

2020 - 2023

Development Plan: I am Barranquilla

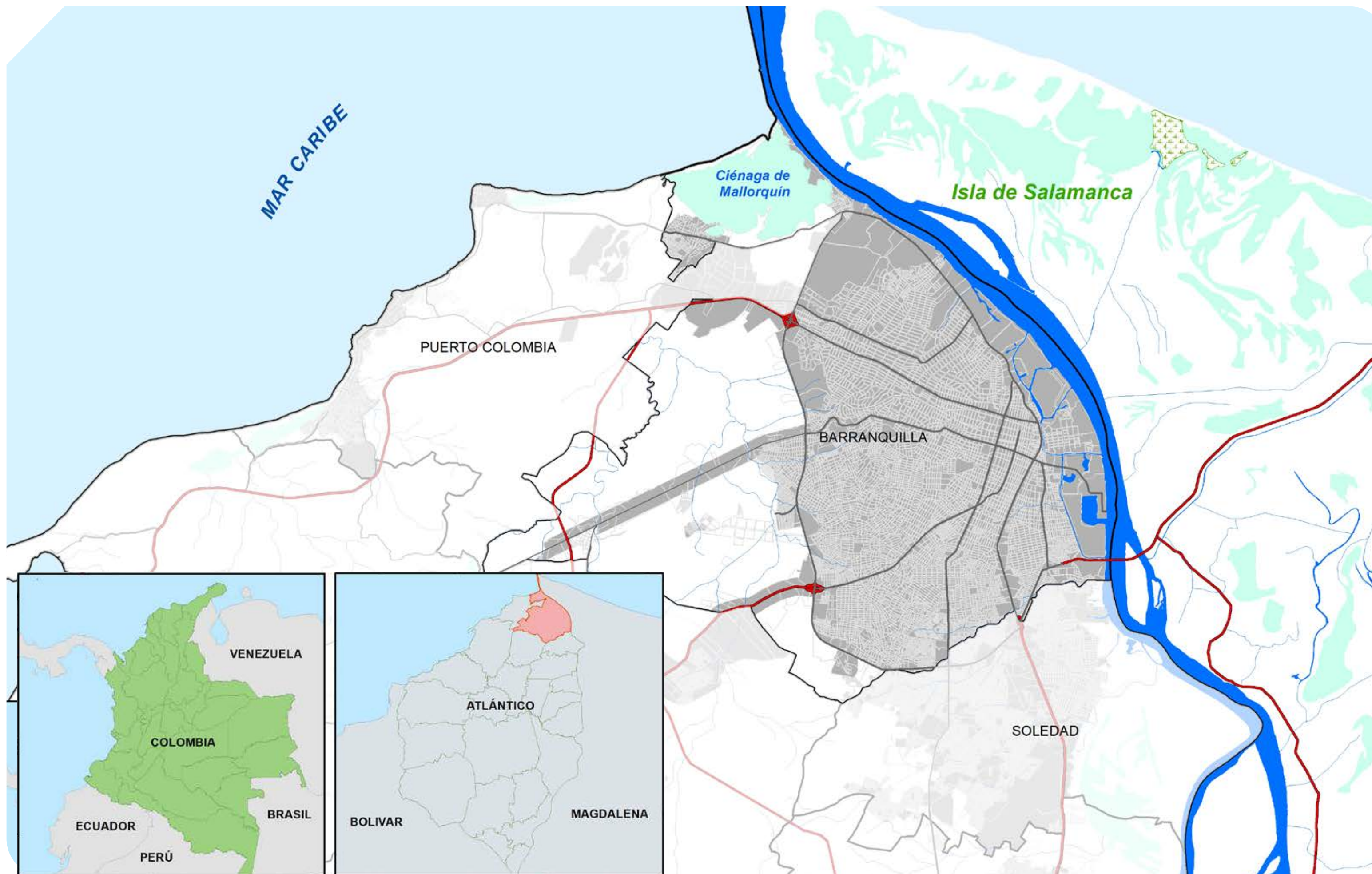
Soy **BARRANQUILLA**



ALCALDÍA DE
BARRANQUILLA

Soy **BARRANQUILLA**

BARRANQUILLA.GOV.CO



WORDS FROM THE MAYOR

In the past 12 years Barranquilla has undergone a positive transformation, achieving great progress that provides a solid foundation for the city to continue working on the well-being and quality of life of its citizens. Now, it is our duty to continue along that path of hard work, so the city continues to grow, overcoming great challenges such as environmental sustainability, the export of goods and services, the physical and virtual connection facilities, the creation of new and better public spaces; and, of course closing each day more social gaps to be a more equitable city.

03

In that sense, we have built together with the citizens, this development plan as the roadmap for the public administration between 2020 and 2023 with which we will promote the growth of the city and reactivate our production. For this Government, social investment is fundamental and this time it will be the highest in the history of the city, favoring the most vulnerable, where health, education, security, housing, public services and social inclusion will be the biggest beneficiaries. The value of this document is immeasurable because we made it with the contribution of hundreds of Barranquilla residents who joined in the participatory stage. We listened to more than 5,000 citizens in person in the 5 locations of the city; Also, virtual participation was well received through social media, e-mail, an online prioritization survey and other spaces for interaction that led to achieving massive participation.

Our citizens made it clear that their greatest desire is to have a more equitable and connec-

ted city, where the most important thing is investment in education, both basic, secondary, and higher, giving high importance to bilingualism. They also want to have greater opportunities to access decent housing and live in a safer city. Of course, public health, a priority issue for this Government, occupies a primary place in the interests of our citizens, which is why we will have, as a fundamental pillar, preserving the life of each of the inhabitants of our territory.

The high desire for social inclusion, the recovery of public space, the parks program, the paving of roads, the canalization of rain floods, culture and citizen participation, efficiency in public transport, recreation and sports, culture and heritage, quality employment, job opportunities for young people, entrepreneurship and support for micro-entrepreneurs, tree planting throughout the city, responsible consumption and recycling, protection of the city's fauna and flora and the recovery of the water bodies, were recurring and widely addressed subjects in more than 60 participation tables with different groups and sectors of the city.

Our commitment is to materialize the proposals that we agreed to with the citizens, not only in the construction stage of this Development Plan, but also during my campaign as a candidate for Mayor's Office. In this way, we will advance with new goals and great challenges, which will allow us to continue with the transformation achieved in the last decade. We will be a benchmark for social, economic, and urban transformation in the Caribbean region, with the firm purpose of continuing to prepare and achieve

an even greater projection.

The Mayor's Office of Barranquilla will be an articulating agent between citizens, businessmen and all those agents related or interested in the consolidation of the next phase of growth of Barranquilla. With this, we will achieve the goals of the next decade, considering the efficient and technical formulation of all policies, programs and interventions consigned in this development plan. Today we have many reasons to be proud of Barranquilla, to say: Yes, we can, and assure that: we are going for more. These are our collective dreams as a city. We have shown Colombia and the world how to work for the people and how to change realities. This document, intended as an easy-to-consult guide, will be our compass for the next 4 years; we will return to it again and again to remember our north, where we are aiming, and to be able to fulfill all the goals that, as a city, we have set for ourselves. We will continue to be connected with our citizens, having a permanent and open dialogue with the district administration and the Barranquilla residents, so that they feel part of the construction of this city where we all have our shirts on, and that is why we say **"I am Barranquilla."**

04

Sincerely,

**Jaime
Pumarejo
Heins**

Mayor of Barranquilla

Introduction
Pag.07

**Achievements
in the past** Pag.11

**Development plan
construction** Pag.23

**Challenges to
overcome** Pag.27

**I am Equitable
Challenge** Pag.29

- 31 Vanguard Education Policy
- 34 Healthy City Policy
- 37 Decent Housing For All Policy
- 40 Social Inclusion Promotion Policy
- 45 Safe City and promotion of Human Rights Policy

**I am Attractive
and successful
Challenge** Pag.49

- 51 Entrepreneurial and Hardworking Policy
- 52 Global City Policy
- 54 Competitive and Innovative Policy
- 55 Cultural and Vibrant City Policy
- 58 Protection, Safeguarding and Sustainability of Cultural Heritage Policy
- 60 Recreation and Sports Policy
- 62 Efficient Public Administration Policy
- 64 Vibrant Public Spaces Policy

**I am Conected
Challenge** Pag.67

- 69 City of connected people Policy
- 73 Smart and Safe Mobility Policy

**I am Biodivercity
Challenge** Pag.76

- 79 Sustainable City Policy
- 82 Policy for the Care of the Urban-Environment
- 83 Risk Resilience and Sustainability Policy

**Multi-year
Investment plan** Pag.85

Introduction

Barranquilla, located on the north coast of Colombia over the banks of the Magdalena River, is a city with 207 years of history, recognized for its accelerated growth and projection in the Caribbean region, the country and the world. In terms of connectivity, by land, Barranquilla is at 100 kilometers from Cartagena and Santa Marta (the most touristic cities on the coast), and 90 minutes from the country's capital by air. It is an attractive city for locals and visitors because of its sea and river; two factors that throughout its history have allowed it to facilitate exports and imports and to open up to the world, witnessing unique events such as having the first sea and river port in the 19th century. Its population of 1,274,250 inhabitants makes it the fourth most populated city in the country with an economy that currently represents 18% of the added value produced in the Caribbean region, being the main city in the Colombian Caribbean.

Since the 1940s, Barranquilla has been known as the Golden Gate of Colombia, a name that was attributed to the city for several decades due to its avant-garde reputation and for having a railway that connected it with the port of Sabanilla and with the Puerto Colombia dock. In addition, it was a pioneer at the national level in providing aqueduct service (1880) and telephone service (1885). Without a doubt, the city has lived through a golden age; in 1919 it started the air mail service with the German Colombo Air Transport Society -SCADTA, today known as Avianca. The El Prado neighborhood was the first modern urbanization in Colombia, today declared a Site of National Cultural Interest; In 1928 the radio industry was born in Colombia through "La Voz de Barranquilla" station, and in 1964 the first Industrial Free Zone was inaugurated. However, the city also went through stagnation and decay for nearly three decades, hitting its infrastructure, development, growth and the spirits of its people, who saw no hope of progress. Health and education services were much deteriorated, there were no equitable opportunities, the social gap was wide-

ning every day and the quality of life of citizens was diminishing considerably.

12 years ago, the political will of new governments and public resources administrators, has made it possible for Barranquilla to regain hope through a transformative management that has changed the face of the city, both in its urban planning and in its people. In the last decade, Barranquilla has injected a large part of its resources to improve the quality of education and to have an efficient health service, it gave priority to the basic and fundamental needs of its citizens to reduce the social gap and improve the quality of life of its habitants. One of the main difficulties that the city had to face were the floods that formed in its streets during the rainy season, paralyzing traffic and repeatedly causing fatalities with victims being washed away by strong currents. Today the city has channeled a large part of these floods and the rain has stopped paralyzing the city.

In the past 12 years, Barranquilla has recovered its parks by improving the quality of public space, has built new sports venues in different disciplines to promote the culture of sports in its citizens, has worked on land use planning to enable expansion and renovation land that allows new urban developments and housing, has paved hundreds of kilometers of streets in neighborhoods with the most need and has implemented a tree sowing plan with thousands of trees planted to improve the thermal sensation of its climate. All these developments have positioned it as one of the three cities with the lowest unemployment rates in Colombia and, most importantly, work still continues on the transformative path. In this sense and taking into account that the Development Plan is the planning instrument that guides the actions of the departmental, district and municipal administrations during a government period¹, below is presented the 2020 - 2023 Development Plan: I am Barranquilla. This Plan determines the vision, policies, programs, projects and development goals associated with public resources that will be executed during the next



four years. This planning instrument is composed of: diagnosis, strategic actions and the investment plan. This Plan is the city's roadmap for the next four-year period and its main purpose is to continue the path of progress and meet the various proposed challenges focused on an equitable, connected, biodiverse, attractive and thriving city.

The 2020 - 2023 Development Plan: I am Barranquilla is based on the government proposal of Mayor Jaime Pumarejo Heins during his candidacy. That foundation was taken to the participation tables with the community for three months to listen to their needs and prioritize them in this Plan; it also includes the voice of unions and public and private organizations; In addition, it includes the needs evidenced by the crisis that the city suffered when facing the health emergency due to COVID-19.

Regarding the pandemic and the effects of the prolonged mandatory confinement, some of the planned priorities were modified. Although there is no unanimous opinion on the possible effects and their magnitude, analysts agree that a contraction in the country's economic growth

¹ Fuente: Departamento Nacional de Planeación



is expected with strong consequences on businesses, employment and household income.

In this sense, within this new scenario, the social, economic and health effects in public policies were taken into account, generating adjustments in the Plan’s strategy such as the inclusion of an economic reactivation plan that mitigates the impacts caused by the crisis and avoids that they deepen.

The below presented Development Plan shows the challenges of the cities of the Colombian Caribbean, specifically Barranquilla:

- To continue improving the accessibility and quality of public goods and services.
- Be an equitable city in opportunities for basic, middle and higher education, not only in coverage, but also in quality.

- Maintain health coverage and continue to improve the quality of the provision of this basic and fundamental service for society.
- Consolidate opportunities for women, youth and people with disabilities.
- Generate new and better job opportunities.
- Improve the mobility of its citizens.
- Provide new and higher quality public spaces.
- Be responsible and careful with the environment and prepare ourselves for the evident climate change.

Additionally, the Districts impact indicators point to a reduction in the incidence of monetary poverty of less than 20%, reducing extreme poverty to 1.6%; go from 0.443 to 0.430 in the GINI coefficient², and other indicators presented in the table below:

Impact indicators

Indicator	Base Line	Goal 2023
Incidence of monetary poverty *	21.1% (2018)	Less than 20%
Incidence of extreme poverty *	2.2% (2018)	Less than 1.6%
GINI coefficient *	0.443% (2018)	Less than 0.430
Ratio of per capita income of the Barranquilla spending unit over Bogotá	0.64 (2018)	Greater than 0.70
Average growth of the amount in USD of exports (FOB) of companies located in the district of Barranquilla	USD \$1.237 millions (2017)	Average annual growth of 4%

Source: Barranquilla District Mayor’s office.

With this Development Plan, Barranquilla seeks to be an inclusive territory; greener, protector of its ecosystems, with more public space, greater security, equity, better education, and health quality, with better investment and employment opportunities. Therefore, these aspirations are translated into the four city challenges that seek to convert and consolidate Barranquilla as an equitable, connected, biodiverse, attractive and thriving city in which everyone wants to live, visit and invest.

² The Gini Coefficient is an inequality indicator that measures the concentration of wealth in a given geographic area. The Gini Coefficient measures the distance between the Lorenz curve and the equidistributional line. Depending on the distance between them, the Gini Coefficient may take values between zero and one, where zero represents absolute equality, and one absolute inequality.

Achievements in the past 12 years

For the past 12 years, the district administrations have worked to improve the quality of life of Barranquilla's residents. The continuity in the lines of public policy and institutional processes have made it possible to capitalize the learned lessons and consolidate greater trust in citizens, allowing, on a greater extent, progressive advances in all fields, going from quantitative leaps to qualitative advances in the results of the administration. Leadership and governance, continuity in management, work aligned to the city's vision, and well-managed public finances, have been translated into the social, urban and economic development that I have presented to you up to this point.

