-conflict	13
III. CPS EVALUATION FRAMEWORK.....	20
IV. IMPLEMENTATION PLANS.....	21
Financial Resources Allocation	21
Development Partners Coordination	22
Triangular Cooperation	23

The Republic of Korea's Country Partnership Strategy for the Republic of Colombia

I. Summary

Colombia's National Development Plan: All for a New Country (2014-2018)

"All for a New Country" by achieving peace, increasing education, and realizing equity

Korea's Country Partnership Strategy (CPS) for Colombia (2016-2020)

Contribute to Colombia's national development vision, sustainable economic growth, and poverty reduction through rural and urban development, transport infrastructure improvement, enhanced industrial competitiveness and productivity, and post-conflict.

Priority Areas and Partnership Plan	Regional Development
	<ul style="list-style-type: none"> ▪ Support the implementation of the Rural Transformation Strategy of the National Development Plan ▪ Increase agricultural productivity and improve quality of life ▪ Support the building of social and economic infrastructures to address urban poverty and environmental issues
	Transportation
	<ul style="list-style-type: none"> ▪ Provide support for the necessary and adequate infrastructure to encourage multimodal and intermodal transport to enhance productivity and competitiveness (Intermodal Transportation Master Plan 2015-2035) ▪ Promote integrated, articulated, sustainable, and competitive logistics corridors ▪ Encourage sustainable public transport models to reduce greenhouse gas emissions
	Industrial Development
	<ul style="list-style-type: none"> ▪ Improve productivity, industrial competitiveness, and innovation capacity of SMEs and entrepreneurs ▪ Promote the development of and the management of public policies on Science, Technology, and Innovation Parks
	Post-Conflict
	<ul style="list-style-type: none"> ▪ Support for laying the basis of community, social, commercial, and public infrastructure including the secondary and tertiary roads in the area of armed conflict ▪ Strengthen the reintegration process that contributes to peace and reconciliation ▪ Promote efficiency, transparency, citizen participation, and accountability in public administration with ICT and other means

This Country Partnership Strategy (CPS) defines the priority areas without affecting the possibility of a cooperation project in another area to be agreed jointly. In addition, this strategy describes the implementation plan and the type of cooperation offered by the Republic of Korea in the priority areas through technical and financial cooperation, public-private partnerships, and triangular cooperation.

In this context, the document is organized into the following sections: the priority areas of cooperation and assistance measures for each priority area, an evaluation and implementation framework, and the assistance strategy and modalities of cooperation.

Based on mutual understanding and respect, the Republic of Korea will seek to improve development effectiveness anchored in development experience and comparative advantages of Korea taking into account the National Development Plan of Colombia.

1. **(Vision)** The Government of the Republic of Korea aims to contribute to Colombia's successful implementation of the National Development Plan (PND) 2014-2018 in achieving high-income status and enhancing bilateral cooperation between Korea and Colombia. Korea will support the Colombian government to achieve its development goals: peace, equity, and education by supporting the implementation of six transversal strategies of the PND.
2. **(Criteria for Selecting Priority Areas)** Priority Areas are selected based on Colombia's National Development Plan, Colombia's development needs, Korea's comparative advantage, donor coordination, and bilateral policy discussions.
3. **(Priority Areas)** A minimum of 70% of the total ODA for Colombia will be allocated for the priority areas.

① **(Regional Development)**

- To reduce interregional gap through rural and urban development, improving the quality of life
- To seek balanced territorial development through the implementation of the Rural Transformation Strategy 2014-2018 of Colombia PND

② **(Transportation)**

- To support expansion and improvement of Columbia's transportation infrastructure in order to increase industrial competitiveness and promote the comprehensive and sustainable logistics corridors to enhance the productivity of the country
- To promote sustainable public transport models which can reduce the greenhouse effect and gas emissions

③ (Industrial Development)

- To strengthen productivity and competitiveness of SMEs, promoting 1. industry diversification, 2. creation, development and strengthening of Technological and Industrial Parks and 3. capacity building in design and public policy management of the science, technology, and innovation sectors

④ (Post-conflict)

- To contribute construction, management, and repair of public, social, and commercial infrastructure in the communities
- To strengthen the process of reintegration of the disarmed population through government intervention for social stability, vocational training, and programs for reduced vulnerability and reconciliation of the population to the communities
- To promote efficiency, transparency, citizen participation, and accountability in public administration through e-government adoption and institutional capacity building.

4. (Implementation Strategy) Efficiency, sustainability, and harmonization will be the three values to improve effectiveness of ODA projects for Colombia.

* **Efficiency:** Creating synergy between development projects

Sustainability: Promoting participation of relevant stakeholders in Colombia and improving management competencies of aid recipient organizations to improve project sustainability

Harmonization: Increasing opportunities for cooperation with the Government of Colombia and donor organizations by strengthening field work coordination and dialogue

5. (Strategic Foundation) The delivery of the strategy will be guided by aid effectiveness principles and will reflect international norms and standards including the SDGs, Busan Partnership Agreement, and DAC recommendations.

