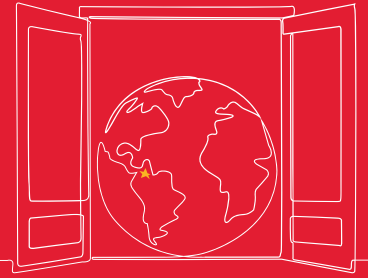


BOGOTÁ

A city open to the world

2024-2027 Internationalization Strategy



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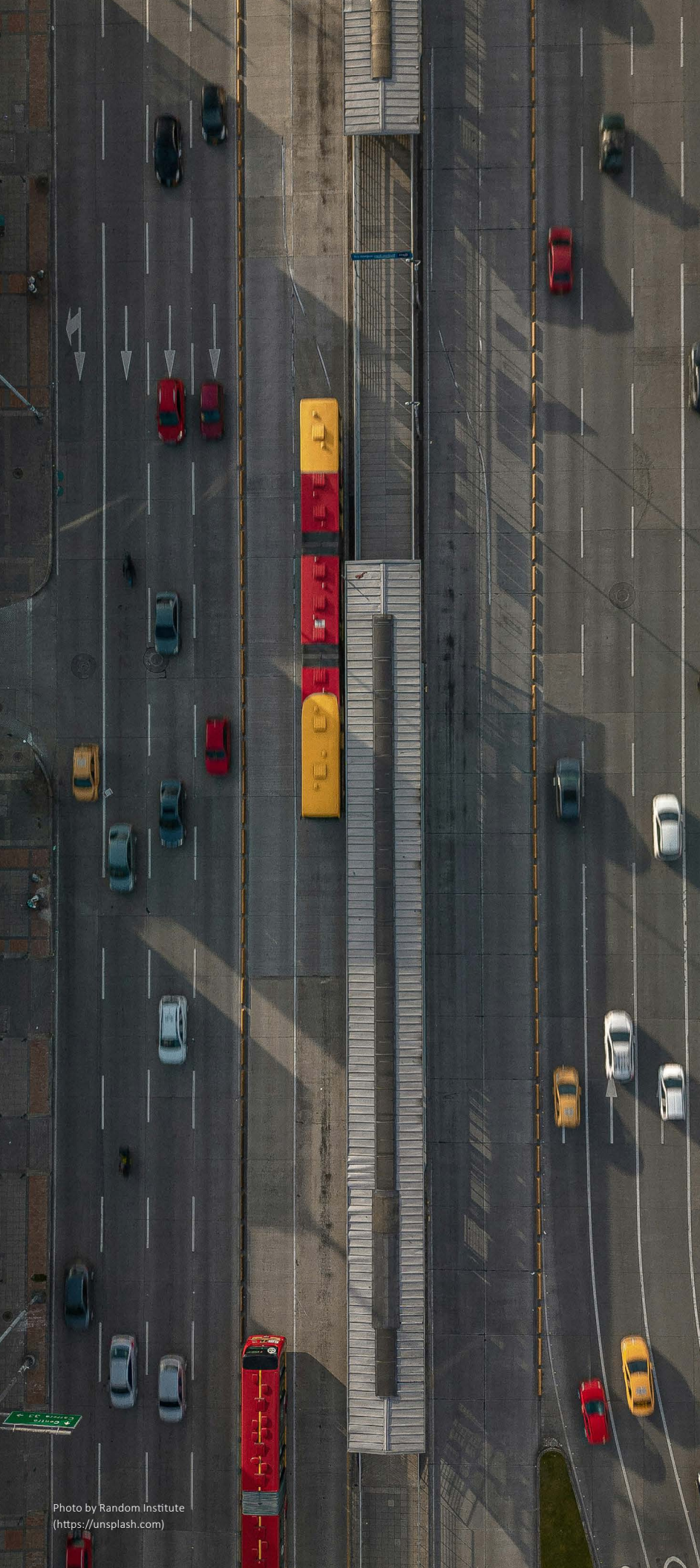
2024-2027 Internationalization Strategy



ALCALDÍA MAYOR
DE BOGOTÁ D.C.

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BOGOTÁ

A city open to the world

2024-2027 Internationalization Strategy

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An aerial photograph of a city skyline, heavily filtered with a red color. The image shows a dense cluster of high-rise buildings and skyscrapers, with a large green park area in the foreground. The text 'Understanding the Global Landscape' is overlaid on the image in white and yellow.

Understanding the Global Landscape



In the 20th century, cities became the driving forces of the global economy, now generating nearly 80% of the global gross domestic product (GDP) (World Bank, 2023a). By 2023, 56% of the global population lived in cities, a figure projected to reach 70% by 2050 (World Bank, 2023a). In Colombia, Bogotá alone contributes 26.8% of the country's GDP, rising to 32.9% when the Cundinamarca region is included (*Observatorio de Desarrollo Económico de Bogotá*, 2022). The region also accounts for nearly 15% of the country's population (Bogotá, 2023). In today's world, cities are key players on the global stage, and Bogotá holds a significant position within this evolving landscape.

The growing political and economic importance of cities has elevated their international standing and imposed new responsibilities. City governments must now engage not only with each other¹ but also with representatives of international companies, non-governmental organizations (NGOs), and various kinds of international organizations. This expansion of cities' international activities is referred to as "city internationalization" (Wayar and Brezzo, 2021).

1 With other cities or countries.



Photo by Random Institute
(<https://unsplash.com>)

The transition of local governments into more prominent roles on the international stage has been gradual, marking a shift from beneficiaries of international cooperation to active players in global and regional governance. In this process, cities' internationalization strategies should focus on two key axes: strengthening their political influence and fostering cooperation². This approach enhances local capacities through the exchange of knowledge, experiences, and best practices (Mancini, 2023).

Although the role of local governments in the international arena is increasingly active and recognized, there is still no comprehensive international legal framework that fully supports their right to establish independent international relations beyond cooperation (Werner, 2021). Nevertheless, cities are increasingly at the forefront of international issues, with their agendas aligning with major global initiatives such as the

Sustainable Development Goals, the Paris Agreement, the Sendai Framework Agreement, and the New Urban Agenda (Acuto and Rayner, 2016).

Over the past two decades, Bogotá's different governments have taken significant steps to promote the city's internationalization (Zamora et al., 2015). This process involves collaboration across various institutions within the Mayor's Office: secretariats, public companies, agencies, and the City Council to work together to advance this objective. In 2008, the Mayor's Office of Bogotá established the Directorate for International Relations, which became the Office of the Counselor for International Relations in 2024. This office now leads the design of Bogotá's internationalization strategy and coordinates its implementation along with various sectors of the City Government (Decree 079 of February 27, 2024).