Barranquilla is considered the most important city in Colombia's Caribbean region, due to the number of its inhabitants and its contribution to the production of goods and services, where, in its economic area, agglomerates 2 million people, and contributes 4.3% of the country's production of goods and services. Due to the conurbation of its economic zone, which gathers the economic and social interactions between Barranquilla and the 17 neighboring municipalities of the Atlántico and Magdalena departments, Barranquilla contributes about 68% of the added value (GDP before taxes). According to the indicator of municipal importance, the GDP³ of the city represents 66.41% of the GDP of the Atlántico Department (38.9 billion pesos in 2019)⁴. According to the 2019 Cities' Competitiveness Index, Barranquilla's Metropolitan Area ranked as the fifth most competitive city (out of 23) in the country.



The behavior of exports from the Atlántico Department, in the previous period 2011-2019 shows that the best performance was achieved in 2016 (1,983, 83 million dollars), except for 2011. On average, in the last 4 years (2016- 2019) the growth of exports stood at 2% per year.

As a result of investment and district public policy, and its effort to expand and improve social goods and services, the city has managed to reduce its monetary poverty by half, also due to the management aimed

towards the quality of education, impact infrastructure works, a decent healthcare system and opportunities for all.

In the stance of public finances, between 2008 and 2019, the District abided by the agreement of liability restructuring, healed its finances, and managed to increase several of the sources of its income. This allowed for greater centralization of resources, thus improving the supremacy of spending. The rise in efficiency and focalization of investment towards public services and goods with significant benefits for citizens is highlighted as well. The District's income increased considerably since 2008, going from a budget of \$ 612 billion in 2007, to \$ 3.4 billion in 2019. This increase is due to the proper management of recent years that includes tax reform, recovery of the fiscal sovereignty, professionalization of the plant, among others. This increase in resources was reflected in the sectoral diversification of investment, going from concentrating on sectors dependent on the nation's transfers, to the inclusion of a greater participation in urban facilities and promotion of development.

With this financial strengthening, it was possible to promote investment in large social and infrastructural projects, which were reflected in the improvement of social and economic indicators during the last twelve years, positioning Barranquilla as one of the cities with the greatest social and economic dynamics of the country.

The economic growth of the city represented greater employment opportunities for citizens. In Barranquilla, the accelerated and positive performance of the labor market between 2014 and 2017 was represented by the absorption of 102,500 new workers in formal jobs, which is clearly favorable for consumption and sales.

The increase in the number of employed people led to an increase in the average income per person in the household, according to what was calculated by DANE. Between 2010 - 2018, house-

hold income in Barranquilla grew on an annual average at 7.2% in nominal terms, leading to a 1.74-fold increase in income between 2010 and 2018. These additional incomes have also reduced poverty in the city. Currently, the income of a household in Barranquilla represents 64% of a household in Bogota, an increase when compared to the 51% it represented back in 2010. Recent growth has allowed gaps to be closed. According to the Gini coefficient, interpreted as a number between 0 and 1, where 0 corresponds to perfect equality and 1 corresponds to perfect inequality, Barranquilla is the second city among the main cities of Colombia, with less inequality at the national level: 0.463 compared to the national index of 0.526.

One of the main causes is due to youth and women entering the labor market, which allowed more people within the same family nucleus to receive resources. The number of employed women multiplied 1.6 times in the city between 2007 and 2019, going from 255,000 to 400,000 employed women in this period, which in turn meant going from an employment rate of 38.6% in 2007 to 50.1% in 2019. The unemployment rate for women decreased from 14.5% to 10.8% in the same period. As for young people, their number increased 1.3 times between 2007 and 2019, going from 171,000 employed to 221,000, increasing the employment rate from 36.9% to 45% in the same period, according to the DANE figure.

This has been reflected in how, since 2008, Barranquilla has stood out for being one of the cities with the lowest unemployment rate in the country (the lowest among the main cities), always below the national average and at one-digit levels since 2009, decreasing by 3.1 p.p in the last 11 years,

³ The GDP represents the final result of the productive activity of production units residing in the city, as well as the monetary value of the set of goods and services produced in a region for a given period.
⁴ Value of constant prices in 2015.



which represents 280,995 new jobs between 2008 and 2019.

In 2008, the city was not deemed to receive a credit risk rating and in just 10 years, it achieved an AAA rating. To change this, recent administrations renegotiated the debt with better terms, making it possible to recover tax collection through greater reliability; furthermore, a government and administration system with practices inherited from the private sector, was implemented.

In addition, the financial sector has supported, in a sustained way, the great development bets made by the District, this trustworthiness is reflected in the improvement of the investment grade ratings issued by international risk rating

firms such as BRC Investors Services and Fitch Ratings Colombia, going from AA to AAA between 2015 and 2019. This rating is the highest a public entity can receive in Colombia, to whom an international rating was additionally delivered, placing Barranquilla on par with the country's credit risk rating, when faced by foreign financial entities.

Good management of district finances has allowed the development of investment projects in the city and growth in constructions. Thus, in the last 12 years, according to figures compiled by ProBarranquilla, the economic area of the city has supported the development of 744 investment and reinvestment projects. These have represented 5,049.5 million dollars (59% investment - 41% reinvestment) and

34,565 direct jobs where of the investments identified, 62% were of national origin and 38% foreign.

The Gran Malecón del Río, for example, was a great leap in terms of infrastructure and its importance lies, not only in urban planning, as the opening of the city towards the Magdalena River, in which all of Barranquilla's inhabitants, also known as Barranquilleros, will have access to see its main reference, but also because a new public space was created in a city that needed new areas for recreation. Its construction began in 2016; it is a recreational and cultural space that has an extension of 5 linear kilometers containing pedestrian paths, linear gardens, parks, squares, sports fields, cultural spaces and a parallel dual carriageway.

With an investment of \$ 390 billion pesos, the Gran Malecón was designed through connection nodes that linked it to the commercial, economic and urban dynamics of the city. Up to the end of 2019, the Gran Malecón had received more than 11 million visitors since its opening and had held 543 cultural and sporting events, among others. Within the Gran Malecón, one of the most important tourist attractions is the Caimán del Río, inaugurated in October 2018 as a 2,200 m2 gastronomic market where 25 local and international food kitchens and bars, among others, operate.

Another great achievement we had as a city, was the construction and start-up of Puerta de Oro, the Caribbean Events Center, which doors are opened to the holding of large fairs and events, inaugurating a new line in the economy of the city. Puerta de Oro, the Caribbean Events Center, was born as an initiative led by the Mayor's Office of Barranquilla and accompanied by the Government of Atlántico, the Barranquilla Chamber of Commerce and the National Government.

This Events Center was designed by an Argentinian firm through an international architecture competition, to begin construction in 2013 on an 8.5-hectare site. It contains a 34,500 m2 fairground, with a 7,830 m2 fair pavilion free of columns, 14 meters in height and a capacity of 15,660 people in cocktails. It is operated by Corferias and up to date, 64 congresses, fairs, concerts, exhibitions, institutional, sporting and cultural events, among others, have been held. The fairground has received more than 680 thousand visitors. In addition, it contains an area of 1.4 hectares for real estate development by a private firm.

One of the historical scourges of the city were the rain floods. During the rainy season, a large part of the city was paralyzed due to rain floods reaching between 30 to 100 cubic meters per second. However, at the end of 2019, 66 kilometers of rain floods have been channeled, which corresponds to the most dangerous rain floods in the city, helping citizens not to be affected during the rainy season.

In the educational sector, the city, after encountering more than 60,000 children with no education, implemented an unprecedented strategy with a plan to improve educational infrastructure, food programs, and school transportation, among others. In the last 12 years, the District Mayor's Office has worked to increase the coverage rates of school children, reaching 210 thousand students in 2019 in the official sector (including official contracted enrollment), which turned into gross coverage rates for transition, elementary, middle school and high school for over 100% and for secondary education, 97.06%.

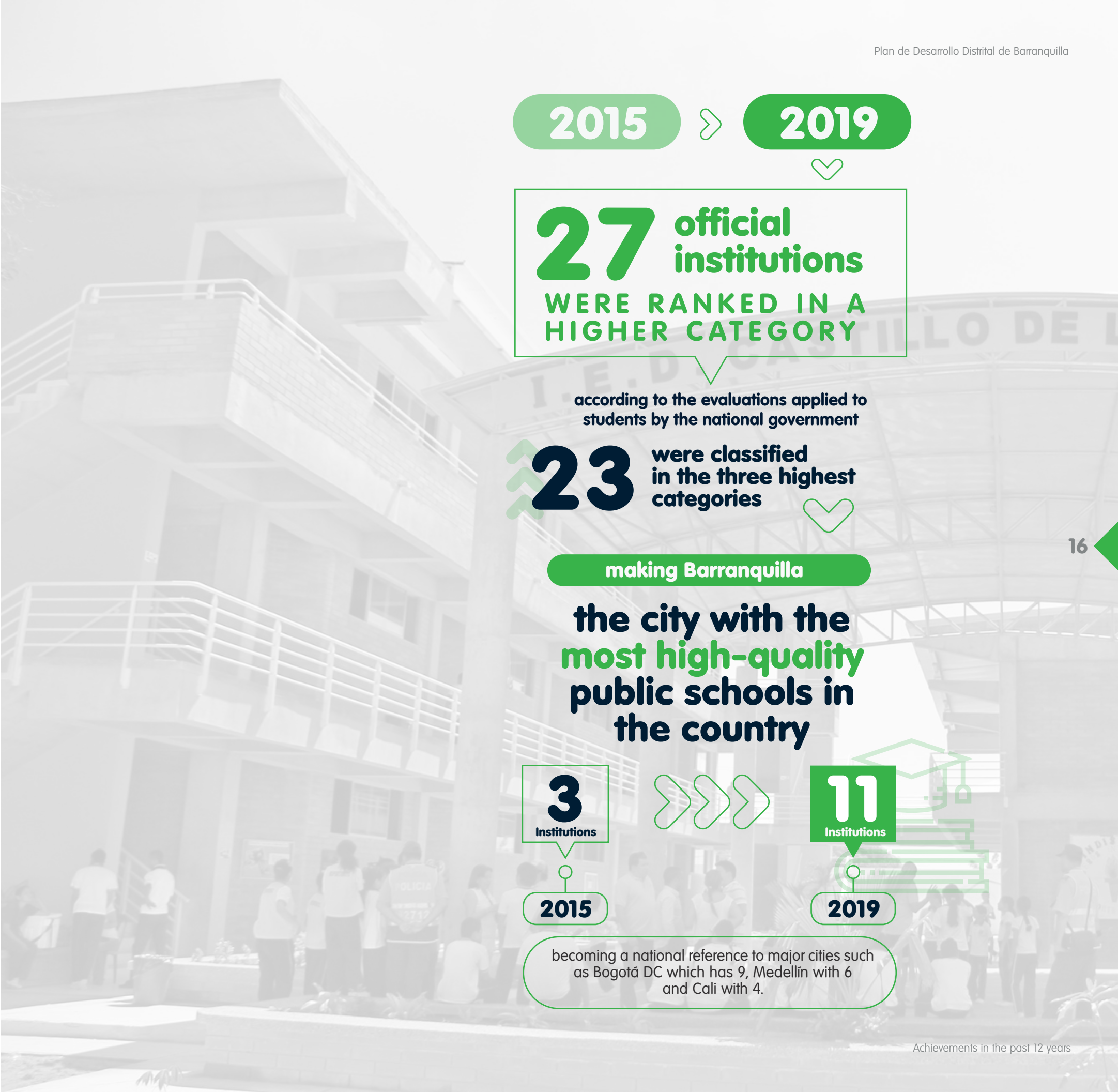
Thanks to the implementation of personalized school reinforcement plans for each institution, the delivery of books to students, among many other campaigns to improve educational quality in public institutions, significant improvements were obtained.

15

A+

A

B



2015 > 2019



27 official institutions
WERE RANKED IN A HIGHER CATEGORY

according to the evaluations applied to students by the national government

23 were classified in the three highest categories



making Barranquilla

the city with the most high-quality public schools in the country

3
Institutions



11
Institutions

2015

2019

becoming a national reference to major cities such as Bogotá DC which has 9, Medellín with 6 and Cali with 4.

The commitment to educational infrastructure has also been important since 2008. 154 FDI were achieved, with a total of 210 educational centers in charge of approximately 200 thousand students, the delivery of 123 thousand food rations, where 100% of its graduates received a high school diploma and one of them a Labor Skills Technician degree. At the end of 2019, there were more than 266,000 people enrolled in the District of Barranquilla.

Twelve new SENA nodes were also created, with 96 specialized workshops and 16 ICT ones, specialized in: financial services, administrative services, hotels and tourism, health, logistics and transportation, construction and infrastructure, marketing, ICT, creative industries, electricity and energy, refrigeration, and multilingualism. On the other hand, the District's health care changed as of 2008 with a plan to improve the Primary Health Care System that aimed to increase the accessibility and quality of these services. The improvement consisted in the implementation of a preventive model supported by the Pro-Hospital stamp, with which the District managed to improve the infrastructure and provide a better service in the areas where its main affiliates, those of the subsidized-health regime, live. According to figures from the Mayor's Office of Barranquilla, accessibility to the health system⁵ for people who belong to the subsidized health regime is 15 times higher in 2019, compared to what it was in 2007.

In the last 12 years, Barranquilla became a national role model in primary health care, from a prevention approach, improving the provision of health services, and bringing the service closer to citizens. In the new model, Barranquilla's lower-income inhabitants are regularly visited by people called "Caminantes de la Salud", who identify risk factors in homes and neighborhoods. If they have a health problem,

they have access to a low complexity care post (called PASOS) of excellent quality, and medium and high complexity centers approximately 20 minutes away by car (CAMINOS).

At the end of 2019, Barranquilla had 33 PASOS, 10 CAMINOS and 750,000 visits per year made by the Health Walkers. In 2007 only 4% of people had high accessibility, in 2018 the figure was 63%, that is, an increase of 16 times. Insurance coverage also increased from 77% in 2007 to 100% by the end of 2019.

As to public services, the city has reached a coverage of electricity in the city of 99.6%, aqueduct 99%, sewerage 97.8%, natural gas 95%, garbage collection 98.5% and internet 58.9%, according to figures of the 2018 Census.

Regarding security and citizen coexistence, there has been a reduction in homicide by 36% over the last four years, reaching the lowest homicide rate in the last 15 years. Based on the strategy of the National Virtual Complaint System "Let's Report!", Implemented since July 2017, there was a considerable increase in the registry of theft reports in its different modalities, allowing the authorities to convey better strategies for the prevention, control, and punishment of these.

Barranquilla also established itself as the second city with the lowest homicide rate among the main cities, after Bogotá. In 2019, the city presented a rate of 22 homicides below the national rate (24.89), a situation that had not been registered in recent years. The year ended with a rate of 22 homicides per 100,000 inhabitants, almost 13 points below those presented in 2015, showcasing a reduction of 35% in the comparison of the years between 2015 and 2019.

