



MANAGEMENT
REPORT
2025

Table of contents

Introduction	03
Board of Directors	04
WRI Colombia Team	05
Letter from the legal representative	06
Five years of WRI Colombia	07
Executive Summary	10
WRI's presence in Colombia	11
2025 Milestones	12
2025 Strategic Overview	13
National and international context	14
Strategic risks and mitigation actions	15
2025 Programmatic management	16
Restoration and bioeconomy for sustainable territories	18
Transforming territories through integrated solutions: strategic projects	19
Results and impact 2025	20
Produce: promoting sustainable production models	20
Protect: strengthening environmental governance	21
Restore: recovering strategic landscapes and ecosystems	22
Cities as integrated systems for integrated and safe mobility, livable neighborhoods, and climate resilience	24
Consolidation of strategic projects	25
Results and impact 2025	25
Memorandum of Understanding with the Office of the Mayor of Bogota	25
Connective mobility	25
Promoting sustainable and safe mobility	25
Electromobility	27
Fostering inclusive neighborhoods and revitalized public spaces	28
Working for climate resilience and nature in cities	30
Natural infrastructure for resilient cities	31
Driving climate action and just transition	32
Transforming commitments into action: strategic projects	33
Results and impact 2025	33
Memorandum of Understanding with the Ministry of Mines and Energy	33
Accelerating just transition in Colombia: climate action, adaptation, and resilience	34
Energy: adaptation, resilience, and transition	35
Assessing the vulnerability of the hydropower sector to climate change	35
Promoting sustainable building	35
Climate change and sectoral policies: multilevel ambition and governance	36
Architecture: climate finance and decision making	37
Operational Management	39
Finance and accounting	41
Consolidation of institutional processes	41
Financial performance	42
Analysis by line expenditure	42
Analysis by program and support area	43

Reinvestment of surpluses 2024	44
Contractual and legal management	45
Contract management	45
Legal support	45
Risk management	46
Human Resources	47
Occupational Health and Safety Management System (SG-SST)	47
Strengthening of the technical and support team	48
Training and professional development	48
Consolidation and implementation of institutional processes	48
Information technology	49
Other legal and administrative aspects	50
External operational accompaniment and support	50
Strategic Alliances and Funding Management: Weaving alliances for people, nature, and climate	51
Strategic context	52
Strategic alliances	53
Funding projection and management	57
Lessons learned and future opportunities	58
Communication management and institutional visibility	59
Communicating with strategy: positioning, influence, and mobilization based on evidence	60
Communication channels	61
Mass media	61
Website	61
Social network	62
Activities and events	63
Outlook for 2026	64
Knowledge Management (RDI)	65
Consolidation and diagnosis of the area	66
Publications (completed)	67
Knowledge products	67
Conference Proceedings	67
Work in progress	68
Publications in progress, by system	68
Research agenda at WRI Colombia	69
Scope and opportunity for institutional positioning	69
Other activities	70
Digital Library	70
Internal RDI guide, training, and courses	70
Gender, Equity and Social Inclusion (GES)	71
Lessons learned and outlook for 2026	72
Institutional lessons	73
Programmatic lessons	74
Strategic adjustments for 2026	75
Compliance with legal regulations	77
Acknowledgments	79



Amazonas
Photo: @Alfredo, adobestock

Management Report

WRI Colombia 2025

In 2025, WRI Colombia consolidated its role as a strategic ally in driving profound transformations with positive results for people, nature, and the climate. Throughout the year, WRI Colombia strengthened its territorial presence, partnerships, and the implementation of evidence-based solutions, always in a collaborative, impact-oriented manner.

This management report includes the main milestones, lessons learned, and results achieved during this period, as well as the challenges and strategic priorities that will guide the work in 2026.

Board of Directors

World Resources Institute (WRI) is an independent global organization that transforms the human systems that most impact people, nature, and climate through rigorous research, data-driven local action, and solutions that scale nationally and globally. WRI's purpose is to improve people's lives, protect and restore nature, and stabilize the climate, applying evidence-based approaches, multi-sector partnerships, and a model of action that combines research, implementation, and scaling up of effective solutions.

WRI has more than 2,000 staff in more than a dozen countries with permanent offices, including Brazil, China, Colombia, the Democratic Republic of Congo, Europe (Netherlands and United Kingdom), Ethiopia, India, Indonesia, Kenya, Mexico, Rwanda, the United States, and the United States, and works in more than 50 countries with governments, businesses, communities, and civil society to catalyze transformational change.

In Colombia, the WRI Colombia Foundation has served as WRI's legal representative since 2020, strengthening its role as a technical and strategic partner on issues such as climate action, sustainable cities, and land-use management. Through partnerships with national and subnational government entities, the private sector, academia, and organizations, WRI Colombia has supported climate and urban public policy processes, the articulation of multisectoral actors in cities, and the generation of evidence to address environmental, social, and sustainable development challenges.

In 2025, the Board of Directors continued to guide the institutional vision, promote coherence between WRI's global mission and national priorities, and strengthen governance to ensure the organization contributes effectively to the country's climate, sustainability, and well-being goals. The Board's strategic accompaniment has been key to guiding WRI Colombia's systems, consolidating alliances, and ensuring that the impact generated is aligned with long-term development objectives.



Adriana Lobo
General director of global presence and local action at WRI.



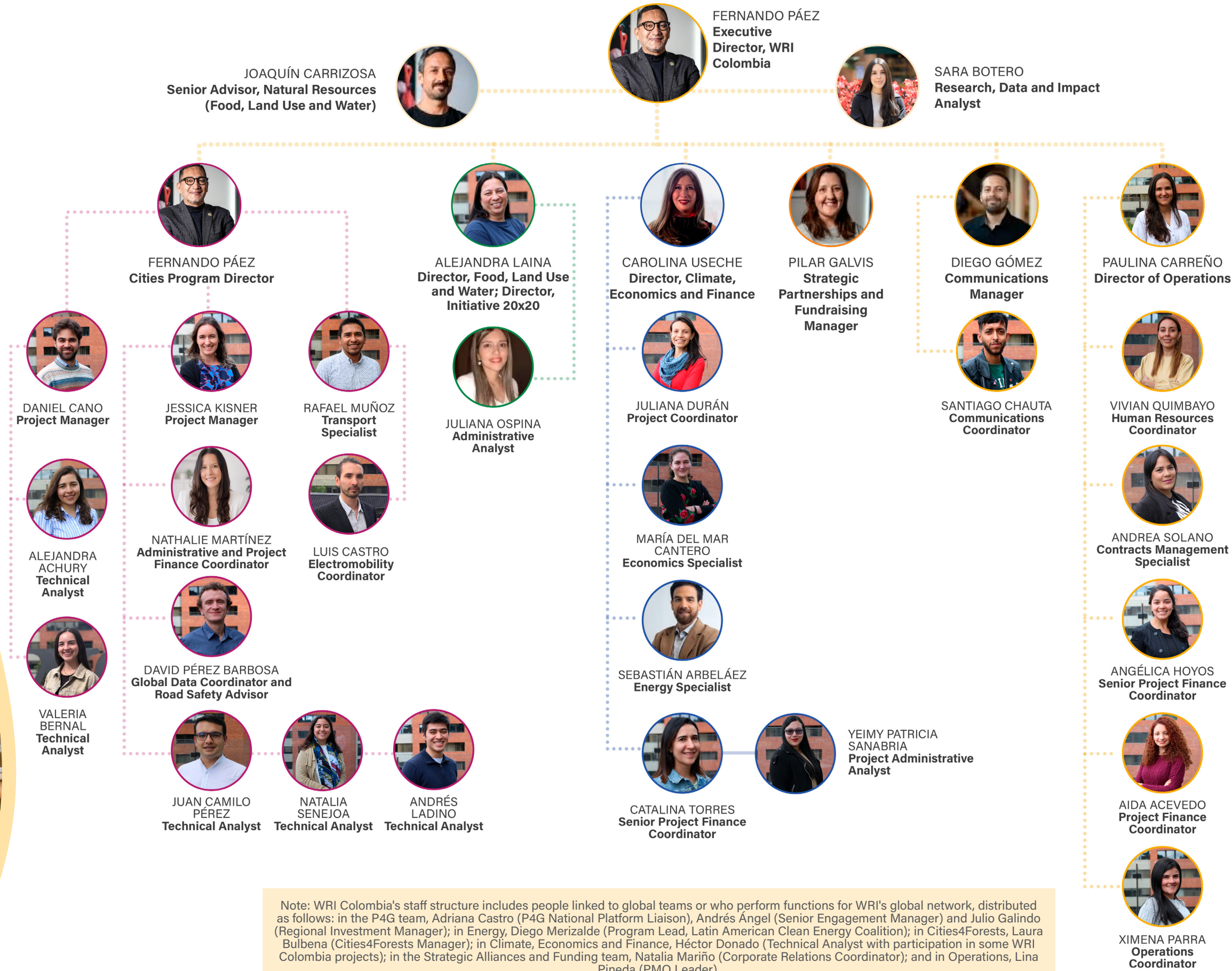
Shailesh Sreedharan
Global chief operating officer, WRI.



Kevin Moss
WRI global managing director.

WRI Colombia Team

In 2025, the team grew in technical and operational capabilities, integrating new professionals who are key to sustainable finance, energy, research, operations, and strategic communication. This diversity of knowledge strengthened our technical quality and allowed us to expand our impact in different regions of the country.



Letter from the legal representative

The year 2025 was a significant milestone for WRI Colombia. In addition to representing a period of programmatic and institutional consolidation, it marked the commemoration of our five years of work through the country office, a time characterized by sustained growth, the strengthening of technical capacities, and the building of trusting relationships with public, private, and international cooperation actors.

Since its creation, WRI Colombia has made steady progress in building a solid agenda in cities and sustainable mobility, climate action, energy transition, ecosystem restoration, Amazonia, and territorial governance. In 2025, this growth was reflected not only in the expansion and diversification of our project portfolio but also in a greater capacity to influence decision-making processes, especially at the subnational level strategically.

One of the most relevant lessons learned during these five years, and particularly during the last year, has been the importance of transcending the logic of individual projects to consolidate long-term agendas, with an emphasis on capacity building, the generation of useful evidence, and the articulation of public policies, financing, and governance. Working with cities and territories has been confirmed as one of the most

effective ways to ensure continuity, tangible results, and institutional resilience in contexts of change.

Looking ahead to 2026, a year marked by a new national electoral cycle, WRI Colombia has focused its work on ensuring technical and programmatic continuity: strengthening capacities, producing inputs ready for decision-making, and supporting processes that transcend political circumstances. This approach reaffirms our role as an independent, rigorous institution committed to the continuity of the country's climate, urban, and territorial action.

The sustained growth achieved over the past five years has also highlighted important challenges, including the need to continue moving towards a more stable, flexible, and predictable financing model. Although the funding context remains demanding, the progress we have made, the trust we have built with our allies, and the strength of our team allow us to look to the future with optimism and determination.

Looking ahead, WRI Colombia faces the challenges of deepening its role as a bridge between technical knowledge and public decision-making; consolidating

demonstration cases that demonstrate concrete results in cities and territories; contributing to translating the Amazon agenda and the energy transition into effective implementation; and strengthening the governance and climate finance instruments needed to scale solutions at the national and subnational levels.

None of this would be possible without the commitment, technical excellence, and dedication to service of the WRI Colombia team, and without the trust of our allies, donors, and strategic partners. To them, our most sincere thanks.

Five years after its creation, WRI Colombia continues in a process of institutional consolidation that generates hope and a sense of purpose in the face of the challenges of balancing human well-being, nature, and climate action. The progress achieved in 2025 and the lessons learned that guide the path towards 2026 reinforce our conviction to continue contributing, through collaboration and evidence, to the construction of a more sustainable, equitable, and resilient country.



Sincerely yours,

Fernando Páez Mendieta
Legal representative
Executive Director
WRI Colombia



Photo: WRI Colombia

5 years of WRI Colombia

The last five years not only marked the consolidation of WRI's institutional presence in the country, through WRI Colombia, but also a period of rapid growth for the Institute. This process clearly demonstrated its added value in Colombia: putting technical knowledge at the service of governments, the private sector, peer organizations, and communities to generate well-being and protect nature, promoting more effective management of climate change.

Although WRI Colombia was formally created in 2020, its history in the country is part of a broader trajectory of previous work. By then, at least 24 projects were already under implementation in Colombia, developed with local consultants and technical support from WRI teams in Washington and Mexico. This initial portfolio made it possible to generate learning, build trust-based relationships, and lay the foundations for work that would later be consolidated with local presence: combining global knowledge, technical evidence, and action in the field to accelerate systemic transformations.

That early work confirmed a key assumption: although Colombia is not a major emitter of greenhouse gases, it is highly vulnerable to climate change and, at the same time, has strategic windows of opportunity to scale solutions. These opportunities are related to its energy transition process, its climate public policy framework, and the central role of cities in the country's economic and social life. In this context, establishing a local presence was not only an operational decision but also an enabling condition for increasing the effectiveness, scale, and sustainability of impact.



- Improving people’s lives.
- Protecting and restoring nature.
- Tackling climate change.

40+ years

turning ideas into action.

50+ countries

2,000+ people

STRATEGIC APPROACH

- Count it
- Change it
- Scale it



Source: own elaboration.

INTERCONNECTED WORKSTREAMS

- Advancing climate action at national and subnational levels.
- Urgent action in the Colombian Amazon.
- Supporting low-carbon, inclusive urban development.

ADDED VALUE

1. Policy engagement.
2. Specialized technical support.
3. Multi-stakeholder, multi-level dialogue.
4. Capacity building.

Since then, WRI Colombia has operated articulating global and regional capacities with a direct intervention in the national and territorial context. Its work integrates specialized technical support, public policy advocacy, institutional capacity building, and facilitation of multi-stakeholder dialogues, connecting the national government with sub-national governments, the public sector with the private sector, partner organizations, and communities. This multilevel articulation is central to WRI's theory of change: bridging the gap between policy design and effective implementation, ensuring that commitments translate into decisions, interagency coordination, and concrete actions with tangible benefits for people and nature.

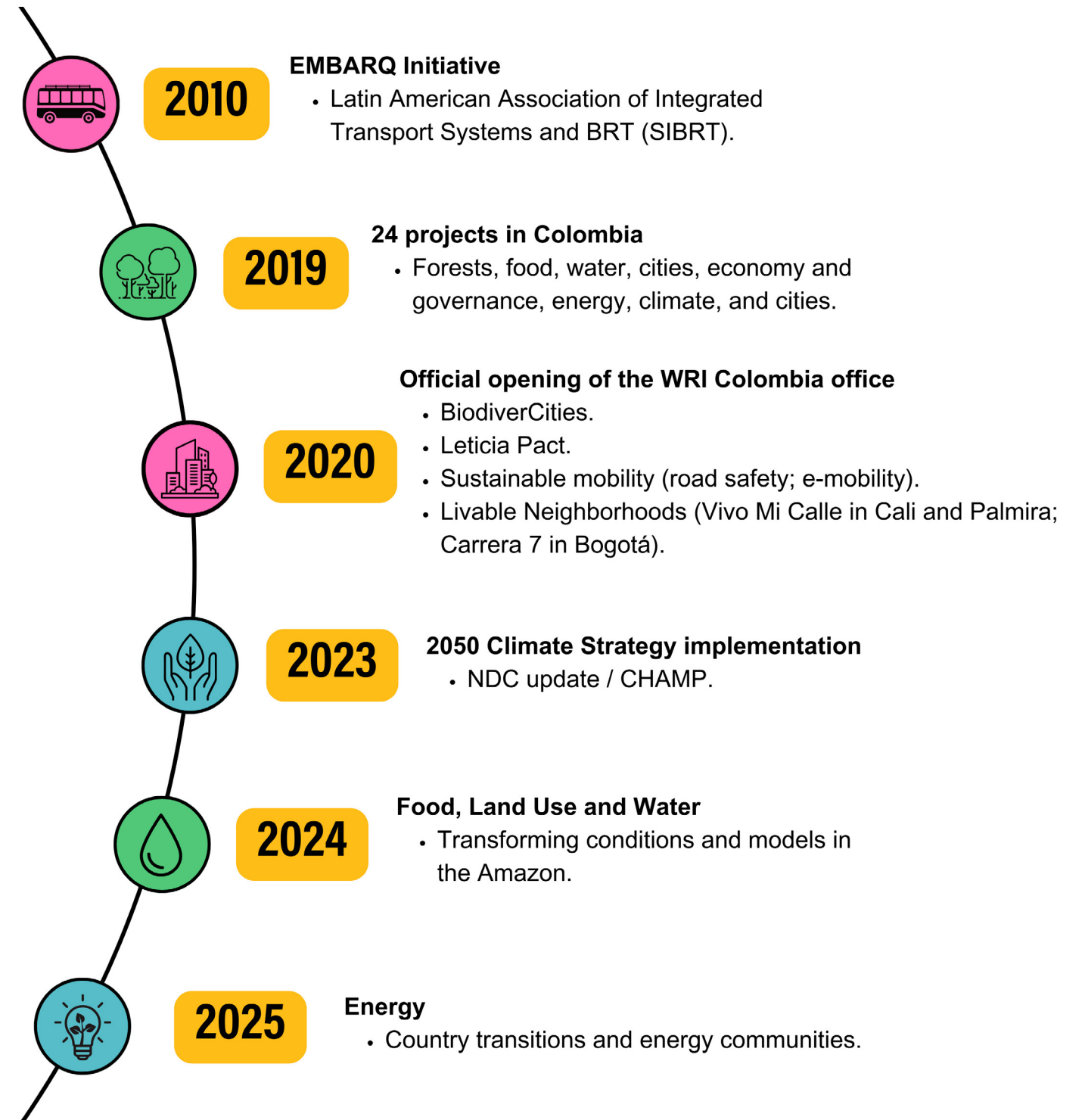
Today, this trajectory is expressed in three interconnected areas of work — Food, Land Use and Water; Cities; and Climate, Economics and Finance — that operate in a complementary manner to address the structural causes of climate change and promote more resilient and inclusive development. In addition, a strategic milestone will be reached in 2025: the launch of an energy agenda designed to contribute to the country's transitions from a technical, social, and institutional perspective, including working with energy communities to expand benefits and reduce gaps.

The progress achieved over the past five years is the result of a deliberate strategy of collaboration, consistent with WRI's theory of change. National and subnational governments, civil society organizations, the private sector, academia, and communities have been key partners in scaling up solutions and sustaining impact over time. This experience reaffirms a central conviction of WRI Colombia: transformations that last are not decreed, they are built collectively, based on solid alliances, rigorous evidence, and implementation anchored in the territory.

WRI Colombia has consolidated a trajectory marked by strategic achievements, territorial expansion, and strengthened alliances with public, private, and community actors. This infographic presents the most relevant milestones of this period, highlighting advances in the energy transition, sustainable cities, sustainable mobility, climate action, and the protection of the Amazon.

The milestones compiled here reflect WRI Colombia's institutional growth, technical capacity, and commitment to promoting solutions that improve people's quality of life and contribute to the country's sustainable development.

Key milestones - 5 years WRI Colombia



Source: own elaboration.



Executive Summary

In 2025, WRI Colombia consolidated its role as a strategic actor in key agendas for the country -such as sustainable mobility, just energy transition, and bioeconomy-, advancing decisively in the implementation of its 2023-2027 Strategy. The year was marked by greater territorial articulation, the strengthening of institutional alliances, and a clear transition from the execution of actions to the generation of measurable impacts, particularly in public policies, institutional capacities, and projects implemented in the territory.

Throughout the year, WRI Colombia contributed significantly to the transformation of cities and territories through public policy advocacy, specialized technical support, and the generation of applied knowledge.

Progress was made in safe and sustainable mobility, decarbonization of transportation, development of more livable neighborhoods, urban climate resilience, bioeconomy, ecosystem restoration and conservation, as well as in just energy transition and

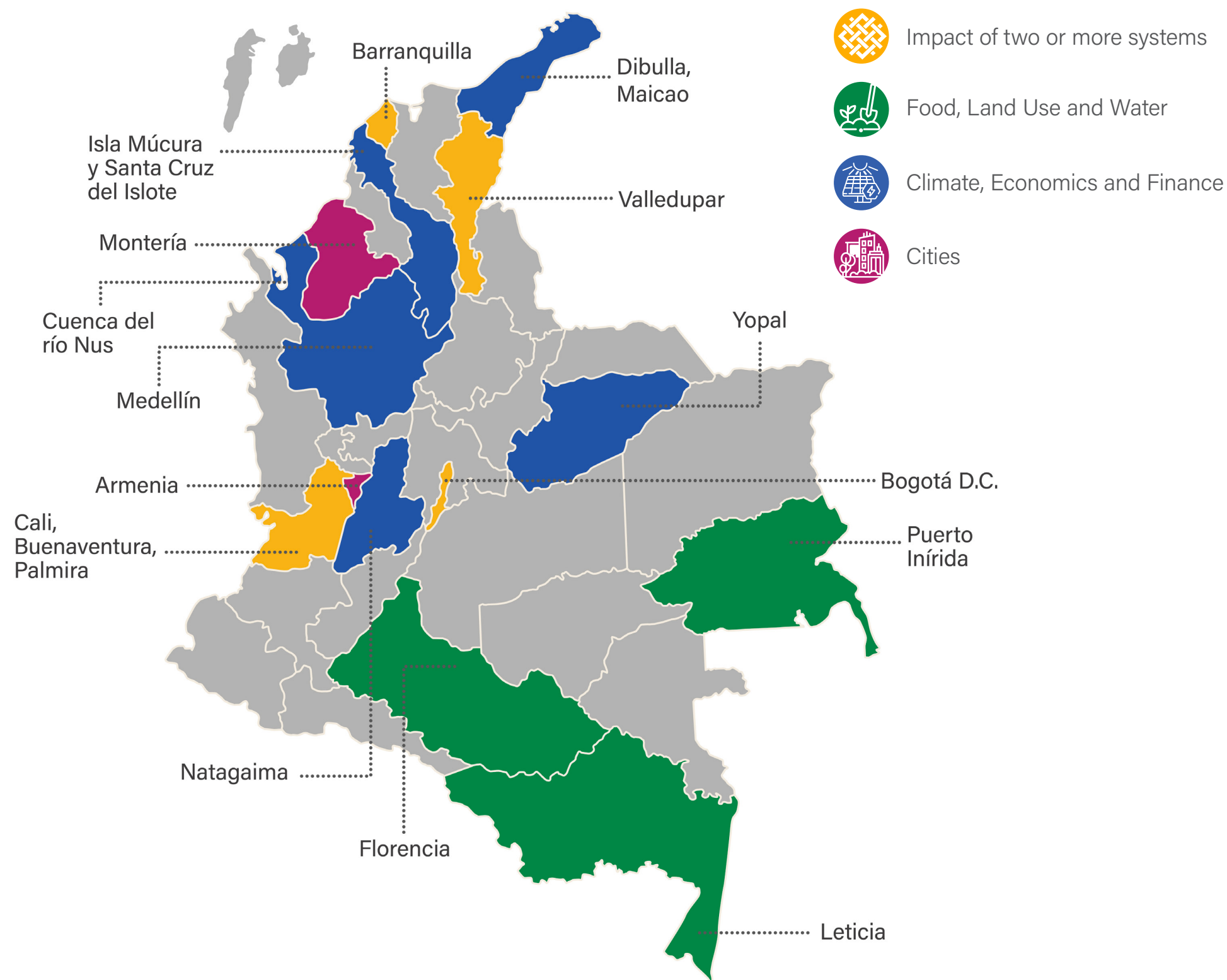
the strengthening of energy communities. These results were reflected in the adoption and strengthening of public policy instruments, the implementation of projects, the development of technical tools, the production of publications, and capacity building processes at the local, regional, and national levels.