II. Priority Areas and Implementation Measures

A. Regional Development

1. Needs Assessment

Poverty levels are higher in the rural areas of the country whether measured by revenues or multidimensional poverty indicators which estimate access to social benefit and other dimensions of quality of life. In addition, poverty levels are always higher in dispersed areas as compared to the people living in all categories of municipalities. In 2014, extreme poverty was more than triple times higher in rural areas than in urban areas and the multidimensional poverty was 2.8 times higher (Mission for the transformation of the Rural Area, 2015).

Likewise, this report reveals that in the rural area, there has been better progress in social inclusion (access to basic goods and utility services) than productive inclusion (sufficient income generation). Despite the improvements and reduction in the excluded population, the population that is in double inclusion (both social and productive) is still high in rural areas.

On the other hand, the Colombian rural landscape is still insufficiently diversified on their agricultural production. Some activities in the agricultural sector are underdeveloped, in particular fishing and aquaculture.

The agricultural sector has shown a disappointing performance in the last quarter century. Its share of GDP has collapsed and, curiously, decreased rapidly during the sub-periods of relatively good economic boom: 1990-1997 and 2003-2014. Even in the most recent period of economic growth, 2003-2007, the sector's expansion was only half of the GDP's and well below the growth rate which prevailed before 1980 (Mission for the transformation of Rural Area, 2015). According to the National Development Plan 2014-2018, the agricultural sector will contribute 7.1% of total GDP on average (DANE, 2014) and generate 21.4% of employment in the country (GEIH, 2014).

In Colombia, rural development has been based on an unsustainable exploitation of natural resources, biodiversity, and the ecosystem. The country has not valued and properly paid attention to its ecosystem, including water and land, which has led to systematic deterioration. It could eventually jeopardize the sustainability of the rural way of life and affect the competitiveness of rural and urban productive activities (Mission for the transformation of the Rural Area, 2015).

Finally, land occupation and use are improperly distributed. There is a high coincidence of the most populated areas with soil degradation, losses associated with climate change, and water supply deficit. Similarly, the areas with the greatest dispersion of the population have the best soil conditions, water availability, and are better adapted to climate change. However, they lack sources of income generation (Mission for the transformation of the Rural Area, 2015).

In addition, many plains that are suitable for agriculture are used for extensive livestock farming while family farms with an agricultural vocation tend to be located on the slopes in conditions of which pose challenges for economic development and environmental sustainability. Only 5.3 million of the 22 million hectares suitable for agriculture are being used. Conversely, although Colombia has only 15 million hectares suitable for livestock, about 34 million hectares of pasture and grassland are being used, of which only 5 million have improved pastures (Mission for the transformation of the Rural Area, 2015).

With regard to the targeting of the national government for territorial productive development, the Government of Colombia, together with private organizations, has been working on a production development policy that aims to increase productivity of Colombian production units. This policy, which takes effect in the first quarter of 2016,

must be carried out largely at the sub-national level because that is where the productive processes occur. In particular, the implementation of vertical (or sector) instruments require prioritizing sectors/products/clusters in each region or city as there are not enough resources to address the market failures that prevent the development of all sectors to its maximum potential. Once the sectors/clusters/products are identified, the national government should make necessary institutional and technical adjustments to focus their policy instruments, including investments, on them. Thus, the prioritization of agriculture and rural development to be an engine of economic growth and job creation should be followed.

In this regard, measures to increase the middle class among farmers have been established through crop diversification, agricultural productivity growth (ex. the expansion of road infrastructure, communication and irrigation), and increasing support for social services (education, health, water, and sanitation) to close the social inclusion gap between urban and rural populations.

Meanwhile, rapid urbanization presents unprecedented challenges for emerging cities in Colombia. To address these urban problems such as transportation, pollution, security, and disaster, efforts should be undertaken to strengthen the capacity of public institutions to set cities on the path toward sustainable growth.

2. Korea's Strength in Development

Korea has the knowledge and experience of improving its agricultural productivity under relatively disadvantaged agricultural conditions. Through the regional development program "Saemaul Undong,"¹ Korea strengthened its capacities of human resources and improved the quality of living conditions in rural areas.

Korea also has the experience of urban housing and new town development, formulating comprehensive urban planning, and implementing urban development in a very short period to improve living conditions.

3. Implementation Measures

This program aims to reduce the interregional gap through increasing income of the rural residents with improved productivity. This program will take measures in order to enhance accessibility of social services for better quality of life, and to support the implementation of the development strategy of local provinces through international cooperation programs and projects for the purpose of balanced territorial development. The definition and feasibility analysis of technical and financial assistances the Korean government can offer to these initiatives will be consulted with the Colombian government.

¹ The Republic of Korea's past national rural development movement, also known as the "Saemaul Undong," entails the experience and lessons learned from enhancing agriculture productivity, building irrigation, processing and distribution system, along with operating advanced agriculture technologies.

The Korean government plans to promote agricultural value chains — production, processing, distribution, and export — for the sustainable development of the agriculture sector while helping to increase agricultural productivity, access to markets, and income generation. Its efforts will also be focused towards expanding exports of products. This will be achieved through the provision of capacity building activities and transfer of modern technology, taking into account aspects of adaptation to climate change, and environmental protection. Special attention will be given to the areas affected by armed conflict.

The Korean government will also provide support for urban development. Colombia has more than 1,000 municipal governments with parallel responsibilities of basic infrastructure service delivery, land use and economic development, and social service provision. Based on its knowledge and experience in this sector, the Korean government plans to provide technical cooperation to help Colombia prepare a master plan for new town development.