⁵ The high accessibility to health means that the installed capacity of the health centers allows users to access, to at least, 2 annual control appointments within a radius of 750 meters from their home. This was calculated using the 2SFCA model (Two- Step Floating Catchment Area).



In regards to the integral development of the person, the city has a District System of Culture, SDCu, which is one of the most solid in the country. In the mapping and census carried out on this platform, of this, a total of 3,056 people were registered as natural persons and 372 as legal persons were identified as of December 2019, belonging to the different subsectors of art, heritage, cultural industries and creative industries.

The institutional capacity and trust that Barranquilla has generated in different sectors at the national and now international level, has allowed the city to acquire the capacity to host and organize large international events, which will generate high international recognition, which is where we believe that we must strengthen ourselves.

The International Games (Juegos Internacionales) became an opportunity for the city to promote, renew or create an image or ideal of a city they want to show. Hosting these games implies being recognized by inhabitants in other countries, it becomes an important showcase to

be in the "top of mind" of those countries. Barranquilla is not only the home of the Colombian national team, but once hosted the Central American and Caribbean Games in 2018, for which it built a world-class sports infrastructure, positioning the city as an ideal venue for all kinds of sporting events, including those of international status.

These macro-sporting events are an important element of the city branding of the city, that is, of the process of building a positive international image of the city that also feeds its productive sectors linked to leisure, congress and information and communication technologies. In Barranquilla's case, hosting the Central American Games became the opportunity to adequately plan the urban life of the city, generating a sense of belonging in its citizens and giving way to the recovery and improvement of the environment of the 13 sports venues, leaving 100,000 square meters of recovered public spaces for the enjoyment of Barranquilla's inhabitants.

These stadiums have not only been used for the aforementioned games, but have also allowed Barranquilla to strengthen its sports culture, hosting events such as the U-23 Baseball World Cup, the ATP World Tour, having clubs participating in national leagues (baseball, basketball, futsal, among others) and even aspire to host the 2027 Pan American Games.

Barranquilla is becoming the sports capital of the country, where its citizens have the infrastructure and the necessary programs to dedicate themselves to professional sports, and at the same time, enjoy high-level sports evenings. During these past years, local and national events such as the Intercollegiate Supérate Games were held with more than 10,000 participating athletes. In addition, the National Sports System has been strengthened through the accompaniment and advisory given to sports clubs in the city, and through the constitution of 204 new clubs and the renewal of 318 existing ones. It is important to highlight the Central American and Caribbean Games of 2018, as they opened the door to participate on the Pan American Games.

Barranquilla's 2019 Carnival mobilized \$384 billion pesos disaggregated in the sum of the additional expenditure made by Barranquilla's residents and national and international visitors; the investment made by the local public sector; managed sponsorships and doers' additional expense. It was estimated that more than 900 thousand people attended at least one Carnival event in 2019, of which 66% were local, while 34% corresponded to people from other municipalities and international visitors.



Additionally, Barranquilla has an installed capacity of approximately 7,056 rooms and 14,000 beds. The average hotel occupancy during those days amounts to 78.7%, while the platforms digital hosting signatures reached 72% occupancy. During the 2019 Carnival season, 29 operator organizations participated, with more than 66 thousand people participating as doers, and more than 300 public and private events were organized.

Barranquilla is the only city in the country with two urban complexes declared as Asset of Cultural Interest of the National Scope, such as the Historic Center (declared so by resolution 1614 of 1999 of the Ministry of Culture) and the one including the neighborhoods of El Prado, Bellavista and a part of Altos del Prado (decla-

red by resolution 087 of 2005 of the Ministry of Culture). This makes it the city with the largest extension of urban land declared as cultural heritage in the Colombian territory, with 471 hectares and 53 square meters. More so, it has 139 houses of culture, 2,805 students enrolled in the District School of Arts and 145 tourist assets identified.

Simultaneously, the District is committed to being a transparent and efficient government, for which it has complied with the Integrated Planning and Management Model -MIPG, which promotes in its Transparency policy, the approach of the State to the citizen and making public management visible.

In recent years, the Mayor's Office of Barranquilla, has made great efforts to keep its stakeholders informed about its achievements, results, progress and programs in order to enhance the right of the community to exercise social control over the management of the entity. It is essential to allow people to connect with each other and with the whole world.

Regarding mobility, although the number of vehicles has increased, the number of reported traffic accidents presented a 14% reduction, and fatalities in traffic accidents a 29% reduction. These figures show the results of proper management that concentrated its efforts on operational control, interventions to pacify traffic, as well as educating citizens on safe behavior on the road.

As for roads, in the “Barrios a la Obra” program, which consists of paving roads with the assistance of the public administration and the community, in the last decade 1,884 road sections were recovered, an equivalent to 315 linear kilometers of paved roads. Beyond these numbers, this intervention allowed many lower-income households to connect with the city, and to have access, without mobility limitations, to the goods and services that Barranquilla offers them.

Public transport also experienced a fundamental advance. Currently, 25 collective public service companies and a total of 131 routes that connect citizens with service and employment centers operate.

About 88% of the district territory has an accessibility between 100 and 200 meters to a public transport route that complements the Integrated Mass Transportation System, Transmetro, which has 260 buses, 3 trunk routes, 24 feeder routes, 4 reinforcement routes and 3 express routes.

Lastly, we could not consider the progress made in recent years without taking care of the environment. Barranquilla has what is considered as: strategic ecosystems, due to the high environmental value and the ecosystem services that it offers, such as the tropical dry forest (BST), considered strategic for conserving biodiversity.

As part of the integral management of air quality, the development of the Integral

Plan for Air Quality Management and the Reduction Plan for Atmospheric Pollution in Barranquilla, has begun in association with the Clean Air Institute, which will seek, create and implement a policy to reduce emissions in the medium and long term that contribute to meeting the objectives of the World Health Organization (WHO).

Through the “Todos al Parque” program, 206 parks were recovered in all areas of the city, providing communities with the necessary infrastructure for children with disabilities, as well as areas in the parks that are “pet friendly”. The renovated parks have had as their main axis, the healthy recreation of people, the practice of different sports, such as skating, tennis, and micro-football, among others, and the beautification of the environment with large green areas and pedestrian paths. This has been a key to improving the quality of life of citizens, since it provides safe spaces for recreation and increases confidence in the local administration, since this program has reached all spheres of Barranquilla’s society. As a general result, the geographical availability of parks in Barranquilla shows how half of the city blocks are less than 300 meters in linear distance, 75% of the blocks are less than 500 meters and 91% are less than 800 meters. Out of the 185 areas and neighborhoods considered for the availability analysis, 51% of the neighborhoods (96 neighborhoods or residential areas of the city) have a geographical availability of more than 50% of the blocks that comprise them.



Furthermore, as a complement to the park recovery program, “Siembra Barranquilla” was implemented with the aim of recovering and rehabilitating existing public spaces and the creation of new public spaces with large green areas and new trees, that would help turn the district into an aesthetically attractive and environmentally sustainable city. As of December 2019, the program had planted a total of 101,285 trees.

This program also has a 53-hectare nursery for tree production, which contains a 260 thousand cubic meter water reservoir of deep wells and automated micro-sprinkler irrigation, loading areas, drainage channels and access roads. In addition, the Nursery has an inventory in process of 80,000 trees with a harvest capacity of 320 trees per day, which reach an estimated height between 2.5 and 3 meters.

Barranquilla has transformed in the past years, becoming an attractive city to live in, with recovered parks, a large boardwalk in front of the majestic Magdalena River, a city that is greener every day with trees and responsible use of energy. In addition, the cultural agenda is to be considered, consisting in approximately 90 monthly activities, most of them free; It also has the “Museo del Caribe” (Caribbean Museum), the “Museo Romántico” (Romantic Museum), a “Museo de Arte Moderno” (Museum of Modern Art) to which a new headquarter is in the process of being built, and a strategic location that allows you to enjoy tourist cities such as Cartagena or Santa Marta, just 1 hour away.

Development Plan Construction

began on January 23 with the official launch to journalists and the media who knew first-hand, the different means through which the entire population of Barranquilla could participate: tables in the localities, tables with population groups and tables with experts , survey of prioritization of projects in physical or digital format, through social networks with the hashtag #IdeasPorBarranquilla or by sending proposals to the email ideasporbarranquilla@barranquilla.gov.co, and as a means of information, the web microsite was enabled on the Mayor's Office, where you could consult: news, vision, the 4 city challenges, schedule of the participation tables and realization of digital survey.

Between January 23 and March 15, 63 tables were held for the construction of the Development Plan with the participation of more than 5,000 citizens in person.

Barranquilla's Mayor's Office, understanding the importance of citizen participation in the collective construction of the 2020-2023 Development Plan, carried out a participatory process to collect, analyze and synthesize the positive and negative situations that affect the development of the territory, in order to formulate solutions through policies, programs and projects based on the needs of the community.

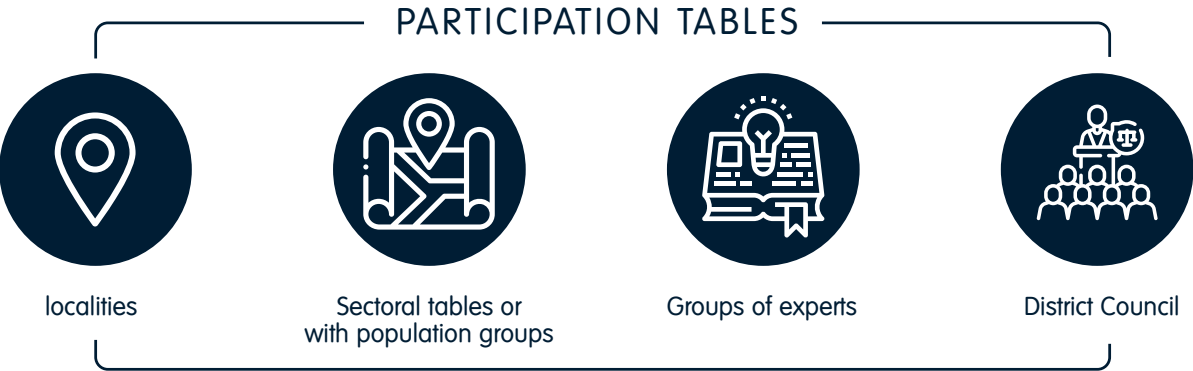
In this sense, during the first quarter of 2020, the District Planning Secretariat, hand in hand with the Citizen Participation Office, strategically defined and coordinated the participation mechanisms so that the greatest number of Barranquilla's inhabitants took an active part in the construction of the Development Plan 2020 - 2023 "I am Barranquilla".

Therefore, the work teams of each District's Secretariat, decentralized entities and district public offices, organized spaces for discussion in which the great challenges to overcome were raised: inclusion, health, education, housing, public services, security, public spaces, recreation and sports, employment, entrepreneurship, tourism, culture, heritage, culture and citizen participation, social fabric, transit and mobility, public transport, roads, open government, digital connectivity, environment, among other fundamental aspects for orderly and equitable development of the territory.

The citizen participation campaign for the collective construction and socialization of the 2020-2023 Development Plan, was called "Ideas por Barranquilla". This participation



Regarding participation tables



25

In terms of tables by locality, it was found that citizens are concerned with issues of employment, health, biodiversity, childhood and education, among others. The analysis of pairs of words shows the marked interest in the topics of public services, environment, citizen participation, social fabric, responsible consumption and civic culture. It is interesting that, although some of these themes seem obvious, there are differences between which ones are more recurrent in each zonal table. In other words, concerns vary significantly between different neighborhoods in the city. The analysis of social networks showed more than 300 tweets of people commenting in response to the hashtag #IdeasPorBarranquilla. The most recurrent themes in these trines do not correspond

perfectly with those of the face-to-face participation tables, reflecting that each strategy focuses on different segments of the population. The themes of citizen culture, mobility and transport, employment, construction, port and metro, were more recurrent in this sample of tweeters.

Regarding the tables with Experts, the expectation of a 2020-2023 Development Plan designed for a city with a more defined and shared vocation (port, event tourism, culture / carnival, exporter), that is safe (with authority, regulations and vigilance), inclusive (for own and migrants, reincorporated, vulnerable populations), with Barranquilleros who have a greater sense of belonging and civic culture. They dream of a

city that integrates the public, private and academic sectors, in conjunction with the Metropolitan Area and the progress of the Caribbean; keep looking and thinking to and from the river and the sea.

Likewise, they hope that the current government will continue the investment plan in infrastructure, that the industry recovers and supports business development, that it does not cease to leverage access to the quality of public education (school, technology and higher) and that it guarantees the generation of formal jobs.

At the expert tables, citizens are aware that well-managed economic issues are a fundamental key in the planning of the city of Barranquilla. They demand attraction of investment, resources for entrepreneurship, recreation, sports, and exports. On the other hand, in those related to environmental sustainability, the contributions were mainly aimed at proposals focused on the generation of green businesses, recovery of water bodies, protection of fauna and flora, among the most urgent.

In addition, connectivity, intelligent articulation for the social fabric, public transport, digital connectivity with segmented needs of the populations, administration with technological platforms and modernization of management for citizens are other main aspects requested by the experts to have a more connected city. Likewise, it is highlighted that the issues of inclusion, education, security, migration and public spaces continue to be a priority to Barranquilla residents. To conclude, citizens in general, state that

they want a city that always innovates (leveraging high-level research). They demand responsible consumption with productive waste management; to prioritize improvements in mobility and road safety, efficient integrated public transport; that adequate use and maintenance be made of public space (well wooded) and express that they continue to give priority to quality of life issues with sports venues, parks and cultural spaces for collective enjoyment and they feel great expectations towards Barranquilla's bilingual program, as it will help professionals better prepare for competitiveness.