In 2025, WRI Colombia expanded its territorial presence by developing projects across various regions of the country (see map). This expansion allowed for a deeper

focus on contextualized solutions, a more effective response to local priorities, and positioned WRI as a reliable technical partner for subnational governments and territorial actors.



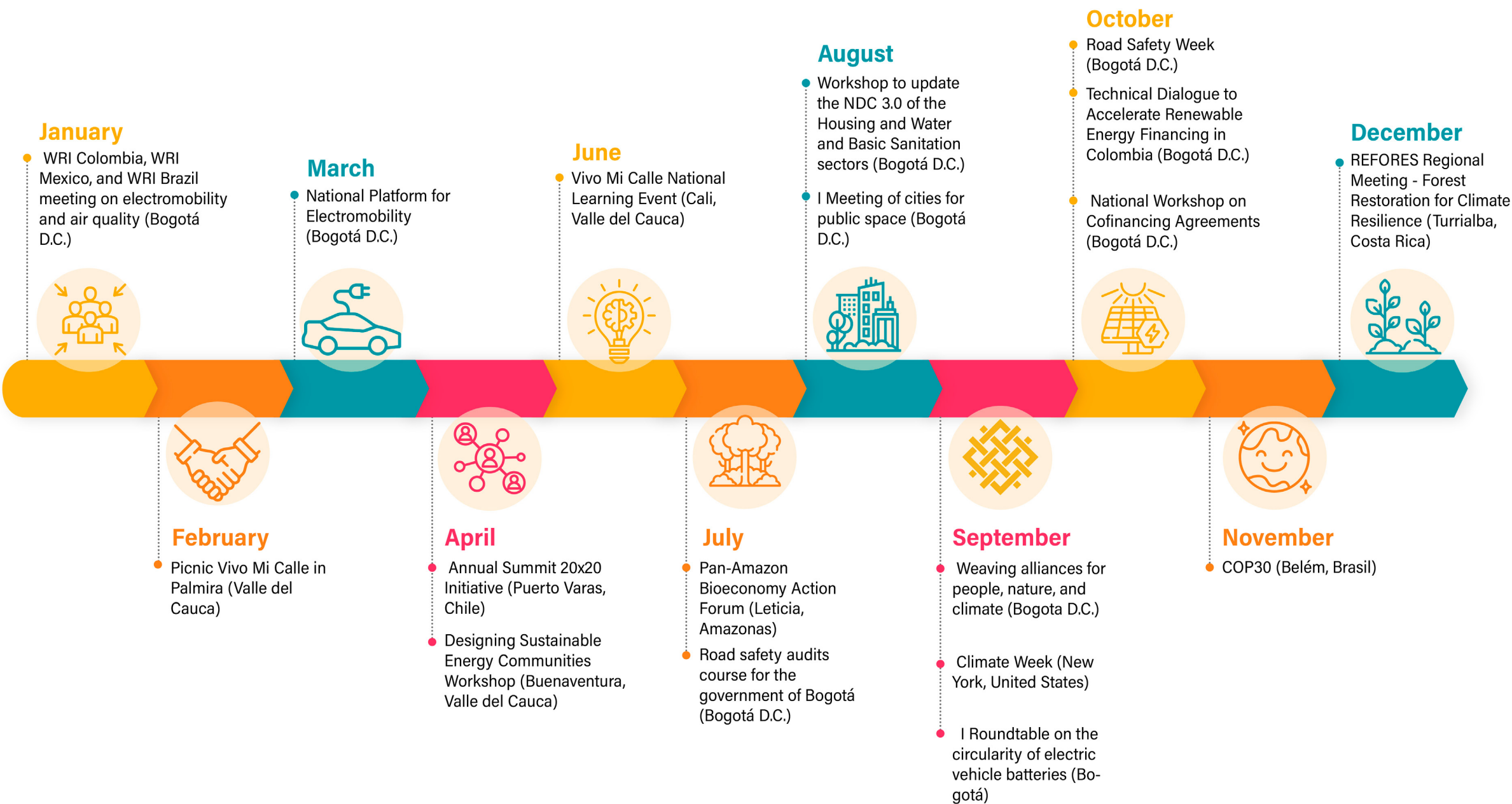
WRI's presence in Colombia



WRI Colombia also consolidated its leadership and visibility in local, national, and regional spaces. During the year, the organization actively participated in technical roundtables, multi-stakeholder dialogues, regional platforms, and international events, including processes related to the 20x20 Initiative, the Pan-Amazon Bioeconomy Network, electromobility and road safety platforms, and spaces associated with the COPs.

These milestones reinforced WRI Colombia's institutional positioning as a key articulator among evidence, public policy, and territorial action, accelerating the implementation of sustainable solutions in the country.

2025 Milestones



By 2026, WRI Colombia expects to deepen the impact approach, strengthen the scaling of results in the territory, close gaps in the production and dissemination of knowledge in some strategic lines -such as ecosystem restoration and conservation and climate action in cities- and consolidate its role as a key partner in the implementation of climate, urban, and territorial policies. This effort will be developed in a particularly sensitive context, marked by the election year for the Presidency of the Republic, which demands a greater emphasis on the technical soundness, independence, and the capacity for advocacy of evidence-based knowledge to contribute constructively to public debate and the continuity of long-term policies. The main challenges include ensuring continuity, seeking new funding opportunities, further strengthening inter-programmatic articulation, and expanding the reach of research and tools to target audiences, while maintaining the technical quality and evidence-based approach that characterizes the organization.



Cruce de río Inírida y Guaviare en la Orinoquia
Photo: @Wil.Amaya, Adobestock



2025 Strategic overview

National and international context

The year 2025 was marked by a dynamic political, economic, and geopolitical environment, which posed challenges and opportunities for WRI Colombia's work.

At the national level, the country experienced significant turnover in the technical teams of several government entities, necessitating continuous adjustments to articulation processes and strengthening technical support to ensure the continuity of strategic agendas.

At the same time, there were changes in sectoral priorities and in the administrative structure of some portfolios, which required close monitoring of the evolution of public policies, new leadership profiles, and reorientation of planning instruments. These institutional movements generated both spaces for new collaborations and challenges in consolidating ongoing processes.

consolidación de procesos que venían en curso.

At the international level, global geopolitical dynamics and transformations in diplomatic relations, particularly in cooperation and financing for sustainable development, directly impacted the ecosystem of actors in which WRI Colombia operates. The reconfiguration of priorities by some donors demanded greater diversification of partnerships, new strategies for financial sustainability, and a stronger focus on the scalability of solutions and impact indicators.

The intensification of extreme climate phenomena across different regions of the world, as well as global discussions on the fulfillment of mitigation and adaptation commitments, underscored the urgency of advancing actions that connect people, nature, and the climate. These global tensions were also reflected in Colombia, particularly

in resilience, energy transition, and environmental financing.

Faced with this scenario, WRI Colombia strengthened its role as a reliable technical actor, promoting evidence and accompanying institutional processes with continuity, even during transitions. The organization adapted its relationship strategies to work with new government teams at both the national and territorial levels. It strengthened multi-sectoral dialogue mechanisms to ensure that the progress achieved in previous years was maintained and integrated into new public priorities.

At the international level, the organization diversified its areas of cooperation, intensifying ties with WRI Global teams to manage resources from major donors, including the Botnar Foundation, the Clean Air Fund, and the International Climate Initiative (IKI). This effort made it possible to maintain

a steady flow of technical and financial support to implement high-impact solutions. WRI Colombia also deepened its partnerships with the private sector, strengthened its regional presence, and continued to accompany local governments in implementing strategic projects. All this through the delivery of rigorous analysis, planning tools, and community-centered participatory approaches.

Strategic risks and mitigation actions

WRI Colombia identified a set of internal and external strategic risks in 2025 that could affect project continuity and operational efficiency. These risks include financial, governance, political context, and security factors, as well as challenges related to talent retention and monitoring and evaluation capacity.

In that sense the WRI Colombia team has implemented mitigation mechanisms tailored to each risk, combining continuous monitoring, internal capacity building, and coordination with global teams. The priority has been to ensure project continuity and minimize exposure to changes in the national and international contexts.

These risks are monitored regularly, allowing us to adjust operating and financing strategies and establish early action plans in the event of unexpected changes in the political, social, or economic environment. The following is a summary of the main strategic risks for 2025, and the mitigation actions implemented during the period:

Risk	Category	Mitigation action
Exchange rate volatility (U.S. dollar - Colombian peso)	External/financial	Monthly monitoring and coordination with Finance and project leaders.
Armed groups and public order	External / security	Territorial monitoring and context analysis before new interventions in the territory.
Lack of financing	Internal/external/ financial	Coordination with WRI Global leaders and fund diversification strategy.
Project continuity due to reduced funding	Internal/strategic/ financial	Regional collaboration and strengthening of local fundraising.
Political instability in project implementation	External/strategic	Working closely with technical teams and adapting to changes in ministerial portfolios.
Risks associated with the electoral process	External	Permanent monitoring and design of an outreach plan for candidates.
Weaknesses in M&E and demonstration of impact	Internal/strategic/ programmatic	Support from the WRI Global team on new proposals.

Source: own elaboration.



Calles de Cartagena, Bolívar
Foto: @Reiseuhu, Unsplash



Cimitarra, Santander
Photo: @camilabermudez, Unsplash



2025 Programmatic management

WRI Colombia focused its management in 2025 on the articulation and collaboration between the transitions we are working on and the enabling systems **(Cities, Food, Land Use and Water, and Climate, Economics, and Finance)**, to promote a work logic that strengthens the results to generate integral impacts and thus limits the development of isolated activities. This integrative approach recognizes that environmental and development challenges are interdependent: climate responses must incorporate urban and territorial perspectives, and urban and land-use planning processes must align with mitigation, adaptation, and equity goals.



Valle del Cocora, Quindío
Photo: @cjulian21, Unsplash

An example of this interrelationship was WRI Colombia's support for the implementation of the Coalition for High Ambition Multilevel Partnerships (CHAMP). Through this initiative, WRI Colombia has strengthened collaboration between the Ministry of Environment and Sustainable Development, governors' offices, mayors' offices, and other subnational stakeholders, ensuring that the country's NDC 3.0 update incorporates robust urban and territorial content.

The participation of various cities, along with the development of regional and national workshops, has made it possible to integrate climate change mitigation and adaptation objectives into urban planning, sustainable mobility, and public space management, promoting solutions that generate climate, social, and economic benefits simultaneously. This articulation demonstrates how the Cities and Climate, Economics and Finance transitions can work synergistically: sustainable urban development strategies and mobility and infrastructure projects not only reduce emissions and improve quality of life but also reinforce the implementation of national and territorial climate objectives.

Similarly, the Food, Land Use and Water transition was aligned with the priorities of Cities, and Climate, Economics and Finance, by promoting territorial

bioeconomy models, ecosystem restoration and protection, with special emphasis on Amazonian Cities, recognizing that sustainable land and water management contributes to both climate resilience and quality of life in rural and urban contexts. The articulation between these transitions allowed us to weave narratives of change that reflect how territorial solutions, innovative urban planning, and climate action feed back into one another to produce more sustainable and equitable impacts across the country.

More than a management methodology, collaboration was consolidated as a principle of impact. Overall, 2025 confirmed that comprehensive impact is enhanced by connecting programs rather than simply adding projects. WRI Colombia thus strengthened a work logic that articulated its country transitions and, at the same time, built bridges with national and subnational governments, the private sector, academia, and communities. This double articulation (internal and external) enabled the translation of climate and development goals into coordinated actions, with simultaneous benefits for mitigation, adaptation, equity, and well-being in cities and territories.

Restoration and bioeconomy for sustainable territories



Parque Nacional Natural El Cocuy, Boyacá
Photo: @davidpb90, Unsplash

WRI Colombia Foundation



WRI Colombia's Food, Land Use and Water transition is framed within the structural challenges facing the country, including territorial sustainability, the conservation of strategic ecosystems, and integrated water resource management. Colombia, as one of the most biodiverse countries in the world, faces high pressure on its ecosystems due to historical land-use dynamics, agricultural expansion, deforestation, informal land tenure, and persistent gaps in territorial governance, especially in rural and dispersed rural areas.

In this context, this program addresses, in an integrated manner, the relationship among sustainable food production, ecosystem protection, and the restoration of degraded landscapes, recognizing that these components are interdependent and fundamental to moving towards resilient, low-emission, and socially inclusive territorial development. Land and water use management is conceived not only as an environmental challenge, but also as a central axis for the well-being of rural communities, indigenous and Afro-descendant peoples, and for adaptation to climate change.

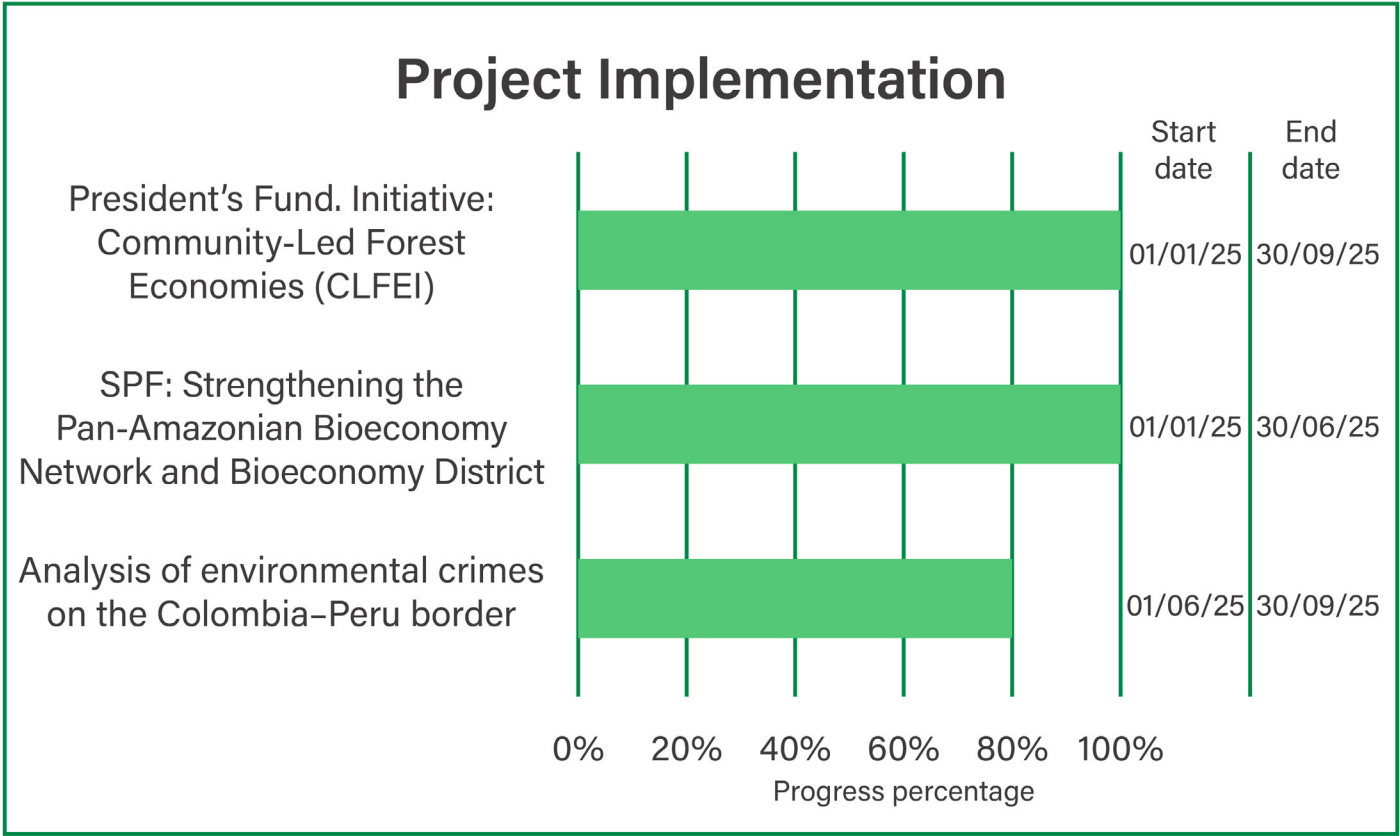
In recent years, and consistent with WRI Colombia's institutional strategy, the program has strengthened its territorial approach, promoting evidence-based solutions that articulate national public policies with local and subnational capacities. This includes support for environmental and territorial authorities and the promotion of governance models that integrate public, private, and community stakeholders in decision-making about the territory.

An example of this regional articulation is the Pan-Amazon Bioeconomy Network, launched in 2023 with WRI Colombia and WRI Brazil as part of its Secretariat, which seeks to promote a sustainable bioeconomy in the Amazon region through coordination between governments, indigenous communities, private initiative, and civil society to strengthen productive models compatible with the protection of forests and biodiversity. This network has also served as a platform to position Colombia as a key player in the regional sustainability and bioeconomy agenda for the Pan-Amazon region.

In parallel, Colombia has assumed a leadership role in the Technical Secretariat of the Initiative 20x20, a regional effort led by 17 Latin American and Caribbean countries to transform the dynamics of land degradation through the restoration and conservation of forest and

productive landscapes, with the ambition of providing technical support and creating measures to restore and protect 52 million hectares of degraded ecosystems by 2030. WRI acts as the Technical Secretariat and strategic partner in this initiative, supporting the generation of public policies, the development of investment approaches, and the construction of technical capacities to plan and scale up restoration actions in the country and the region.

Transforming territories through integrated solutions: strategic projects



- Note:**
- 1. WRI Colombia is the regional leader of the Initiative 20x20 in Latin America, a platform for articulation and cooperation that corresponds to a portfolio of restoration and conservation projects developed by the member countries of the initiative.
 - 2. The projects presented correspond to the total number of active projects during the year 2025. Those whose execution does not reach 100% are still under development, since their completion date is scheduled for 2026.

Results and impact 2025

Produce: promoting sustainable production models

The Produce pillar at WRI Colombia focuses on promoting sustainable production models that integrate the bioeconomy as a driver of regional development, with special attention to the inclusion of local producers, technology transfer, and articulation among public, private, and community actors.

Along these lines, in 2025, the program consolidated a departmental working group in Caquetá focused on four strategic lines: (i) technology transfer; (ii) improvement of public policy; (iii) land use planning; and (iv) development of bioeconomy technology packages for local producers, with emphasis on the urban-rural connection.



Photo: WRI Colombia.

This effort made it possible to strengthen the technical capacities of the Department's officials, to create a narrative focused on changing the regional economic model, and to align these initiatives with the Departmental Development Plan. In addition, progress was made on the formulation of three project concept notes to consolidate a new regional economic model that integrates technological innovation, improved local policies, and innovative financial mechanisms. These projects strengthen networks among regional and local governments, research institutes, academia, national authorities, and NGOs, and establish a platform for discussing and leveraging resources for the bioeconomy.

At the regional level, the Second Meeting of the Pan-Amazonian Bioeconomy Network was held, a joint work

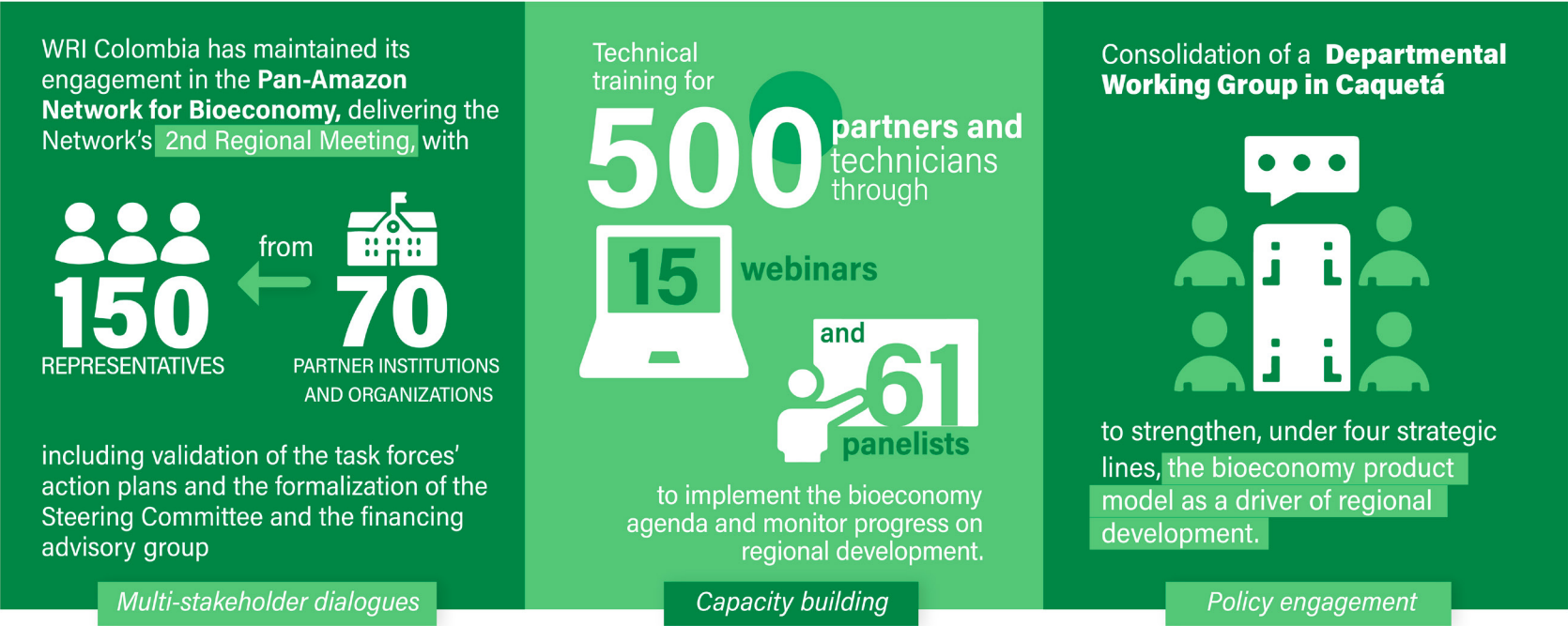
between WRI Colombia, WRI Brazil, and Conservation International, where the action plans of the task forces were validated, strategic actions were prioritized, and the Board of Directors was formalized, in addition to a financing advisory group. This Network, recognized for integrating knowledge, policy advocacy, and financial mechanisms, strengthens regional collaboration to transform economic models based on the bioeconomy and sustainable use of forests.