B. Transportation

1. Needs Assessment

The competitiveness of a country is shown by how national resources are managed to achieve prosperity. Hence, countries with low competitiveness show inefficiencies in their use of abilities and low potential to achieve sustained progress in socioeconomic development (PND 2014-2018).

In the Global Competitiveness Report 2014-2015 of The World Economic Forum rated economic competitiveness of 144 countries, Colombia was ranked 66th, the highest since 2007 (PND 2014-2018).

The delay in the provision of logistics and transport infrastructure is one of the main obstacles to economic development and peace in Colombia. It generates high costs that hinder market access of local products, subtracting competitiveness; and slows regional integration, generating self-contained regions and squandering the benefits of internal trade and specialization (PND 2014-2018). It also slows rural development as it makes products to reach the main consumption centers more expensive and even hinders the delivery of basic services such as education, health, and security in many areas of the country (PND 2014-2018).

According to the report (OECD, 2013), the transport infrastructure is one of the main pillars of competitiveness and serves as growth engines and social development. Historically, Colombia has presented a lag in transport infrastructure (FEDESARROLLO, 2013). According to the Global Competitiveness Report 2014–2015 (OECD), the country's transport infrastructure lagged compared to developed countries, emerging Asian countries, and some Latin American countries. Colombia is ranked at 126 on roads, 102 in railways, 90 in ports, and 78 in airports (PND 2014-2018).

In order to improve transport infrastructure, build confidence among investors, create transparency in recruitment, and generate efficiency in the use of resources, the Government of Colombia created specialized entities such as the National Infrastructure Agency (ANI), the National Development Finance (FDN), and introduced the Law of Public-Private Partnership (PPP). The Government is committed to the goal of bringing the levels of investment in transport infrastructure to 3% of GDP before the end of the decade, to accomplish the great purpose of modernizing the infrastructure to generate greater competitiveness in the country.

In order to do this, one of the strategies is the Master Plan of Intermodal Transport (PMTI) 2015-2035. The first phase of the Plan is defined and it will be used as guidance for medium and long term planning which will give the country greater clarity to the development of the transport service, logistics, and infrastructure in different ways. It will serve the country as a roadmap to define investments in the transport sector; boost infrastructure investment for foreign trade, regional development, and integration of territory; and prioritize multimodal projects that reduce logistics costs, raise the level of service of road networks, and improve national and regional connectivity.

a. (Highway) In Colombia, the percentage of freight transport by road is 71% but the rate of paved roads is only 11.8% and 50% of the paved roads have to be maintained and restored. The Colombian government promotes the Fourth Generation of Road Concessions (4G) with an estimated length of 8,000km in the form of PPP (Public-Private Partnerships) and the value of this program is about 51 trillion Colombian pesos. With the PMTI, it will be intervened 12,681 km of primary roads, 52 projects for the Road Integration Network, and 6,880 km of connecting roads.

b. (Railways) Twenty-seven percent of freight is carried by rail and the railroad network is used to transport coal. The Colombian government plans to implement projects under concession contracts and raise the rate of transport by rail. The PMTI is planning to intervene in 1,769 km of the railroad network.

c. (Fluvial Transport) Colombia plans to increase investment in water transport facilities to diversify modes of transport and boost regional trade in this way. The other modes of transport — fluvial, coastal, and air — do not reach 2%. In 2015, the Ministry of Transport of Colombia in agreement with the Netherlands launched the Master Fluvial Plan which identifies strategies for the development of river transport in line with high international standards harmonized with national circumstances, aiming for a clean, safe, competitive, and social river transport within the strategies and challenges in a horizon of 20 years. A portfolio of 13 mega projects has been created in the Meta, Putumayo, Guaviare, and Vaupés rivers and its land routes to improve not only the possibilities of interconnection between its navigable ends, especially for inland cargo, but, also to improve the social conditions of the population using waterways as a means of mobilization in remote regions. Likewise, connecting the city of Barranquilla with departments/states located in the center of the country is planned through the expansion of the Magdalena River waterway.

d. (Ports) Through the terminal of the Colombian port system, 183 million tons (MTA) was mobilized during 2013, which were a 150% increase compared to 2002 and an average annual increase of 10.7% in the last four years. It is predicted that investments in national port infrastructure, dredging of the ports on both coasts, will be made considering the quick increase of cargo and the expansion of the Panama Canal.

e. (Airports) In 2014 Colombian airports mobilized 58,053,183 passengers with an increase of 7.61% over the previous year. Of 58,053,183 passengers, 47.25% passengers traveled through El Dorado Airport serving to Bogota, an increase of 9.68% compared with the previous year. Sustained growth in passenger traffic and operations at El Dorado airport resulted in the need to expand the airport infrastructure and the associated hinterland for which it is developing the Master Plan Project “El Dorado II.”

The Government is eager to improve logistic efficiency and competitiveness. It is a top priority to optimize the utilization of infrastructure through proper planning of the supply chain. For this reason, it is structuring a new operation scheme in each logistics corridor. It is the coordination between manager and the support of a monitoring committee which has enabled ongoing monitoring and communication between users and authorities of all the corridors. A corridor is competitive and efficient when the consignor has the benefit of the maximum cost savings in the supply chain. It should be noted that for the second phase of PMTI, one focus would be the development of logistics managers of national corridors, as well as urban mobility, access to the use of information and communication technologies, industry regulation, and funding mechanisms.