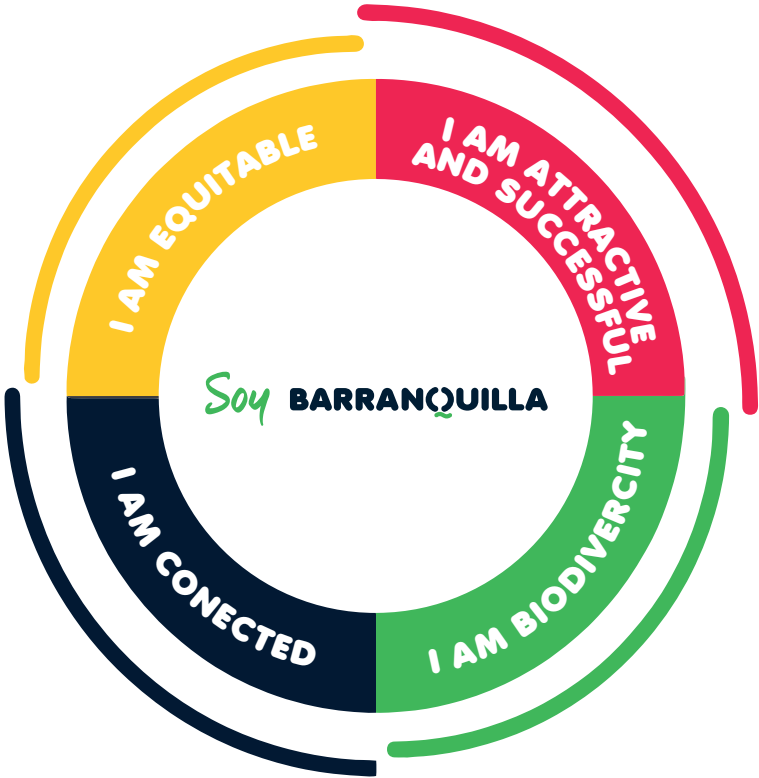
26

Challenges to overcome

Due to the diagnosis detailed in the previous chapter, and aligned with the Sustainable Development Goals, the National Development Plan and the New Urban Agenda of the United Nations, among others, Barranquilla's Development Plan is structured around 4 main challenges to achieve: to achieve a more **EQUITABLE** city, which includes the task of maintaining the rapid social progress of the last decade, while continuing to improve income, reduce poverty and increase the quality of life, among others. To be an **ATTRACTIVE AND SUCCESSFUL** city that increases the opportunities and prosperity of companies and all of Barranquilla's inhabitants. To consolidate a **CONNECTED** city; an integrating

challenge that aims to keep the city linked to knowledge, international circuits for the production of valuables, the mobility of people and information, and consolidate all communication between citizens and their administration. Lastly, it seeks to be an environmentally sustainable city or a **BIODIVERCITY**, in which all discussions about the environment, sustainability and conservation are integrated.

As mentioned above, and due to the partnership established with the community, experts and public officials, the four challenges that structure this Development Plan could be defined and illustrated in the following image:



Source: Barranquilla District Mayor's Office

I am Equitable

I am Equitable Challenge

29

A more equitable city involves the continuation and expansion of a social agenda that aims to expand social, economic and political opportunities for Barranquilla residents, with special attention to the vulnerable population of the city. This will be achieved through the reduction of social, economic and spatial barriers; considering the situation and particularities of vulnerable communities; and taking into account the structural factors that must be overcome to accelerate social advance.

We aim for a city where the early childhood, young people, the elderly, women, the LGBTIQ community and disabled population are an active part of, where access to public services is assured and where they have opportunities to achieve their goals and consolidate their future. Additionally, an equitable city is one that offers greater security and strengthening of citizen peace, improves access, quality and relevance of basic, middle and higher education; provides timely, quality and

preventive health care; offers safer and more conducive environments for interaction between citizens; and, improves access to housing and public services at home. In short, an inclusive city, in which everyone can enjoy themselves, requires effective public policies that include programs aimed at the most vulnerable population no matter where they are in the city.

Through this challenge, the quality of education received by children and young people in Official Educational Institutions will continue to be improved, strengthening their capacities so that more children and young people with special educational needs can be served, and encouraging our young people to continue their studies once they finish high school. The challenge also involves becoming a city that offers efficient basic utilities and decent housing options for its inhabitants; all this translates into improving the quality of life of citizens, not only in public space, but also at home.



30

The main objectives of the Equitable Challenge are the following:

- ✓ Advance in the quality and relevance of the provision of public and social services, particularly to vulnerable groups in the city.
- ✓ Expand the supply and accessibility of quality public goods and facilities throughout the city.
- ✓ Improve the habitability and security conditions of the homes of the less privileged Barranquilla residents.
- ✓ Consolidate prevention as a strategy to achieve a safe and friendly city for Barranquilla residents and visitors.



Vanguard Education Policy



The objective of this policy is to help children, adolescents and young people, complete their school career, in order for them to contribute positively to society. For this, the educational processes must be strengthened and the bases to continue advancing towards this purpose must be set. Finally, the cycle would be closed and students should be encouraged

to continue higher education courses, both at a technical and professional level, thus ensuring that they have the best tools to achieve a future of opportunities and overcome poverty traps.

To achieve compliance with the above, the Development Plan proposed the following result indicators, set out in the following table:

Indicator	Baseline 2019	Goal 2023
Total net coverage rate in education	102,41%	Maintain net coverage in Education
Net coverage rate in transition	70,97%	Increase to 72% net coverage in transition
Net coverage rate in Basic Education	102,73%	Maintain net coverage in Basic Education
Average net coverage rate *	57,24%	Increase to 60% the average net coverage rate
FDI Percentage classified in categories B, A or A +	46,7%	Increase to 55% the FDI classified in categories B, A or A +
Global index of educational institutions	51%	Increase to 53% the FDI that improve the global index of educational institutions
Dropout rate *	1,54 (2017)	Reduce the dropout rate to 1.3

Source: District Mayor's office of Barranquilla. *Contained in the Sustainable Development Goals

PROGRAM:
Vanguard Students

This program contemplates the operation of the 154 Educational Institutions of the District, in its 210 locations, to serve more than 200,000 enrolled students. Also, to prevent school dropout, this program includes projects where 9,000 spots are granted for school transport routes for children who do not have an LED near their home, and approximately 120,000 daily food rations are delivered. Within this, school meals will be provided, to contribute to the access and retention of school for children and adolescents of school age who are registered in the official District enrollment, through the provision of a food supplement, promoting healthy habits and lifestyles and improving their learning capacity. The goal of this project is to increase the number of students benefiting from school meals to 120,000 by 2023.

PROGRAM:
**Quality
Schools**

This Program aims for a better educational quality in the official sector, both in the development of skills, well-being and coexistence between students and teachers, as well as in the operation of the establishments and their physical infrastructure through public-private partnerships. Within this program, the project “Implementation of the Bilingualism Plan in Public Schools” is highlighted, which will allow students from the official sector to have a greater command of the English language and become global citizens, so that they continue to develop their skills and access greater knowledge by increasing the possibilities of accessing and understanding more information.



- **Emblematic project:** The construction or remodeling of 865 classrooms in district educational institutions.
- **Emblematic project:** To implement bilingualism in all the educational institutions of the District, which will allow students from the official sector to have a greater command of the English language.

This program seeks to encourage higher education in young people based on the competencies developed in secondary education, taking into account that 100% of the students of the Districts Educational Institutions graduate with a bachelor's degree besides technical competencies education, which allows them to continue technical studies starting mid-career or entering the world of work with additional preparation.

- **Emblematic project:** “University to the Neighborhood” seeks that young people who didn’t continue their studies at the end of high school return to the educational system and continue their higher education. This project aims to reach 2,400 young people in 4 years, of which at least 400 are part of the Afro-Colombian population.

Healthy City Policy



This Policy aims to provide the city with the best public health system in the country, linking different actors to implement an Integral Health Risk Management Model, individually and collectively, with the insurance of the entire population, to generate an improvement in family, work, and civic environments. It also seeks to implement the comprehensive planning and manage-

ment guidelines in health, within the framework of the Ten-Year Public Health Plan (PDSP) 2012-2021, and the methodological, technical, and operational guidelines of the PASE strategy (population, environment, social, economic) to health equity, established in the 1536 resolution of 2015 from the Ministry of Health and Social Protection.

Outcome Indicator	Baseline 2019	Goal 2023
Insurance Coverage	100%	Maintain 100% insurance coverage
Infant Mortality Rate (<1 year) per thousand *	12,4	Decrease the mortality rate to 11
Childhood Mortality rate (<5 years) per thousand *	13,9	Reduce the childhood mortality rate in (<5 years) to 12
Maternal Mortality Ratio per 100,000 live births *	45,92	Reduce the maternal mortality ratio to 44.5
Adjusted Mortality Rate for Breast Cancer per 100,000	20,6	Decrease the adjusted death rate for breast cancer to 19
Adjusted Mortality Rate for Prostate Cancer per 100,000	24,06	Decrease the adjusted death rate for prostate cancer to 23
Adjusted Mortality Rate for Ischemic Heart Disease per 100,000	105	Decrease the Adjusted Mortality Rate for Ischemic Heart Disease to 90
HIV death rate per 100,000	9,6	Reduce the HIV death rate to 9
User satisfaction rate with the health service *	69%	Achieve 85% in user satisfaction
Specific fertility rate of 15 - 19 years per 100,000	84	Reduce to 80 the specific fertility rate of 15 - 19 years
Dengue fatality rate per 100,000	0	Keep the Dengue Fatality Rate below 2

Source: District Mayor office of Barranquilla. * Contained in the Sustainable Development Goals.

PROGRAM:
Quality assurance for all

Maintain the insurance of the entire population by providing continuous and timely accessibility to health services, focusing on specific projects for the potential beneficiaries such as people with lower incomes, those without formal employment, and migrant population, within a system of monitoring, surveillance and control of the Benefit Plan Administrators.

PROGRAM:
Comprehensive management for health risk intervention

Intervene risk factors on health through a Management Model where the population is characterized, and in that way define specific individual and family intervention plans. Cross-sectoral actions are also proposed in priority environmental and health aspects as a post-COVID-19 pandemic socioeconomic recovery strategy to promote healthy environments and disease prevention.

- **Emblematic project:** Promotion and encouragement of sexual and reproductive health in the District of Barranquilla with a human rights approach, to support sexual education in young people towards the exercise of responsible sexuality, with the purpose of achieving a reduction of pregnancy in adolescents, prevention and care of Sexually Transmitted Infections, HIV and AIDS, and detection and care of domestic and sexual violence. This project seeks to create 8 youth networks for the promotion and encouragement of sexual and reproductive rights and work in 100% of the District Educational Institutions.

PROGRAM:
Quality Health

Cover the services, infrastructure and health provision to guarantee the well-being of users under equal conditions, implementing different care routes with a differential and inclusive approach for citizen care, regulation of emergencies, medical emergencies, and the ability to react immediately to external events that threaten public health. This program seeks to modernize 6 health centers, ensure that 100% of the providers report quality indicators on time and 100% the PQRS are answered in a timely manner.

Decent Housing For All Policy



Promote conditions to allow citizens to access decent and quality housing, with adequate spaces, equipment, and public services, in order to increase the feeling of well-being in homes and improve the quality of life of its members. Also, continue with the titling of properties, mainly to benefit households in situations of poverty and social vulnerability, recognizing the savings and invest-

ment people have made in the properties they occupy. The conditions for the development of priority interest housing units and social interests in strategic sectors of the city will be prioritized, along with the improvement of housing and public services in different sectors, which in the future will represent a greater impact on family income, food security and equality.

Indicator	Baseline	Goal 2023
Housing deficit *	25.3	Reduce the housing deficit in the city to 23
Satisfaction with the quality of the water in the city *	81%	Raise the level of satisfaction with water quality to 90%
Percentage of occupied houses with people present who have access to the aqueduct service *	99%	Raise to 99.5% the occupied houses with people present who have access to the aqueduct service
Percentage of occupied houses with people present who have access to the sewerage service *	97.9%	Increase to 98.5% occupied house with people present who have access to the sewage service

Source: District Mayor's office of Barranquilla. * Contained in the Sustainable Development Goals.

PROGRAM: More Houses

Employ inter-institutional collaboration for land management and housing development, articulating with different projects of the Development Plan where housing development can be promoted in urban areas with VIS and VIP, housing relocation, Historical Center social and residential orientation. This project seeks to make feasible at least 1,000 low-income homes and serve 88,000 people within the real estate network to promote housing projects in the District, hence stimulating the sector.

PROGRAM: Better houses

Work will be done to improve the living conditions of citizens, through the formalization of properties and accompaniment to improve the physical condition of housing in vulnerable sectors.

- **Emblematic project:** Land titling where the Mayor's Office will deliver at least 4,000 property titles to houses where families have lived for decades.
- **Emblematic project:** Home improvement, where the Mayor's Office seeks to reduce the qualitative housing deficit through subsidies to achieve improvements in the physical conditions of the homes that need it. During the next 4 years the goal is to reach at least 6,000 homes.

PROGRAM:
**Land use
planning**

Promote the organized occupation and sustainable use of the territory, through the application, review and update of the District's Territorial Ordering Plan, so that sustainable development is achieved, anticipating potential and existing limitations in environmental, economic, sociocultural and institutional criteria. The above to maintain and improve the quality of life of the population, promote social integration in the territory and seek the sustainable use of the natural and cultural resources of the city. Besides that, the comprehensive improvement plan for subnormal neighborhoods of the city will be adopted with its respective intervention actions, considering the needs of the system and the strategic projects of the Government.



Improve the coverage and continuity of home utilities in consolidated household, subnormal or urban sprawl areas, with the expansion of existing networks, the increase in capacity or standardization in the provision of services in accordance with the conditions of the study areas.

- **Emblematic project:** Expand the northern regional aqueduct and watershed sanitation, increase the consumption capacity of families already connected and avoid, as far as possible, eventual expenses for water supply through the purchase of tanker trucks in the event of a deficiency due to the current system supply capacity overflow. It is also expected that the construction of treatment plants for sewage disposal have positive impacts on the biodiversity of water bodies and their closest environments, as well as improving air quality.

Social Inclusion Promotion Policy



This policy is designed to improve fundamental social conditions and services, as a boost to human capital and to build peace through transversal interventions aimed at improving coexistence in a citizenship whose social network allows the autonomous solution of problems as a result of actions, as stipulated in the National Strategy for the Guarantee of Human Rights, in accordance with Art. 2

of Act 1955 of 2019 within the framework of Legality Pact.

This is perhaps one of the most important policies of the Development Plan being that it works for social inclusion of different social groups within a city, seeking to enact their rights and actively integrate everyone into society.

Indicator	Baseline	Goal 2023
Child labor*	5%	Reduce child labor by 25%
Youth unemployment rate	15,3%	Reduce the youth unemployment rate to 13.3%
Number of reported cases of violence against women	1.134 casos**	Reduce the number of reported annual cases of violence against women to 900.
Employment rate of women in Barranquilla *	50,1%	Increase to 54% the employment rate of women in Barranquilla

Source: Districts Mayor Office of Barranquilla. *Contained in the Sustainable Development Goals, ** Projected according to Legal Medicine.

PROGRAM:
Early Childhood

Serve the population from 0 to 5 years of age and expectant mothers for education and child development in the district's CDIs (Child Development Centers) within the framework of the implementation of a public policy for early childhood. In the CDIs there will be more than 50 thousand spots for minors, these spots assures them education, a place for their safe development, while including adequate food and their first contacts with English as a second language. This program also includes the construction of 2 new CDIs.

PROGRAM:
Boys, girls and teenagers

Continue to accompany young people throughout their life cycle with the promotion and protection of their rights, the good use of their spare time and support of their free development to allow them to have a better relationship with their environment. Also, using public facilities such as the Recreational House where 300 children and adolescents can attend, which are added to the 100 spots for boarding school, it is possible to provide participation spaces for the construction and implementation of a public policy for children and teenagers. Additionally, the Administration will serve the population victimized by child labor in the District of Barranquilla, through approaches to attract children and adolescents in a condition of child labor, and through meetings with police stations and childhood police, parent trainings, comprehensive care sessions and specific topic trainings.