Finally, the department of Caquetá participated in the launch of Global Nature Watch, providing input on the use of data in decision-making for local and regional policies and facilitating collaboration with the Land and Carbon Lab global team to continue adjusting tools and data on the platform.



Photo: WRI Colombia.

Impact achieved



Protect: strengthening environmental governance

The Protect pillar focused on strengthening environmental governance and the capacity of local and national authorities to prevent, investigate, and sanction environmental crimes, especially in border areas with high pressure on ecosystems, such as the department of Amazonas.

In 2025, the program began the implementation of a strategic project financed by the United States Government, through the Department of Justice, focused on the identification and analysis of environmental crimes in the border between Colombia and Peru, with emphasis on the municipality of Leticia, and coordination with indigenous environmental authorities to clarify the implementation route of the decrees associated with the Indigenous Environmental Authorities. This work will enable the identification of key actors and the establishment of coordination mechanisms among national, subnational, and community authorities to ensure the Law's applicability and the protection of ecosystems.

The process includes the elaboration of a diagnosis on environmental crimes, the proposal of an operational toolkit for competent authorities, the implementation of training workshops, and the articulation with indigenous authorities to integrate their competencies in environmental governance. These advances will strengthen institutional capacity to enforce the law effectively, while promoting multilevel coordination and recognition of the role of indigenous communities in protecting their territories.



Photo: WRI Colombia / Terrasos.

Impact achieved



Coordination with **Indigenous Authorities** to develop recommendations on the implementation of the decree on **Indigenous Environmental Authorities of Colombia.**

Multi-stakeholder dialogues



Contribution to training on the prevention, investigation, and sanctioning of environmental crimes through a **workshop series** with government officials from Peru and Colombia.

Capacity building

Restore: recovering strategic landscapes and ecosystems

The Restore pillar focused on promoting the restoration of degraded landscapes and strategic ecosystems, and on integrating these processes into regional development models based on bioeconomy and sustainability. Under this framework, the program advanced in 2025 in public policy advocacy, supporting local and regional governments in Colombia and other Latin American countries (Guatemala, Bolivia, and Brazil) to identify and overcome bottlenecks in the implementation of restoration laws and programs. A key example was the consolidation of the dialogue roundtable in Caquetá, which integrates restoration into a new regional economy linked to the bioeconomy.

In terms of technical support for project design and implementation, WRI Colombia developed technical recommendations for restoration in several member countries of the Initiative 20x20. It strengthened the capacity of implementers of the "Forest Restoration for Climate Resilience (REFORES)" project in Honduras, Guatemala, and Belize through prioritization tools for areas,

actors, and types of restoration. This pillar also promoted multi-stakeholder and multilevel dialogues, participating in 16 regional meetings and positioning WRI Colombia as a reference point for restoration and the bioeconomy. This resulted in recognition of its leadership in the Initiative 20x20 and its inclusion in the technical committee of the Regional Restoration Action Plan for Latin America and the Caribbean, led by the United Nations Environment Program (UNEP).

Finally, the Gender and Social Equity pillar for the Initiative 20x20 was consolidated, ensuring that the restoration considers equity and inclusion across politics, economics, governance, and knowledge. Its proposal and objectives were presented at an event attended by some 30 regional stakeholders from different sectors.



Photo: Regional Congress of the Central American Commission on Environment and Development (CCAD).

Impact achieved



implemented tools to address bottlenecks in restoration **processes, programs, and laws:**

- **Brazil:** prioritization of policy recommendations in two states.
- **Bolivia:** support for the regulation of restoration laws.
- **Guatemala:** development of connectivity priority maps.
- **Caquetá:** consolidation of a dialogue platform.

Policy engagement

Strategic support for the development of the Initiative



20x20

Gender and Social Equity Pillar, with the participation of

30

representatives from

Government

Academia

Research centers

NGOs

Communities

Capacity building

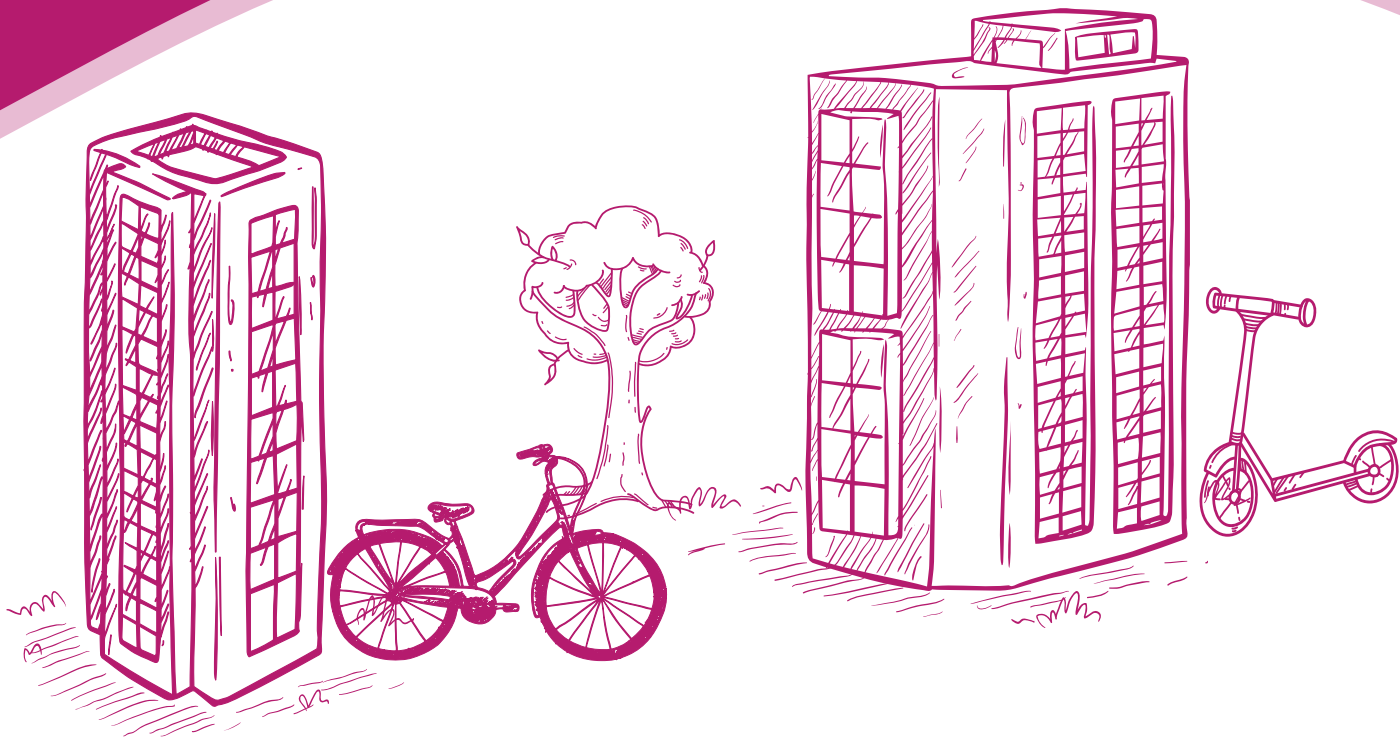


Photo: United Nations Environment Programme.

Cities as integrated systems for integrated and safe mobility, livable neighborhoods, and climate resilience



Photo: WRI Colombia / Despacio.



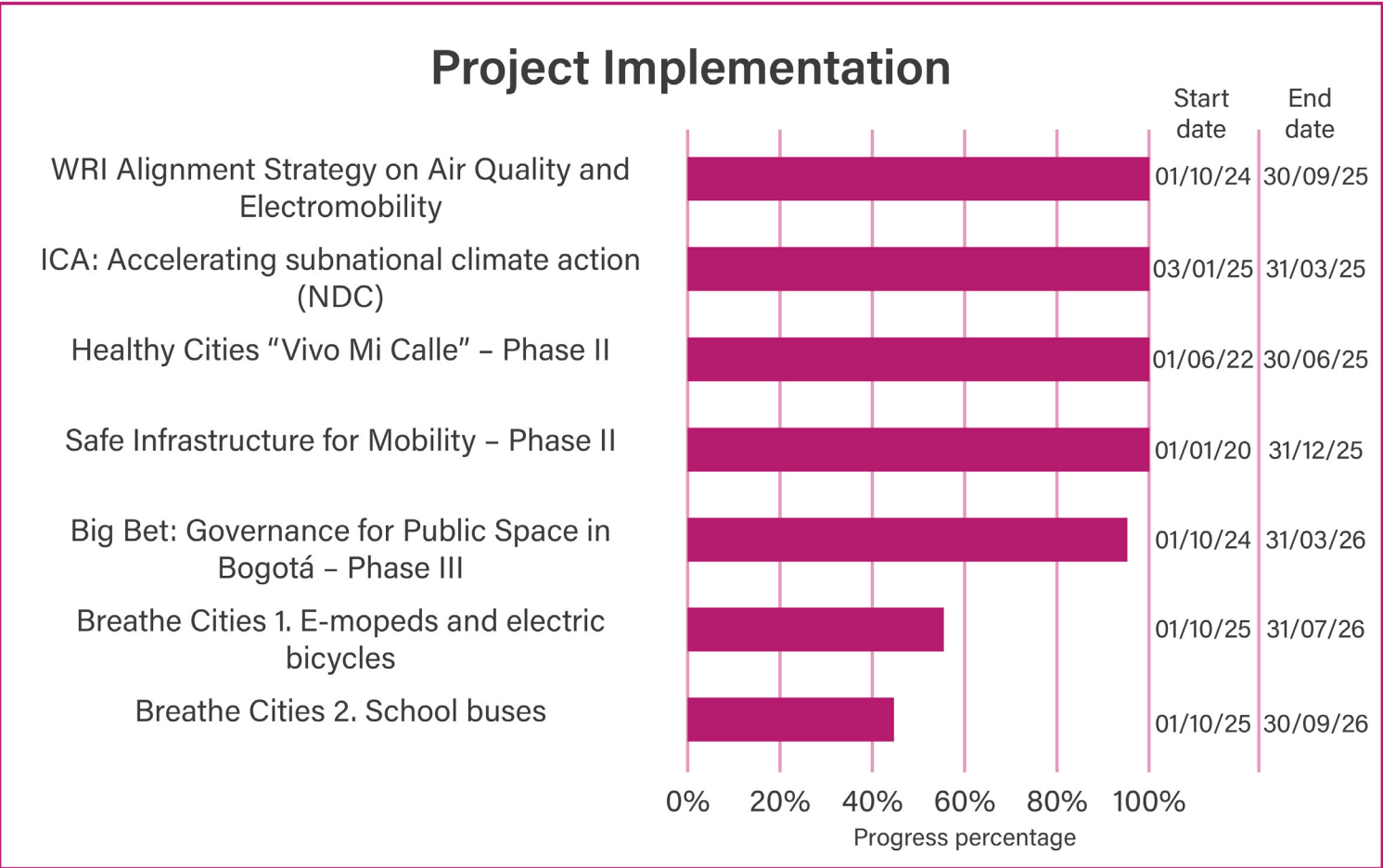
WRI Colombia's Cities Transition responds to the recognition that urban areas are strategic spaces for advancing sustainable development goals, social equity, climate change mitigation, and resilience to environmental and social risks. More than 75% of Colombia's population resides in urban areas, and this proportion is projected to continue growing in the coming decades, driving challenges related to mobility, air quality, land-use planning, road safety, and equity in access to basic services.

In this context, WRI Colombia implements a comprehensive approach inspired by the WRI Ross Center for Sustainable Cities, which considers cities as complex environments where urban solutions must be articulated with climate action, social inclusion, and environmental sustainability. This perspective seeks to transform the way cities are planned, designed, and managed, promoting urban development models that benefit people, nature, and climate simultaneously.

WRI Colombia's urban work is articulated along three interrelated programmatic lines: integrated and safe mobility, livable and inclusive neighborhoods, and climate resilience, also highlighting air quality as a cross-cutting element. These lines respond to both metropolitan challenges and governance and planning processes that require multisectoral solutions and the collaboration of local, regional, and national stakeholders.

The program's approach recognizes that cities are not only spaces for population concentration. They are also engines of innovation, economy, and well-being, where urban decisions made today will determine the sustainability, equity, and resilience of future generations.

Consolidation of strategic projects



Note:
1. The Road Safety and Vivo Mi Calle projects are part of long-term implementation processes structured in different phases. The graph shows only the active phases during 2025. However, both projects have completed phases and projected phases through 2026 - 2030, subject to contractual and programmatic adjustments.

2. The projects presented correspond to the total number of active projects during the year 2025. Those whose execution does not reach 100% are still under development, since their completion date is scheduled for 2026.

Results and impact 2025

Memorandum of Understanding with the Office of the Mayor of Bogota

In 2025, WRI Colombia's strategic relationship with the Capital District of Bogotá was strengthened. This was formalized through a Memorandum of Understanding that consolidated a joint agenda on issues related to water protection, safe and sustainable urban mobility, environmental protection, and public space governance. This collaboration framework will enable the articulation of technical assistance, knowledge generation, and inter-institutional dialogue spaces, facilitating the incorporation of sustainable approaches into urban projects in the District.



Photo: Signing of the memorandum by the Mayor of Bogota and the Executive Director of WRI Colombia. Photo: WRI Colombia.

Connective mobility
Promoting sustainable and safe mobility

WRI Colombia has contributed substantively to the transformation of urban mobility in Bogotá by integrating approaches to road safety, speed management, and safe urban design. Through the "Safe Infrastructure for Mobility" project and a strategic combination of public policy advocacy, technical support for projects, and facilitation of multi-stakeholder dialogues, Cities Transition promoted structural changes aimed at reducing road accidents, improving the safety of the most vulnerable users, and accelerating the transition to more sustainable transportation systems.

A central milestone of this work was the support for the construction of the Speed Management Plan. This technical guideline establishes diagnoses, goals, and measures for speed control in Bogotá. This instrument was consolidated as a reference for the systematic incorporation of speed management criteria in both new road infrastructure projects and existing high-accident-rate corridors, strengthening the institutional capacity of district entities to design and implement interventions with a road safety approach.

In parallel, WRI Colombia provided direct technical support for the design and implementation of projects, accompanying the execution of physical interventions, especially 245 parabolic shoulders, totaling 24.5 km in

the Bogotá road network. In 2025, speed humps were implemented on arterial, intermediate, and local roads, and a comprehensive speed management corridor was implemented in a school zone with a high accident rate (INEM Kennedy), demonstrating how traffic-calming measures can be effectively integrated into urban design. This support has contributed to the inauguration of new infrastructure projects that incorporate speed management as a structural component, and to the progressive advancement of entities in the intervention in critical sections of the existing road network.

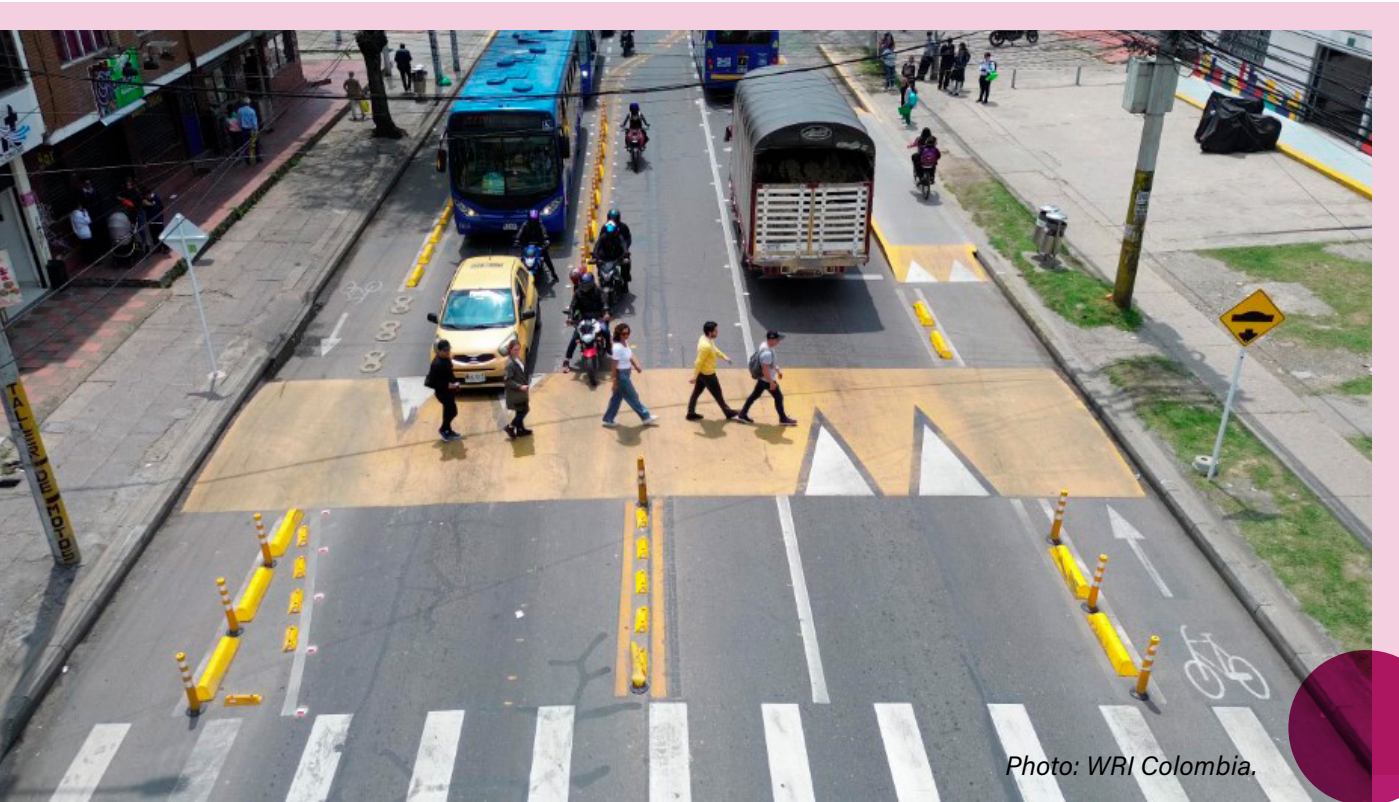


Photo: WRI Colombia.

In addition, in October 2025, nine cities signed a commitment with the Ministry of Transportation to facilitate the entry into operation of their strategic public transportation systems (SETP), because of the National Workshop on Co-financing Agreements organized by WRI Colombia and the Ministry's Sustainable Urban Mobility Unit.

This agreement establishes a technical, financial, and operational roadmap to overcome institutional and operational barriers, with the objective of offering sustainable, efficient, and high-quality public transportation services for nearly 3.9 million inhabitants, strengthening multilevel coordination, and creating conditions for the effective execution of the SETPs in the signatory cities.

Finally, institutional capacity building was a cross-cutting component of the work on mobility during the past year. In the area of road safety, WRI Colombia conducted training sessions for officials and key stakeholders, including a specialized course on road safety audits and inspections and regional dialogues, thereby contributing to the adoption of technical approaches and the improvement of institutional practices for safer, more sustainable mobility.

Impact achieved

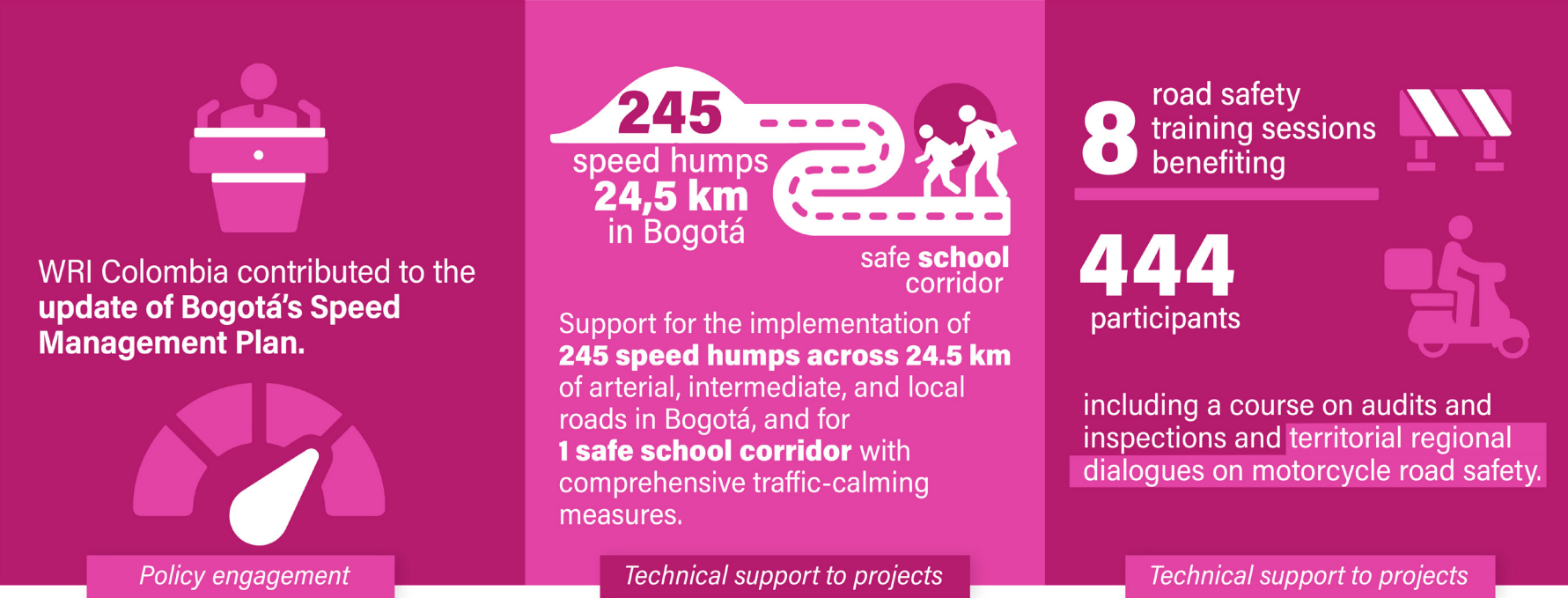


Photo: WRI Colombia.