In Colombia, the transport sector is the fastest growing source of greenhouse gas (GHGs) emissions and the urban areas are increasingly affected by congestion and lack of road safety. The NAMA (Mitigation & Adaptation Measure -NAMA, for its acronym in English) of Transportation, of which Colombia is implementing, seeks to promote the development of integrated systems to the development of public transport of the surrounding areas to generate benefits in mobility, quality air, competitiveness, security, and quality of life in addition to the reduction of the greenhouse gas emissions.

2. Korea’s Strength in Development

Based on the Comprehensive Land Development Plan, Korea has the experience and the technology in relation to the extension of the nationwide road network in the short term, which allows Korea to provide Colombia with comprehensive policy consultation on modernization and expansion of basic transport infrastructure.

a. (Road) Korea has adequate competitiveness in the road sector to lead and introduce development of intelligent transport systems and road mobility based on advanced intelligent technology.

b. (Train) Korea has the ability to fully support the railroad sector thanks to its high competitiveness in public works, purchase of rolling stock, installing signals, communication, finance, and etc. Korea is the fifth country in the world to have railroads specifically designed for high-speed trains. The country's experience in policy formulation and development related to the establishment of the railway system technologies are real assets to Colombia.

c. (Airports) Korea has experience in creating and developing high-traffic airports and the "hinterland" associated.

d. (Ports) Korea is one of the 21 countries with the best port infrastructure. Container traffic in Korea exceeds 10 times of that in Colombia. Korea has the ability to exchange technology and experience in port and terminal management, in addition to the exchange of knowledge and experience in areas of research, planning, development, and maintenance of port infrastructure. In addition, it can facilitate the design of initiatives to improve the efficiency of terminals introducing new technologies, formulate master plans in prioritized port areas, and guide the country in port governance, funding schemes, technical and economic regulation, maritime safety, and green policies.

e. (Sustainable public transport) Korea has extensive experience in the development of public transport systems that benefit mobility in cities and reduce greenhouse gas emissions. The Korean Government in its latest Infrastructure Plan considers the development of the logistics sector as a way to achieve a developed nation by 2020. Korea has taken a series of effective initiatives that transformed the logistics structure of the country. Infrastructure services aimed at the expansion of value added logistics industry, expansion of physical and technological logistics network, a global logistics system, integrated logistics policy, and coherent and sustainable plans are a state policy.

3. Implementation Measures

This program aims to support the identification and implementation of large-scale infrastructure projects such as highway, metro, airport, port, and intelligent transport systems in the form of public investment and public-private partnership (PPP), reflecting the national development plan on transport infrastructure in Colombia and in accordance with the methodology and projects listed in the Master Plan of Intermodal Transportation (PMTI). The definition of specific activities and feasibility analyses of technical and financial assistance the Korean government can offer to these initiatives will be consulted with the Colombian government.

The Korean government will seek to contribute to the development of PMTI, currently in its second phase of formulation by the Government of Colombia, through the knowledge transfer of the successful master plans of Korea, its implementation and policy development in order for Colombia to achieve efficient and competitive intermodal networks. Korea's successful experience in national logistics plan, policies,

and technical regulations will be shared with Colombia through the Knowledge Sharing Program (KSP).

The Korean government will provide support for structuring and financing projects under the framework set by the PMTI in order to support the provision, promotion, and development of the logistics infrastructure in all modes of transport. Korea will actively pursue opportunities for potential cooperation and/or co-financing with other cooperating entities that allow the successful development of the projects that require significant resources for this purpose.

C. Industrial development

1. Needs Assessment

Colombia's economy is open to trade and foreign investment. The private sector plays an increasing role in the activities previously reserved for the state. Colombia has achieved greater diversification in terms of both production and export. However, the rise of commodity pricing that took off in 2004 has increased the share of oil and mining in the GDP at the expense of agriculture. As a result, oil and mining have come to dominate exports.

However, commodity-related industries make a limited contribution to job creation and increase concerns about environmental sustainability as well. Moreover, price volatility and the recent decline in commodity pricing underscore the risks associated with this pattern of specialization.

In order to improve productivity and competitiveness, Colombia needs to diversify its industrial base and exports and to strengthen the capacity of SMEs. Through these efforts, Colombia could promote their integration into global value chains and increase productivity of SMEs.

On the other hand, we have the application of science, technology, and innovation as a tool for economic and social development of the country to improve productivity and competitiveness of the regions.

Through various programs such as the Knowledge Sharing Program (KSP), Korea has contributed to the design of national strategies to the promotion and consolidation of Science, Technology, and Innovation Parks and the training of personnel in various topics related to its governance and management. However, international cooperation in this field should aim to create mechanisms to attract investment in areas related to such initiatives from support of the consolidation of physical and technological infrastructure and the implementation of joint projects, to the management of STI policies.

2. Korea's Strength in Development

Korea has transformed its economy from a labor intensive economy to a capital-technology orientated economy. Today, Korea is one of the top players in the electronics, automobile, telecommunication, and shipbuilding industries. The growth of the industrial sector was the principal stimulus to Korea's economic development by introducing modern technologies into outmoded or newly built facilities at a rapid pace.