PROGRAM:
Youth

Protect the social-organizational network of youth (14-28 years) and their adequate training process as citizens, encouraging them to achieve greater development in care and recreation spaces, where leaders are also trained in their communities, away from crime and other negative behaviors for themselves and their environment. This program also aims for young people to continue their studies in higher education for which 12,000 social transport incentives will be delivered.

PROGRAM:
Senior citizen

Guarantee the fundamental rights of the elderly for their active and inclusive aging, raising the living standard of this vulnerable community with the operation and care provided to 8,000 senior citizens in Life Centers, which are spaces to spend the day with people their age and where they receive all the necessary care, and 260 in Wellness Centers, which are places where they can live if they don't have a place of their own. This program also includes coordination with the national government for the delivery of national and district subsidies to the elderly, the latter being a complement of the first, reaching 25,000 beneficiaries.

PROGRAM:
Homeless

Recover and socially reintegrate at least 2,000 homeless people by ensuring their rights, health services, psychosocial support and self-care. This goes hand in hand with projects to raise awareness, attention and active contact strategies and communication actions, in addition to sports activities and workshops focused on strengthening skills for labor inclusion. The District will continue to monitor for the implementation of the Public Policy and develop actions in prevention and care for the restoration of rights and social inclusion of this population.

PROGRAM:
National public policy to support families and overcome poverty

To intervene in those problems that affect family dynamics and structures in compliance with Law 1361 of 2009, the district must keep an updated diagnosis of the vulnerable population as a basis for supporting the economy and provide services such as funeral aid to families with bigger deprivations. Moreover, actions focused on the rights of families will be coordinated complying with the guidelines of the national government, and the population that most requires it will be targeted, based on the information available from households and communities, so that they receive priority attention where greater deprivations are found, from goods and in services providers, through the project support the Red Unidos Program.

PROGRAM:
City that takes care of the lives of women and the LGTBI population

In order to guarantee the rights of women and the LGBTI population, strategies are being proposed aimed at raising awareness, promoting gender equality and preventing violence. The contemplated attention in this program includes all women in their diversity, actions and strategies will be implemented taking into account the differential gender approach in psychosocial, legal and access to rights issues in a prioritized manner as a strategy for socio-economic recovery post pandemic COVID-19.

PROGRAM:
City with a Fair View

Develop processes that empower women and the LGBTI population, providing tools for their productive and competitive strengthening in the economic, political and social spheres as a mechanism of social equity to eradicate all forms of discrimination.

PROGRAM:
People with disabilities

Provide support and follow-up to the requirements of the disabled population, for the effective fulfillment of their rights and their special abilities. This includes the implementation of a District Disability Committee, the delivery of aids, and the involvement of this population in processes of the District Mayor's office. As an example of the support that will be provided from this program, a call center of the Mayor's Office will be built to allow the approach to the community and that is also operated by people with disabilities, family members or caregivers, facilitating their employment.



PROGRAM:
Inclusion of indigenous communities

Ensure compliance with fundamental rights and raise the living standard of indigenous populations through the attention with a differential and human rights approach in education, citizen participation and interculturality, between their customs and the rest of the Barranquilla population, in the different social programs offered by the District, with the philosophy of making them participate in the development of society. Within this, the recovery of ancestral Indigenous culture and customs will be promoted to encourage their integration with the customs and culture of the Barranquilla population.

PROGRAM:
Inclusion of Black, Afro-Colombians, Raizales and palenqueras Communities

To improve the inclusion and quality of life and of the black, Afro-Colombian, Raizales and Palenquera communities of the city, social pedagogic actions are projected for cultural and organizational recovery through comprehensive care with a differential approach that ensures the development of their ancestral ethnic practices.

Under this program, 12 organizational strengthening actions are proposed to be carried out, to continue implementing the population's public policy and support 20 recovery processes of culture and ancestral customs. The district administration will encourage the development of organizational expressions to strengthen the uses, ways and customs of the Afro-descendant, Raizal, and Palenquera population of the city of Barranquilla, which will maintain and replicate their ancestral and cultural heritage in the construction of an inclusive society.

PROGRAM:
Migrant Attention

Give attention to returned Colombians and foreigners in vulnerable conditions In the local Migrant Population Center, guaranteeing their access to the District's services offer, and other complementary services, like the ones related to International Humanitarian Law and training spaces that can be coordinated with national entities with territory presence such as SENA, Foreign Ministry, Ministry of Labor and, international cooperators of the Interagency Group of Mixed Migratory Flows (IFMM). The District will generate spaces for complementary training for the migrant, returnee, refugee and host communities to strengthen their knowledge by facilitating their job placement.

Safe City and promotion of Human Rights Policy

This policy seeks new ways of generating social cohesion, identifying organized groups with a collective action capacity for the prevention of conflicts and crimes, based on the differential institutional offer that improves the collective imaginary and therefore the life of citizens.

Comprehensive actions are available for this, with the aim to effectively protect people from behaviors that can affect their physical, psychological and material integrity. In this sense, units of the district, security, justice and institutions of the national order with territory presence will be coordinated.

The outcome indicators for this policy are:

Outcome Indicator	Baseline 2019	Meta 2023
Homicide rate per 100,000 inhabitants *	22	17
People theft rate per 100,000 inhabitants	867,9	715,3
Number house burglaries	789	631
Number of motorcycle theft	777	622
Number of Vehicle theft	214	171
Percentage of victimization *	0,15	0,1
Rate of interpersonal violence per 100,000 inhabitants	324,5	267,5

Source: MEBAR National Police, "Barranquilla cómo Vamos", National Institute of Legal Medicine
*Contained in the Sustainable Development Goals.

PROGRAMA:
Strengthening of the inter-institutional infrastructure specialized in security and citizen coexistence

This program includes projects that aim to achieve an inter-institutional strengthening of the physical infrastructure with the construction and/or remodeling of the security and justice facilities arranged in strategic points of the city. Also to its technological equipment focused on surveillance, betting on rapid response to citizens for a higher level of coordination, technical expertise and contribution to the perception of security. This program seeks to increase the number of surveillance cameras from 841 to 1,093 by the end of 2023, and 93 new vehicles will be delivered to the public force.

PROGRAMA:
Security, street citizen coexistence with the community

This program involves projects for the prevention and peaceful conflicts resolution with the promotion of social, cultural and pedagogical practices, through the design of environments and civic dynamics in different spaces of the city, understanding that violent conflict resolution is also the result of social exclusion processes in vulnerable sectors that require psychosocial and law support.

For this reason, its implementation requires the articulated action of the communities, authorities along with the projects and services, in such a way that the inter-institutional framework of action consolidates and activates new participation scenarios in the daily life of citizens that allow the achievement of these objectives, some prioritized as a post-COVID-19 pandemic socio economic recovery strategy.

PROGRAMA:
Strategic communication and information for the institutional management plan of citizen security and coexistence

This program is focused on inter-institutional and citizen communication strategies to broadcast information about security management, as well as massive campaigns that gather community participation in the reflection of a safer city. At the same time, the measurement and processing of information is considered as technical input support for institutional decision-making on issues of security, citizen coexistence and justice.

Inter-institutional dialogue implies having coordinated and methodologically prepared spaces to stimulate actions around security, coexistence and justice, which allow for peaceful resolution through actions developed in coordination and achievement of institutional synergies, for this, articulation will be carried out with the District Administration and Security and Justice units.

PROGRAM:
Prision
Dignity

On one hand, this program seeks to strengthen the criminal and penitentiary policy by protecting human rights of people deprived from liberty, which promotes their re-socialization through agreements with educational institutions, Sena, Pastorals, and private companies, according to the full prison population. While on a physical level, the improvement of the prison infrastructure is projected to safeguard the integrity of the inmates and administrative personnel through actions that allow structuring and executing agreements aimed at decongesting prisons of the departments and the District.

PROGRAM:
More efficient
and closer to
the citizen
justice and
conciliation
mechanisms

Improve proximity, access, and quality to alternate judiciary system mechanisms of justice and conciliation that allow decentralization of the institutional offer and improve the security and coexistence in the city with social facilities such as the Justice Houses and ensure supply of institutional services.

PROGRAM:
Inspections
office and
police stations

This program aims to develop initiatives to improve coexistence, reconciliation, defense and protection of human rights to children and teenagers. It also seeks, to promote peaceful coexistence in the city, preventing and resolving conflicts through programs like the training of officials of Police Inspections and Family Police Stations, in subjects related to the performance of their functions and competences, taking as a reference normative and institutional requirement in order to provide services in an efficient and timely manner to the community.

PROGRAM:
Quilla goals
for Peace

Designed to promote a healthy environment among soccer fanatics, inside and outside sports venues, considering that these constitute a representative and heterogeneous fragment of the city. Based on the information and characterization of these groups and their members in the inside and outside of sports venues; their actions will be worked on within the framework of the National Sports System or "Sports Law" to promote integration between different groups with the possibility and support to generate entrepreneurship projects around sports.

PROGRAM:
Peace building,
victim care and
reconciliation
with a rights
perspective

To support the restoration of the social fabric with the construction of peace in the territory, the program aims to support and care for victims and vulnerable populations in terms of psychosocial support in the communities, for the integration and self-management of this population and its culture.

Also, dynamiting the public policy to attend victims of the armed conflict, as a transversal axis, from the Territorial Committee of Transitional Justice, its points of attention, committees and working groups, that guarantee the rights of the victim population and institutional strengthening for the implementation of Law 1448 of 2011, local development and institutional supply in prioritized communities of the District supported by multiplying leaders of psychosocial actions, prevention of forced recruitment and the rescue of historical memory for non-repetition.

PROGRAM:
Reintegration,
reinstatement,
and
normalization

Support and backup to the implementation of processes led by the Agency for reincorporation, reconciliation and normalization adhered to the Presidency, for the transition to civil life and institutional offer for those who belonged to different armed groups outside the Law, aimed at the implementation of the agreements and the culture of peace with legality. Among these, the district administration will carry out symbolic reconciliation actions within the framework of the day of memory and commemoration of the victims of the armed conflict, as part of the implementation of community reintegration or reconciliation initiatives.

PROGRAM:
Safety
Equipment

Manage and strengthen equipment and institutions of the Official Fire Department of Barranquilla in terms of machines, brigades and the provision of personal protective equipment, thus increasing the response capacity in terms of confined spaces and anticipating the needs of the new infrastructure projects in the city as a necessary step to have a district fire school. Also, within this program, corrective and preventive maintenance will be carried out on the automobile fleet and motorcycles of the Official Fire Department of the Barranquilla District, for the timely operation and response to emergencies, as part of the maintenance of the operational capacity of the department.

PROGRAM:
Barranquilla
as a protective
environment
for human rights

Designed to execute and promulgate the follow-up of the comprehensive public policy of Human Rights and International Humanitarian Law, as well as to promote a culture of consolidation of these; for which intersectoral bodies for the institutional management of the obligations of Human Rights and IHL in the territory must be strengthened, with initiatives to raise awareness and promote values in the communities. The district administration will promote the development of the District Human Rights Committee to stimulate the strategies of dissemination, promulgation, and defense of Human Rights in the city, carrying out 12 human rights committees as a goal by 2023.

I am attractive and successful Challenge

49

ne of the factors for the development of cities, is the fluid articulation of local parties: the public sector, the private sector and civil society, with companies being the main generator of employment, income and productivity. In this sense, the district administration focuses on promoting the economic development of the city through an adequate environment, so that the industry, companies, and entrepreneurs can be productive, innovative, and competitive, generating more jobs and better income for its citizens.

One of the administration's main objectives is to, firstly, make Barranquilla a city with the ability to attract national and international private investment, which promotes the creation of a regional system based on competitiveness, productivity, innovation, and entrepreneurship, branding the city, and positioning it internationally. Secondly, to count with a public administration that encourages economic growth and efficiency in its processes

and generates prosperity for its citizens. Along the same lines, a city that has high-quality public spaces for recreation and good use of spare time, supports creativity and its cultural expressions and defends its tangible and intangible heritage, while encouraging the high performance of sports. In other words, a city that guarantees a high-quality life for its citizens.

This is why, within the "Attractive and Successful" challenge, we seek to connect the city with the world, through a city brand that positions it as the ideal destination for investment and national and international tourism; to strengthen the productive sector, to support innovation and entrepreneurship through trained local talent, creating opportunities in a differential way; to support spaces where culture, creative industries and heritage are strengthened and are in greater harmony with citizens; to promote great sport feats and the good use of citizens' spare time; to work towards the recovery of

public spaces and the commitment to increase urban projects. In addition, through this challenge, the administration strategies of the district will be reflected as more efficient and reliable.

This policy lines aim at the following objectives:

- **Promote entrepreneurship, competitiveness, productivity and innovation as catalysts for economic development.**
- **Position the tradable sector as an engine for growth and productive inclusion.**
- **Convert the city into an attractive center for human talent, knowledge and capital.**
- **Promote public governance as a basis for collective action of economic development.**

To do this, the socioeconomic development strategy uses public resources in an 'intelligent' way, investing in projects that have a greater return on the well-being and quality of life of Barranquilla's residents. This is how the following policies were formulated to address the different challenges of the city: Entrepreneur and Worker; Competitive and Innovative; Global City; Cultural and Vibrant City; Protection, Safeguarding and Sustainability of Cultural Heritage; Recreation and Sports; Efficient Public Administration; and High-Quality Public Spaces.



50



Entrepreneurial and Hardworking Policy

To generate better job quality at a general level in the city, this policy promotes the training and management of talent, along with the support to leverage companies, enterprises and productive units, as well as close gaps in terms of employability.

The outcome indicators for this policy are:

Indicator	Baseline	Goal 2023
Unemployment rate*	7,8% (2019)	Keep the unemployment rate below the national average
Employed rate*	59,5% (2019)	Achieve an occupancy rate of 62.2%
Informal labor rat *	55,3% (2019)	Decrease the informality rate

Source: District Mayor's Office of Barranquilla. * Found in the Sustainable Development Goals.

PROGRAM:
Successful Businesses

This program consists of projects that offer technical support to aid traditional sectors and others located "at the base of the pyramid" that need help strengthening their businesses. This is done through programs, conferences for business consolidation or reconversion of informal productive units, addressed and clasified with a differential focus. Within this program, it is highlighted that 600 businesses will be endorsed, as to increase their productivity, and more than 2,000 people will be trained in business skills. It aims to offer support and strengthen more than 2,000 productive units.

PROGRAM:
Quality Employment

This program aims to ease the relationship between offer and demand in an inclusive way, by implementing public services with employment information, so that citizens can use it for strategic searches, as well as training projects according to the needs of the market, such as the use of English. This program seeks to guide more than 17,000 people in the effective search for employment, as well as certify 9,500 additional people in job skills.

- **Emblematic Project:** Train 1,500 people in the English language in companies where mastery of that language is essential.