Electromobility

In 2025, WRI Colombia consolidated its role as an independent technical actor and articulator in the transport decarbonization agenda through the Breathe Cities 1 and 2 projects, promoting electromobility and circularity through multi-stakeholder and multilevel dialogues aimed at accelerating concrete decisions and actions. Through spaces for exchange among national and local governments, the private sector, banks, operators, and civil society, WRI Colombia facilitated the alignment of visions, the identification of common barriers, and the generation of new opportunities for collaboration.

These dialogues contributed to triggering strategic interactions among industry players, advancing the development of new projects linked to electromobility and the circular economy, including initiatives between companies such as BatX and BYD, as well as between the Ministries of Transportation and of Industry, Trade, and Tourism.

In a complementary manner, WRI Colombia promoted knowledge and exchange platforms (such as the Electromobility Platform, circularity roundtables, and high-level events) and developed communication products that strengthen thematic integration between regions and countries in Latin America, positioning electromobility as a key axis for a sustainable urban transition and air quality.



Photo: WRI Colombia.

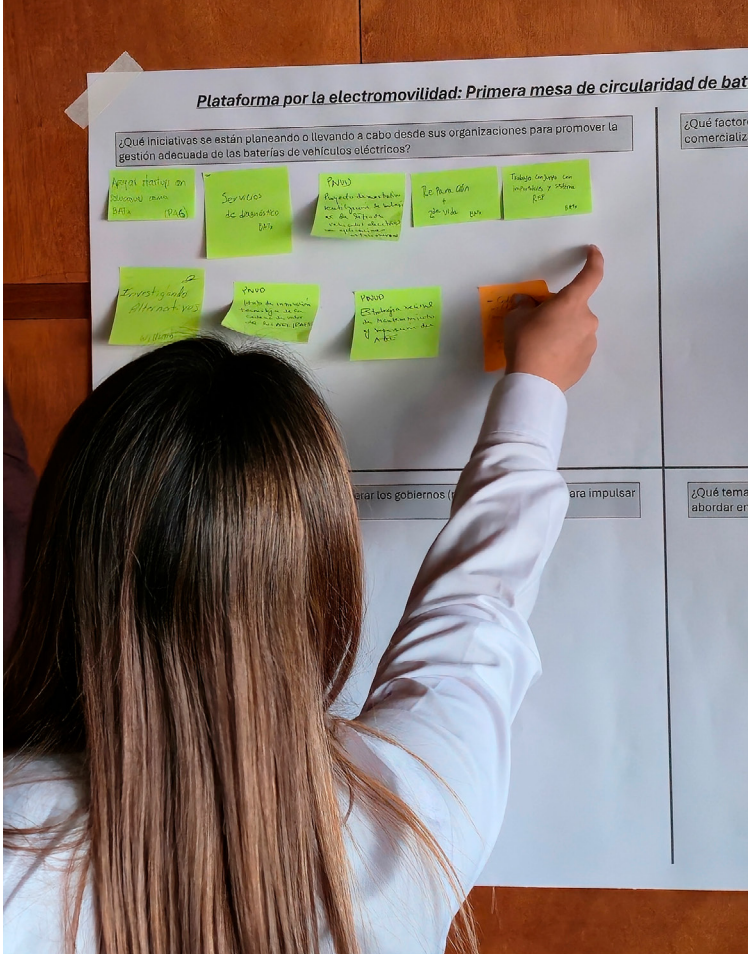


Photo: WRI Colombia.

Impact achieved

5

knowledge-exchange sessions with

294 attendees

- Platform for Electromobility.
- Workshop on commitments of the SETPs led by the Ministry of Transport.
- Circularity Working Group.
- Pre-COP Mayors Summit event.
- “Reimagining Electric School Transport” event.

Multi-stakeholder dialogues



Photo: WRI Colombia.

Fostering inclusive neighborhoods and revitalized public spaces

In this pillar, through the projects "Vivo mi Calle" and "Big Bet - Governance for public space in Bogotá", WRI Colombia made progress in promoting more livable, safe and inclusive neighborhoods, integrating urban design, the use of public space and community participation as central axes to improve the quality of life in urban environments.

Through training, technical support, co-design processes, and multilevel dialogue spaces, the team contributed to strengthening public space governance and positioning communities (particularly youth) as key actors in transforming their territories.

One outstanding result was the revitalization of a public space in the Caimitos neighborhood (in the municipality of Palmira, Valle del Cauca) as part of the Vivo Mi Calle (VMC) initiative, developed through a participatory co-design process with the community. The intervention promoted greater appropriation of the space, strengthened intergenerational dialogues, and expanded opportunities for meeting and socializing, as reflected in a significant increase in use of the Caimitos Sports Center. In addition, in Cali and Palmira, more than 10,800 m² of public space were intervened, accompanied by community activations that involved thousands of people.

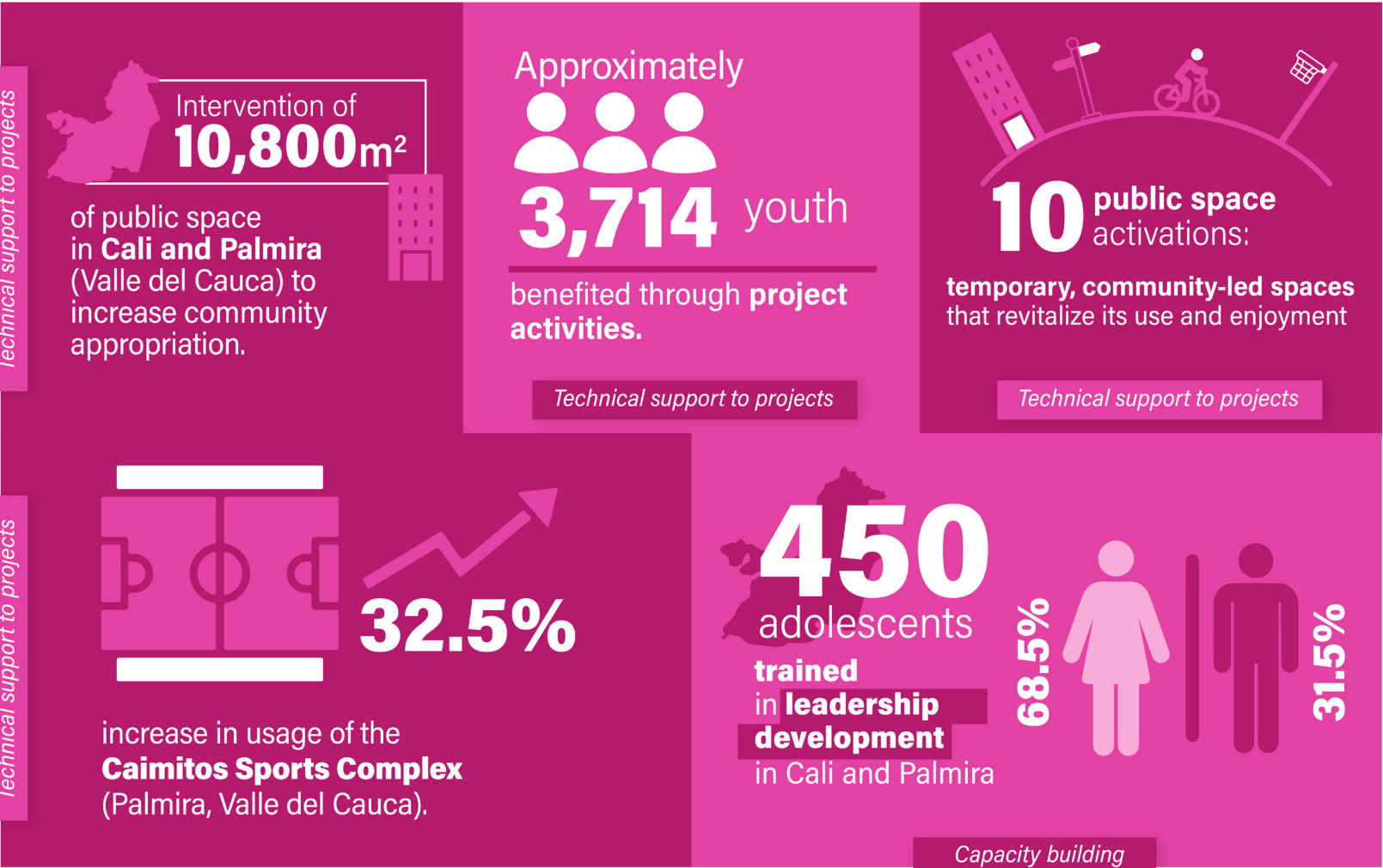


Photos: Vivo Mi Calle Project / WRI Colombia / Despacio

Photos: Proyecto Vivo Mi Calle / WRI Colombia / Despacio



Impact achieved



In parallel, WRI Colombia has been accompanying the city of Bogotá in the creation, promotion, and protection of new public spaces as part of the Big Bet Bogotá project. This city has a quantitative and qualitative deficit in the number of effective public spaces per inhabitant. To address this situation, the country's capital is working to recover and create high-quality public spaces for its inhabitants.

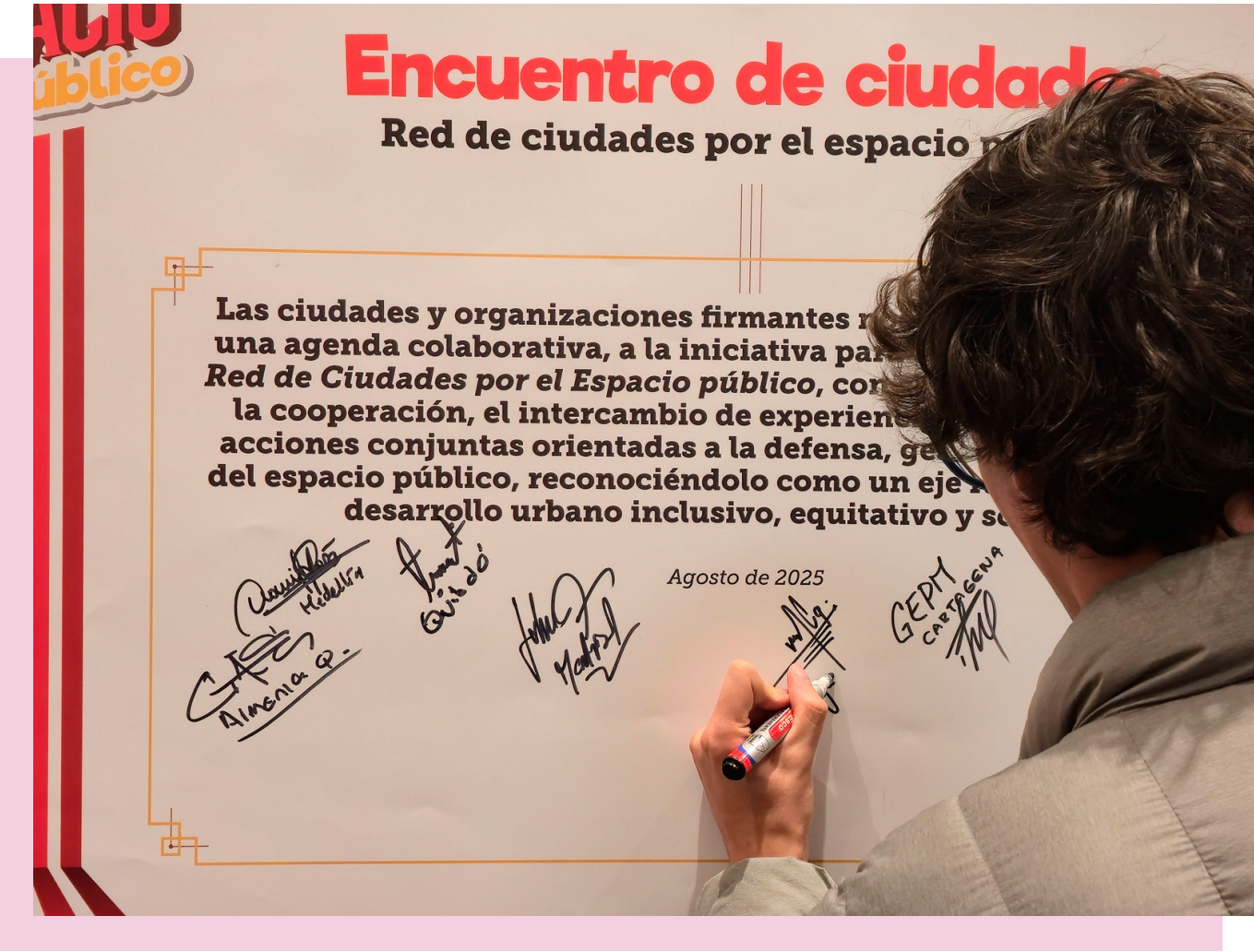
WRI Colombia developed a tool to analyze remaining land for public transportation projects that enables local entities to evaluate potential interventions from urban, economic, and air quality perspectives, strengthening informed decision-making in Bogotá. It also developed concrete intervention proposals for areas prioritized by the city. It prepared urban planning recommendations for the generation and possible economic exploitation of land left over from the construction of Transmilenio on Avenida NQS and Calle 80.



Photo: Vivo Mi Calle Project / WRI Colombia / Despacio

Photos: WRI Colombia

The maintenance, management, enjoyment, and economic exploitation of public space requires sound governance. Bogotá currently faces multiple challenges regarding strategic alignment among entities and the definition of roles and functions. In this regard, the District conducted an international analysis of experiences related to the management, use, and exploitation of public spaces. At the same time, WRI Colombia developed multiple meetings between district entities aimed at presenting a concrete proposal for the governance of public spaces. Likewise, to involve both academia and civil society, a meeting of national-level public space authorities was held.



Photos: WRI Colombia

Impact achieved

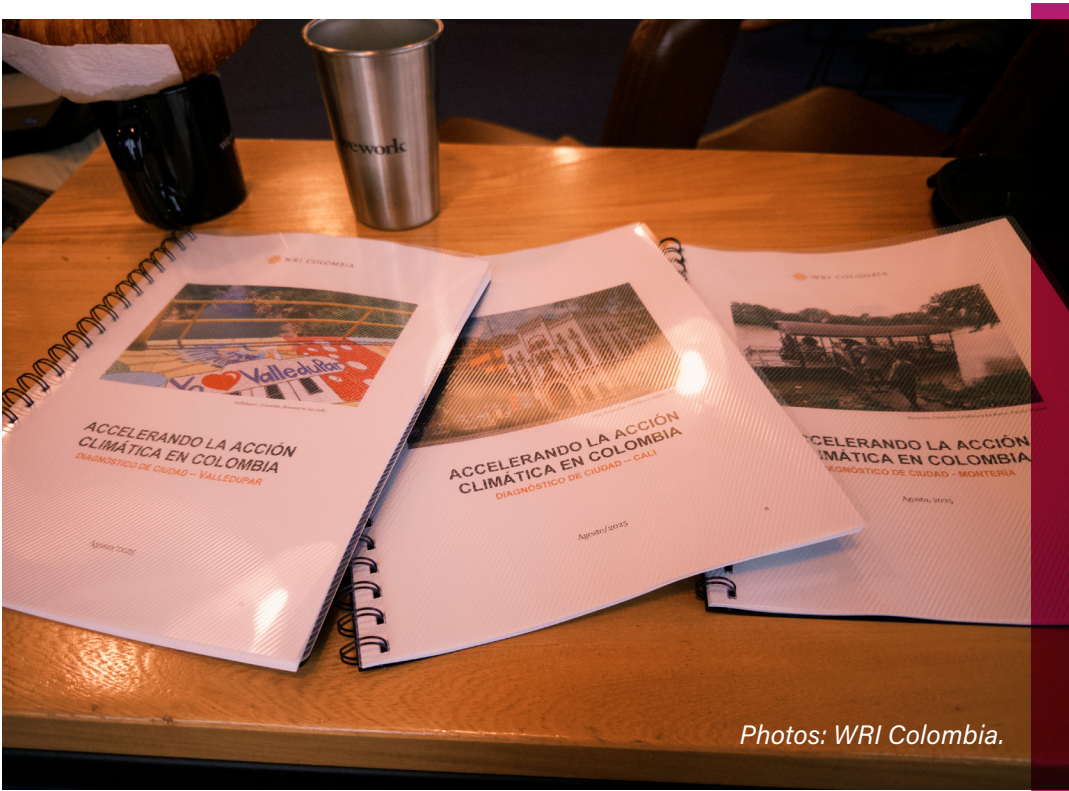


Strengthening **public space governance** in Bogotá through:

- Technical tools.
- Intervention proposals and economic generation in strategic corridors.
- Inter-institutional coordination mechanisms.
- Knowledge exchange and leadership in city networks.

Creation of the Cities Network for Public Space, including **14** Colombian cities

At the invitation of **the Bogotá City Government**, **WRI Colombia will lead the Technical Secretariat of this initiative.**



Photos: WRI Colombia.

Working for climate resilience and nature in cities

WRI Colombia's Cities Transition strengthened its focus on urban climate resilience in 2025 through the "ICA - Accelerating Climate Action at the NDC Subnational Level" project, which connected local climate action with national commitments and promoted the integration of nature-based solutions, green infrastructure, and strategic planning to address the impacts of climate change. This approach recognizes that cities are not only highly vulnerable to extreme climate events (such as heat waves, floods, and water stress) but also play a key role in implementing adaptation and mitigation measures that contribute to territorial sustainability and the well-being of their populations.

Impact achieved



Natural infrastructure for resilient cities

In addition, the Cities4Forests initiative in Colombia worked with WRI, cities, and other stakeholders to increase climate resilience by conserving, protecting, restoring, and sustainably using natural ecosystems that provide ecosystem services to cities and their inhabitants.

Cities4Forests supports cities in integrating nature into urban and climate planning, recognizing the interdependence between natural environments and urban systems to manage water risk, improve air quality, regulate the climate, and generate healthy spaces for communities.

In Colombia, a total of six cities are actively participating in this global initiative, which has allowed them to exchange experiences, build capacities, and articulate policies that strengthen not only the preservation of natural infrastructure but also the alignment of urban projects with national climate commitments, including the NDC and the Long-Term Climate Strategy (E2050).

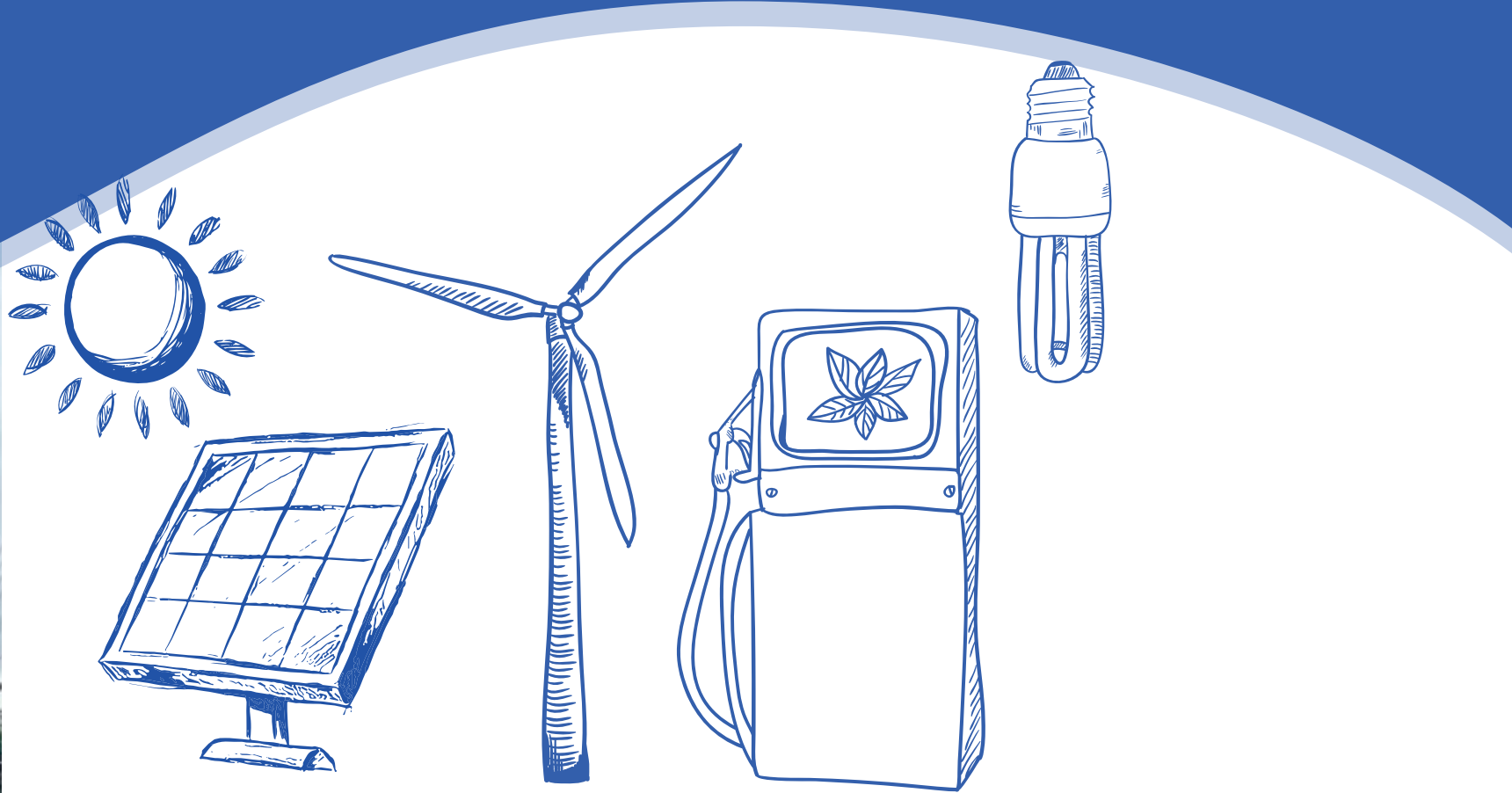
During 2025, the Cities4Forests initiative worked to have the results of a report published in 2023 and led by WRI be part of the concept note for the Green Climate Fund (GCF) and for the Bogota-Region Landscape Water Resilience project, seeking \$70 million to implement nature-based solutions investments in the Bogota Region landscape. Conservation International Colombia is leading the concept note, and WRI Colombia is included as one of the partners in the preparation of the project before the GCF, specifically to support the assessment of the feasibility and design of the financial mechanisms and the long-term sustainability and scalability strategy.