Likewise, Korea has created and strengthened institutional capacities in conducting research and consulting in the design and management of STI policy with long-term projection from the creation of "Think Tanks." In particular, Korea has a "Think Tank" for STI and a specialized agency for the systematic study of STI management.

Korea also has extensive experience in the field of technical assistance, knowledge transfer in strategy design, and successful practices in public policies that strengthen science, technology, and innovation.

3. Implementation Measures

This program aims to enhance Colombia's industrial competitiveness through strengthening the institutional capacity and providing assistance to promote science, technology, and innovation (STI). Korea will exchange knowledge on the subject of STI Parks, which will allow further strengthening of the Colombian industry towards international markets. Through the exchange of knowledge and technology between universities, research institutions, private companies, and markets, Colombia will be able to improve innovative processes within the country. Korea will also provide support for strengthening human capabilities in the design and management of state policy in STI with the methodology "learning by doing it" based on deep understanding of the differences in the context and STI system between Colombia and Korea in order to verify the institutional design and training of public servants.

The Korean government will provide assistance to increase productivity of SMEs and strengthen institutional capacity through policy consultations and capacity building in selected sectors, which could bring sustainable growth and job creation in industries such as auto parts manufacturing, electronic components, and food processing.

In order to promote STI in Colombia, assistance from the Korean government will focus on STI policy formulation, technical cooperation for STI center establishment, and management. It will cooperate in the development of strategies to enhance capacity building in STI in Colombia, focusing on the following:

- a.** The transfer of knowledge and technology from the institutions to the productive sector and the development of joint projects, trading strategies, technology capabilities, and etc.

b. Development of programs to enhance productivity in the productive sector, improving the technology of processes, applying proven methodologies to reduce waste, facilitating production processes, and any other necessary approaches based on the experience of Korea.

c. Development of programs to create and/or enhance the capabilities of SMEs in innovation processes and entrepreneurs in the development of new products, service and business models, and etc.

D. Post- conflict

1. Needs Assessment

The internal armed conflict has been one of the biggest obstacles to development in Colombia, leaving its greatest consequences in rural areas (PND 2014-2018: 38). Beyond the direct impact such as the loss of thousands of lives, forced displacement, and recruitment of children and adolescents, the armed conflict also deepens the gaps that divide the rural area from the city, preventing access to goods and services, and restricting the effective enjoyment and exercise of rights of all Colombians alike.

The signing of the peace agreements for the End of Conflict will bring a unique opportunity not only to correct the harmful impact of the conflict and settle a historical debt to the rural area, but, also to promote a true transformation of the territories that have been for years relegated from development and state benefits. In addition to the objectives and guidelines set forth in the National Development Plan that will contribute to building peace, this transformation involves placing a set of actions to generate the conditions during the transition period that contribute to a stable and durable peace.

The Colombian government is aware of that signing the agreements of peace will not automatically bring the benefits of peace. Instead, it will prepare the country to mitigate the risks and take advantage of the end of the conflict. This task was entrusted to the Office of the Minister Counselor for Post-Conflict, Human Rights, and Security. This office has been developing an enlistment strategy that consists of at least two levels since February 2015.

One level corresponds to enlistment for the implementation of the agreements to end the conflict, including heavy commitments to integrated rural development, political participation, illegal crop substitution, and other components of peace negotiation such as disarmament, demobilization, and reintegration of former combatants and mechanisms for truth, justice, and reparation. This level of enlistment is coordinated by the Office under the leadership of ministries and government entities and, therefore, involves the development of policies, programs/institutional adjustments, and the impact of the enlistment will take a minimum of two years to appear.

In this process, the Rapid Response Strategy aims to cover the critical period, immediately after the signing of the agreement. The Rapid Response Strategy is a set of

measures on justice, development, governance, and public safety with material and symbolic impact in the territories where the Colombian government wants to promote stabilization of the peace agreements and generate public confidence in peace and in the State with the support of communities and local authorities. It is expected that the Rapid Response Strategy has a duration of 18 months and that its main beneficiaries are rural communities, most affected by the internal armed conflict and by the limited state presence.

While the Rapid Response Strategy is only a fraction of the set of actions that the Government will undertake as a result of the signing of the agreements, its importance is strategic. The national government expects the support of international cooperation in this critical period in order to expand the scope of the Rapid Response Strategy and to multiply its effects nationwide.

a. Support for laying the base of community, social, commercial, and public infrastructure improving the secondary and tertiary road in the armed conflict area

Under the Post-Conflict framework, it is intended to build and/or repair small infrastructure (community, social, commercial, and public infrastructure) such as rural schools, market places, storage facilities, and other areas that can contribute to improving and facilitating the marketing of small producers. This line of action will be accompanied by other actions such as maintenance and/or repair of secondary and tertiary roads, technical assistance, business alliances, and other instruments for strengthening the agricultural activities planned under the Rapid Response framework and other programs of the national government, international cooperation, private sector, and other allies.

The end of armed conflict in some regions will result in an economic and commercial revival as some communities are expecting. That is why strengthening trade infrastructure, especially of small infrastructure at the community level, is one of the opportunities not only to promote economic growth but also to strengthen community ties and trust in the state, which has been weakened in some cases by the presence of the armed conflict.