Global City Policy

This policy aims to connect Barranquilla with national and international capital flows through the connection of the local market with the world, the attraction of investments, international cooperation and the positioning of Barranquilla worldwide, through a City Brand. The outcome indicators for this policy are:



Indicator	Baseline	Goal 2023
Invested amount of installed and expanded companies	USD 290.026.667	Increase the investment amount by 5% per year
Amount of resources attracted internationally	ND	\$2 million USD
Non-resident foreign visitors staying in Barranquilla	94.486 (2019)	Increase by 5% the number of non-resident foreign visitors staying in Barranquilla

Source: District Mayor's Office of Barranquilla

PROGRAM:
**Connection
to New
Markets**

To promote the internationalization of companies, the projects seek to accompany potential export companies through the river, as to allow the economic activation of the communities surrounding the logistics infrastructure, formulated in the Port Project Master Plan, as well as articulate members of the chain value belonging to the offshore energy industry. This project offers support to 100 companies, as they start their export process.

PROGRAM:
**City
Promotion**

By generating an eloquent and attractive city brand, the door is opened to greater national and foreign investment in the city, that through the installation of companies and accompanying projects, guarantee an optimal business climate for at least 750 companies.

Also, the city brand, as a competitive tool in which differentiating attributes are developed, will require the layout of an organizational structure of the international cooperation program for the management of financial, technical and in-kind resources for different projects.

PROGRAM:
**Promotion
of Tourism**

Aims towards the consolidation of tourist products and destinations, strengthening of companies and value chains associated to this area. Also, the training of personnel and dissemination of Barranquilla as a tourist destination within the construction of its brand as a city in which it seeks to attract large events such as the Assembly of the Inter-American Development Bank, contemplated as a specific project of this program.



Competitive and Innovative Policy

EThis policy aims to create a favorable environment for high-impact entrepreneurship and to strengthen the SMEs in the city, through accompaniment and mentoring processes, especially to those with a technology basis, creative industries and SMEs with export potential. It also aims to

establish communication bridges between the productive and scientific sectors, and to generate synergies towards the modernization of the local productive apparatus.

The outcome indicators for this policy are:

Indicator	Baseline 2019	Goal 2023
Position in the national Doing Business measurement	Puesto 15 (2017)	Improve the general positioning in the ranking
Innovation and business dynamics sub-pillar score (ICC)	3,46 (2019)	Increase score to 3.7

Source: District Mayor's Office of Barranquilla

PROGRAM:
**Ecosystems
for Productivity
and Innovation**

By strengthening the ties between the private sector, civil society and academia, it allows science and innovation to become engines of economic and social development, due to the collective appropriation and incorporation of these into the productive sphere, and thus ensuring the success of support projects to at least, 100 initiatives of small and medium-sized companies based on technology, academia and / or research. These, to turn scientific development into a tradable product that can later encourage the creation of an Innovation Center for the exchange and implementation of innovative ideas that would be integrated into databases as input for future public policies, and support mechanisms of the private sector.

PROGRAM:
Barranquilla
2100

Projecting the city in long term, requires urban and socioeconomic planning projects. This program includes important city development projects, such as: the preparation of the Barranquilla 2100 Master Plan, and the guidelines for the sustained growth of the local economy with the District Economic Development Policy.

Cultural and Vibrant City Policy This



This seeks free and equitable access to services and cultural experiences, through different actions for the valuation, protection, and sustainability of cultural

manifestations in a participatory, decentralized and intercultural way, with a differential approach.

The outcome indicators for this policy are:

Indicator	Baseline	Goal 2023
Percentage of people who benefit from the artistic and cultural offer of the District.	66%	Increase to 75% the percentage of people who benefit from the cultural offer of the District.
Average number of books read per person in the population benefiting from the public library service.	4,3 Año 2017	Increase to 6 the average number of books read per person benefiting from the public library service.
Index of participation of the District System of Culture agents in the processes of formulation and execution of cultural policies.	1.9%	Increase the participation rate to 2.4%

Source: District Mayor's Office of Barranquilla.

PROGRAM:
Strengthening
of Cultural
Institutions
and Citizen
Participation

To consolidate the vision of culture, as part of the social fabric and long-term human development, planning of the cultural goods supply, services and facilities is required. To achieve this, this program projects the Formulation and Implementation of the Strategic Plan for Culture in a participatory and concerted way, the strengthening of the District System of Culture and Heritage in favor of spaces for participation, the support in different instances and governance, and the correct handling and management of cultural information with the optimization of the Cultural Management Information System (SIIGC), for better decision making.

PROGRAM:
Democratic
and civic
culture

The correct culture management in the district, requires developing different attitudes and skills in its different executants. For this, the artistic and cultural training, through the District School of Arts, the Houses of Culture, and other physical spaces, are important to maintain the state of the infrastructure, its endowment elements and the training of its personnel.

- **Emblematic Project:** The Culture Houses and the District School of Arts aims to benefit more than 150,000 people through the service of artistic training, creation and cultural industries. Currently, the EDA (District School of Arts) has six (6) sites in the city, educating an average of 2,500 students annually, while the Culture Houses reach a total of 150 sites, educating more than 30,000 students annually.

PROGRAM:
**Promotion and
Access Support
to cultural
Goods and
Services**

This program seeks to design and implement policies and programs to visualize, strengthen and project cultural practices in their different areas, through a Stimuli System, long with the Concertation System for artistic and cultural projects, that at the same time, is complemented by the support to community initiatives, especially to those focused on young people. It also reflects on the Social Security Service that seeks to benefit creators and cultural managers as part of the formalization of their occupations.

- **Emblematic project:** The District's Stimuli System seeks to benefit 1,400 artistic and cultural projects through differentiated calls related to the sectors of creation, research, training and management of artistic disciplines, such as: theater, music, literature, plastic arts and dance, among others. It also seeks to offer support to organizations willing to disseminate, investigate and operate activities related to the Carnival of Barranquilla, and organizations related to the safeguarding of the customs of ethnic communities.

The creation and strengthening of cultural infrastructure requires projects to acquire new properties, adapt and equip existing ones, as well as build new facilities in accordance to the provisions of the Formulation of the Cultural Infrastructure Master Plan.

To promote ventures with an artistic, creative and technological base within the framework of the Strategic Cultural Plan 2020 - 2032, this program contains projects for the institutional and multilateral administration of the management model belonging to the Culture Factory, complemented with sustainable strategic policies and positioning actions, articulation of public and private offers for the creation of spaces, such as culture centers, and circulation of cultural services in areas of tourist interest, within the formulation of new projects in the Orange DNA Development Area.



Protection, Safeguarding and Sustainability of Cultural Heritage Policy



This policy seeks the sustainability of the tangible and intangible Cultural Heritage of the city, which make up the identity of Barranquilla's residents, through actions that strengthen the recovery, conservation

and safeguarding processes. This objective will be fulfilled with the participation of citizens, academia, and public and private institutions, under the principle of institutional coordination.

Indicator	Baseline	Goal 2023
Cultural Interest Assets (BIC) registered in the District area	0	Register 20 BIC Cultural Interest Assets in the District area
Special Management and Protection Plans PEMP managed and adopted by MINCULTURA	1	Manage the adoption of 2 Special Management and Protection Plans PEMP by MINCULTURE
Manifestations registered in the List of Representatives of Intangible Cultural Heritage	1	Register 3 manifestations in the List of Representatives of Intangible Cultural Heritage

Source: District Mayor's office of Barranquilla.

PROGRAM:
Knowledge, Valuation, Training and Dissemination of Cultural Heritage

The management and protection of heritage, rests on the knowledge and identification of it beforehand; therefore, the projects in this program consist of the identification and inventory of cultural manifestations that influence the individual and collective identities of Barranquilla's residents. In addition to this, the implementation and strengthening of pertinent administrative acts that support all previously identified cultural manifestations, or those identified at risk of disappearing over time; and the collective appropriation of cultural heritage through the dissemination, training and linking of the community to these processes.

PROGRAM:
Conservación, salvaguardia, protección, recuperación y sostenibilidad del patrimonio

Among the actions to achieve a comprehensive and sustainable management of heritage, is to provide both citizens and territorial entities with the necessary tools for the protection of their cultural identity, and incorporate it into economic and social developments collectively, through the Management Plans: PEMP for material and architectural heritage, and PES for immaterial cultural manifestations. In terms of movable and immovable property, projects are defined by the management and prevention of risk in the face of external factors, along with the progress in projects that intervene emblematic structures in sectors of interest and allocate them to cultural or institutional activities.

Recreation and Sports Policy



As a promoter of a healthier lifestyle and better use of spare time at different ages, this policy seeks to consolidate Barranquilla as the epicenter of national and international sports, and thus, lead through physical activity towards greater develop-

ment and social integration with a general improvement in the quality of life for citizens.

The outcome indicators for this policy are:

Outcome Indicator	Baseline 2019	Goal 2023
Number of high performance athletes participating in national and international events.	53	Support 240 high performance athletes participating in national and international events
Percentage of the population participating in sports or recreational and physical activities	11,6%	12%
General satisfaction of people with the recreational and sports offer in the city	84%	Increase to 90% satisfaction with the recreational and sports offer in the city

Source: District Mayor's office of Barranquilla.

PROGRAM:
**Sports in the
Neighborhood**

Seeks to promote sports as a complementary training from an early age and contribute to the personal development of citizens, both teachers and students. This program contemplates offering free training to children and teenagers in different disciplines, with a differential focus in various areas, as well as promote citizen and intercollegiate coexistence.

- **Emblematic project:** The Sports Training Schools seek to serve 18,000 children and young people in a four-year period, through the teaching of sports disciplines such as: soccer, baseball, indoor soccer, handball, volleyball, karate, basketball, and boxing, among others, in order to promote local talent and encourage good sports and recreational and health practices in said population.

PROGRAM:
**Active and
Recreational
Barranquilla**

This program seeks to promote spaces for physical and mental recreation, designed for citizens to take advantage of during their spare time; as well as increase the offer of activities and the number of participants in outdoor activities such as bike paths and camping.

PROGRAM:
**In-clusive
Sports**

To improve the living conditions of people with disabilities, in accordance with the Public Policy on Disability with a Rights and Inclusion Approach of the Special, Industrial and Port District of Barranquilla 2015-2023.

PROGRAM:
**Barranquilla
for the World**

To achieve a world-class sports city, projects aimed at both the infrastructure, athletes and event management are required. Therefore, this program focuses on the maintenance and optimization of the scenarios that the city already has. Furthermore, it seeks to increase support for athletes and their competitiveness in different Olympic-conventional and Paralympic disciplines, while, promoting Barranquilla as a venue for events of different scales, offering technical, logistical and operational support to national and international nature events organized by clubs and organizations in the city.

Efficient Public Administration Policy



Promotes a transparent management model, and an improvement in the quality of public spending and investment, that guides the actions of officials based on ethical principles and in the provision and access to public information that increases the credibility and trust of citizens. This policy optimizes public

management towards the achievement of objectives in harmony with environmental sustainability, following the discipline and fiscal responsibility that has been maintained in the last decade.

The outcome indicators for this policy are:

Outcome Indicator	Baseline 2019	Goal 2023
Municipal Performance Rate	76.01 (2018)	Increase the municipal performance index to 77
Fiscal Performance Rate *	76 (2018)	Keep the fiscal performance index at 76
Institutional Performance Rate (FURAG)	76.02 (2018)	Increase the institutional performance index (FURAG) to 81.02

Source: District Mayor's Office of Barranquilla.*Found in the Sustainable Development Goals

PROGRAM:
Best Public Investment

A public administration is efficient when the selection of investment alternatives is aimed at generating the greatest possible benefit for citizens, therefore, new alternatives will be explored to capture values through different financing instruments, and a system will be implemented to monitor achievements in investment of public resources, as well as projects to optimize the tax system with which the collection rates and portfolio recovery increase.

Subsequently, there is the district's financial sustainability to obtain resources and guarantee compliance with the obligations that consolidate the confidence of the national government and the financial sector, along with a better management of cadastral and geographic information that eases the social and economic planning of the territory.

PROGRAM:
Strengthening Performance and Efficiency

In order to optimize processes and achieve a public administration oriented towards public service that maintains relevance in legal, administrative and regulatory decisions, it is necessary to properly manage human talent throughout the life cycle of the entity; the custody and access of institutional information with archival tools within suitable physical spaces and an updated general management of demographic information as a basis for decisions regarding public spending.

The foregoing also requires maintaining existing ISO certifications along with replacing or introducing products that align to an environmental sustainability criteria; the strengthening of management systems, the migration of municipal services and its dependencies to online modalities, and the integration of information in institutional platforms for more effective intervention in public problems, urban planning and supplier management. The objective is to achieve 5 observatories functioning and working in a network that allow proper management of information and knowledge.



Vibrant Public Spaces Policy



This policy seeks to potentiate the existing public space system in the city through two main strategies: the maintenance or improvement of existing areas with their urban services, and the increase of coverage with strategic interventions in points of the city with low accessibility to access roads, that are furthermore, harmonized with the natural environment. This encompasses the different areas that constitute as public space, articulating the territory and its inhabitants, for whom it generates tangible and intangible benefits as proof of the State's governance.

For this, the policy is based on the existence of infrastructure and programs for the recovery and monitoring of public spaces and natural environments that generated greater public awareness of their physical environment as a result of co-creative processes, and that succeeded in previous administrations.

It will also seek the intervention of key areas for the transformation and improvement of the urban environment, as well as the linking of the community to new processes, and the creation of instruments for the proper management of common goods.

Indicator	Baseline	Meta 2023
Satisfacción con parques y zonas verdes públicas*	61%	Increase to 70% the level of satisfaction with parks and public green areas

PROGRAM:
High-Quality Public Spaces

This program envisions a comprehensive improvement of public spaces, through intervention and transformation of the urban environment in different areas of the city. This, along with the segregation and improvement of pedestrian and vehicular areas provided for use and enjoyment without restriction of schedules or physical conditions.

- **Emblematic project:** “Todos al Parque” for the proper recovery, construction and activation of parks, boulevards, squares and green areas of the current POT, and for the sustainability of these spaces with control actions, monitoring and maintenance, seeking to accomplish 100% of recovery in parks by 2023 (138 parks, squares and green areas recovered and 10 new parks built).



- **Emblematic project:** “Barrios a la obra”, which seeks to increase access to infrastructure and urban provision through the paving support roads in communities, to guarantee the quality of a dignified life to citizens, highlighting that by the end of this administration, and 16 years after this project, Barranquilla will have 100% of its roads completely paved.



PROGRAM:
Recovery of the Historic Center and Markets

Aimed towards the recovery of the commercial and hereditary value of around 30,000 m2 of public space in the Historic Center, revitalizing all tourist and economic activity. This objective, prioritized as a post-COVID-19 pandemic socioeconomic recovery strategy, begins with the management of vendors’ workspace in accordance with the Public Markets Master Plan, seeking the renewal of 2 public markets, that benefit almost 1,000 informal vendors.

The Public Space Intervention Project aims to improve conditions and accessibility in this area, to strengthen spaces for citizen interaction and urban harmony that later lead to projects that adapt and reuse strategic buildings in which technical studies will be carried out.