Driving climate action and just transition



Photo: WRI Colombia.



WRI Colombia's Climate, Economics and Finance transition operates in a context in which climate action has been consolidated as a transversal axis for the environmental, social, and economic sustainability of the country. Colombia updated its commitments in the Nationally Determined Contribution 3.0 (NDC 3.0), which includes sectoral mitigation and adaptation targets through 2035, aligned with the E2050 Long-Term Climate Strategy. These instruments seek to accelerate climate action and respond comprehensively to the impacts of climate change on biodiversity, water resources, food security, health, infrastructure, and risk management.

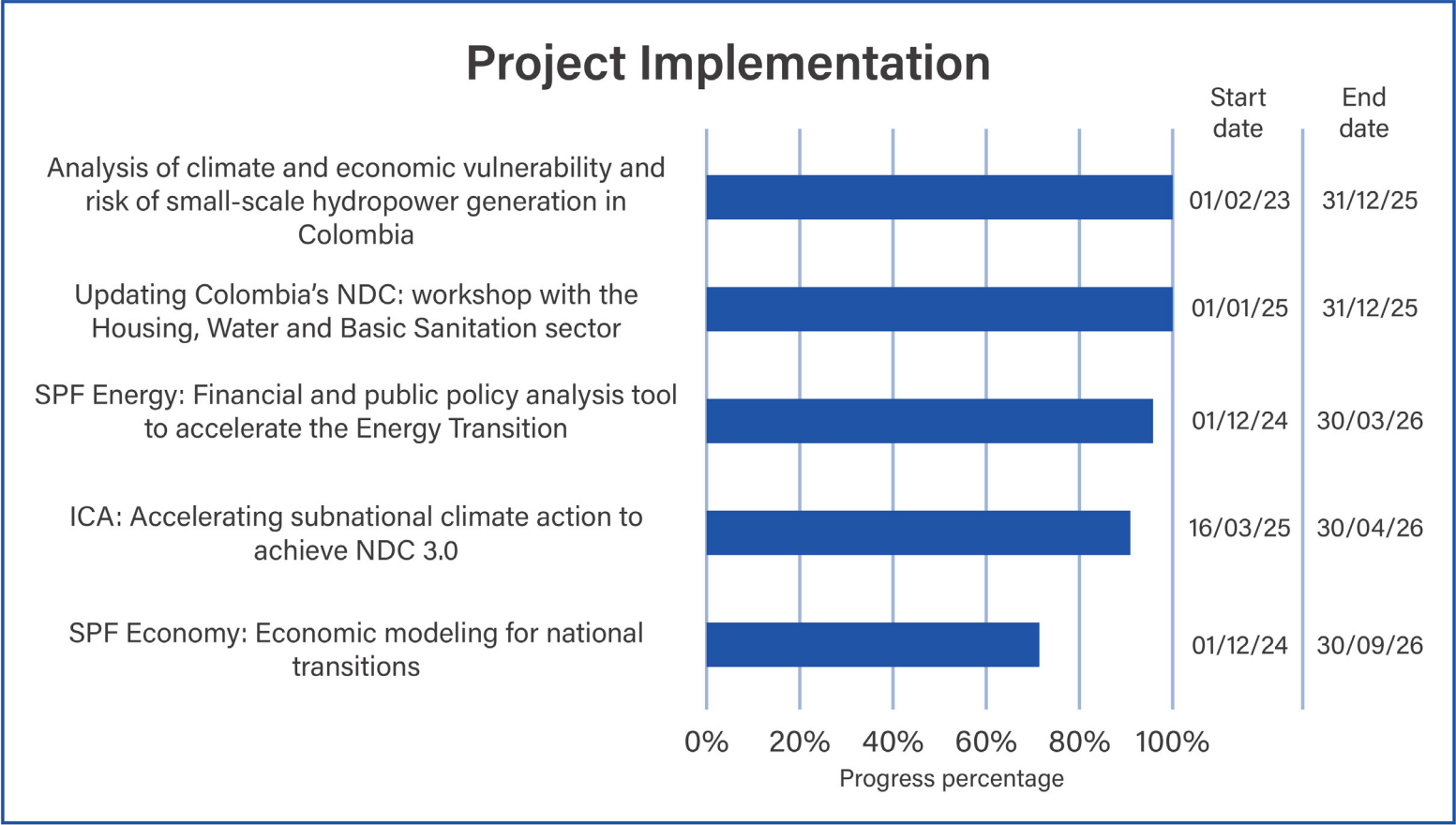
In this scenario, climate action is conceived not only as an environmental imperative but also as an opportunity to promote low-emission, resilient, and inclusive development. The country faces challenges associated with climate variability and the increase in extreme events, which affect productive sectors and strategic ecosystems. This requires solutions that integrate mitigation and adaptation simultaneously, strengthening the protection of people and territories.

WRI Colombia's intervention has been articulated with these national and global priorities, supporting public policy and climate governance processes to strengthen the implementation of the Paris Agreement. Through the generation of technical evidence, sectoral analysis, multilevel collaboration, and spaces for dialogue -such as territorial articulation workshops and technical communications after COP30-, we have sought to connect national commitments with territorial priorities, promoting evidence-based decisions that contribute to the country's well-being and sustainable growth.

Transforming commitments into action: strategic projects

WRI Colombia's Climate, Economics, and Finance transition prioritized, over the last year, a portfolio of strategic projects aimed at strengthening climate action by generating technical evidence, supporting public

policy, and implementing solutions that integrate mitigation, adaptation, and economic development. These projects address the main challenges in national and subnational contexts and reflect the system's progress in consolidating a just and resilient climate transition aligned with the country's commitments.



Note:
The projects presented correspond to the total number of active projects during the year 2025. Those whose execution does not reach 100% are still under development, since their completion date is scheduled for 2026.

Results and impact 2025

Memorandum of Understanding with the Ministry of Mines and Energy

WRI Colombia signed a Memorandum of Understanding to promote collaborative work on strategic issues related to the just energy transition, energy community development, and climate change action in the country. The objective of this memorandum is to establish a framework for cooperation that enhances research, technical assistance, and training and supports the development of projects that strengthen a fairer, more inclusive, and resilient energy model in the country.

In this sense, the signing of the memorandum responded to the urgency of moving towards a more sustainable energy system that not only reduces emissions but also guarantees social and economic equity. It also recognizes that climate change is one of the greatest global challenges and that Colombia must accelerate the adoption of solutions that integrate community participation and social justice. With this memorandum, WRI Colombia and the Ministry of Mines and Energy consolidated a strategic alliance to accelerate the just energy transition and meet the country's climate and energy commitments.

Accelerating just transition in Colombia: climate action, adaptation, and resilience

WRI Colombia consolidated its role as a key technical actor in the incorporation of the just transition approach in the country's climate action, articulating social, territorial, and economic considerations in decision-making processes. In a context marked by the NDC update to 3.0 and the implementation of the E2050 Long-Term Climate Strategy, the team promoted a vision of low-emission, resilient, and inclusive development, supporting the integration of mitigation and adaptation into national and territorial planning. Through the generation of evidence, technical analysis, and multistakeholder and multilevel dialogue, we contributed to strengthening climate governance and connecting national commitments to regional priorities.

Photo: WRI Colombia.



Photos: WRI Colombia

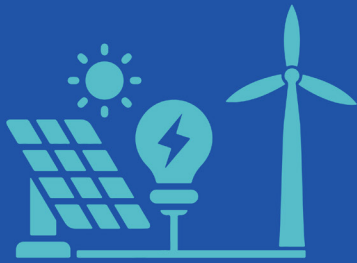


Photos: WRI Colombia.

Within this framework, WRI Colombia made progress in consolidating the just energy transition approach through research and dialogue on energy communities as a model to ensure equitable access to renewable energy in vulnerable territories and non-connected areas. This process resulted in the Conference document “Designing sustainable energy communities: recommendations for an energy future in the territory”, which gathers lessons learned from the experience of Bahía Málaga and formulates recommendations to strengthen autonomy, equity, and climate resilience, particularly in the Colombian Pacific. In addition, the document “Mapping of research related to energy communities in Colombia” was prepared, in coordination with the Ministry of Mines and Energy and other actors, identifying trends, gaps, and opportunities to strengthen research and public policy.

Additionally, the Insight article “[Energy communities in Colombia: success stories, challenges and lessons learned in the context of the just energy transition](#)” was published on WRI platforms, thereby expanding the dissemination of the generated knowledge. An exploration of macroeconomic models to evaluate the impacts of climate policies in Colombia was also initiated to identify limitations and opportunities for future development, and to publish a series of publications on regulatory mechanisms, financial instruments, and practical cases of just transition. Together, these efforts strengthen the understanding of the just transition as a multidimensional challenge that requires coordination among levels of government, productive sectors, and communities, in coherence with the country's social and territorial diversity.

Impact achieved



Strengthening the **the Bahía Málaga Energy Community** , by facilitating its coordination with the **energy sector**, local **governments**, and **non-governmental organizations**.

Technical support to projects

Energy: adaptation, resilience, and transition

Assessing the vulnerability of the hydropower sector to climate change

In the energy area, WRI Colombia strengthened its contribution to climate adaptation and resilience of the small-scale hydropower sector through the project "Analysis of climate and economic vulnerability and risk of small-scale hydropower generation in Colombia". This work is part of the country's strategy to promote small hydroelectric power plants (SHPs) as part of the energy transition, seeking to diversify the electricity matrix, still dominated by large hydroelectric developments, and to expand access to energy in remote areas and areas not interconnected to the National Interconnected System.

To this end, the WRI Colombia team worked in coordination with the Ministry of Mines and Energy and other national and territorial stakeholders to develop technical tools to assess the vulnerability and climate and economic risks of SHPs, integrating IPCC guidelines, climate change scenarios, hydrological information, and electricity market dynamics. This approach generated key inputs for territorial planning, public policy design, and strengthening the resilience of the small-scale hydropower sector.

As concrete results, two fundamental knowledge products were produced: (i) a methodology to assess climate vulnerability and risk in SHPs, and (ii) the first analysis of the economic impact of climate change



Photos: WRI Colombia.

on small-scale hydropower generation in Colombia. From this work, central lessons were identified: the need to improve the availability, quality, and disaggregation of climatic, hydrological, and socioeconomic data at the territorial level, and the importance of generating more evidence on the sensitivity of the HCPs to regulatory changes that may affect their operations and financial stability.

Promoting sustainable building

WRI Colombia contributed to scaling up energy efficiency and water-use efficiency in the construction sector by strengthening the capacities of municipalities and districts and developing territorial roadmaps to implement Resolution 0194 of 2025, which establishes minimum energy and water-savings percentages for new buildings. This work is part of the country's efforts to optimize energy consumption before the development of buildings, prioritizing passive architectural design measures and, when necessary, active solutions based on efficient technologies, such as solar photovoltaic systems and solar water heating.

In this context, the WRI Colombia team provided technical assistance to the municipalities of Cali, Maicao, and Valledupar, as well as the district of Bogotá D. C., to improve understanding and application of the standard, strengthen the Monitoring and Control Mechanism (MS&C), and support their transition to a digital platform. This work was carried out in coordination with local authorities, building roadmaps adjusted to institutional capacities and territorial realities, and with the Ministry of Housing, City and Territory, to refine the interpretation of the standard and formulate practical recommendations based on territorial lessons learned and the exchange with international experts.

As a result, three municipal roadmaps were developed: a document of recommendations for the digitization of MS&C, a policy note prepared together with the World Bank on the implementation of the standard, a practical infographic summarizing the compliance process, and two articles in [English](#) and [Spanish](#). These products aim to support territorial planning, facilitate the work of construction-sector stakeholders, and promote the adoption of energy-efficiency and sustainable-resource-management standards. Two key lessons learned from this process were identified: the need to expand the standard's socialization to more municipalities and construction-sector stakeholders, and the importance of generating evidence of the energy and water savings achieved to reinforce its value as public policy and promote its sustained adoption.

Impact achieved

With WRI Colombia's support and technical assistance, progress was made to **improve the implementation of Resolution 0194 of 2025:**



- **Strengthening the technical and institutional capacity of 4 cities** (Bogotá D.C., Cali, Maicao, and Valledupar) to implement Resolution 0194 of 2025 at the local level, through permitting, monitoring, and enforcement processes for new buildings.



- **Providing technical and operational recommendations to the Ministry of Housing, City and Territory** to strengthen the sustainable construction public policy, drawing on local learnings and international best practices.

Capacity building and Technical support to projects

Climate change and sectoral policies: multilevel ambition and governance

WRI Colombia strengthened multilevel climate governance, supporting the national government in updating the NDC 3.0 and its articulation with subnational governments and strategic sectors, through the project "Updating Colombia's NDC: workshop with the Housing, Water, and Basic Sanitation sector". In coordination with the Ministry of Environment and Sustainable Development and GIZ, a participation strategy was designed that integrated territorial, sectoral, and community visions, including those of youth, Afro-descendant, and indigenous peoples, to ensure that climate decisions reflect local needs and priorities.

Within the framework of the CHAMP initiative, Colombia made progress in recognizing and prioritizing the voices of territories and cities in climate action. As a result, the Insight article "[The role of subnational governments in defining Colombia's future climate commitments](#)" was published in Spanish and English and on TheCityFix, becoming one of the most-read articles of the year. WRI Colombia also supported the multi-stakeholder and multi-level dialogue "[Weaving a Climate Future for the NDC 3.0 from the Housing, Water and Sanitation sector](#)",

in which territorial entities, private sector, civil society, and academia participated, to evaluate progress of the NDC 2020 and define concrete actions towards 2030 with a focus on climate justice, gender, and equity. This allowed the Housing, Water, and Sanitation sector to design a roadmap for implementing its NDC 3.0 measures.



Photos: WRI Colombia.



Finally, WRI Colombia strengthened capacities for communication and dissemination of climate action results through a workshop for journalists, addressing topics such as NDCs, adaptation, climate vulnerability, energy and economic transition, and narrative strategies to communicate climate action effectively. This space made it possible to socialize lessons learned on the just transition, consolidate the articulation between journalists and WRI Colombia, and build an informed and coherent narrative on Colombia's progress on climate issues.



Photos: WRI Colombia.

Architecture: climate finance and decision making

In the area of climate finance, WRI Colombia, within the framework of the "SPF Energy: project Financial and public policy analysis tool to accelerate the Energy Transition", strengthened analytical tools and spaces for dialogue to mobilize resources for the energy transition. This work was developed in a national context with high renewable energy potential, structural financing restrictions, and regulatory and market barriers, where the diversification of the electricity matrix is a priority in the face of climate variability associated with ENSO and sustained growth in demand.

To address these challenges, in 2025 the team organized two dialogue spaces with project developers, public and private financial entities, ministries, and civil society organizations, adapting the global WRI Energy and Finance tool to the Colombian context. These meetings allowed validating the tool, strengthening its methodological rigor, and generating ownership among the actors leading the decision-making process, while identifying in a structured manner the main regulatory, financial, and market barriers that limit the development of renewable energies in the country.

Impact achieved



Supporting the Colombia's NDC 3.0 update



Multi-stakeholder dialogues



Development of the sectoral roadmap, strengthening the Ministry of Housing, City and Territory's capacity to implement climate measures

Technical support to projects





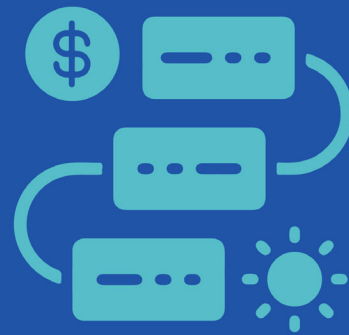
Photos: WRI Colombia.

As a result, technical inputs were consolidated and fed into an [article](#) published in English on the WRI global website, which presented a diagnosis of the financing of the energy sector in Colombia, systematized the bottlenecks, and proposed solutions based on the interaction among public policy, the market, and financial instruments. The process left three key lessons learned: the high sensitivity of electricity investment to regulatory stability and the need for solid evidence for informed decisions; the importance of improving information and awareness on procedures and permits for renewable projects; and the urgency of advancing in innovative mechanisms for firm energy allocation and long-term contracts to guarantee supply sufficiency and reduce the perception of risk for investors.



Photos: WRI Colombia.

Impact achieved



Building on technical evidence and lessons learned, WRI Colombia provided information on **bottlenecks in renewable energy financing** in the country **to inform decision-makers and market actors, and to help position approaches and solutions** that strengthen private sector confidence, public policy coherence, and the transition toward a more resilient and diversified energy mix.

Multi-stakeholder dialogues



Photos: WRI Colombia.



2025 Operational Management

During 2025, WRI Colombia took decisive steps to strengthen its operational management as a strategic pillar of institutional impact. The organization made steady progress in adopting tools, processes and capabilities aimed at improving efficiency, transparency and internal coordination, thereby consolidating a more robust operational base to accompany its programmatic and territorial growth.

A key milestone in this process was the implementation of **Workday** in October 2025, with support from the global and Mexico teams. This achievement was the result of more than 18 months of technical, organizational, and change-management preparation, led by the Operations team, which treated this transition as a strategic opportunity to strengthen capabilities, standardize processes, and move towards a more integrated organization. Despite the challenges inherent to a transformation of this magnitude, the process laid the foundations for a more agile operation, with greater traceability, control, and decision-making capacity based on timely information.

At the same time, the year 2025 was marked by sustained financial growth that translated into concrete operational results: strengthening of the technical and support teams, efficient execution of available resources, expansion of presence in the territory, and participation in strategic advocacy spaces at the national and international levels. This performance allowed WRI Colombia to respond promptly to an increasingly diverse and demanding programmatic agenda, without compromising quality or institutional standards.



Photos: WRI Colombia.

A central element of this progress was the consolidation of effective cross-functional work between the operational, financial, legal, and technical areas, which significantly strengthened the institutional capacity to structure and manage new partnerships. As a result, during the year, four new agreements were signed with strategic partners such as Clean Air Fund, Botnar (Ecorys), International Union for Conservation of Nature, and Conservation International, expanding the scope, scale, and strength of institutional action.

In addition, institutional risk management and transparency practices were strengthened through the standardization of clear and consistent operating procedures that strengthen good governance, accountability, and the responsible use of resources. The favorable results of the audit exercises confirm the soundness of the administrative, financial, and accounting processes and reaffirm WRI Colombia's commitment to high-performance institutional management aligned with the highest standards of excellence and trust.

Finance and accounting

The year 2025 was marked by the consolidation of WRI Colombia's financial management in a context of programmatic growth and institutional strengthening. The evolution of revenues and the execution of expenditures reflect a balanced expansion, accompanied by significant progress in process structuring, budgetary control, and alignment with global guidelines.

During the period, the financial area not only ensured efficient and disciplined use of resources but also increased the adoption of tools and methodologies aimed at improving traceability, cost recovery, and operational sustainability. Overall, these results demonstrate solid, strategic financial management aligned with the organization's vision of responsible, long-term growth.

Consolidation of institutional processes

The financial area continued to make progress on consolidating the Future Operating Model (FOM), ensuring a structured and sustainable allocation of costs for cross-cutting support positions across WRI Colombia projects.

This progress strengthened indirect cost recovery and improved alignment between budget planning and financial execution, contributing to greater operational sustainability.

Likewise, the quarterly financial review process was strengthened in coordination with the Global office's Financial Planning & Analysis (FP&A) team. This exercise included detailed analysis of budget execution, comparisons between periods, review of variances against budget, and evaluation of financial trends, which provided clear, consistent, and timely information for strategic decision making by project leaders and for monitoring financial performance.

The Financial Project chart continued to consolidate its position as a key tool for monthly financial monitoring. This instrument enabled detailed monitoring of the execution of expenditures, the behavior of financial commitments, and the impact of exchange rate fluctuations on budgets in local and foreign currency. Its systematic use strengthened project leaders' ability to anticipate deviations, manage financial risks, and make informed decisions in real time.

Similarly, the financial area strengthened its articulation with its peers in other WRI offices, promoting a structured exchange of best practices and financial monitoring methodologies. This collaboration not only contributed to the standardization and continuous improvement of processes but also to the recognition of WRI Colombia's financial management model within the global network, consolidating its position as a benchmark for budgetary discipline, control, and the quality of financial information.

As part of implementing Workday as an integrated institutional platform, progress was made in adopting new financial processes that strengthen expenditure control, budget validation, and information traceability. Likewise, the standardized configuration of project structures within the system has enabled the coherent integration of the required information, consolidating an articulated, integrated vision of project management in the system. This progress contributes to a more structured, transparent management aligned with global guidelines.



Photos: @zaozaa09, Freepik

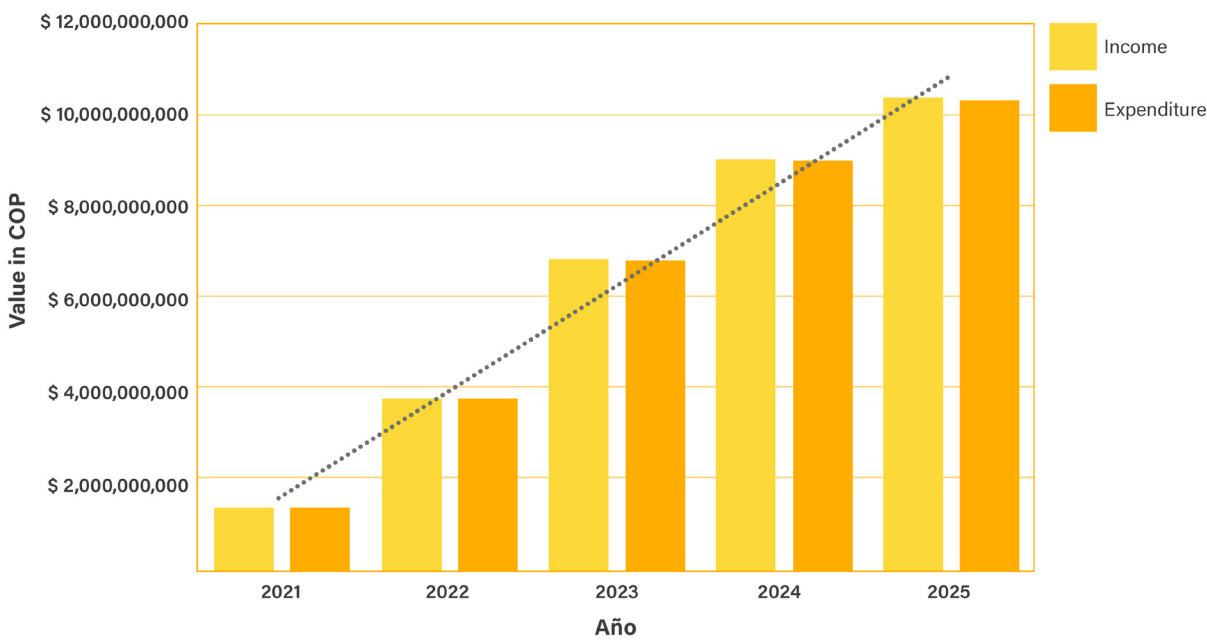
Financial performance

In its fifth year of operation, WRI Colombia recorded a 14% increase in revenues allocated to project execution compared to the previous year. This increase was consistent with expenditure growth, which also showed a 14% variation, reflecting a balanced expansion and financial execution aligned with the dynamics of institutional growth. In comparative terms, the observed performance corresponds to moderate growth compared to previous periods, which evidences a progressive and sustainable consolidation of the operation.