Social infrastructure is defined here as a key space for social development and peaceful coexistence of communities. As a result of the internal armed conflict, many of these areas were abandoned or their physical infrastructures were seriously affected. Rural schools are one of the main venues for the social development of the communities. In many regions, these schools have precarious infrastructures and lack of access to all public services, sometimes constituting risk to the health and welfare of the people. In addition, these facilities have been directly affected by actions of armed groups or have been used to protect the community and the same groups in some areas of the country. This not only contributes to the dropout and the

recruitment of children and adolescents by criminal groups, but, also impedes the provision of quality educational service.

In short, this line of action seeks to improve living and working conditions of the communities and to provide visible and immediate benefits for the population through generating jobs, income, connectivity, and welfare for the family and the community, all of which increases public confidence in the peace process and legitimizes the State. This intervention includes following lines of action:

- Construction and/or repair of rural schools,
- Construction of Citizen Integration Centers (CIC)
- Maintenance and/or repair of small community infrastructure (social, commercial, and public) such as libraries, sports centers, collection centers, market places, housing, pedestrian bridges, public infrastructure, and etc.

In addition, the Rapid Response expects to contribute to coexistence and reconciliation of the communities (where victims and assailants coexist) through small community infrastructure projects and hiring local people. This is another reason why the strengthening of the rural commercial infrastructure is strategically important in the short, medium, and long term.

b. Strengthen the reintegration and reconciliation process through projects that support stability, vocational training, and psychosocial care of the reinserted.

It is important to strengthen the reintegration process through actions that contribute to the improvement of the conditions of vulnerability of the displaced people and support reconciliation process with the host communities.

International Cooperation is an important mechanism for the support and encouragement to the National Policy on Social and Economic Reintegration for individuals and illegal armed groups.

In this sense, there is a great demand from Colombia to strengthen the Colombian reintegration process from the knowledge and experience of the Korean Unification Ministry through technical cooperation and grant aid from the Korean government. As Korea has developed knowledge, skills, and methodologies to deal with North Korean defectors who are in strong conditions of vulnerability when reaching South Korea, they have a full program which consists of psychosocial care, vocational and productive training, and support to be a member of the South Korean community.

In this context, Korea can provide valuable support in the following areas that can serve and enrich the current Colombian reintegration process:

- Methodologies in assistance to deal with socioeconomic anxiety

- Methodologies in vocational training with emphasis on stabilization
- Experiences of psychosocial care from cultural heterogeneity
- Lessons learned in safety and security issues

c. Strengthen institutional capacity in the armed conflict area to promote efficiency, transparency, citizen participation, and accountability in the public administration and resource management with ICT and other means

During the past four years, the Colombian government has consistently promoted the policy of Good Governance, in order to improve the efficiency and transparency of the public sector, by modernizing the system of democratization of public administration. To do this, it has created new laws and regulations that promote good governance; it is urgent to eradicate corruption in public administration.

Notwithstanding these measures, the rate of corruption in the Colombian government remains high. According to the measurement made by Transparency International in 2015, Colombia was ranked 83rd among 168 countries, obtaining 37 out of 100 point-scales. In the same year, the *Latino Barómetro* conducted a survey on the perception of transparency in government and Colombia was placed in the penultimate by 24% among other Latin American countries.

In terms of corruption, 33% of the Colombians perceive that the government has made progress in corruption reduction. It is important to note here that 56% of citizens answered positively when they were asked whether the State could solve the issue of corruption.

A significant percentage of local governments have low efficiency in budget and financial management due to the lack of an advanced management system. This resulted in the broad interregional inequality in the rural area.

In addition, it should be recalled that under the current negotiation process in the city of Havana, the Colombian government and the FARC guerrillas have agreed on concrete action on the Item 2 of the Agenda "Participation in Politics." It states, "Oversight and control by citizens are essential to ensure the transparency in the public administration, good use of resources, and continued progress in the fight against corruption in the public institutions."

This encourages the Colombian government to continue promoting the policy of Good Governance to enhance the confidence of citizens in the state, fostering and strengthening the control by citizens in public management. Through specific actions to eliminate risks or corruption acts, this can increase transparency and access to public information; raise accountability and citizen participation; and improve procedures within institutions and public services.

2. Korea's Strength in Development

a. Support for laying the base of community, social, commercial, and public infrastructure improving the secondary and tertiary road in the armed conflict area

Korea has extensive experience in developing projects that promote integrated rural development and specifically those aimed at the provision of goods and services that reduce transaction costs and strengthen the domestic market.

Korean technical assistance and strategic priority in Colombia are so closely aligned with the purpose of strengthening community social, commercial, rural, and public infrastructure under the Rapid Response framework. One of the qualities of the Korean experience is achievement of the development of such projects in a short time period, which is exactly one of the elements the Rapid Response aims to do.

Finally, the Korean experience in the process of reintegration of ex-combatants could contribute to multiplying the effects of building trust and preventing new conflict through these projects.

b. Strengthen the reintegration and reconciliation process through projects that support stability, vocational training, and psychosocial care of the reinserted.

South Korea has experience and expertise in a managing program for resettlement of North Korean defectors in South Korea since the establishment of the Korean Ministry of Unification.