I am connected

I am Conected Challenge

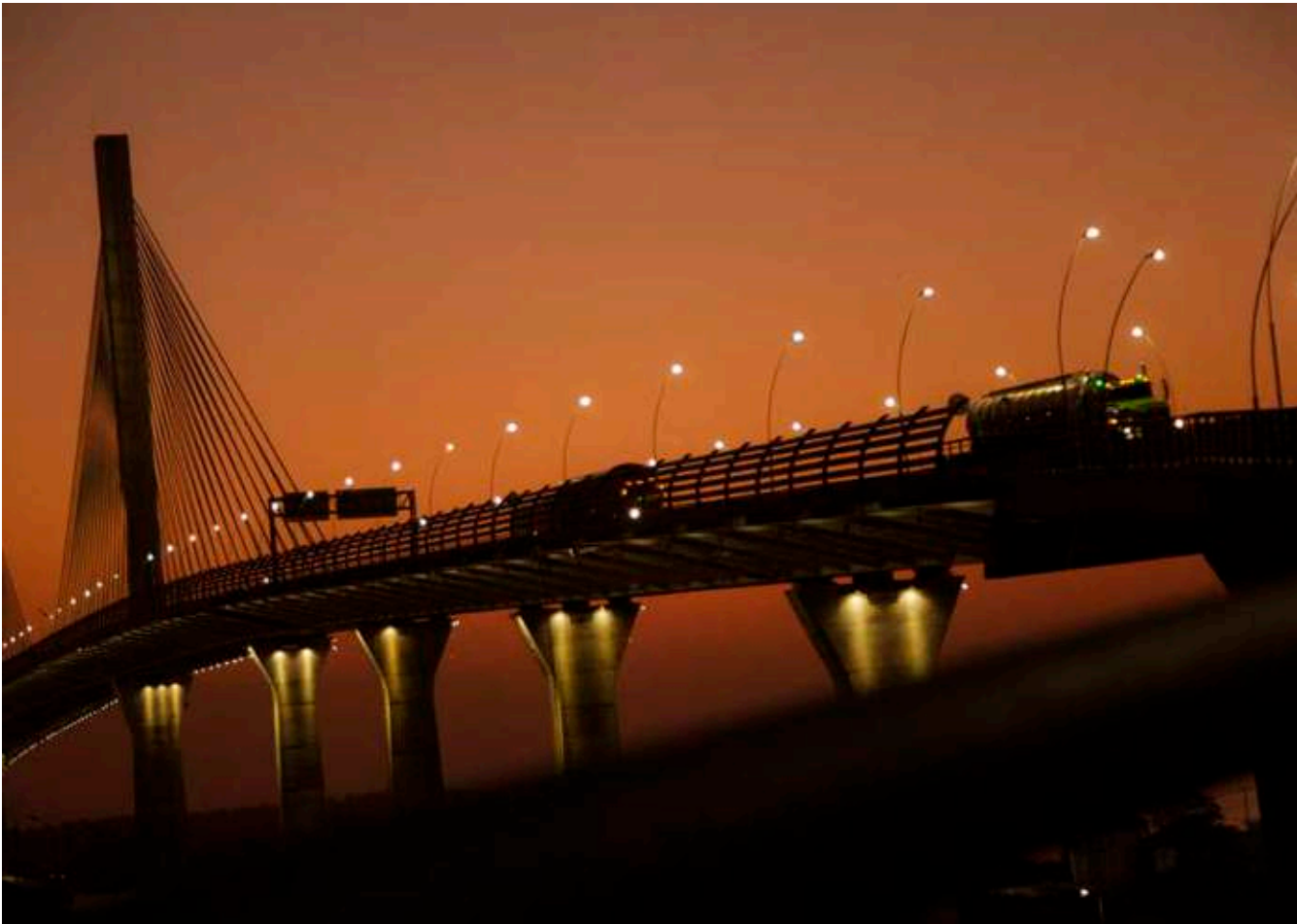
67

The connection between territorial actors is not only a physical or virtual unidirectional event, but a process that implies a two-way communication in which the public administration, the citizens and the business sector, can communicate effectively to maximize reach of government decisions, as well as knowing the progress and results achieved. Barranquilla will be a city that encourages dialogue, permanent interaction and recognizes that the meeting of knowledge and ideas are the basis for an open, effective and result

driven public administration, to achieve a city designed and built from the collective. A connected city seeks that its citizens and companies are linked to the channels of circulation of knowledge, people, goods and national and international capital. This is possible by improving the physical and virtual infrastructure for transportation and communication, which together with the civic culture make possible to achieve a higher level of relationships, business, cooperation, and coexistence.

The main objectives of a connected city

- Improve the speed and quality of mobility, connectivity, and communication of citizens with their peers, and with the city administration, and of the city with the rest of the world.
- Increase civic culture as a basis for coexistence, civic spirit, participation, collective action and citizen exercise.



68

In this sense, the objectives will make it possible to improve city development rates (identified as challenges in the diagnosis section) and considering permanent participation of citizens, efficient public policies were designed aimed at culture and citizen participation, which contain the different programs to be implemented in this period.

the city to be agile and friendly with the environment, to have an adequate road network, with road safety for the different road users, proper traffic management, and a multimodal logistics system that facilitates the transport of inputs and merchandise, meeting spaces that facilitate innovation, entrepreneurship and collaboration among all.

On the other hand, the "I am Connected" challenge seeks for the city to be more physically and digitally connected with the national and global environment in a competitive and efficient way that facilitates the flow of people, goods, services and ideas through a system of integrated urban public transport. The aim is for



City of connected people Policy



69

This policy focuses on enabling the necessary channels for communication between citizens and the district administration, both for the coverage of basic needs and citizen participation and empowerment for the management of public spending, which in turn translates into a greater sense of belonging. This will be done remotely, through digital

channels to solve procedures in line with the provision and increase of ICT infrastructure. At the same time, the improvement in the capacity of face-to-face management with the strengthening of the local mayors, which in turn rely on projects to promote community organizations in favor of better institutional management.

Indicator	Baseline	Goal 2023
Municipal Transparency Index	74.9 (2016)	Increase the municipal transparency index to 78
Open Government Index	79.6 (2016)	Increase the open government index to 82
Level of citizen satisfaction with the services of the Mayor's Office of Barranquilla	4,3	Maintain the level of citizen satisfaction with the services of the Mayor of Barranquilla at 4.3
Fiscal Performance Index*	81 (2017)	85

*Contained in the Sustainable Development Goals.

PROGRAM: Government connected with its citizens

To maintain a two-way communication, on one hand, in the attention and response to citizens through local mayors with trained personnel, on the other, in the dissemination of content of interest, campaigns, processes and achievements of the administration that encourage participation along with the fulfillment of citizen duties. The objective is to achieve a Comprehensive Citizen Service System with a greater number of channels enabled for PQRSD filing. In addition, the Culture of paying taxes will be encouraged from the execution of 4 awareness campaigns, on the importance of paying taxes and its contribution to the growth of the city, as a goal for 2023.

PROGRAM: Digital Barranquilla

Develop ICT infrastructure to meet constitutional rights through greater coverage in existing services and the generation of different channels that also provide access to new digital services, in compliance with Law 1341 of 2009 and 1753 of 2015. This will be done through the digitization of institutional and spatial information that allows online management for remote and guided citizen consultation. The objective is to increase the number of procedures and services that can be carried out online, from 42 to 76 services provided.

70

Within this, the Spatial Data Infrastructure project will be carried out from which a spatial data information system will be integrated that allows the citizens of Barranquilla to consult the data generated in the different offices of the District Mayor of Barranquilla on the grounds of the city. By 2023, the district administration aims to consolidate the databases of three units structured and integrated by cadastre, preserving the value of the data in a clear and easily accessible way.

- **Emblematic project:** Spatial Data Infrastructure: Integrate a spatial data information system that allows the citizens of Barranquilla to consult the data generated in the different offices of the District Mayor of Barranquilla on the city's properties. Additionally, the centralization and consolidation of processes is key for the efficient management of a city, for this a management center will be designed and implemented to increase the district connectivity capacity, it also aims to develop a virtual instrument to access statistics and information on sectorized indicators of the city, transforming it into a C5 management center that allows for it to be an open, transparent and efficient decision-making government.

PROGRAM:
Promotion of
Participative and
Co-responsible
Citizenship

This program aims to encourage citizen participation on issues related to investment in district, local and in zonal planning units, based on local needs. Through virtual instruments to involve the community in the selection of alternatives, the strengthening of public corporations and the linking of around 150 social organizations through training processes so that they can participate in physical interventions together with the management of public space on a neighborhood scale. Furthermore, a Public Policy for citizen participation will be developed to improve the levels of articulation and participation of the different actors, institutional entities, social and community organizations of the District.

PROGRAM:
Citizen
Culture

It consists of structuring an intersectoral and participatory city strategy that promotes the evolution of culture and future social capital in the population, businesses, civil and academic groups. This is based on participatory and applied research in the center for the study of citizen behaviors, collective reflection, and the execution of joint strategic actions, aligned with the development goals of Barranquilla, in favor of well-being, coexistence, integration of civil society, and the appropriation of city environments. The district administration will promote an agreement and dialogue between citizens, universities, the State, civil organizations and companies, so that they commit to the implementation of actions that improve civic culture. Additionally, it will include community and non-profit organizations that wish to be part of the project in order to generate civic culture in the city, all this framed within the Great City Pact for Citizen Culture.



Smart and Safe Mobility Policy



Since the quality of mobility is a summation of physical infrastructure and collective behaviors, programs and projects are built to improve the transportation infrastructure in the district and the regulation of traffic, public awareness regarding mobility on public roads; the improvement and integration of means of transport and the management for mobility infrastructure beyond the city.

Indicator	Baseline 2019	Goal 2023
Deaths in traffic accidents per 100 thousand inhabitants	3.1	Reduce to 2.9 the number of deaths in traffic accidents per 100 thousand inhabitants
% Accessibility of the district territory to the SITP less than 500 meters away	NA	Achieve a 60% of the district territories accessibility to the SITP within 500 meters

PROGRAM: Agile, efficient and secure connectivity

It consists of interventions and micro-interventions programmed for the maintenance of pedestrian and vehicular roads (Around 67 km), along with technical studies for the planning of works and endowments in the Barranquilla road network while maintaining compliance with the operational control of the traffic and progress in the Mobility Master Plan.

It also entails the implementation of security elements, the regulation of parking on public roads, and the use of technologies to collect real-time information in monitoring centers; improving traffic control to reduce accident rates through 20 new road micro-interventions, 30 new signalized intersections, 50,000 linear meters of maintenance and implementation of demarcation on the road, 5 km of new marked bicycle lanes, 4 km of preferential lanes, among others.

- **Emblematic project:** Parking lots and parking authority: Arrange a system for administration and control of lots and available spaces in the city to increase the supply of parking spaces to the public.

PROGRAM: Road Awareness

Aimed at improving human behavior in terms of mobility, with projects to raise awareness and train users of public roads. As well as incentivize entities with policies that contribute to safe mobility and promote the use of non-motorized vehicles for the displacement of the Barranquilla residents. The district administration will promote strategies that aim to encourage the use of bicycles as a means of transport and the generation of an exemplary culture in the proper use of the roads and the safety elements required when mobilizing in non-motorized means of transport.

PROGRAM: More efficient Transit and mobility

Its objective is to integrate collective, individual and mass transport in the District and its Metropolitan Area in terms of information and operation of the different systems that lead to a better articulation of routes in conjunction with the renewal of fleets. As well as supporting the management of the second phase of the Transmetro, in addition to studies for new transport alternatives that cover different locations.



- **Emblematic project:** RITMO: Accompany the Metropolitan Area in the development and implementation of intelligent systems that allow integrating the information of the different mass and collective transport structure, through the maintenance, expansion, provision and construction of the required infrastructure that facilitates accessibility, modality change of transport systems, allowing the articulation of inter-municipal routes, SITP routes and other public transport systems, thus improving intra- and

supra-municipal connectivity. The above is promoted through SITP education and culture that guides the citizen in the proper use and care of the System, creating a sense of belonging for it. Also, with a unified collection system, fleet control and information to the user of collective public transport, discouraging the handling of cash. It is highlighted that the project seeks to have a more environmentally friendly fleet.

PROGRAM:
Regional
Connections

For the management and support of supra-municipal projects for the improvement of national infrastructure, the development of new means of regional transport, the formation of entities to manage interventions and projects on the Magdalena River that enable a supply of transport and tourism in the territory. Additionally, the necessary advances for the project of the Maritime port area as an infrastructure for global connectivity.

- **Emblematic project:** Road Connectivity to the Isla Salamanca Park: Build the Infrastructure for the provision of piers on the banks of the Park to promote ecotourism in water bodies and strategic ecosystems.

I am Biodiversity Challenge

The “BiodiverCity” seeks to guarantee the connectivity between the urban and the rural, to involve citizens in the conservation of ecosystems and the sustainable development of the city. Barranquilla is a privileged city at an ecological level, since it is located in the Caribbean basin, it has ecosystems of high biological value made up of mangroves, swamps and bodies of water that promote adaptability to climate change. Furthermore, it seeks the conservation of biodiversity represented by the tropical dry forest, the regulation of water, vegetation and marine-coastal ecosystems, among which the beaches, cliffs and soft bottoms stand out.

The spatial structures in Barranquilla correspond to green, blue and gray, these being the ones in charge of articulating and structuring the territory. The green structure is made up of the ecosystems that are located on land, the blue structure those located on the water or those directly related to the water resource and the gray structure is made up of the infrastructure for mobility and infrastructure of public services. Thus, while the

green and blue ones maintain or seek to generate continuity and allow the exchange of matter and energy between strategic ecosystems and the urban development of the city, the gray structure seeks to close social gaps and connect the population between them and nature. In this way, a network of interrelated structures is formed in allowing urban development and growth in harmony with the conservation of ecosystems and their ecosystem services, leading to territorial sustainability





ESTRUCTURA VERDE

- Área priorizada para recuperación de bosque seco
- Bosque Seco

ESTRUCTURA AZUL

- Ciénagas y cuerpos de agua
- Manglares
- Abastecimiento y regulación hídrica
- Bosque de galería y/o ripario
- Área priorizada de recuperación de bosque de galería y vegetación riverena

Marino - Costeros

- Playas
- Fondos Blandos

Faced with this, the consolidation of sustainable development through the biodiversity challenge is proposed as a strategy. Consequently, an urban-regional, economic and social growth model will be established based on the strategic ecosystems of Barranquilla, the conservation and connectivity between them and with areas of national environmental importance such as the Parque Vía Isla Salamanca.

Therefore, urban development will be determined by the green, blue and gray structures. This represents a challenge for Barranquilla in the next decade, as it will seek to promote a city interested in scientific research and development through innovation and implementation of new technologies as a tool to understand biological wealth and thus propose solutions to environmental problems. , monitor ecosystems, the natural environment and the strengthening of environmental education focused on the importance of ecosystems and the ecosystem services they offer.

- Recovery of strategic ecosystems for later formation of ecosystem corridors.
- Recovery and authorization of the blue structure for adequate management of water resources in harmony with the urban growth model.
- Conversion towards an urban and economic low-carbon pattern, reduced in waste generation and with low discharges.
- increased resilience of the city against climate change and environmental risks.