Summary statement of comprehensive income 2025*		
	(Colombian pesos)	(U.S. dollars**)
Income from ordinary activities	\$ 10,281,204,436	\$ 2,536,871.49
Donations operation	\$ 9,922,414,471	\$ 2,448,341
Business consulting activities	\$ 358,789,965	\$ 88,531
Administrative operating expenses	\$ 10,245,195,952	\$ 2,527,986.35
Staff expenses	\$ 7,631,569,291	\$ 1,883,078
Professional Fees	\$ 975,350,453	\$ 240,666
Travel expenses	\$ 877,410,206	\$ 216,500
Taxes	\$ 265,077,178	\$ 65,407
Leases	\$ 233,096,258	\$ 57,516
Technical	\$ 79,821,449	\$ 19,696
Legal expenses	\$ 7,224,744	\$ 1,783
Depreciation	\$ 5,764,195	\$ 1,422
Miscellaneous expenses	\$ 169,881,478	\$ 41,918
Operating surplus	\$ 36,008,484	\$ 8,885
Other income	\$ 11,588,494	\$ 2,859
Other expenses	\$ 11,197,203	\$ 2,762
Net surplus before income tax	\$ 36,399,775	\$ 8,982
Income tax	\$ 15,488,000	\$ 3,822
Net surplus for the year	\$ 20,911,775	\$ 5,160

* Summary taken from the income statement 2025
** Average MTR 2025 according to Banco de la República: \$4,052.71

Income vs. Total Expenditure (2021-2025)



Analysis by line expenditure

In 2025, personnel increased by 17% over the previous year. This growth was due to the hiring of six strategic professionals: two for Energy, two for Climate, one for RDI, and a new Communications manager. These additions are in response to the creation of new areas and the strengthening of the CEF area.

During the 2025 period, increases of 19% and 62% were observed in the meetings and travel components, respectively, compared to the previous year. This performance responds to the strengthening of WRI Colombia's territorial, regional, and international presence, in line with the expansion and consolidation of its programmatic initiatives.

The resources executed in this component were oriented toward the organization and participation in technical workshops, multisectoral meetings, advocacy spaces, and follow-up missions to strategic projects. These activities involved national and international travel and enabled the consolidation of alliances, the strengthening of relations with partners and donors, and the advancement of regional initiatives.

Within the framework of the Initiative 20x20, the Food, Land Use and Water (FLW) area participated in strategic forums in Central America and the Caribbean to monitor the Regional Restoration Plan, report progress to the Central American Bank for Economic Integration (CABEI)

and consolidate relations with donors and technical partners. Similarly, activities were carried out in Peru, Brazil, the United States (Washington), and in different national territories within the framework of the Pan-Amazonian Bioeconomy Network and other priority agendas.

At the national level, highlights included the technical workshop in Yopal on non-forest natural ecosystems, the high-level meeting in Cartagena on biodiversity financing with private sector stakeholders, and the workshop on NDCs in the housing sector led by the Climate, Economics, and Finance area, aimed at strengthening sectoral coordination to address the challenges of mitigating and adapting to climate change.

We also highlight the resources allocated to support institutional participation in strategic areas of COP30, an event of high relevance for WRI's programmatic agenda and for the positioning of its priorities in the international arena.

Within the framework of the Bloomberg initiative and in coordination with the District Secretariat of Mobility of Bogota, the Road Safety Audit Course focused on strengthening technical capacities under the Safe System approach.

Finally, in September, the institutional strategic planning workshop was held, a participatory space that allowed us to evaluate the closing of fiscal year 2025, define priorities for 2026, and build a roadmap aligned with WRI's global strategy.

Overall, this increase reflects greater programmatic dynamics and a more active institutional positioning, consistent with the organization's sustained growth and its commitment to strengthening advocacy, strategic relationships, and the effective implementation of its initiatives.

The external support item remained at similar levels to those of the previous year, with a slight reduction. This behavior is explained, in part, by the restriction of an initiative financed by the U.S. Government, as well as by the dynamics of active projects during the period that did not require additional demand for external specialized services.

In addition, strengthening the internal technical team enabled it to directly assume various technical components of the projects, increasing the internal installed capacity for technical execution and optimizing the allocation of specialized external resources.

Analysis by program and support area

Regarding execution by programmatic areas in 2025, the distribution of spending reflected the composition and evolution of projects implemented during the period. The Climate, Economics and Finance (CEF) area accounted for 35% of the total executed, followed by Cities with 23% and Food, Land Use and Water (FLW) with 15%, maintaining a consistent trend compared to the previous year.

In addition, resources equivalent to 5% of the total executed were allocated to strengthening the Energy thematic line. Although it is not yet a formal area within the organizational structure, this line is beginning to consolidate as a strategic axis within WRI Colombia's programmatic agenda, reflecting its growing relevance in the institutional projection.

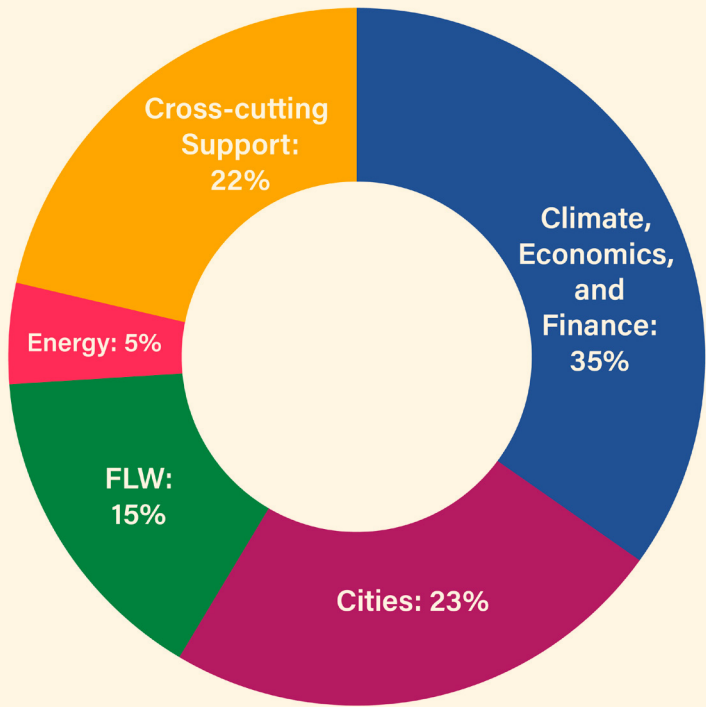
This composition reflects a progressive thematic diversification and the strengthening of new lines of work, evidencing the institutional growth of WRI Colombia and its capacity to expand its contribution to the country's climate and sustainable development agenda.

Concerning cross-cutting support areas (core functions) and the Executive Office, these accounted for 22% of total spending during the period. This ratio not only reflects an operational component but also a strategic decision aimed at consolidating the institutional capacities that sustain and enhance the programmatic growth achieved during the year.

Investment in these areas has been fundamental to strengthening operational management, strengthening internal processes, promoting strategic communications, consolidating strategic alliances, and systematizing the knowledge generated by our technical teams. This has made it possible to accompany the expansion of projects with higher standards of efficiency, transparency, and regulatory compliance.

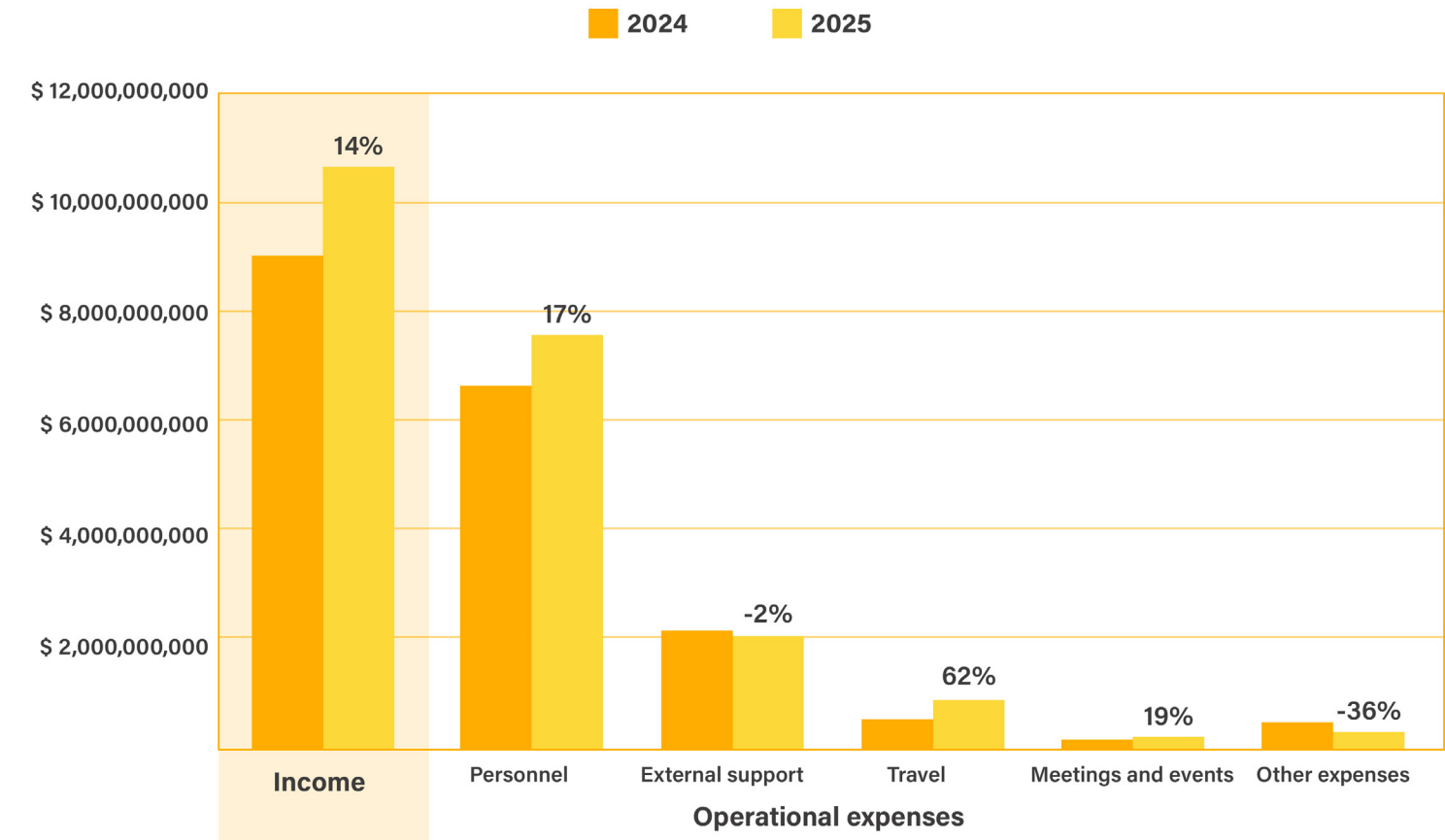
In the context of the organizational transformation experienced in 2025, these functions have been a key pillar in guaranteeing institutional sustainability, mitigating risks, and ensuring that programmatic growth is developed on a solid and responsible basis.

Distribution of spending by programmatic area and cross-cutting areas in 2025



Note:
The percentages presented here represent only the financial activity of the WRI Colombia Foundation. The efforts of the other offices in the World Resources Institute's global network are not reflected here.

Income and expenditure by category (2024–2025)



Reinvestment of surpluses 2024

The fiscal surplus corresponding to 2024, executed in 2025, amounted to COP \$15,624,608 and was strategically allocated to initiatives aimed at strengthening institutional impact within the framework of WRI Colombia's mission. The allocation of these resources responded to criteria of strategic alignment, advocacy opportunity, and leverage potential, prioritizing actions to strengthen climate action, multilevel governance, and the mobilization of climate finance for a just and resilient transition in the country.

In this context, resources were allocated to cover the costs of travel and participation in strategic spaces of the COP30, a milestone of high relevance for the global and regional climate agenda. This meeting focuses discussions on the effective implementation of Nationally Determined Contributions (NDCs), the mobilization of climate finance, territorial resilience, and energy transition, areas in which Colombia and Latin America play a central role.

WRI Colombia's participation made it possible to position technical evidence, experiences, and tools developed by the office, particularly in the areas of cities, climate finance, decarbonization, biodiversity, and adaptation, promoting their adoption by public, private, and multilateral actors.

The use of the fiscal surplus for this participation directly impacted on the organization's capacity to support the fulfillment of national climate commitments by facilitating spaces for strategic dialogue with the National Government, local governments, multilateral partners, the private sector, and international financial institutions. It also strengthened existing partnerships and promoted new technical and financial cooperation initiatives to accelerate climate action in cities and territories.

In this framework, WRI Colombia, in alliance with VG Mobility and the Climate Leadership Group, organized the event "Cities at the forefront: accelerating electromobility as a pathway to climate action", held during the COP30 Local Leaders Forum in Rio de Janeiro. The panel "Climate ambition: the role of electromobility in NDCs" brought together decision-makers responsible for implementing electromobility projects in Latin America. Claudia Díaz, District Secretary of Mobility, participated in the event to showcase Bogotá's experience as a leading city in the implementation of electric buses, thereby strengthening regional exchange and the office's technical positioning.

Overall, the reinvestment of the fiscal surplus reflected responsible and strategic management of resources, aimed at maximizing institutional impact, strengthening advocacy in key international spaces, and generating opportunities for cooperation that contribute to WRI Colombia's programmatic sustainability.

Contractual and legal management

In 2025, WRI Colombia's Contractual and Legal Management function was consolidated as a critical component of the governance and institutional control system, contributing directly to the organization's sustainability, risk mitigation, and credibility. Its performance, aligned with WRI's global guidelines and the Colombian regulatory framework, strengthened institutional capacity to operate with high standards of compliance, transparency, and predictability amid programmatic and financial growth.

A significant structural advancement was the standardization, modernization, and optimization of contractual processes, with particular emphasis on implementing and adopting the institutional **Workday** platform. This tool significantly strengthened traceability, control, and efficiency in contract management, laying a solid foundation for a transparent and orderly administration, which is fundamental for strengthening internal accountability exercises with donors and auditors.

Contract management

During the year, the area managed **66 contractual processes**, providing comprehensive legal and contractual support from structuring through closing. These processes responded to the strategic needs of the systems and institutional operations, ensuring operational continuity, specialized technical support, and timely execution of activities, without compromising internal control standards and regulatory compliance.

In addition, more agile contractual mechanisms were introduced (including open contracts for recurring services), which enabled optimization of time, reduction of administrative burdens, and improved operational efficiency, while maintaining adequate levels of control, traceability, and risk management.

A relevant milestone for institutional governance was the implementation of sub-agreements and the due diligence process with strategic partners by adapting WRI's global procedures to the local context. This progress strengthened institutional capacity to establish structured partnerships, manage legal and reputational risks, and expand the scope of programmatic action in an orderly and sustainable manner.

Taken together, these advances confirm the strategic role of contractual and legal management as a key enabler of institutional growth, organizational integrity, and donor and partner trust, and reinforce the strength of WRI Colombia's governance framework.

Legal support

The legal support provided by the Operations area played a cross-cutting role, serving as an enabler of strategic alliances and as permanent support for WRI Colombia's operations. In close coordination with the Strategic Alliances and Funding area, the technical teams, and the Executive Directorate, continuous support was provided in the structuring, review, and

approval of proposals and agreements, ensuring their consistency with institutional guidelines and the applicable regulatory framework.

The area also provided legal support in the different phases of agreements and memorandums of understanding signed with national and international partners, ensuring their proper formalization and alignment with WRI's institutional guidelines and Colombian regulations.

This accompaniment was decisive in consolidating cooperative relationships with international actors, public entities, and private organizations, facilitating the timely formalization of agreements, sub-agreements, memorandums of understanding, and letters of intent that support the implementation of the programmatic strategy and broaden the scope of institutional impact.

Risk management

Within an integral vision of risk management, in 2025, due diligence processes were strengthened for events, activities, partners, and strategic allies, in coordination with the Human Resources area and in accordance with the Occupational Health and Safety Management System. These actions helped mitigate legal, operational, and reputational risks and strengthen the organization's internal controls.

Within this framework, the Declaration of No Conflict of Interest was implemented as a key preventive tool to strengthen integrity in decision-making and institutional transparency. Likewise, personal data protection and privacy mechanisms were reinforced by reviewing and monitoring the implementation of security measures and authorization agreements with suppliers and contractors that handle sensitive information, ensuring compliance with Act 1581 of 2012 and other applicable regulations.

Finally, as part of the comprehensive management of institutional risk, an insurance policy was purchased to protect the organization's assets and cover third-party damages.

We continued to strengthen the implementation and monitoring of the Transparency and Business Ethics Program, applying it to all contractual actions and consolidating an organizational culture based on transparency, traceability, and good practices.



Photos: WRI Colombia.

Human Resources

In 2025, progress was made in strengthening comprehensive talent management and consolidating key processes to ensure the team's alignment with WRI's mission and values. Through the planning and execution of recruitment, promotion, and training processes, as well as the monitoring of performance and development of competencies, we promoted a strategic focus oriented towards growth, excellence, and institutional sustainability.

In addition, progress continued to be made in implementing the Occupational Safety and Health Management System (OSHMS), strengthening preventive management by identifying and controlling risks and executing the annual work plan, to promote safe and healthy work environments.

The adoption of the Workday system made it possible to optimize process monitoring and operational efficiency, strengthening more articulated, aligned talent management aligned with institutional standards.

Occupational Health and Safety Management System (SG-SST)

During 2025, WRI Colombia strengthened the **Safety and Health at Work Management System (SG-SST)** as a key component of the institutional governance framework and comprehensive risk management. The actions implemented were aimed at preventing accidents and occupational illnesses and protecting the team's physical and mental health, in accordance with Colombian regulations and institutional policies.

According to the evaluation conducted by **ARL SURA**, WRI Colombia achieved **94% compliance with the OSHMS**, reflecting a high level of system maturity, adequate control of occupational risks, and compliance with applicable legal requirements. This result helps reduce operational, legal, and reputational risks associated with human talent management.

A relevant advance was the comprehensive implementation of the **psychosocial risk surveillance program, with 100% team participation**, which enabled a complete

evaluation of psychosocial conditions and the definition of an intervention plan focused on mental health, self-care, and strengthening socioemotional skills. These actions strengthen the sustainability of organizational performance and talent retention.

In addition, the **biomechanical risk program** achieved a participation rate of **94%**, **incorporating ergonomic evaluations, job adjustments, and preventive actions to mitigate musculoskeletal injuries**, thereby contributing to operational continuity and reducing risks associated with absenteeism and occupational illnesses.

As part of strengthening institutional controls, progress was made in formalizing key policies and protocols in 2025, including the initial implementation of the **work reincorporation program** and the **protocol for the management of yellow fever**, both scheduled for final formalization in 2026. These instruments reinforce the capacity to prevent and respond to risks associated with travel and commuting.

In addition, actions were taken to monitor and control travel and events, laying the groundwork for the development of a **specific manual for contractors and suppliers** in 2026. This process was

complemented by training in emergency preparedness and response, and in organizational welfare actions, aimed at strengthening the culture of prevention, compliance, and a sense of belonging.

Taken together, these advances confirm WRI Colombia's commitment to responsible labor risk management, regulatory compliance, and the consolidation of a safe and sustainable work environment, aligned with good governance standards.

Strengthening of the technical and support team

In line with institutional growth and the strategic priorities defined for 2025, WRI Colombia made structured progress in strengthening its **human capital** by incorporating and promoting key profiles in strategic areas. These decisions responded to the logic of critical capacity building to sustain programmatic impact, improve institutional visibility, and accompany an increasingly complex agenda in technical and territorial terms.

In **Communications area**, a Communications Manager was appointed with direct responsibility for institutional positioning,

visibility strategy, and message coherence, thereby strengthening the organization's capacity for public advocacy and strategic relations. In parallel, the **Climate, Economics, and Finance** program significantly expanded its technical capacity by adding specialized profiles in Energy and Economics, strengthening technical and economic analysis associated with the energy transition and the formulation of proposals with impact on public policies and sustainable development agendas. In addition, a project management support profile was added to strengthen operational efficiency.

To consolidate the institutional Energy program and its regional projection, a specific leadership for the Latin American Clean Energy Coalition was established, which strengthened regional coordination and positioned the Colombia office as a technical and strategic reference for clean energy initiatives in the region.

In a complementary manner, WRI Colombia maintained its commitment to developing young talent by hiring SENA interns, who supported operational and technical processes across different areas while gaining training and practical experience. This line of action contributes to both institutional strengthening and the fulfillment of the organization's social responsibility objectives.

In 2025, internal promotion processes were also conducted in technical and operational areas as part of a deliberate talent development and retention strategy.

These decisions recognized the team's performance and trajectory, strengthened institutional continuity, and consolidated an organizational culture oriented towards professional growth, co-responsibility, and integral well-being.

Together, these actions allowed WRI Colombia to strengthen its organizational structure in an orderly and strategically aligned manner, ensuring that the team's growth translates into greater technical capacity, better programmatic execution, and a solid institutional base for future challenges.

Training and professional development

In the last year, WRI Colombia promoted various training activities for the entire work team to strengthen professional development as a fundamental pillar, enhancing technical skills, promoting motivation, and consolidating commitment to the institutional mission.

Within the framework of this initiative, the Global Professional Reimbursement Program continued to be promoted as an institutional benefit, complemented by local support actions to strengthen the team's technical and operational capabilities. These actions demonstrate the organization's commitment to continuous learning, talent management, and the generation of development opportunities that contribute to the performance and achievement of institutional objectives.

Consolidation and implementation of institutional processes

In 2025, WRI Colombia made progress in implementing new processes oriented to the well-being, health, and safety of the team, reaffirming our commitment to generating equitable, safe, and people-centered work environments. These actions made the global policy on equity and workplace safety applicable, which was developed in 2024.