This document outlines Bogotá's 2024-2027 Internationalization Strategy, developed and coordinated with various sectors of the City Administration through the 2024-2027 Development Plan: *Bogotá camina segura*. To prepare this strategy, the Office of the Counselor for International Relations held meetings with representatives from the academic and private sectors, as well as current and former officials at both national and local levels. The plan is designed to establish and strengthen the institutional framework, public policy instruments, and partnerships needed to position Bogotá as a city open to the world. The strategy is structured into five sections: (1) Setting the path for Bogotá's Internationalization, (2) Strengthening Bogotá's Foundations as a Global

2 This internationalization strategy strives to go beyond strengthening political influence and seeking cooperation (Mancini, 2023) and includes strengthening the city's international governance system and communicating Bogotá's international action plan.



City, (3) Opening Bogotá's Doors to the World, (4) Writing Bogotá's Logbook: Monitoring the City's Commitment to Internationalization; and (5) Bogotá's International Compass.



Setting the Course for Bogotá's Internationalization

This analysis is intended to identify the challenges and opportunities in Bogotá's internationalization process. It outlines the main political, economic, social, technological, and legal challenges faced by the government of Bogotá in implementing the current strategy, as well as its strengths, weaknesses, opportunities, and threats in the internationalization process.

Navigating the International Stage in Bogotá

In terms of international policy, Bogotá will need to implement its internationalization

strategy within a global context of uncertainty, an increase in armed conflicts (Hulth, 2023), the rise of nationalism (Vom Hau et al., 2023), and growing distrust in globalization and the political institutions of the liberal order (Borda and García-Peña, 2023) (Nord et al., 2024).

According to the Uppsala Conflict Data Program (2024), the world has seen a significant rise in the number of armed conflicts³, increasing from 105 in 2011 to 187 in 2022⁴. Such an international landscape fosters misunderstandings and diplomatic tensions. Bogotá must take these global dynamics into account to safeguard its citizens' interests in defending the social rule of law, democracy, human rights, and peace.

The aftermath of the pandemic and the rise in armed conflicts have bolstered nationalist political forces within governments and legislatures worldwide (Schmidt and Quandt, 2018). These leaders often express concerns about the social and economic impacts of globalization (Wang, 2021). On social issues, nationalists generally oppose international migration, viewing it as a threat to their nations' identity. Similarly, they tend to be critical of international cooperation, perceiving it as a transfer of resources from nationals to foreigners and a compromise of national sovereignty (Schmidt and Quandt, 2018). The rise of political nationalism and the strengthening of economic protectionism are further intensified by the weakening of liberal democratic norms. According to the V-Dem Institute report, the percentage of people living under non-democratic regimes worldwide has increased since 2013. By January 2024, 71% of the global population was

3 The Uppsala Conflict Data Program defines *armed conflict* as the use of armed forces that results in at least 25 battle deaths in a year.

4 As of March 11, 2024, the Uppsala Conflict Data Program (2024) does not report data for 2023.

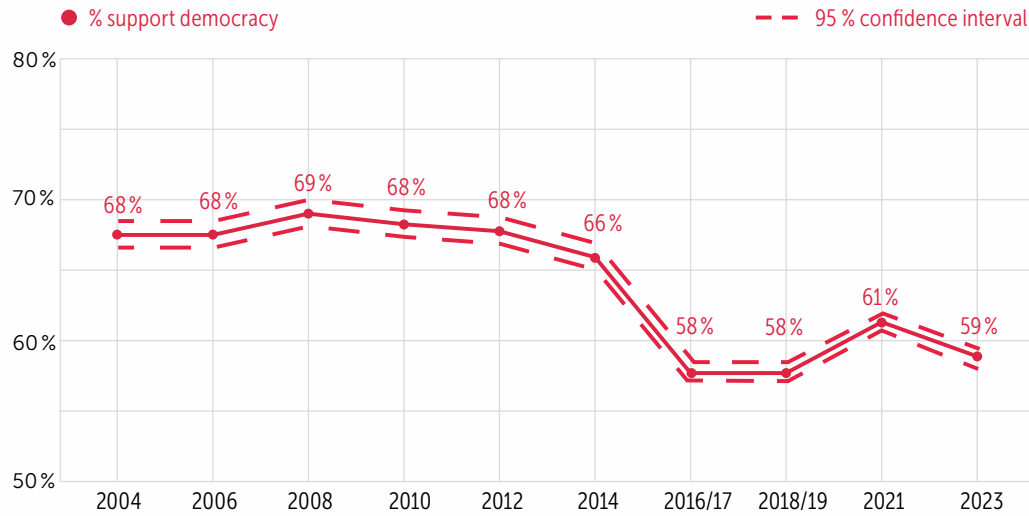
living in non-democratic countries, representing a 48% rise since 2014 (Nord et al., 2024). Additionally, confidence in liberal democracy is declining in many democratic countries, particularly in Latin America. Since 2004, popular support for democracy among citizens in democratic nations across Latin America has dropped from an average of 68% to 59% in 2023 (Lupu et al., 2023).

The impact of the pandemic and the rise of protectionist and nationalist governments globally have diminished the role of foreign direct investment (FDI) in the world economy. In 2007, FDI accounted for 5.3% of global GDP, but by 2020, this had dropped to 1.3% (World Bank, 2023b). In Bogotá specifically, FDI reached US\$625 million in 2023, distributed across 91 new projects that generated approximately 5,519 jobs (Invest in Bogotá, 2023). Despite these notable figures, the city still

has significant growth potential, especially when compared to the US\$32 billion in FDI recorded in 2019 (Invest in Bogotá, 2022). There is still room for further investment, particularly in sectors like electronic components, biotechnology, software, and information technology services (Invest in Bogotá, 2023).

One of Bogotá's key challenges in international economic affairs is increasing exports. In 2023, the city exported US\$3.9 billion, a slight decline of 0.2% compared to 2022 (Suárez, 2024). In this global context, attracting foreign investment, international events, business and tourism, and international cooperation will pose challenges for the government of Bogotá. It is important to consider the findings of the Internationalization Mission by Hausmann et al. (2021) to promote Colombia's integration into international markets.

Figure 1. Support for Democracy in Latin America



Source: Lupu et al. (2023).

This mission focused on identifying and overcoming barriers to foreign trade, improving the country's competitiveness and promoting innovation in sectors such as agribusiness, manufacturing, and services (Hausmann et al., 2021).

Economic crises and the social aftermath of the pandemic have fueled widespread discontent, leading to frequent and significant political changes. These constant shifts disrupt the progress of long-term projects, including international cooperation initiatives, and contribute to a sense of uncertainty among the population.