Along with the interest of Colombia to deepen cooperative relations with Korea in the field of national reintegration and peace building, the Korean experience could be shared with the Colombian Agency for Reintegration (ACR) which is considered as a key organization not only to strengthen the Colombian reintegration process but for constructing peace and reconciliation in Colombia.

c. Strengthen institutional capacity in the armed conflict area to promote efficiency, transparency, citizen participation, and accountability in the public administration and resource management with ICT and other means

Korea made significant progress in topics of open government and e-government. The Korean government has experienced success in innovation of government, administrative reform, and eradication of corruption. Korea also has the best capacity in the world to build e-government computerization management based on its high competitiveness of IT industry.

In particular, Korea has strengths in implementing an e-government master plan, constructing an information infrastructure, developing IT solutions and related content, supporting an ICT training center, and strengthening human capacity.

3. Implementation Measures

a. Support for laying the base of community, social, commercial, and public infrastructure improving the secondary and tertiary road in the armed conflict area

This program aims to provide support for the construction of peace in Colombia. The Korean government will provide support to the Ministry for Post-Conflict, Human Rights, and Security in the development of the Rapid Response initiatives proposed in the socio-economic sphere, especially for community, social, commercial, and public infrastructure for the armed conflict area.

The Korean government plans to support the Rapid Response Strategy in the development of projects of small community, social, commercial, and public infrastructure. It will also provide support for other tasks for the early implementation of agreements related to the development of community, social, commercial, and public infrastructure improving the secondary and tertiary road in the armed conflict area, according to the guidelines of Ministry for Post-Conflict, Human Rights, and Security.

b. Strengthen the reintegration and reconciliation process through projects that support stability, vocational training and psychosocial care of the reinserted.

Korea seeks to share the knowledge and experience of the resettlement programs for North Korean defectors in South Korea. The Korean government will provide technical and financial cooperation for Colombian Agency for Reintegration (ACR) in order to improve some of the aspects of the Colombian experience in providing attention to people in the reintegration process based on the knowledge and experiences of the Korean Ministry of Unification.

The Korean government plans to transfer the methodologies and strategies implemented in the framework of Political Unification and under the Social and Economic Reintegration Policy of Korea, allowing replication or adaption of certain aspects to strengthen the process of reintegration and resettlement processes in Korea. It also provides support for the construction of a pilot center in Colombia for the attention and stabilization of the disarmed people in the reintegration process with emphasis on vocational training.

c. Strengthen institutional capacity in the armed conflict area to promote efficiency, transparency, citizen participation, and accountability in the public administration and resource management with ICT and other means

This program aims to support the promotion and strengthening of social control by citizens in governance to ensure transparency in management, good use of resources, and progress in the fight against corruption and penetration of criminal structures in public institutions. The Korean government will support policy development which will strengthen citizen participation in planning issues, specifically in the preparation, discussion, monitoring the implementation, and evaluation of the processes of planning and budgeting with ICT. The definition of specific activities and feasibility analyses of technical and financial assistances the Korean government can offer to these initiatives will be consulted with the Colombian government.

The Korean government plans to strengthen Colombian capacities related to transparency, citizen participation, and accountability in governance. To strengthen Colombian capacities in the ICT sector, training programs in Korea, political consultation, dispatch of Korean experts to Colombia, and the creation of the IT cooperation center will be supported. It also provides support for the development of an online public system to embrace the e-government of Colombia and electronic information systems to improve the participation of citizens in public administration. Support will be provided for the implementation of the guidelines to launch a quality certification system by industry and the development of big data strategy.

III. Country Partnership Strategy(CPS) Evaluation Framework

Colombia's National Development Plan, All for a New Country (2014-2018) : "All for a New Country" by achieving peace, increasing education, and realizing equity				
CPS Strategic Goals				
Priority Areas	Goals	Expected Challenges	Achievements	Evaluation Index
Regional Development	<ul style="list-style-type: none"> - Support the implementation of the strategy for a balanced regional development - Increase rural income, supporting the development of the agricultural sector and rural area - Improve agricultural productivity and quality of life 	<ul style="list-style-type: none"> - Underdeveloped Infrastructure - Low level of capacity of relevant ministries, etc. 	<ul style="list-style-type: none"> - Promote the project to generate and raise income - Strengthen technology to increase rural productivity 	<p>CPS Conformity (whether a project has been appropriately identified and developed in accordance to CPS goals)</p> <p>Project Implementation Status (whether projects have been implemented in alignment with CPS)</p>
Transportation	<ul style="list-style-type: none"> - Contribute to strengthen the investigative, conceptual, technical, and technology capacities through the transfer of knowledge on technologies associated with intermodal transport - Provide support for the development of transport infrastructure and logistics of intermodal transport, giving guidelines for sustainable development and allowing the country to be more competitive 	<ul style="list-style-type: none"> - Underdeveloped infrastructure and etc. - Decline of the use of sustainable public transport systems - Insufficient resources 	<ul style="list-style-type: none"> - Enhanced capability of Intelligent Transportation System (ITS) - Enhanced capability of urban transportation infrastructure - Promotion of projects from the transport master plan. - Exchange of experience in research, planning, technical regulations, policies, and infrastructure development 	
Industrial Development	<ul style="list-style-type: none"> - Support in improving productivity and competitiveness of Small and Medium Enterprises promoting the diversification of the Colombian industry - Development and strengthening of Science, Technology, and Innovation Parks; strengthen capabilities in design and management of state 	<ul style="list-style-type: none"> - Policy inconsistency - Low level of institutional capacity - Lack of related infrastructure - Lack of coordination among actors 	<ul style="list-style-type: none"> - Enhanced capability of industry policy - Improvement in the ability of science, technology, and innovation - Human capacities strengthened - Design of relevant institutions 	