Sustainable City Policy



A sustainable city aims to be a green and water city, through the recovery of ecosystem services, protection of biodiversity and the recovery and conservation of water resources such as the tropical dry forest, mangroves, the recovery of the pipes, among others. With projects such as the Miramar Urban Forest and the Siembra program to green the city, among other key projects to improve carbon capture, reduce the heat island in the city and connect ecological corridors in the city.

In addition, the integral recovery of rounds of pipes, streams and bodies of water and integral recovery of the Mallorquín swamp will allow the recovery of water rounds in the context of strategic ecosystems for water regulation, through the construction of linear parks that have reforestation and revitalization processes that, together with the recovery of the swamp, will allow to connect a large key ecosystem related to bodies of water.

Indicator	Baseline	Goal 2023
Hectares of mangrove and dry forest ecosystems recovered	5.53 ha	Recover 30 ha * of mangrove and dry forest ecosystems
M2 of green areas recovered	560.000 m ²	Recover 480,000 m2 of green areas
Improve water quality index	NA	Achieve a good water quality index
Satisfaction with air quality **	NA	Greater than 80%

PROGRAMA: Green City

Recovery and maintenance of the green structure of the City, brings together projects aimed at managing ecosystem services and protecting the city's biodiversity, articulating urban and peri-urban areas of the city. This program includes, for example, the planting of 150,000 new trees in the city, generating a large urban forest, the recovery of the city's beach called "Puerto Mocho" and the recovery of one of our main bodies of water, the "Ciénaga de Mallorquín".



- **Emblematic project:** The integral recovery of the Mallorquín Ciénaga seeks to enhance the Ciénaga and its surroundings through the integral recovery of the ecosystems, implementing water quality recovery actions, urban development, mangroves, parks, trails and infrastructure that allows the enjoyment and sustainable use by the population and the strengthening of ecotourism in this area. This includes infrastructure, transport and public space works. Similarly, the recovery of ecosystem services will be sought, the construction of 39,000 m2 of ecotourism trails, the recovery of the beach and the environmental sanitation of the waters of the swamp, thus generating an attractive space for tourism while recovering, ensuring the protection of this important natural resource of the city

- **Emblematic project:** Urban forests aim to generate microclimates that favor thermal comfort and carbon capture, through the recovery of strategic ecosystems such as the tropical dry forest, the generation and preservation of 280,000 mt2 of urban forests and the sowing or replanting of 15,000 trees. These are projected as ecosystem corridors in a future network, not only public space for the enjoyment of citizens, but also habitats for local and foreign biodiversity. This is a metropolitan-sized project that allows us to consolidate a large city, beneficial not only to Barranquilla, but also to its entire metropolitan area.

PROGRAM:
Water city

“Ciudad de Agua” contemplates large-scale projects such as the integral recovery of rounds of pipes, streams and bodies of water, aimed at recovering and conserving the water system and strategic ecosystems for the regulation and supply of water, in conjunction with linear parks in water rounds , complemented with the generation of a culture of co-responsibility in the special care of canals, pipes, the river and its ecosystems, in order to have an environmentally friendly urban environment.

- **Emblematic project:** Comprehensive recovery of pipes, streams and bodies of water and the construction of 2.4 hectares of linear parks around bodies of water in the process of reforestation.
- **Emblematic project:** Effective rainwater drainage: runoff will be captured through the canalization to discharge it responsibly. For this, a Stream Channeling Master Plan will be formulated in line with a sewerage system and 9000 meters of storm drainage.



Policy for the Care of the Urban-Environment

To promote care for the urban environment, complementary strategies will be implemented to protect and recover ecosystems that allow consolidating the environmental sustainability of the urban environment of Barranquilla.

Indicator	Baseline 2019	Goal 2023
Urban quality index	21,7	Increase the urban quality index to 50
Alternative renewable energy sources in use	0	1 alternative energy source in use

*Taken from PND.

PROGRAM:
Renewable Energy Sources

It contemplates the execution of projects such as generation and use of renewable and clean energy sources, which will be reflected in the creation of a public service company that regulates and encourages solar energy and the installation of solar panels in public institutions.

- **Emblematic project:** Generation and use of renewable and clean energy sources, to reduce emissions and diversify the city’s energy matrix, a district-level public utility company for the generation of solar energy will be created.

PROGRAM:
Air Quality

Actions will be implemented to monitor and improve air quality in the city. The air quality surveillance network project that intends to increase up to 5, the monitoring stations present in the City. Furthermore, educational campaigns will be held annually for the care of the air.

PROGRAM:
Responsible Management of Solid Waste

Among the important projects is that of updating the comprehensive solid waste management plan, seeking a clean Barranquilla with a culture of recycling. In the same way, campaigns will be promoted to generate awareness and belonging and care for the public and private environment.

PROGRAM:
Domestic and Wild Fauna

The care of the urban environmental environment takes into account domestic and wild fauna, for this reason projects that provide well-being and support in the recovery of the integral health of domestic fauna in a condition of abandonment or abuse will be executed and, among other actions, to increase to 9 the number of Animal Immediate Reaction Patrols, the construction of an animal welfare center and the start-up of the attention center for wild animals.

Risk Resilience and Sustainability Policy

This policy aims to comply with the legal provisions contained in Law 1523 of 20127. It is a missionary commitment of the state at its different levels of government, from national to the territorial, with the purpose of contributing 1. to the safety, well-being and quality of life of people, 2. to the sustainable development and resilience of the city.



Indicator	Baseline 2019	Goal 2023
Maintain or decrease the ability-adjusted risk ratio	35.04	Maintain the capabilities-adjusted risk ratio at 35.04
Percentage of Barranquillera population informed in Disaster Risk Management	11.9%	Increase to 15% the inhabitants of the city informed in Disaster Risk Management.

PROGRAM:
Risk Awareness

In the search for a resilient and sustainable city in the face of risk, projects aimed at developing and promoting knowledge of risk are intended from the identification, analysis and evaluation of risk scenarios, the monitoring and follow-up of structural and non-structural measures for the control and risk mitigation; communication to promote greater awareness of risk in the communities, aiming at strengthening and inter-institutional articulation. From another point of view, the projects focus on risk reduction, consisting of the corrective intervention of the existing risk, the prospective intervention of new risks and financial protection, with the purpose of avoiding or minimizing damages and losses in the event of dangerous physical events.

PROGRAM:
Disaster Preparedness and Management

Projects such as humanitarian assistance and strengthening of local risk management councils are developed, which allow the development, planning and promotion of the disaster management process, consisting of preparation for emergency response, preparation for post-disaster recovery, development of the execution of the response and the execution of the respective recovery, as well as rehabilitation and recovery, with the purpose of contributing to the safety, well-being and quality of life of the inhabitants of the District



Multi-year Investment Plan

The financial plan that supports the “I am Barranquilla” Development Plan during the next four years is presented below. As established in article 7 of Decree 111 of 1996 that compiles the laws that make up the Organic Budget Statute, this instrument will be the financial planning letter, both for income and expenses, considering the strategic goals of our development plan, the provisions of the city’s Medium-Term Fiscal Framework (MFMP) 2020-2029 for the fulfillment of financial obligations and commitments, and the new macroeconomic perspectives in the current situation due to the Covid-19 pandemic. This will allow the annual execution of the budget to guarantee financial sustainability and the leverage of each of the investment challenges proposed in the development plan.

It is important to emphasize that, as soon as the health emergency was declared, the Ministry of Finance, together with the Economic Development, Planning and General secretariats, created an advisory committee to model possible scenarios, considering the effects of the pandemic on the behavior of the city’s economy and its tax implications.

The amount required for the implementation of the “I am Barranquilla” 2020-2023 Development Plan was estimated at \$ 18.7 billion pesos, \$ 13.6 billion pesos of which correspond to both social and infrastructure projects, while \$ 1,7 billion pesos are for the payment of scheduled debt, the operating expenses of the District, such as payroll, public services, cleaning, surveillance, among others, reach \$ 1.6 billion pesos.



Finally, the resources coming from To comply with this, a budget based on own funding sources is projected for \$ 5.9 billion, direct Nation resources for \$ 6.1 billion, revenues managed by the District (capital income) of \$ 4.9 billion and public - private resources and others at \$ 1.6 billion.

public-private resources, meaning, resources for projects outside of the revenues of the mayor’s office

that could be a national or private co-financing, reach \$ 1.6 billion.

Uses and sources of the Soy Barranquilla 2020-2023 Development Plan.

Figures in billions.

Expenses and Investment	Budget	Participation	Rents	Budget	Participation
Functioning	1.687	9,01%	Own resources	5.978	31,92%
Investment with District resources and transfers	13.625	72,75%	Transfers	6.159	32,88%
Debt Service	1.789	9,55%	Capital Income	4.964	26,51%
Public-Private Financing and others	1.627	8,69%	Public-Private Financing and others	1.627	8,69%
TOTAL DEVELOPMENT PLAN	18.728	100,00%	TOTAL DEVELOPMENT PLAN	18.728	100,00%

The total District investment, which corresponds to all the projects and programs carried out by the Mayor’s Office to improve people’s living conditions, will be allocated to the four challenges identified in the Development Plan, the I am Equitative challenge being the one with the most investment with \$ 8.5 billion, followed by the I Am Connected Challenge with \$ 2.7 billion, the Attractive and Thriving Challenge with \$ 1.4 billion and finally the I am Biodiversity Challenge with \$ 969 billion. The disaggregation of resources at the policy level is explained in the following table:



Annual investment plan based on policies of the Soy Barranquilla Development Plan.

Challenge	Policies	2020	2021	2022	2023	Total 2020 - 2023
I am Conected	City of connected people	51.870	53.484	53.475	53.519	212.348
	Smart and Safe Mobility	266.493	558.672	996.180	685.215	2.506.560
I am Equitable	Vanguard Education	704.277	712.498	707.969	802.423	2.927.167
	Healthy City	814.461	801.060	854.260	915.096	3.384.877
	Decent Housing for all	422.653	326.619	319.669	325.227	1.394.168
	Social Inclusion Promotion	133.965	139.591	133.546	136.607	543.709
	Safer and Human Rights Promoting City	62.196	63.390	70.637	74.037	270.260
I am Attractive and Successful	Entrepreneurial and Hardworking	4.860	12.500	13.890	13.047	44.296
	Competitive and Innovative	1.015	2.382	2.397	1.038	6.832
	Global City Policy	3.165	2.669	2.917	4.078	12.828
	Cultural and Vibrant City Policy	32.579	23.874	46.056	28.559	131.068
	Protection, Safeguarding and Sustainability of Cultural Heritage Policy	9.200	4.134	4.673	4.823	22.830
	Recreation and Sports	21.746	17.265	11.253	11.995	62.259
	Efficient Public Administration	80.244	81.135	28.568	29.491	219.438
I am Biodiversity	Vibrant Public Spaces	243.258	161.967	250.217	261.674	917.117
	Sustainable City	127.916	269.622	202.355	157.655	757.549
	Care of the Urban-Environment	39.049	42.616	41.227	41.933	164.826
	Risk Resilience and Sustainability	35.245	3.648	3.794	3.945	46.631
Total		3.054.189	3.277.127	3.743.082	3.550.364	13.624.762

*Figures in millions of pesos.

Thanks to these projected incomes, it will be possible to comply with all the projects of the development plan



which continues the development of Barranquilla, consolidating with the reduction of poverty, for a more equitable city that is more attractive and prosperous every day, where all its citizens are connected in the best way while the city cares for its biodiversity every day.

The “I am Barranquilla 2020 - 2023” Development Plan with all its projects and indicators is available for consultation at the following link:

<https://www.barranquilla.gov.co/documento/plan-de-desarrollo-soy-barranquilla-2020-2023/?version=1>

In the mail atencionalciudadano@barranquilla.gov.co

r by scanning the following QR code



Main Emblematic projects



Bilingualism

The project seeks to implement a Bilingualism Plan in all the public schools of Barranquilla, which will allow students from the official sector to have a greater command of the English language and become global citizens, so that they continue to develop their capacities and can access more knowledge by increasing the chances of understanding more information

Barrios a la Obra

With the Barrios a la Obra project, the Mayor's Office of Barranquilla will increase access to infrastructure and urban provision with the paving of roads in support of the community to guarantee the quality of life with dignity for citizens, highlighting that in the end of this administration and after 16 years of this project, Barranquilla will have 100% of its roads paved.

Transformation of the urban environment TUE

Intervene the public space in different areas of the city by segregating pedestrian and vehicular use areas, improving platforms, regulated parking areas, intervening with public lighting and modern and inclusive urban furniture; with the purpose of offering equal opportunities for personal development and enjoying the different spaces of the city.



Recovery of the city center

Public Space Intervention Project to improve conditions and accessibility in the sector to strengthen opportunities for citizen interaction and urban harmony, that will subsequently lead to projects to adapt and reuse strategic buildings for which technical studies will be carried out. With the recovery of around 30,000m2 of public space in the Historic Center, the city aims to revitalize the tourist and economic activity in addition to the recovery of its patrimonial and commercial value.



Renewal of public markets

With this project, the city aims to adapt workspaces for vendors in public markets to dignify their work, optimize their working conditions and improve their socio-economic conditions. This project will benefit 1,000 informal vendors in the city and adapt an area that serves as a satellite market in the city, while renovating 2 public markets in Barranquilla.



Ciénaga de Mallorquín



The full recovery of the Cienaga of Mallorquín seeks to potentiate the swamp and its environment through the full recovery of its ecosystems, implementing actions to recover water quality, urban development, mangos, parks, trails and infrastructure that allows the enjoyment and sustainable use by the population and the strengthening of ecotourism in this area. This includes infrastructure, transport, and public

space works. Similarly, the recovery of ecosystem services will be sought, the construction of 39,000 m2 of ecotourism trails, the recovery of the beach and the environmental sanitation of the waters of the swamp, thus generating an attractive space for tourism while recovering. and ensuring the protection of this important natural resource of the city.

Urban Woods

The full recovery of the Cienaga of Mallorquín seeks to potentiate the swamp and its environment through the full recovery of its ecosystems, implementing actions to recover water quality, urban development, mangos, parks, trails and infrastructure that allows the enjoyment and sustainable use by the population and the strengthening of ecotourism in this area. This includes infrastructure, transport, and public space works. Similarly, the recovery of ecosystem services will be sought, the construction of 39,000 m2 of ecotourism trails, the recovery of

the beach and the environmental sanitation of the waters of the swamp, thus generating an attractive space for tourism while recovering. and ensuring the protection of this important natural resource of the city.

Full recovery of rounds of sewers, floods, and water bodies



Intervening in the water rounds will allow the recovery of strategic ecosystems for the regulation of water through the construction of linear parks that have processes of reforestation and revegetalization of rounds, which will guarantee ecological connectivity and the conservation of water sources, through a sustainable urban design

RITMO



The city will implement an integrated transport system that unifies the collective and the mass, where with a single card and paying a single ticket, citizens can mobilize by all available

means throughout the territory. However, this is not the only benefit of the project, the bus fleet will also be renewed for a more environmentally friendly one.