Although Latin America has not experienced an international armed conflict in the 21st century (Uppsala Conflict Data Program, 2024), trade relations and regional integration projects are not currently thriving. By 2024, issues such as public safety, the fight against organized crime, and income redistribution have taken precedence over cooperation and integration in Latin America (Machado Parente and Valdés, 2023). In this context, the government of Bogotá will need to carry out its international actions in an environment with limited interest in collective action.

The current government of Bogotá faces a challenging international economic outlook, particularly in terms of growth and inflation. Between 2021 and 2024, global economic growth rates have been lower than those recorded between 2000 and 2019, largely due to the economic slowdown in some developing countries. In 2021, global GDP saw a significant rebound of over eight percentage points, following the sharp decline in 2020 caused by the covid-19 pandemic. However, projections for the coming years are

// In 2007, foreign direct investment accounted for 5.3% of world GDP, but it had dropped to 1.3% by 2020 //

WORLD BANK

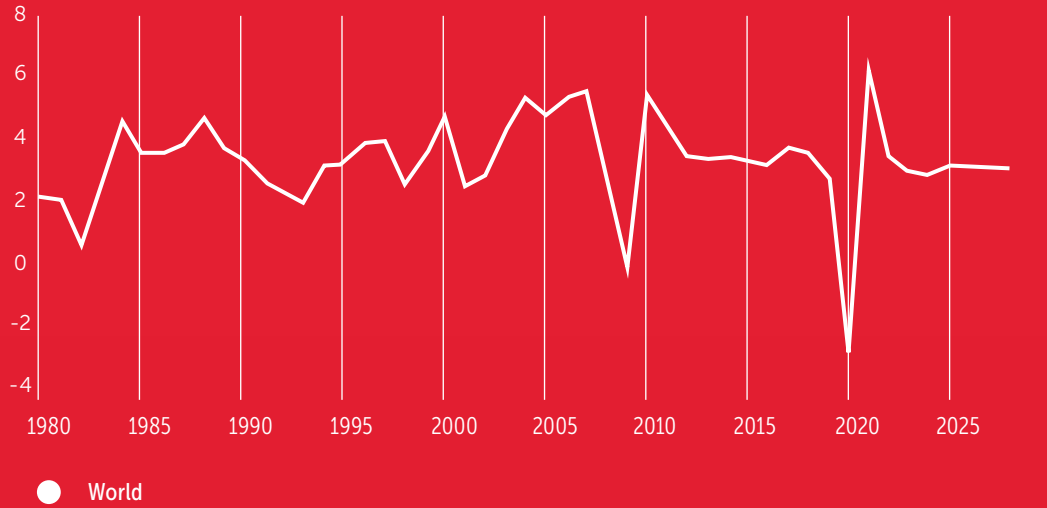
more moderate, with expected growth rates of around 4% from 2024 onwards⁵.

Although global average inflation has decreased compared to the pandemic period, it remains high relative to the periods immediately preceding the pandemic (International Monetary Fund, 2023a). According to the latest data from the International Monetary Fund, 2022 ended with the highest inflation rate in the past decade.

Data from the Secretary of Finance (*Secretaría Distrital de Hacienda*, 2024) projects that Bogotá's GDP will increase by 2.5% by 2024, surpassing the national growth forecast of 1.1% (Organization for Economic Cooperation and Development, 2024). Trade, public administration, and real estate activities show the highest relative importance in terms of the gross aggregate for the third quarter of 2023 (*Cámara de Comercio de Bogotá*, 2024).

⁵ Since it began in February 2022, the conflict between Russia and Ukraine has changed the global landscape.

Figure 2. Annual Global GDP Growth



Source: International Monetary Fund (2023a).

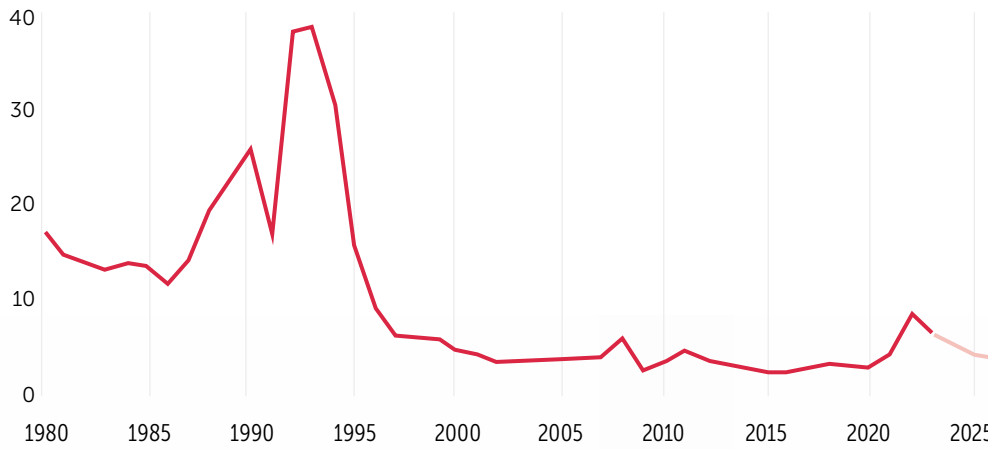
The government of Bogotá faces a critical challenge in understanding and evaluating the adoption of the latest technological innovations, particularly in the areas of artificial intelligence (AI) and digital transformation. The effective implementation of these technologies will be essential to the successful realization of the city's Development Plan and enhancing the competitiveness of both the city and the region. AI offers a wide range of opportunities that can revolutionize various aspects of government management, including optimizing public services, sharing best practices, and enabling more informed and efficient decision-making.

However, adopting these technologies requires a thorough understanding of their

implications and capabilities, as well as the establishment of regulatory frameworks that ensure their ethical use and respect for individual rights. In this sense, the government of Bogotá should be at the forefront in researching and applying AI and other technologies, leveraging their potential to drive innovation and sustainable development. This approach would foster governance supported by advanced data analytics, enabling more efficient, effective, and equitable public policies, ultimately improving quality of life for citizens in the Colombian capital.

In addition to the political, economic, and social challenges, Bogotá faces many environmental threats. The Institute of Hydrology, Meteorology, and Environmental Studies

Figure 3. Global Inflation Rate from 1980 to 2024



Source: International Monetary Fund (2023a).

(Instituto de Hidrología, Meteorología y Estudios Ambientales) has classified the city as being at high risk from climate change, particularly in terms of water resources, food security, and the preservation of its flora and fauna (*Concejo de Bogotá*, 2019).