In this context, the global initiative Green Workspaces was launched alongside the corresponding course. The purpose of this initiative was to create healthier and more sustainable work environments, promoting an organizational culture aligned with WRI's values and commitment to team wellness and long-term sustainability.



Information technology

In 2025, the Information Technology function was consolidated to serve as a strategic enabler of WRI Colombia's institutional growth and efficiency, strengthening the organization's management capacity, transparency, and operational continuity.

A central milestone was the implementation of the **Workday ERP system**, which marked a decisive step forward in the modernization and integration of institutional processes. IT played a key role in the platform's effective adoption, coordinating with global and local teams and facilitating training that reduced implementation risks and ensured an orderly transition.

In addition, controls over technological assets and information security were strengthened through the standardization of technical support, the permanent updating of the inventory, preventive maintenance actions, and the implementation of the **Email retention policy**, contributing to better information

management and the mitigation of operational risks.

Finally, the formalization of an **annual contract with a specialized provider**, selected through a competitive process, improved response times, standardized service, and ensured the continuity and quality of IT services.

Together, these advances consolidate a more robust and reliable technological infrastructure aligned with the organization's strategic needs and the control and governance standards supervised by the Board of Directors.



Photos: WRI Colombia.

Other legal and administrative aspects

Growth management and institutional risk control: the organization has consolidated its position in the country and continues to pursue new expansion opportunities and to generate impact. In 2025, a constant focus was maintained on risk assessment, with particular attention to liquidity, cash flow, corruption, and conflicts of interest, as well as the implementation of mitigation measures. These actions align with the organization's annual objectives and are supported by internal processes for follow-up, monitoring, and control, thereby strengthening governance and institutional sustainability.

Economic, administrative, legal, accounting, and financial situation: WRI Colombia maintained a stable, favorable situation across the economic, administrative, legal, accounting, and financial areas. In the economic area, we ensured the correct allocation of resources and prudent management of income, in line with institutional objectives and commitments to donors. Administratively, we continued to optimize internal management, promoting efficiency, transparency, and control of operating processes.

In the legal area, the organization complied with applicable regulations, strengthening compliance and risk-mitigation mechanisms, particularly in integrity, money-laundering prevention, conflict of interest, and transparency. In the accounting area, an adequate classification of transactions was maintained, and the traceability of financial information was ensured through internal and external auditing processes. Finally, the financial situation remained solid, with responsible management of resources and timely compliance with financial obligations. Taken together, these factors support the continuity of responsible and impact-oriented institutional management. In addition, no significant events have occurred between the end of the fiscal year and the reporting date.

Foreseeable evolution of the organization: the organization projects a positive evolution in the short and medium term, based on the consolidation of the progress and achievements made during the evaluated period. Sustainable growth is expected, driven by the office's continued performance in meeting its project objectives and by the strengthening of operational efficiency and institutional governance mechanisms. In this sense, it is expected that WRI Colombia will

continue to expand its impact in the country, maintaining responsible and transparent management aligned with its mission.

Operations carried out with partners and administrators: The WRI Colombia Foundation has no shareholder or partner composition; therefore, no commercial or financial operations with administrators or partners were recorded during the period under evaluation. Consequently, no transactions were carried out with related parties under the terms set out in the applicable regulations.

Compliance with intellectual property and copyright regulations: The WRI Colombia Foundation guarantees the legal and appropriate use of all products protected by Intellectual Property Rights, ensuring that their use complies with the regulations in force and is under the licenses corresponding to each system. Respect for copyrights and content protection is promoted, ensuring that materials developed or used within the framework of the institutional operation have the necessary permissions and do not result in unauthorized reproduction or use.

External operational accompaniment and support

- **Aliado S.A.S:** financial management, and personnel administration.
- **Diana Quiroga:** occupational health and safety advisor.
- **Grant Thornton:** audit and business consulting services, tax auditing.
- **Brigard Urrutia:** legal counsel.
- **WeWork:** office and meeting space rental.



Photo: WRI Colombia.



Strategic Alliances and Funding Management:

Weaving alliances for people, nature, and climate

Strategic context

In the last year, WRI Colombia made significant progress in updating and implementing its strategic alliances and funding strategy, aligned with the priorities of WRI's national and global strategies, as well as the challenges and opportunities of the Colombian context. In the framework of its fifth anniversary in the country and with an institutional agenda oriented towards systemic change, the organization consolidated a partnership approach that responds to the complexities of operating in an upper-middle-income country, the challenges of the international context, the need to leverage favorable regulatory frameworks, and the effective implementation of sustainable public policies.

This strategy was based on a thorough understanding of the Colombian institutional ecosystem, the role of international donors in that context, and the need to mobilize not only financial resources but also technical capacities, advocacy, and multi-stakeholder collaboration. In this sense, the management of alliances and funding is conceived as a key enabler for strengthening WRI Colombia's

positioning as a reliable and strategic partner to drive systemic transitions in favor of people, nature, and climate.

This strategy contributes directly to:

- Align the national operation with WRI's global goals and objectives.
- Support the country's priority transitions through advocacy, technical assistance, and evidence generation.
- Ensure programmatic continuity and project effectiveness.
- Strengthen the financial and operational sustainability of the office.
- To mobilize high-quality funds, strategically aligned with the institutional mission.
- Expand access to flexible resources.
- Transform the relationship with donors toward long-term schemes that facilitate the scalability of impact.



Photos: WRI Colombia.

Strategic alliances

Qualitative results:

In 2025, WRI Colombia substantially strengthened its position as a strategic ally for the country's transitions, consolidating relationships with actors across the public, private, academic, and philanthropic sectors. A key milestone was the realization, on September 11, of the first strategic alliances space organized by WRI Colombia, within the framework of its fifth anniversary in the country.

This meeting brought together more than 50 participants from 37 organizations and allowed:

- To highlight the results and impacts achieved by WRI Colombia in its first five years.
- Strengthen the perception of the organization as a reliable technical partner, with the capacity for influence and multi-stakeholder coordination.
- Gather strategic input on how third parties perceive the added value of WRI Colombia and in which areas there are greater opportunities for complementarity and collaboration.



Photos: WRI Colombia.

In addition, Strategic Alliances Management, in coordination with the Communications team, developed and positioned a common institutional narrative on alliances to facilitate external relations and clearly communicate the opportunities for collaboration around people, nature, and climate. As a result, WRI Colombia now has an [institutional brochure](#) and a [strategic video](#) that strengthen alliance and funding management and support institutional positioning at the national and international levels.



During the period, the organization managed, established, and consolidated more than 56 strategic alliances that contribute to public policy advocacy, technical support for project design and implementation, multilevel and multi-stakeholder dialogue, and institutional capacity building for country transitions.

These alliances, both formal and informal, reflect the **cooperation and relationship map** of the organization:

These are some of our allies:



SECRETARÍA DE
MOVILIDAD





Impact achieved

+56
active
partners

across sectors, reflecting
a diverse and
complementary
ecosystem of
collaboration.

37
organizations
participated
in WRI
Colombia's first
Strategic
Partnerships
event.



**Development of an
internal partnership
tracking tool,**
to document stakeholders, lines
of action, strategic priorities,
and expected results, which in
the medium term will feed into
WRI's global partnerships tool.

Key partnerships formalized through cooperation instruments, including:



- **MoU with the Office of the Mayor of Bogotá** and the Ministry of Mines and Energy.
- A **multi-party framework agreement** with the Mayor's Office of Cali, Universidad EAFIT, and Fundación Despacio.
- A **letter of commitment** with the Ministry of Environment under the ZERB initiative.



Photos: WRI Colombia.

Funding projection and management

Impact achieved



Qualitative results:

The internal relationship with the global team was significantly strengthened, which allowed:

- Improve joint mapping of strategic opportunities.

- Formulate programmatic and regional proposals of greater scale and impact.
- Coordinate actions to engage with major donors, aligned with global and national priorities.

Lessons learned and future opportunities

- Feedback from donors and partners highlighted the need to strategically characterize and analyze donor interests and objectives to formulate more competitive proposals that are more in line with funding prospects.
- A need was identified to strengthen monitoring, evaluation, and learning (mel) capacities within wri colombia, both for the formulation of proposals based on solid baselines and for the successful execution of projects and the communication of results and impacts more strategically and robustly.
- The 2026-2030 presidential electoral process is identified as a strategic advocacy opportunity that will allow us to articulate alliances with key partners to position wri colombia's priority issues on the public and political agenda, safeguarding the organization's values of independence and transparency.



Photos: WRI Colombia.



Photos: WRI Colombia.



Communication management and institutional visibility

Communicating with strategy: positioning, influence, and mobilization based on evidence

In the last year, WRI Colombia not only set out to strengthen its Communications team. It also sought to encourage the program teams to view communication as a strategic and cross-cutting element of the Institute's work, with a view to strengthening its positioning, relationships, and influence.

In this sense, WRI Colombia expanded the team by creating a Communications Management unit composed of a manager, a coordinator, and an intern focused mainly on graphic communication.

This increased team capacity facilitated the planning, organization, and evaluation of the organization's communications in the country. Based on the WRI Colombia 2025 - 2027 Communications Strategy, developed the previous year, a communications plan was implemented for 2025, aligned with the global and country strategies, and coordinating actions across mass media, digital media, and editorial content.

As part of this strategic vision, the Communications team has been

participating in planning new projects in the country, such as the electrification of school buses and the transition to zero-emission mopeds in Bogotá (within the framework of Breathe Cities), and the new phase of Vivo Mi Calle in Cali and Palmira. Similarly, more comprehensive support has been provided to projects that were already underway. The scope of the team's advice has even gone beyond the country, thanks to the articulation with the 20x20 Initiative to strengthen the positioning of this initiative and its projects in Latin America.

The consolidation of the Communication team enabled us to achieve results that were 2.5 times those of the previous year. Not only did we manage to register a greater impact. In addition, the creation of new formats and communication methods has been promoted to reach a wider audience while strengthening relationships with specialized audiences.



Photos: WRI Colombia.

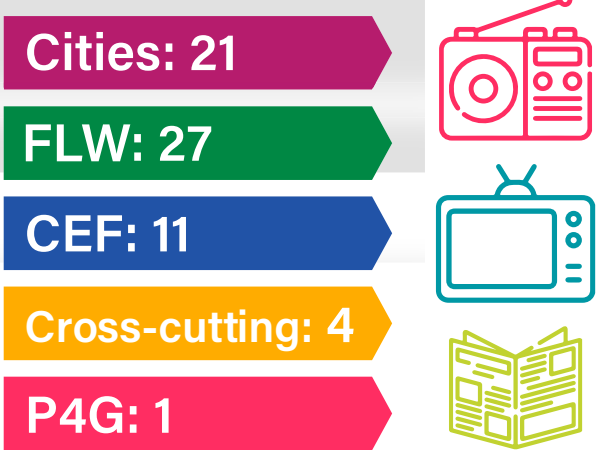
Communication channels

Mass media

As for the mass media (radio, press, and television), the year 2025 closed with a total of 64 news items and reports published in these channels (four times more than in the previous year), with an estimated total of nearly \$ 730 million pesos.

A review of these results by system shows a majority participation of Food, Land Use and Water (27), followed by Cities (21) and Climate, Economics and Finance (11). By theme, the annual report of Global Forest Watch (with 14 % of the total number of notes for the year) and publications related to the update and analysis of the NDC (10.9 %).

64 publications in mass media



Website

In 2025, together with WRI Mexico, an editorial committee was created to coordinate publications on the website (es.wri.org) to try to take advantage of commemorations and anniversaries, or

to position a country or world theme (for example, COP30). This collaborative exercise has enabled us to have a wider rotation of articles, with a balance between Mexican, Colombian, and general-interest content.

In the last year, WRI Colombia's continued interest in writing articles for the [Insights](#) section, mainly on the national context, stood out. In 2025, 24 of these articles were published (compared to 4 the previous year), half of them on Climate, Economics, and Finance.

In addition to supporting these publications, the Communications Management in Colombia selected and translated other articles published in English on wri.org, in coordination with WRI Mexico. The criteria for choosing them were their relevance to Latin American audiences and their ability to explain or describe events or milestones. This was the case at COP30.

The most visited articles of the year, written by WRI Colombia were "[Energy communities in Colombia: success stories, challenges and lessons learned in the framework of the just energy transition](#)" and "[What is the just transition and why is it crucial for Colombia?](#)".

Similarly, 31 press releases were written (compared to four in 2024). This, in addition to being part of the comprehensive support for the program teams, has allowed us to provide recurring information to the media and to highlight events, strategic meetings, and activities of WRI Colombia.

24 articles written for Insights



14 Of the 24 articles were translated from English to Spanish

4 with at least one author from WRI Colombia
10 with authors from other countries

31 press releases



Social networks

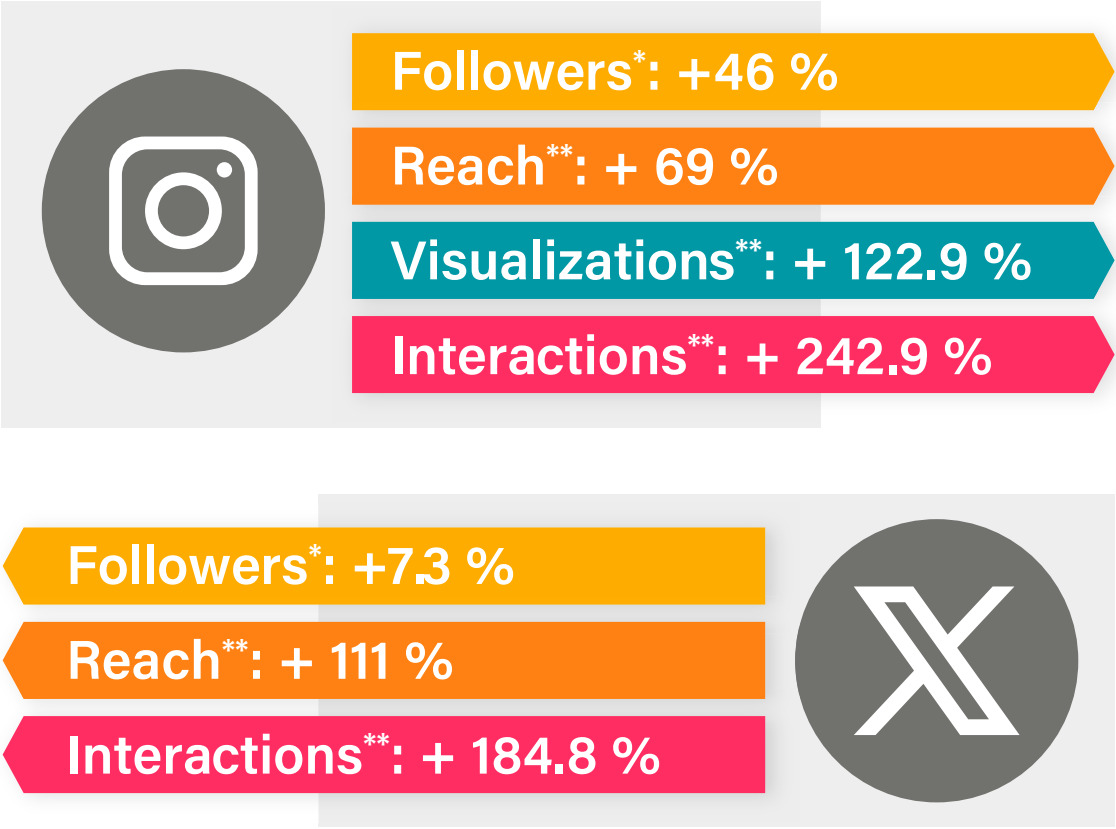
Since April 2025, a greater organization of WRI Colombia's digital channels has been implemented, which, together with the Communications team's greater capacity, has strengthened communication through social networks.

On [Instagram](#), for example, the number and quality of publications increased, with testing of various formats to connect more effectively with audiences and to provide more consistent messages in tone and brand identity. Thus, the total number of followers increased by 46%, reaching 917 in December 2025. In terms of reach, views, and interactions, the monthly averages (April-December) were 2,465, 12,235, and 535, while in March 2025, they were 1,454, 5,487, and 156, respectively.

On the [X network](#), content that generated conversation and was not limited to informing, seeking to partner with peers and entities to multiply the reach, was also promoted. This has resulted in a small community with significant growth potential, but it is increasingly involved. By December

2025, the total number of followers increased by 7.3% to 749. Between April and December, X showed higher monthly averages in reach (2,591) and interactions (356) compared to March (1,228 and 125), before the implementation of our strategy.

Finally, in November, [WRI Colombia's LinkedIn channel](#) was launched to strengthen its positioning and institutional reputation among strategic audiences (government leaders, the private sector, international cooperation, academia, and peer organizations). In two months, the number of followers exceeded 500.



* Achieved in December 2025 versus March of the same year.
** Monthly average April-December 2025 versus March of the same year.

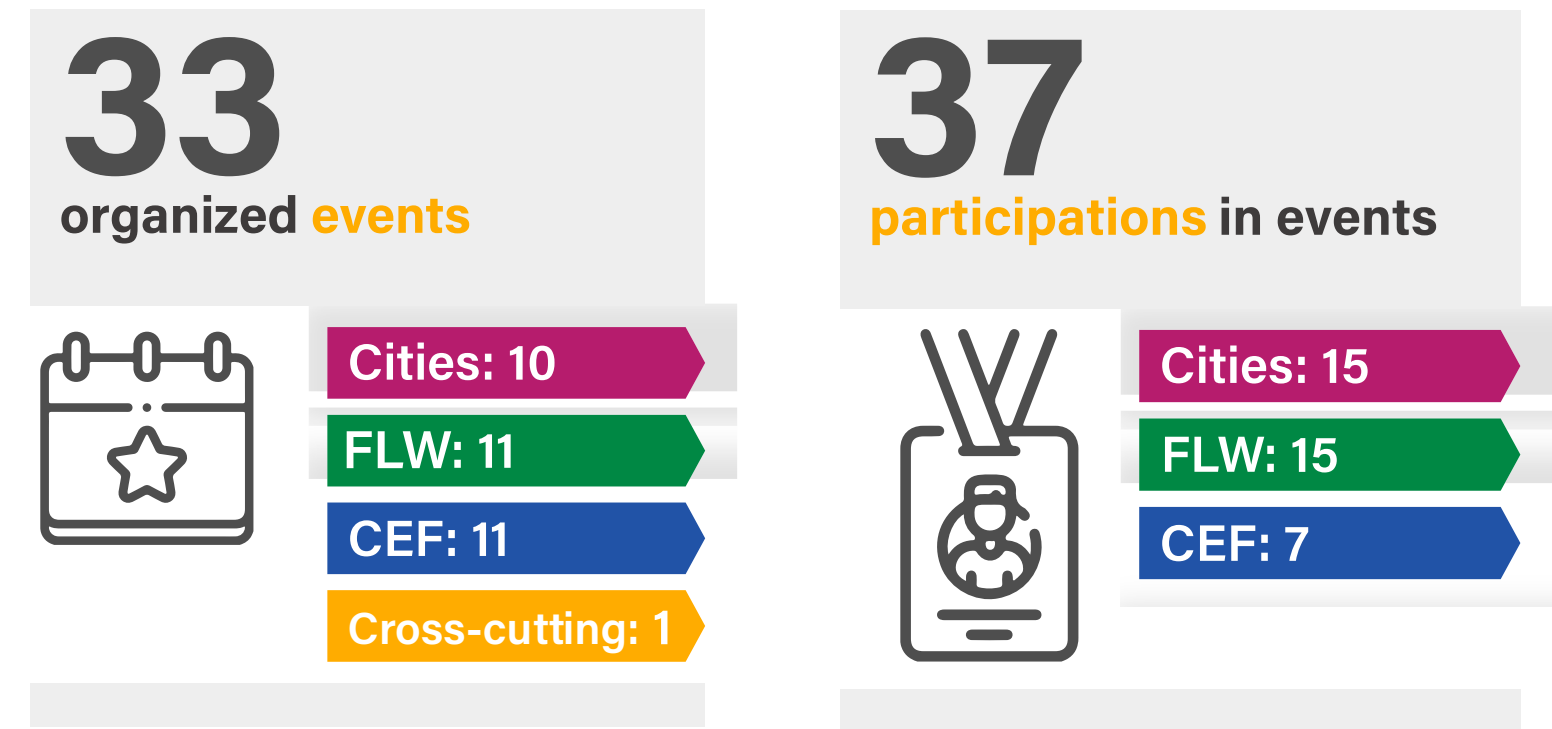


Photos: WRI Colombia.

Activities and events

In 2025, WRI Colombia organized 33 events and activities, with more than 2,500 attendees and participation from peer institutions, social organizations, and national and subnational government entities.

The Institute was also invited to participate in 37 events between April and December 2025. These invitations went mostly to the Cities (15) and Food, Land Use, and Water (15) teams.