	policies in Science, Technology and Innovation (STI)			
Post-conflict	<ul style="list-style-type: none"> - Community infrastructure for the development of the armed conflict area - Construction and/or improvement of secondary/tertiary roads - Strengthen the reintegration process through actions that contribute to the improvement of conditions of vulnerability of the demobilized people and contribute to reconciliation with the host communities - Promote transparency, citizen participation, and accountability in the actions of the authorities and resource management, with ICT and other media 	- Lack of related infrastructure	<ul style="list-style-type: none"> - New opportunity to offer - Cooperation from Korea in peace building - Innovation in the reintegration process in Colombia 	

IV. Implementation Plans

A. Financial Resources Allocation

At least 70% of Korea's ODA will be concentrated in the priority areas of bilateral cooperation, while some flexibility will be applied in order to respond to urgent humanitarian demands and socioeconomic changes in Colombia.

However, policy plans and projects shall be adjusted based on program mission, policy dialogue and midterm review in 2018 (tentative), interim monitoring, and delays in projects and other possible changes in circumstances.

Budget allocation could also be adjusted during the budget discussions and project planning stages, and is subject to parliamentary decision.

B. Development Partners Coordination

1. Public-Private Partnership

Considering Colombia's economic status as an upper-middle income country, public-private partnership (PPP) will play an important role in financing the Colombian government's large-scale infrastructure projects. Various types of financial resources including ODA, private investment, and public finance are needed to be utilized for facilitation of PPP in Colombia.

In order to ensure transparency of aid and gain public support, cooperation network with NGOs in both Korea and Colombia will be established for better information sharing. Furthermore, capacity building will be provided towards NGOs.

2. Aid Harmonization

For better aid coordination, Korea will participate in the development partners group in Colombia, mainly in sector working groups related to priority areas of the CPS. The Korean government will attempt to strengthen partnership with other donors through identification of co-financing development projects in order to improve project management and enhance development effectiveness.

3. Reinforcing Inter-Agency Coordination on Korea's ODA

The Korean government plans to strengthen the linkage between concessional loans and grants with the aim to assist through the full project cycle starting from project identification, policy consultations, feasibility studies, project financing, to technical assistance for operation and management.

The technical and financial analysis of the program and project will be internally made by the Government of Colombia. The application for technical and financial cooperation shall be requested in writing to the Korean government by the competent authorities of the Government of Colombia.

Collaboration among relevant Korean ODA agencies will be emphasized in order to enhance project completeness and identify promising projects in priority areas. For instance, relevant Korean ODA agencies will jointly assist in implementing the Knowledge Sharing Program (KSP) and Development Experience Exchange Partnership Program (DEEP) at the project development stage, technical cooperation for training, capacity building for O&M, and untied concessional loans for investment.

Assistance plans for each priority sector will be implemented through the joint political consultation of grant/loan and coordination between the entities responsible for the beneficiary and donor countries.

As for completed projects in the priority sectors, the supervision of the operation status will be held and a comprehensive support plan will be implemented in collaboration with Colombia.

The autonomy of the beneficiary entity will be guaranteed to control the project but the Korean government may assist in maintenance upon the Colombian government's request.

Depending on the characteristics and risks, the maintenance period will be extended for projects. Likewise, the support for maintenance will be ensured and the control and supervision will be strengthened.

The system of comprehensive assistance will be conformed, linked with the provision of experts and volunteering to Colombia, and authorities and experts will be invited to the training programs in order to assist in further control after the implementation period of projects and initiatives.

C. Triangular Cooperation

Triangular cooperation is understood as a kind of partnership for development which involves: a) at least one traditional donor or multilateral agency, b) at least one developing country offering cooperation in South - South modality and c) at least one developing country receiving the cooperation, in a joint working initiative seeking to co-create solutions to address a development issue, from the complementary strengths of each of the signatories.

Both governments, making full use of their best practices, shall consider planning and cooperatively carrying out the articulated demand for triangular cooperation activities from governments of third countries in beneficiary countries of mutual interest for the Governments of Colombia and Korea.

The implementation of triangular cooperation projects to be undertaken jointly, should ensure the following principles:

- a. Ownership, which refers to the participation and involvement of the third country in the processes and activities;
- b. Demand approach, which refers to relying on demand from third countries based on the experience that both Colombia and Korea could provide in different subjects;
- c. Performance Management, which refers to guiding the various actions taken together to obtain results;

- d. "Horizontality," which refers to the mutual respect for the respective agencies to create a trustful relation for the contribution to international development;
- e. Knowledge sharing and co-creation of solutions for the development, which refers to the commitment to enhance knowledge sharing and capacity building and pilot projects to promote better coordination and synergy in joint cooperation actions and with the aim of supporting best practices; and,
- f. Co-financing, which refers to the shared costs for the development activities of triangular cooperation.