In this regard, the city must focus on adapting to and mitigating the effects of climate change, taking on the clear responsibility of reducing greenhouse gas emissions, as nearly 75% of global CO₂ emissions originate in cities (United Nations Environment Programme, 2024). Key actions for climate adaptation and mitigation include improving air quality, creating green

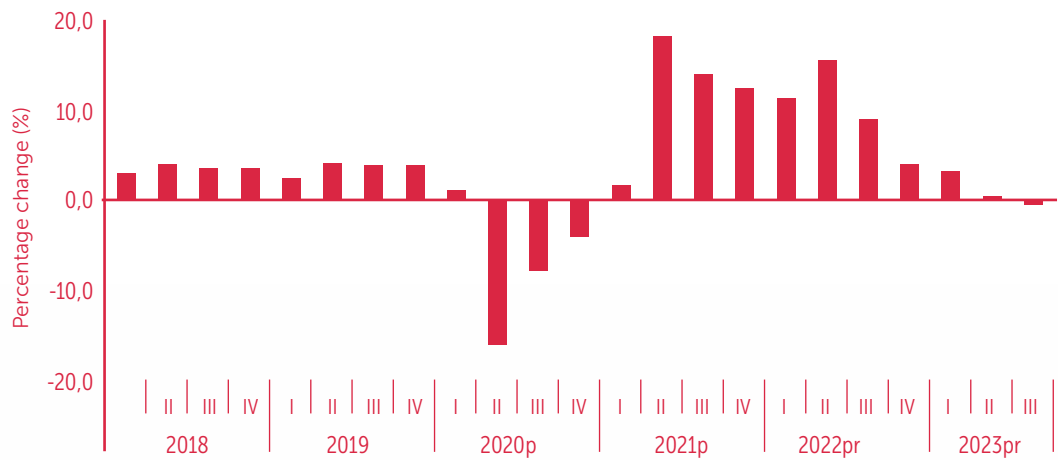
jobs⁶, strengthening the circular economy, and protecting wetlands as reservoirs of water and biodiversity.

Analysis of Strengths, Challenges, Obstacles, and Opportunities for Internationalization in Bogotá

A successful internationalization strategy for the city must identify both internal and external factors that could impact its implementation.

⁶ According to C40 (2022), the world's cities need to create 50 million green jobs to halve their greenhouse gas emissions. These "good green jobs" would improve air quality and decarbonize the global economy.

Figure 4. Bogotá's GDP: Third Semester of 2023



Source: DANE (2018) and Secretary of Economic Development (cited in Miranda, 2023). Information updated on December 7, 2023.

“
**Nearly 75%
of the CO₂
emitted
on Earth is
produced in
cities**
”

This section provides a comprehensive assessment of Bogotá’s internal resources and capabilities, as well as the external conditions within the global environment in which the city operates. By identifying internal challenges and external obstacles, proactive measures can be taken to mitigate their negative effects. Similarly, recognizing internal strengths and external opportunities can enhance the effectiveness of the strategy.

The section on *strengths* outlines the internal factors that can positively impact Bogotá’s

internationalization efforts. The *challenges* and *obstacles* sections address internal factors that may hinder internationalization or the implementation of this strategy. Meanwhile, the *opportunities* include external factors that can positively influence Bogotá’s internationalization.

This analysis was developed based on two key inputs: (1) institutional documents⁷ and (2) insights gathered from meetings within the Office of the Counselor for International Relations.

UNITED NATIONS
ENVIRONMENT
PROGRAMME

7 “Estrategia de Internacionalización de Bogotá 2020-2024” (Dirección Distrital de Relaciones Internacionales, 2020), “Lineamientos para una estrategia: la cooperación internacional, retos y oportunidades para Bogotá 2017-2020” (Dirección Distrital de Relaciones Internacionales, 2017), and “Pensando la internacionalización de Bogotá 2013-2016” (Dirección Distrital de Relaciones Internacionales, 2013).

Preparing to Set Sail: Bogotá's Strengths in Internationalization

Colombia's capital holds a strategic geographic location that makes it a fundamental convergence point for the country's economic and political development. Situated in the center of Colombian territory, its position facilitates

connections and access to key cities and regions, making it an important logistical and transportation hub. Its proximity to major trade routes and its international airport, El Dorado —one of the busiest in Latin America— make Bogotá an essential node for international trade and transportation of people and goods (*Departamento Nacional de Planeación, 2024*).



Photo by Carlos Andrés Gómez
(<https://unsplash.com>)

Bogotá serves as Colombia's political and economic hub. As the country's capital, it is home to the main government institutions, including the Presidency of the Republic, Congress, the Supreme Court, and numerous ministries and agencies. This concentration of government entities not only establishes the primary center for political decision-making but also attracts a diverse range of professionals, including politicians, diplomats, academics, and civil society organizations.

Bogotá has also become a meeting point for various diplomatic offices, hosting 64 delegations, including embassies, consulates, and consular sections. The city is home to 14 United Nations agencies and international financial institutions such as the Inter-American Development Bank, the World Bank, and the Development Bank of Latin America and the Caribbean, reinforcing its role as a key platform for global dialogue and cooperation. This diplomatic environment is further enriched by the presence of several NGOs and international cooperation agencies, solidifying Bogotá's status as a hub for international convergence and collaboration (*Ministerio de Relaciones Exteriores, 2024*).

Over the past decade, Bogotá has positioned itself as a city with a strong international presence, attracting migrants, investments, international students, and tourists. The Colombian capital is home to more than 600,000 international migrants (World Bank, 2024). In 2023 alone, the city drew in US\$625 million in FDI (Invest in Bogotá, 2023). Bogotá has also become one of the top 100 study destinations in the world (Quacquarelli Symonds, 2024) and ranks fourth best study destination in Latin America.

Bogotá is home to one of the most dynamic airports in Latin America, and the main entry point for international tourists to Colombia (ProBogotá et al., 2023). In 2023, the city reported 151,251 flights, transporting a total of 19,422,685 passengers. The high passenger capacity of El Dorado Airport allowed Bogotá to welcome 1,385,979 international tourists in 2023, reflecting a 22.9% increase compared to 2022.

El Dorado Airport is not only a gateway for tourists to Bogotá but also a key hub for the country's international trade. In 2022, the airport handled nearly 22.8% of the imports, totaling US\$17.25 billion CIF⁸. Additionally, El Dorado facilitated approximately US\$8 billion in exports, contributing nearly 10% to the city's GDP (*Observatorio de Turismo de Bogotá, 2024*).

The internationalization of Bogotá requires a collaborative effort between multiple district institutions. The Office of the Counselor for International Relations connects the city's secretaries and entities with international actors such as cooperation agencies, embassies, multilateral banks, and other municipal governments, among others (see Table 1). When there is a convergence of interests between sectors of the city government and international stakeholders, the Office of the Counselor for International Relations enables cooperation between the parties. This coordination among the city's sectors allows the internationalization process to be approached from different sectoral and disciplinary perspectives.

The transformation of the former Directorate into an Office of the Counselor for International Relations significantly strengthens the

⁸ The CIF (cost, insurance, and freight) value is the price of an exported good before payment of import taxes, trade margins, or transportation costs within the country of arrival (Eurostat, 2014).



city's internationalization process. This shift enables more rapid and adaptive decision-making in response to an increasingly challenging international landscape. The new structure provides greater flexibility in engaging with global and regional actors, while effectively representing the city's interests on the international agenda. It also provides a comprehensive and coordinated vision of international relations, guiding the development of activities and promoting coordination between city entities and the city's Development Plan. This ensures coherence in the implementation of policies and objectives.

Since its establishment in 2008, the office responsible for Bogotá's international relations has consistently maintained a team of permanent staff. This fundamental feature ensures continuity and stability in the city's international affairs while preserving the institutional memory accumulated over the years. The presence of experienced staff provides invaluable expertise in identifying challenges and opportunities, along with the contextual knowledge necessary to address the various complexities of the international landscape.

Setting the Course: Challenges and Obstacles in Bogotá's Internationalization

Over the past thirty years, each city government has actively promoted Bogotá's internationalization. While recent administrations have crafted distinct internationalization strategies based on their unique visions, this creates a dual challenge: on the one hand, it allows flexibility for new leadership to shape the city's internationalization efforts; on the other hand,

 **19,422,685**
passengers

 **151,251**
flights were
reported in 2023

“ El Dorado transported nearly 22.8% of imports into Colombia ”

BOGOTÁ TOURISM OBSERVATORY

it complicates achieving the necessary continuity required for a long-term internationalization process. It is therefore crucial to establish a long-term public policy on Bogotá's internationalization. This policy would act as a guiding framework ensuring that the city's international efforts remain consistent and aligned with the long-term interests of its citizens.

The internationalization of Bogotá is a collaborative effort involving all city institutions. However, mechanisms for coordination among these institutions need to be strengthened, as a lack of inter-institutional alignment hinders the consistency of initiatives across the different

sectors of the Mayor's Office (Phare, 2021). Additionally, the city's internationalization process must be supported by the participation of key stakeholders, including civil society organizations, academia, and the private sector. Citizen involvement in international actions will foster trust between Bogotá residents and its institutions, while also promoting transparency and efficiency in governance.

To ensure the effectiveness of Bogotá's internationalization strategies, it is essential to maintain thorough and adequate records of interactions between various sectors and international partners. Without proper documentation and monitoring of these relationships, it becomes difficult to accurately evaluate the effectiveness of these initiatives and pinpoint areas for improvement. Comprehensive records allow for measuring the impact of international activities, identifying future collaboration opportunities, and resolving potential tensions. Therefore, establishing and maintaining such a registry is vital to ensuring transparent and efficient management of the city's international relations. It will also help organize and connect all relevant stakeholders and maximize the benefits of international cooperation.

Potential obstacles to the city's internationalization may stem from the national context, particularly due to a lack of coordination between the national and local governments, as well as a disconnect between citizens and Bogotá's institutional international efforts. Synchronizing actions is crucial to fully leverage the cooperation opportunities presented by the global environment

and to avoid redundancies. Furthermore, the internationalization process must prioritize a citizen-centered approach, ensuring that Bogotá's residents recognize the value of the city's global engagement and can consistently benefit from the resources it brings on a permanent and systematic basis.

Uncharted Horizons: Unlocking Bogotá's Internationalization Potential

Collaboration between those responsible for promoting internationalization in Bogotá, the national government, and other local governments across Colombia, acts as a driving force for the city's internationalization process. This joint effort enables the exchange of knowledge, resources, and experiences, which can foster initiatives that solidify Bogotá's position on the international stage.

A transparent strategy centered on the citizens' well-being presents a valuable opportunity to enhance Bogotá's image internationally, which is crucial for attracting visitors. By prioritizing policies that improve residents' quality of life and foster social inclusion, the city can gain international recognition and draw interest from global stakeholders eager to collaborate and establish connections. This focus on community well-being not only strengthens Bogotá's commitment to sustainable development but also serves as a platform for forging strategic partnerships with international organizations and other global players.

Photo by Juan Felipe Ramírez
(<https://www.pexels.com>)







Photo by Victor Rosario (<https://unsplash.com/en/@vrrosario>)



Enhancing Bogotá's Foundations as a Global City

Bogotá's Place in the World

Bogotá has positioned itself as a global metropolis, celebrated for its great demographic and cultural diversity, which has been a cornerstone of its sustainable economic, social, and environmental development. The city takes pride in fostering participatory democracy, as established in the city's Development Plan, which promotes dialogue between the government and citizens, strengthening governance and advancing continuous progress. By integrating diverse perspectives, Bogotá is shaping a future where all residents can thrive in a safe, smart, sustainable, and inclusive urban environment.

Consequently, the district entities with competencies in international action will be organized under the Intersectoral Commission for Internationalization to unify efforts towards achieving the goals of the District Development Plan 2024-2027. This commission is a fundamental component of the Internationalization Strategy and contributes to strengthening the city's international governance system. With this approach,



we aspire to position Bogotá as a global, inclusive, productive, and innovative capital city, focused on efficient governance, active citizen engagement, and sustainable development (2024-2027 Development Plan).

of various stakeholders, including the private sector, civil society, academia, national and regional governments, and the Bogotá region.

Key Principles for Bogotá's Internationalization

1. **Alignment with Key Frameworks:** The strategy is aligned with the 2024-2027 Development Plan and the 2030 Agenda for Sustainable Development.
2. **Citizen-Centric Approach:** It serves the citizens by identifying and managing international actions that directly impact well-being, aiming to enhance quality of life for all residents.
3. **Flexibility:** The strategy is adaptable, allowing for effective responses to changes in global geopolitics, economic shifts, and stakeholder interests.
4. **Measurable Progress:** It incorporates goals and indicators, allowing for continuous monitoring and evaluation.
5. **Cross-Sectoral Integration:** The strategy fosters collaboration across city government departments and institutions.
6. **Platform for Collaboration:** It serves as a hub for aligning the interests and efforts

Vision: Bogotá, a City Open to the World

A city that fosters talent, knowledge, technology, and innovative solutions to global challenges. A meeting hub, open to the exchange of best practices, where international economic relations, creativity, and innovation converge to promote collective and sustained well-being. Bogotá is a platform for business expansion and growth in Latin America, a gateway for local products, services, high-impact entrepreneurship, and transformative initiatives. A destination for business and global summits, conferences, investment and tourism.

Target

Build and reinforce the institutional framework, public policy instruments, and strategic alliances needed to open Bogotá's doors to the world.



Opening Bogotá's Doors to the World: What is the Key?

The sectors responsible for Bogotá's international outreach are committed to focusing efforts on key strategic areas to drive the city's development and global positioning.

First, we will work towards securing international resources and experience to support local development programs and projects. This involves fostering collaborations with international partners who can provide both financial resources and expertise and best practices in key areas such as urban sustainability, technological innovation, and social inclusion, among others.

By attracting this wide range of resources and tools, we will be better equipped to tackle Bogotá's political, economic, social, and environmental challenges. Our international partners can provide valuable knowledge, technology, and expertise. Gaining new insights will enable the city to gradually close the technological gap (*Econometría Consultores, 2023; Hausmann et al., 2021*), fostering the development of high-productivity business ecosystems and entrepreneurial ventures. These resources, both financial and non-financial, can be accessed through international cooperation and by attracting tourists, investors, events, students, and professionals.

Collaborating with international partners not only brings financial support but also provides access to innovative practices and proven

solutions that enhance local development efforts. This collaboration extends to Bogotá's network of citizens abroad, fostering knowledge exchange and driving technological progress. This comprehensive approach to resource management will bolster Bogotá's capacity to tackle its challenges effectively and sustainably, while promoting economic growth and overall well-being.

The relationship with international political actors will be fundamental in attracting resources and expertise. In this regard, city networks play an essential role in the city's internationalization. Currently, Bogotá actively participates in various networks and platforms that encourage international cooperation and diplomacy. These include *Unión de Ciudades Capitales Iberoamericanas (UCCI)*, United Cities and Local Governments (UCLG), Metropolis, and ICLEI Local Governments for Sustainability, among others. Different city government entities engage with these networks, and Bogotá has been an enthusiastic participant in numerous events, positioning itself as a significant player on the global stage. Through these city networks, Bogotá will collaborate with its Latin American and hemispheric partners to meet the goals of the Development Plan and the 2030 Agenda, taking a leadership role in areas such as security, climate change, and inclusion.

As a cross-cutting initiative, subnational diplomacy serves as a key driver for achieving goals and enhancing access to essential services such as health, education, social welfare, care, culture, recreation, and sports. This comprehensive approach focuses on closing gender gaps and providing and upgrading new housing and serves as an effective means of supporting poverty reduction, combating food insecurity, and



reducing inequality. It also prioritizes safety and protection of all life forms.

By adopting a more strategic and proactive role on the global stage, we can drive effective climate action and safeguard biodiversity along with the vital services our ecosystems provide. Through strategic alliances⁹, we are promoting sustainable and multimodal mobility and advancing urban revitalization and renewal efforts. Our advocacy focuses on ensuring decent living conditions and equitable access to housing and public services for all.

Bogotá's internationalization strategy connects us to the best global resources and practices, allowing us to address these challenges with innovative solutions and international collaborations that strengthen our commitment to the city and the region. By integrating and adapting these practices to our urban and rural realities, we can create a sustainable model of territorial occupation that aligns with our local and regional goals.

It is crucial to engage citizens with the diverse opportunities available to them, which is why we are committed to promoting international initiatives and programs that benefit everyone, from civil society organizations to every individual in the city. Through our monthly newsletter, we will provide direct and easy access to a variety of opportunities, from funding and training to global recognition, fostering innovation, community, and social enrichment, sharing technological advances, and knowledge transfer. This initiative will

empower vulnerable groups and help to promote inclusive and sustainable progress throughout our community.

Finally, Bogotá's Internationalization Strategy incorporates a differential approach as part of its cross-cutting vision, aligning with the District's public policies. This approach ensures that internationalization actions include diverse populations, such as ethnic communities, the LGBTIQ+ community, women, youth, people with disabilities, migrants, and other vulnerable groups, to guarantee their participation in international cooperation and development processes. The commitment is to integrate these perspectives into initiatives and projects, promoting inclusion,

“ Attracting new knowledge will enable the city to gradually close the technology gap ”

ECONOMETRÍA CONSULTORES

9 The generation of strategic alliances and the exchange of good practices will become increasingly important for the city, since Bogotá is the capital of a middle-income country. In this sense, it is expected to gradually receive fewer resources from international cooperation than cities located in low-income countries (*Agencia Presidencial de Cooperación Internacional*, 2021).

equity, and recognition of Bogotá's diversity on the global stage.

Bogotá aspires to be a dynamic hub of commerce and culture, positioning itself as a gateway city that stimulates a productive environment and serves as a platform for business expansion and event growth within the Latin American context. The city's internationalization fosters an ecosystem that encourages business growth, talent development, innovation, and job creation. As a melting pot for tourists, visitors, students, and professionals, Bogotá stands out as a venue for cultural, sports, and entertainment events of international prestige.

To transform Bogotá into an open, welcoming metropolis that embraces all with hospitality, it is essential to promote language learning among our citizens. Promoting bilingualism in the city is a commitment included in the 2024-2027 Development Plan: *Bogotá camina segura*. Our Development Plan emphasizes bilingualism as a fundamental component for the city's integration into the global arena. It details specific strategies to improve the teaching of English and other languages, from basic education to technical and professional training. The primary goal is to equip future generations to meet the challenges of the international economy and to promote a culture of openness and intercultural understanding.

To achieve these goals, the city's Development Plan establishes partnerships with international educational institutions and exchange programs, enabling students and professionals from Bogotá to gain valuable experience and knowledge in global settings. Establishing Bogotá as a bilingual city is a priority for its internationalization strategy, aiming not only to improve

opportunities for students and professionals but also to strengthen the city's capacity to attract investment, tourism, and international events.

The City Administration is actively promoting bilingual education programs across all school levels and supports language training for workers in key sectors such as technology, tourism, and business services. These initiatives aim to foster a population with enhanced language proficiency, enabling more fluent communication and collaboration with international partners. The *Bogotá camina segura* Development Plan places special emphasis on becoming a smart city, advancing community tourism, business empowerment, and logistical development. Central to this vision is El

“ The Bogotá camina segura plan places a strong emphasis on transforming the city into a smart city that fosters community tourism, business empowerment, and logistical advancement ”



Dorado International Airport, which serves as a gateway for global exchange.

Bogotá is a city with a wide array of tourist attractions that are being strategically promoted through the creation of well-defined and marketable tourism products. The development of specialized tours, such as those focused on history, culture, gastronomy, or ecology, not only attracts a variety of tourists but also ensures that the benefits of tourism are more widely distributed throughout the local community. By fostering the influx of visitors and supporting meaningful cultural initiatives, Bogotá is establishing itself as a hub for exchange and connection, contributing to both social and economic development. This path of progress propels the city forward and positions it as a key player on the global stage.

Secondly, we are committed to sharing local resources and experiences globally, enhancing Bogotá's reputation as a hub of creativity, entrepreneurship, and culture. In the 21st century, international cooperation extends beyond the traditional transfer of resources from developed nations to developing countries, evolving into a process of collaboration and multidirectional learning (Waisbich, 2021). The aim of the implementation of this internationalization strategy is to establish Bogotá as an active participant in international cooperation (Waisbich, 2021).

The city will position itself as a key provider of technical assistance and transfer of best practices at the global level. Bogotá has the capacity to share its expertise in various fields with international partners. For example, the city's advancements in the integration of electric energy

in public transport (Mudu et al., 2021) and its forward-thinking care policies (Inter-American Development Bank, 2021), offer valuable lessons and successful strategies that can benefit others. This initiative will not only bolster the city's reputation as a global actor committed to a sustainable development but also foster knowledge exchange and cooperation for mutual growth and progress.

In this context, the various city entities will collaborate to develop a City Portfolio. This portfolio will document and showcase good practices that could be adapted and implemented in other geographical contexts. The goal is to enable all sectors of the city government, with the support of the Office of the Counselor for International Relations, to efficiently transfer and promote this portfolio of international cooperation initiatives.

Bogotá will not only share its best practices and knowledge with international actors but will also position itself as a pioneering city in advancing Colombian cooperation, also known as Col-Col cooperation. This approach to international cooperation aims to foster interaction between local and regional actors across Colombia¹⁰ by enabling the exchange of knowledge and adapting it to the country's different territorial contexts. It also serves as an important complement to the financial and technical cooperation traditionally provided to and received from developing nations.

Col-Col cooperation currently represents a significant evolution in the relationship between cooperation partners, the national government, and territorial actors. This initiative highlights successful national and territorial practices in

10 Col-Col cooperation seeks interaction between Colombian government actors, whether between Bogotá, the national government, other city governments, and even departmental governments.



GRAN PROMOCIÓN
2 BOTELLAS DE CHICHA
+ 2 CERVEZAS BIEN FRÍAS.

ATICO CAFE TINTO
CANELAS CARAJI

PROMO 2x1 En Mojito



Photo by Gustavo Solmott (<https://www.pexels.com/@gustavo-solmott-1628061/>)

peace and development, with the goal of sharing these experiences across Colombia's territories, adapting them to diverse geographical and socio-cultural contexts within the country (*Agencia Presidencial de Cooperación Internacional*, 2024).

Third, to strengthen Bogotá's international governance framework, we will focus on enhancing collaboration with local, national, and international stakeholders, ensuring a well-coordinated management of international relations. This approach will include improving inter-institutional coordination, establishing monitoring and evaluation mechanisms, and promoting citizen participation in decision-making processes that contribute to the city's global projection.

As highlighted in the section on challenges and obstacles to the city's internationalization, strengthening the governance of Bogotá's internationalization efforts is crucial. It is essential to coordinate the actions of various city administration sectors, while also engaging the city's residents in this global endeavor. To this end, three key actions will be undertaken: the development of a public policy for Bogotá's internationalization, the establishment of an intersectoral commission supported by a Bogotá Internationalization Group (a public-private body), and the improvement of records documenting interactions between city sectors and our international partners.

The Intersectoral Commission for Internationalization will serve as the central coordinating body where different sectors of the city government responsible for territorial diplomacy and Bogotá's international projection will converge. This platform will not only enable inter-connection between different sectors, but also foster in-depth discussions and formulation of concrete proposals to advance the city's internationalization. The Commission will address priority issues and actions in international affairs for each sector, positioning itself as a key driving force to promote and guide Bogotá's internationalization efforts into the future¹¹.

The sectors responsible for the city's international activities will present their proposed cooperation projects to the Intersectoral Commission for Internationalization, identifying those they believe should be implemented and promoted. The Intersectoral Commission will then deliberate on which plans and projects align with the City Administration's priorities, selecting those that are strategic for the implementation of the city's Development Plan and the 2030 Agenda. As a result of these efforts, the Intersectoral Commission will compile a comprehensive portfolio of strategic projects and programs, ensuring alignment between supply and demand to effectively advance the city's internationalization objectives.

11 The interest in creating this entity is also supported by the recommendations of the National Government's Internationalization Mission in 2021 with the Departmental Internationalization Index, which makes it possible to identify the efforts of the territorial entities for internationalization (one of its variables is the existence or not of an internationalization committee in the territorial entity).



The Bogotá Internationalization Group will serve as a crucial platform for the participation and exchange of ideas among different key stakeholders. Comprised of social organizations, academic institutions, and the private sector, this Group will play a pivotal role in formulating actions and generating projects aimed at enhancing the city's international presence. The Committee's primary objective will be to promote constructive dialogue and collaboration between various sectors, leveraging the expertise and knowledge of each participant to enrich the city's internationalization initiatives.

The Bogotá Internationalization Group will act as a mechanism to guarantee the inclusion of diverse perspectives and ensure that citizens' interests are adequately represented in the decision-making process related to Bogotá's global projection. By doing so, it will promote an environment of trust between citizens and the public administration. The Committee will convene at least twice a year.

An information system will be developed to optimize the monitoring of interactions between various sectors of the city and its international partners. Managed by the Office of the Counselor for International Relations, this tool will be tailored to meet the city's specific needs, ensuring an effective management of information related to Bogotá's international relations. It will streamline the collection, archiving, and analysis of relevant data, providing a comprehensive and up-to-date overview of the city's international activities and relations. The tool will also help identify emerging trends, assess the impact of international projects, and

support informed decision-making to strengthen Bogotá's global integration. The system will foster greater transparency, efficiency, and coordination among city sectors by enhancing their interactions with its international partners. Furthermore, it will allow public access to the primary indicators tracked in the system, promoting transparency and advancing public engagement with the city's internationalization efforts.

Finally, we are committed to clearly and effectively communicating Bogotá's international initiatives to promote transparency, accountability, and citizen engagement in the city's global projection. This commitment includes developing innovative communication strategies, using digital platforms and social networks to reach a wider audience, and creating spaces for dialogue and participation to engage the community in building a Bogotá that is open to the world.

This communication plan will include the development and enhancement of dialogue channels tailored to the needs of each sector, using specific targeted strategies to promote an interactive and ongoing dialogue. A combination of digital platforms, social networks, in-person events, and collaboration with local and international partners will ensure effective communication and broader visibility for Bogotá's international achievements. This approach will build trust and enhance the city's positive global image, further reinforcing its international presence and prestige. In line with the City Brand Committee's guidelines (City Brand Use Agreement and Association Agreement 196 of 2008), the communication plan will also focus

on promoting Bogotá's tourism, business, and investment initiatives.

The Bogotá homepage has set a precedent for transparency and civic engagement. This digital platform, combined with active social networks, provides a continuous flow of updates, encourages citizen participation, and creates an ongoing space for the exchange of ideas. This collaborative approach not only enriches citizens' experience but also cultivates trust and strengthens Bogotá's global reputation. By promoting openness and interaction, the city further solidifies its prestige and standing on the international stage.

Over the last two decades, the government of Bogotá has established relationships with national and local governments, cooperation agencies, and other international actors to attract resources and improve the well-being of all its citizens (Zamora et al., 2015). In this context, forging alliances has become a critical component for the successful implementation of this strategy.

The Office of the Counselor for International Relations will play a critical role in identifying and connecting strategic partners to strengthen Bogotá's international presence. As the essential bridge between the city's various sectors and a network of international partners, the Office will work to forge and consolidate

Diagram 1. General Objective and Strategic Action Lines of Bogotá's 2024-2027 Internationalization Plan

Source: Office of the Counselor for International Relations.



alliances that will advance our common goals at the global level. Key actors identified include¹²:

Table 1. Key Actors and Allies for Implementing Bogotá’s 2024-2027 Internationalization Strategy.

Sector	Actor	Role
National entities	<ul style="list-style-type: none"> • Bogotá-Region • City government entities • Districts within Bogotá • Cities • National government: <ul style="list-style-type: none"> - Ministry of Foreign Affairs - Ministry of Commerce, Industry, and Tourism - Presidential Agency for International Cooperation of Colombia - ProColombia¹³ 	Adoption and coordination of public policy
International	<ul style="list-style-type: none"> • Embassies and consulates accredited in Colombia • Multilateral organizations • City networks • Local and regional governments • Regional integration mechanisms • Development banks • Cooperation agencies/multilateral banking 	Access to opportunities
Private	<ul style="list-style-type: none"> • National and multinational companies • Guilds and associations, business organizations • Chambers of commerce • Business networks 	Financing and city positioning
Academy	<ul style="list-style-type: none"> • Universities • Think tanks and research centers 	Generating knowledge
Civil society	<ul style="list-style-type: none"> • NGOs • Collectives and social organizations • Opinion leaders 	International networks
Media and communications	<ul style="list-style-type: none"> • Local • International 	Broadcasting

12 Under the leadership of the Office of the Counselor for International Relations, the strategy’s different actors will be articulated and coordinated to avoid duplication when various entities or agencies engage with international actors. See “Proposal for a governance model for international action in Bogotá-region” (Phare, 2022, p. 14).

13 ProColombia is an official organization responsible for promoting tourism, attracting foreign investment, boosting non-mining energy exports and enhancing Colombia's image.



Writing Bogotá's Logbook: Monitoring the City's Commitment to Internationalization

The newly established Intersectoral Commission on Internationalization will direct the implementation and monitoring of the strategy under the leadership of the Office of the Counselor for International Relations. Comprising representatives from various government sectors, the commission will align their concerns and interests to ensure coherence and effectiveness in the strategy's implementation. To ensure a comprehensive evaluation, the Office will compile an annual implementation report, informed by six-monthly reports submitted by the entities involved. The development of indicators aligned with action plans and priority objectives will serve as a fundamental tool for periodic reviews and necessary adjustments in the internationalization process. The specific format and frequency of these measurement tools will be determined at this stage, in collaboration with each entity involved.

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Bogotá has an International Compass

Bogotá faces the challenge of implementing its 2024-2027 Internationalization Strategy in a global context marked by international conflicts, growing economic protectionism, and increasing skepticism about globalization and democracy. Despite these obvious challenges, the city's government sectors have been engaged in internationalization efforts over two decades, giving Bogotá a strong foundation to build upon. This established track record allows for the implementation of new, more organized, and strategic actions to further the city's internationalization, aligned with the goals of the city's Development Plan.

Although the global context poses considerable challenges, it also offers opportunities for

Bogotá in the realms of international cooperation, knowledge exchange, and the strengthening of diplomatic relations. In this regard, the city is well positioned to capitalize on these opportunities and navigate any obstacles that may emerge on its path toward deeper global integration.

To make Bogotá a *city with open doors that welcomes everyone*, this strategy proposes four key actions: attracting resources and expertise for Bogotá, sharing the city's resources and experience with the world, strengthening its international governance system, and effectively communicating Bogotá's global initiatives. With a robust institutional framework, well-crafted public policy instruments, and the development of strategic alliances at both the national and international levels, Bogotá is moving forward with determination to achieve its vision of becoming a globally connected *city with its doors wide open*.

Photo by Michael Barón
(<https://unsplash.com>)

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Exhibit 1

Lines of Action, Activities, and Results

Line of Action	Activities	Results
1. Attract international resources and experience for Bogotá	<ul style="list-style-type: none"> • Strategically liaise with international actors for the implementation of projects in the city • Promote international cooperation • Attract tourists, investors, students, workers, and events to the city • Create a network of Bogotá residents abroad to generate knowledge exchange and promote technological change 	<ul style="list-style-type: none"> • Participate in 50 strategic instruments of international cooperation, such as networks, agreements, memorandums of understanding, letters of intent, and other similar instruments, at bilateral and multilateral levels with the objective of promoting international cooperation and the internationalization of the city
2. Share resources and experiences from Bogotá to the world	<ul style="list-style-type: none"> • Consolidate a portfolio of the best practices, talents, knowledge, and innovative solutions implemented in Bogotá in strategic areas • Develop mechanisms to promote the portfolio among relevant international stakeholders (other cities, subnational governments, national governments, city networks) • Transfer best practices, knowledge, human talent and innovative solutions to different international players through cooperation instruments 	<ul style="list-style-type: none"> • A published portfolio about the supply and demand of cooperation in Bogotá • Portfolio dissemination strategies are underway • Signed instruments or informal alliances

Line of Action	Activities	Results
3. Strengthen the city's international governance system	<ul style="list-style-type: none"> • Create an internationalization public policy • Consolidate the Intersectoral Commission for Internationalization: a new governance mechanism for the internationalization of Bogotá that facilitates coordination between sectors of the city government • Consolidate a new information system related to the city government's international relations 	<ul style="list-style-type: none"> • Internationalization policy approved, published, and in the process of implementation • Decree creating the Intersectoral Commission for Internationalization • Number of sessions of the Intersectoral Commission for the Internationalization of Bogotá • Record of the decisions made in the Commission as they appear in the minutes • Information system deployed • Monthly report of international management record
4. Communicate Bogotá's international actions	<ul style="list-style-type: none"> • Create the Committee for Internationalization with the private sector, social organizations, and academia as a participatory mechanism for the internationalization of Bogotá • Strengthen the communication of internationalization actions among citizens 	<ul style="list-style-type: none"> • Decree creating the Committee for Internationalization • Number of meetings of the Committee for Internationalization • Record of decisions made at the Committee as recorded in the minutes • Cross-cutting and multi-sectoral strategy. Designed, and under implementation.



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