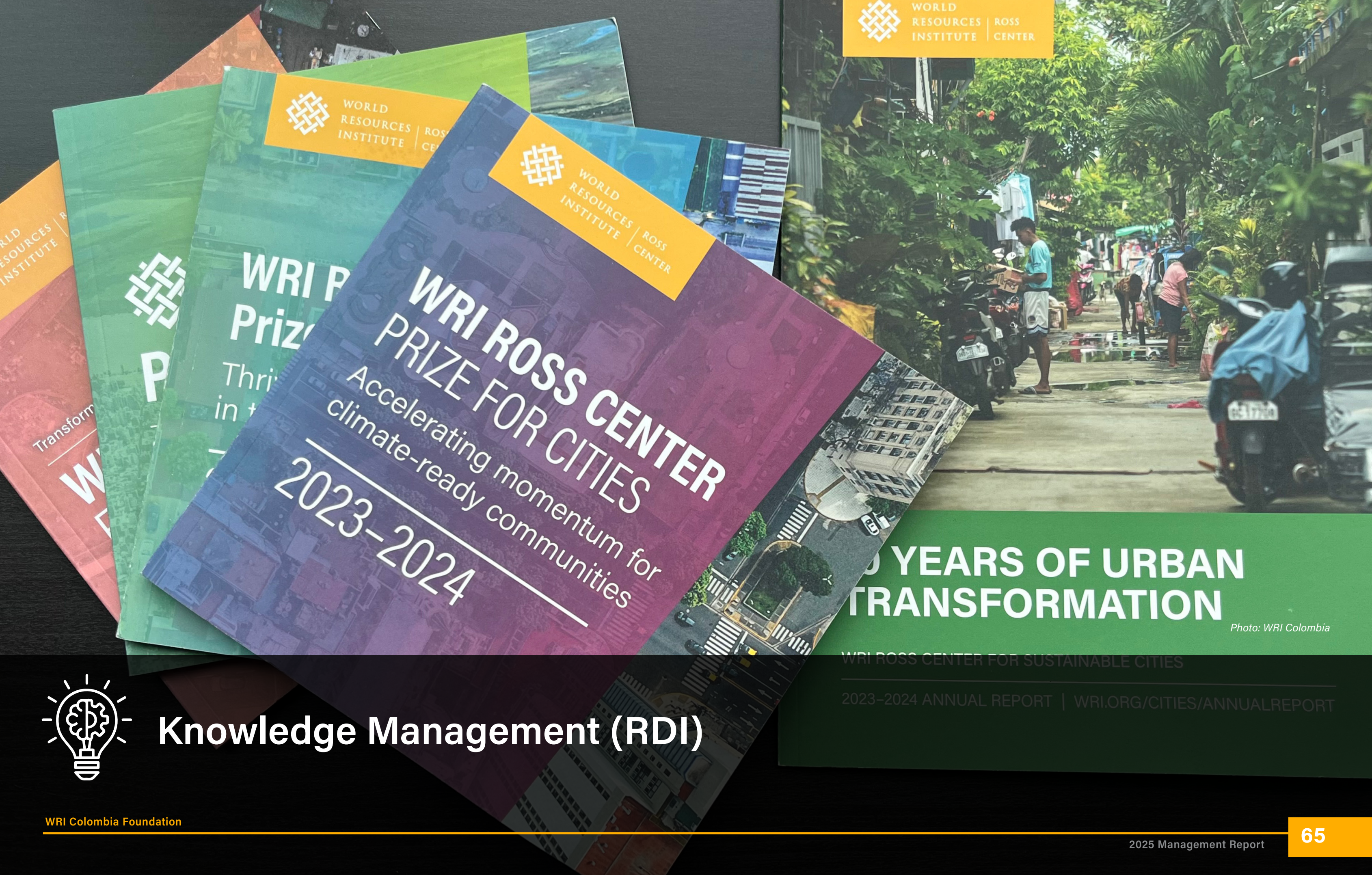
Photos: WRI Colombia.

Outlook for 2026

Our goal for 2026 is to maintain this growth path in WRI Colombia's visibility and positioning. This year will be an opportunity to position the Institute as a technical and independent reference organization within the framework of the national elections for Congress and the President of the Republic, with a view to exerting effective influence on programmatic proposals and the future National Development Plan.

Likewise, we will continue with the diversification of content (such as video blogs, video podcasts, webinars, among others) to reach a larger audience segment and promote pedagogically the criteria and foundations that support the work of WRI Colombia for the welfare of people, the protection of nature, and the management of climate change.

Photos: @ Victor Rosario, Unsplash



WRI ROSS CENTER
PRIZE FOR CITIES

Accelerating momentum for
climate-ready communities

2023-2024

10 YEARS OF URBAN
TRANSFORMATION

Photo: WRI Colombia

WRI ROSS CENTER FOR SUSTAINABLE CITIES

2023-2024 ANNUAL REPORT | [WRI.ORG/CITIES/ANNUALREPORT](https://wri.org/cities/annualreport)



Knowledge Management (RDI)

Consolidation and diagnosis of the area

The Research, Data, and Impact (RDI) area leads knowledge management at WRI Colombia, ensuring that the organization's products are rigorous, accessible, and decision-oriented. RDI articulates applied research processes to strengthen the technical quality of programmatic work and maximize its impact on public policies, institutional practices, and strategic debates. It functions as a cross-cutting service shared with WRI Mexico, optimizing capacities, promoting cross-learning, and ensuring methodological coherence in the production and publication of knowledge.

During the reporting period, the consolidation of the area progressed with the addition of a dedicated person in the Colombia office, enabling more personalized and systematized accompaniment. This organizational adjustment strengthened team

coordination, joint planning, the adoption of common standards, and permanent coordination with Mexico, consolidating a regional approach to knowledge management capable of responding in a contextualized manner to the country's priorities.

RDI implemented a collaborative diagnosis with the programmatic teams to identify barriers, opportunities, and recommendations to optimize knowledge production and publication. The methodology included focus groups with questions organized in six thematic blocks, which allowed mapping existing projects and products, recognizing strengths such as the availability of valuable inputs and visibility efforts through Insights, as well as limitations related to workload, misaligned times, and heterogeneous capacities.

Among the main findings, challenges included the lack of specific budgets, limited ownership of RDI processes within the local office, and the need to strengthen coordination with Communications to generate strategic products. Based on this diagnosis, goals were defined, including: incorporating knowledge products from the formulation of funding proposals, strengthening coordination with Communications, facilitating access to resources and guides, and consolidating academic alliances for co-authorship and external review, to institutionalize good practices and ensure the production of high-quality knowledge.

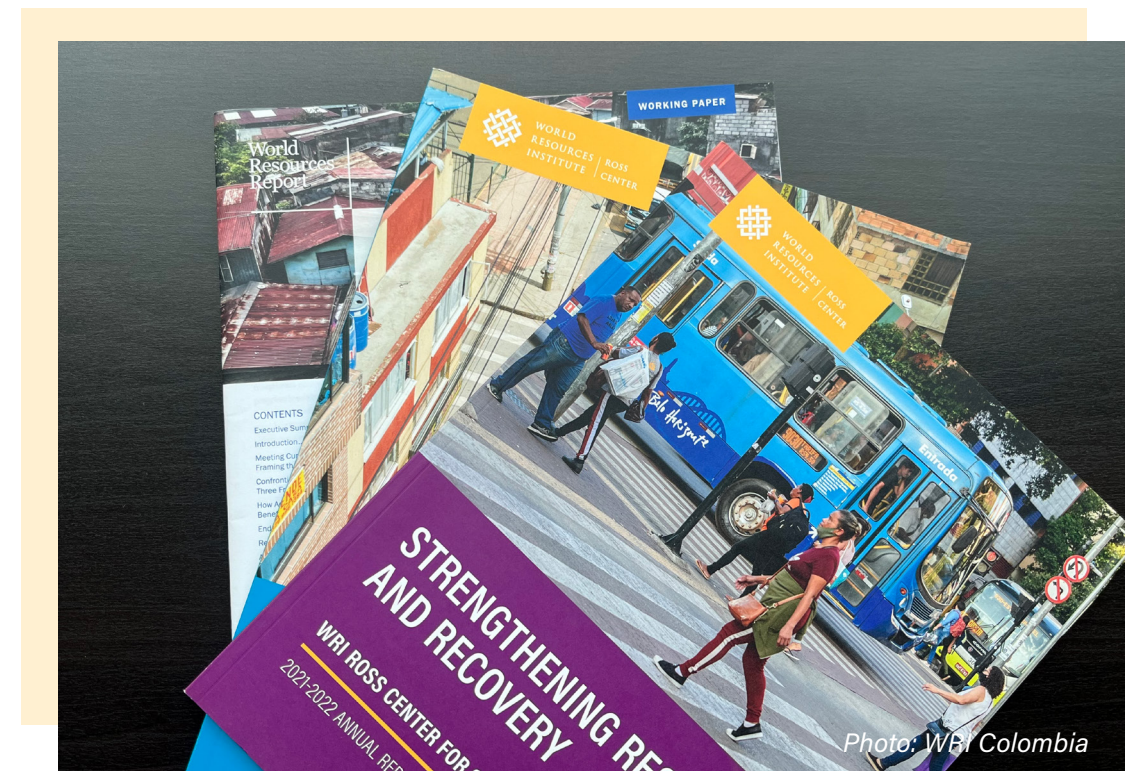


Photo: WRI Colombia

Publications (completed)

RDI accompanied the development of WRI Colombia's strategic publications, ensuring technical quality, methodological consistency, and alignment with institutional priorities. These publications reflect the value of collaborative work and the strengthening of internal processes for knowledge management and the dissemination of scientific evidence across WRI's areas of work.

Knowledge products



Cities

Report:
Motorcyclist safety
and urban road
infrastructure

Date of publication:
June 25, 2025

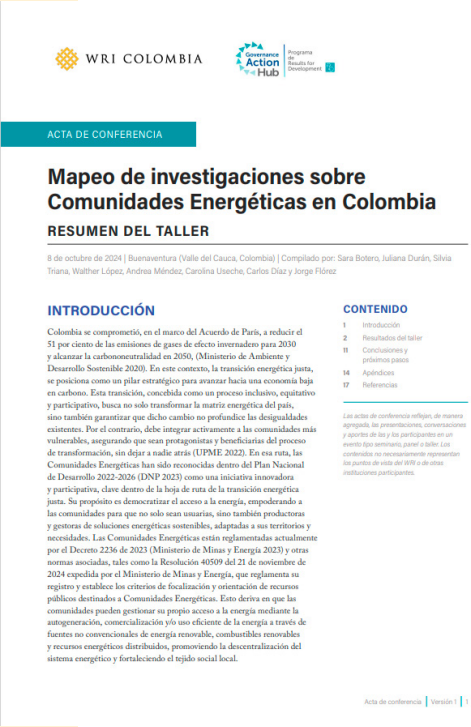


Cities

Practice Note:
Clean air in vital
neighborhoods

Date of publication:
September 5 of 2025

Conference Proceedings



**Climate, Economics,
and Finance**
Mapping of research on
energy communities in
Colombia

Date of publication:
September 22 of 2025



**Climate, Economics,
and Finance**
Designing sustainable
energy communities:
recommendations for
an energy future in the
territory

Date of publication:
October 7, 2025

Work in progress

Publications in progress, by system

During the reporting period, the RDI area monitored and coordinated an active portfolio of 11 publications in progress, distributed across the areas of Cities and Climate and Economics and Finance. This set of products reflects the strengthening of editorial and knowledge planning processes, as well as the consolidation of an applied research agenda aligned with WRI Colombia's strategic priorities.

The publications are at different stages of the editorial cycle, from planning (pub plan) to advanced editorial production, with three documents exceeding 90% progress, indicating a high level of maturity and preparation for publication in the short term. The following is a list of these publications with their status as of December 31, 2025:

Name of publication	Status	Percentage of progress	Type of document	System
Energy communities in Colombia	Publishing production	90 %	Working document	Climate, Economics, and Finance
Critical road safety locations	Publishing production	90 %	Working document	Cities
Vulnerability and climate risk for small hydroelectric power plants (SHP) in Colombia: a methodological proposal for their analysis	Publishing production	90 %	Practice Note	Climate, Economics, and Finance
Impacts of climate change on hydroelectric power generation	Internal review	60 %	Working document	Climate, Economics, and Finance
Conceptualization of the Green Corridor	Draft	40 %	Practice Note	Cities
Just transition in Colombia: key mechanisms to accelerate climate action	Publication plan	30 %	Thematic summary	Climate, Economics, and Finance
Vulnerability and climate risk assessment of small-scale hydropower projects: a case study in the upper Nus River basin.	Publication plan	30 %	Practice Note	Climate, Economics, and Finance
Road Safety Speed Tool with Vital Strategies	Publication plan	25 %	Tool / App	Cities
Towards a cleaner and fairer future: recommendations for Colombia's National Development Plan 2026-2030	Publication plan	25 %	Expert note	Climate, Economics, and Finance
Macroeconomic models for public policy decision making on climate change in Colombia: status and opportunities	Publication plan	25 %	Working document	Climate, Economics, and Finance
Jobs for climate adaptation: the case of the GEF project for climate change adaptation in high mountain areas of Colombia	Publication plan	25 %	Practice Note	Climate, Economics, and Finance

In addition, the area mapped the alignment of WRI Colombia's lines of work with the Theories of Change (TOC) and its pillars, to identify the state of knowledge production and the main gaps in knowledge management.

The exercise evidenced progress in line with consolidated production, especially in Cities, but also identified relevant gaps in areas where no knowledge has been produced, with a focus on Colombia or on areas where production is still incipient, particularly in Climate Resilience and in the food, land use, and Water systems. This mapping will serve as input for prioritizing the research and editorial strengthening agenda in the coming years.

Scope and opportunity for institutional positioning

To measure the reach and use of WRI Colombia's publications, web analytics metrics are used to approximate the level of interest and engagement with the content among the target audiences. These metrics are understood as an initial baseline that will serve as a reference to guide and promote strategic actions for dissemination, institutional positioning, and strengthening the impact of research in the coming years.

This baseline will allow a progressive evaluation of whether the knowledge products are effectively reaching the strategic audiences and whether the communication and knowledge management actions succeed in expanding their reach and use.

▪ **Unique users:** corresponds to the number of different devices that accessed a publication during the measurement period. Although "users" are referred to, the metric is based on devices rather than on individuals.

▪ **Page views:** indicates the total number of times the publication was viewed, including multiple accesses or reloads from the same device.

Since there is a consistent relationship between unique users and page views in all cases, these two metrics allow us to clearly and comparably show each publication's reach. Additionally, the number of downloads is reported as an indicator of the content's depth.

Reach per publication

Publication	Unique users	Page views	Downloads
Motorcyclist safety and urban road infrastructure	244	290	107
Clean air in Vital Neighborhoods	114	144	37
Mapping of research on energy communities in Colombia	309	352	99
Designing sustainable energy communities: recommendations for an energy future in the territory	64	71	36

Other Activities

Digital Library

In response to the diagnostic findings, RDI consolidated a digital library with shared access between the Colombian and Mexican offices, centralizing key resources for peer review and knowledge production. The platform includes an updated portfolio of active products, with information on their status and stage of development, facilitating project planning and follow-up. In addition, a tool will be developed to budget and plan knowledge products throughout their entire cycle, from the initial phase to editorial publication.

Internal RDI guide, training, and courses

RDI's internal guide for the publication of knowledge products was updated in 2025, incorporating lessons learned from the joint work with Mexico, and its official publication is planned for 2026. In terms of training, courses on writing and gender will be offered to strengthen the team's skills and ensure product quality. RDI is also part of WRI Colombia's Gender, Equity, and Social Inclusion (GES) team, promoting the articulation between knowledge generation, training, and institutional best practices.



Photos: @jcomp, Freepik



Gender, Equity and Social Inclusion (GES)

In the area of Gender, Equity, and Social Inclusion, in 2025, WRI Colombia made significant progress toward contributing to the institutional objective of promoting more equitable societies in which all people can meet their essential needs. Within this framework, Colombia was represented in the WRI Global Gender and Inclusion Committee. It actively participated in the Global Gender and Equity Retreat held in September 2025 to strengthen the cross-cutting integration of gender and equity considerations into the team's daily work, and to contribute to the development of a common conceptual and narrative understanding of these approaches within the organization.

As part of the committee, the WRI Colombia team actively contributed to the construction and definition of the five-year strategy for the integration of institutional equity, in the definition of a glossary of Gender and Social Equity in Spanish, as well as the review, adaptation, and correction of the contents of the courses Fundamentals of Equity 101 and 102 in Spanish. As a result of this process, WRI Colombia has key tools to advance the institutionalization of the equity approach, which will be reinforced through workshops specifically designed for programmatic and operational teams.

These advances have made it possible to define a roadmap for the implementation of an action plan in 2026 with the WRI Colombia team, aimed at: (i) strengthening the integration of gender equality and equity into mission functions, ensuring its systematic incorporation into project design, implementation and evaluation; (ii) increase staff capacity and resources to identify and address equity challenges in programmatic work effectively; and (iii) strengthening institutional communications so that they more effectively reflect WRI's work on gender equality and equity in the environmental and climate sectors, through narratives and data that demonstrate how the integration of these approaches amplifies and enhances the organization's results.

Photos: WRI Colombia.



Photos: WRI Colombia.



Lessons learned and outlook for 2026

Institutional lessons

From fragmentation to integrated action: The 2025 experience confirmed that effective collaboration between systems and core areas strengthens technical quality, enriches teams, and amplifies impact. The integrated work of the areas made it possible to move forward more coherently, generating comprehensive solutions better aligned with the needs of the territories and strategic partners.

From isolated projects to impact at scale and with permanence: WRI Colombia is in a mature stage of institutional expansion, moving from executing specific actions to an explicit logic of impact, territorial presence, and strategic positioning. This process has strengthened external recognition and reaffirmed the value of the evidence-based approach, multilevel articulation, and sustained territorial work.



Photos: WRI Colombia

Key programmatic lessons

Food, Land Use, and Water

Multilevel alignment does not happen on its own; it must be built. Advancing bioeconomy and territorial restoration initiatives depend on active coordination between national and subnational levels, adequate resources, and explicit alignment of objectives. The political will of the subnational governments was confirmed as a critical factor for the continuity and pace of implementation.

Clear governance for complex and diverse networks: The Pan-Amazon Bioeconomy Network highlighted the importance of reconciling regulatory frameworks and national priorities through structured workspaces, and of more clearly defining the Network's governance to ensure balanced participation and effective decision-making.

Clarity of roles to contribute from the global South: The precise definition of WRI's roles, the articulation with strategic partners, and the identification of common impact issues allowed the consolidation of Colombia's contribution to global initiatives

such as Community-Led Forest Economies (CLFE), strengthening South-South exchange and the positioning of Amazonian knowledge.

Global initiatives require local control and sufficient funding: the experience of hosting the 20x20 Initiative Directorate highlighted the operational and financial challenges of managing global initiatives from the local level. The need was identified to strengthen funding, clarify responsibilities, align strategic approaches, and conduct permanent monitoring to anticipate risks and protect the institutional reputation.

Cities

Cities advance faster when strong local partnerships are built: Working with local governments confirmed that strategic partnerships, led by WRI Colombia, are key to implementing efficient, participatory, and territorially owned public space interventions that recognize young people as central actors in urban resilience.

Test small to scale with evidence: the road safety pilots demonstrated that small-scale interventions could test solutions, generate evidence, and lay the groundwork for expansion, provided they have clear monitoring and evaluation systems in place.

The transition to electromobility is technical, political, and cultural: Advances in electromobility have shown that resistance to change, limitations in the articulation with energy stakeholders, and short-term decisions require technical persistence, political continuity, and long-term strategic alliances with the private sector.

Urban resilience requires reading the policy cycle and learning by doing: climate resilience and public space planning have shown that understanding the policy cycle, institutional capacities, and multi-stakeholder dynamics is key to coordinating, collaborating, and continuously learning from each intervention.

Climate, Economics, and Finance

The NDC only works if it is connected to the long-term vision: the need to align the NDC's implementation with the Long-

Term Strategy (E2050) was reaffirmed, ensuring that short- and medium-term actions progressively contribute to climate resilience and carbon neutrality.

Recognition without territorial ownership does not generate action: Although subnational governments recognize the importance of the NDC, many do not perceive an effective translation into concrete actions in their territories, evidencing the need for greater technical support, coordination, and financing.

Effective climate action requires addressing real inequalities and risks: multilevel articulation must consider structural barriers such as access to finance, the economic risks of not moving, and the differentiated vulnerabilities of territories and populations, especially women, youth, and rural communities.

Cities as a gateway to NDC 3.0: Clear opportunities were identified for subnational governments to integrate and make their actions visible in NDC 3.0 through initiatives such as CHAMP, positioning multilevel governance as a central axis of climate action with a focus on justice, gender, and equity.

Strategic adjustments for 2026

Based on these lessons learned, WRI Colombia will move forward in 2026 to strengthen its planning, monitoring, and strategic prioritization mechanisms, with an emphasis on deepening the coherence among the country strategy, institutional theories of change, and programmatic implementation. Priority will be given to greater integration across areas, to ensure that projects incorporate considerations of impact, sustainability, scaling, and knowledge management from the design stage.

In addition, renewed emphasis will be placed on institutional positioning, directing efforts not only to the execution of projects but also to maximize their influence on public policies, sectoral agendas, and decision-making processes. These adjustments will allow WRI Colombia to consolidate its role as a strategic partner of the country in the transition to low-emission, resilient, and equitable development, strengthening its advocacy capacity at the national, subnational, and regional levels.

Update of strategic priorities by pillar

WRI Colombia defined a set of priorities for 2026 aimed at consolidating territorial impacts, strengthening financial sustainability, and ensuring the continuity of strategic processes in a changing institutional and cooperation context.

Strategic Priorities WRI Colombia 2026

System	Pillar according to the Theory of Change (ToC)	2026 Strategic Priorities	Focus (added value of WRI Colombia)
Food, Land Use, and Water	Produce	Consolidate territorial bioeconomy models and strengthen coordination with territorial authorities.	Multi-stakeholder and multilevel dialogue; public policy advocacy.
	Protect	Unlock institutional and regulatory barriers to protecting key ecosystems and strengthen coordination with local and indigenous authorities.	Public policy advocacy; multi-stakeholder and multilevel dialogue.
	Restore	Prioritize strategic restoration areas and coordinate restoration and protection initiatives in critical landscapes.	Specialized technical support; multi-stakeholder and multi-level dialogue.

System	Pillar according to the Theory of Change (ToC)	2026 Strategic Priorities	Focus (added value of WRI Colombia)
Cities	Integrated mobility	Consolidate road safety at the national level. Start road safety technical support in a new city (to be defined).	Specialized technical support; public policy advocacy.
		Advance in the transition to zero-emission public and school transportation, strengthening capacities, and articulating key actors.	Multi-stakeholder and multi-level dialogue; capacity building.
	Livable neighborhoods	Implement livable neighborhood initiatives that integrate clean air, urban biodiversity, public space, and citizen participation.	Multi-stakeholder and multi-level dialogue; capacity building.

Source: own elaboration.

System	Pillar according to the Theory of Change (ToC)	2026 Strategic Priorities	Focus (added value of WRI Colombia)
Climate, Economics, and Finance	Action	Conduct research on jobs toward just transitions and adaptation to climate change, to generate evidence to facilitate decision-making and the effective implementation of these transitions in the territory.	Specialized technical support; public policy advocacy.
		Advance in positioning, strategic communication, and dissemination of knowledge products to strengthen national and subnational climate action and country transitions.	Specialized technical support; multi-stakeholder and multilevel dialogue; capacity building
	Ambition	Support the implementation of NDC 3.0 and strengthen multi-stakeholder and multilevel articulation to promote governance that integrates national and territorial perspectives on climate action and meets national climate goals.	Capacity building; public policy advocacy; multi-stakeholder and multilevel dialogue.
	Architecture	Generate technical inputs to facilitate the mobilization of financial resources from the national government to subnational governments to increase climate action in cities, as well as strengthen capacities in the formulation and structuring of local projects to enter the Country Platform.	Specialized technical support; capacity building.

Source: own elaboration.

Thus, the lessons learned led WRI Colombia to define clear, concrete goals for 2026, derived from the priorities described above, that are measurable, achievable, and aligned with the realities of the national context and local capacities. These goals seek to optimize coordination with the program teams and core areas and to ensure the initiatives' impact across the different territories. The detailed roadmap includes specific objectives by area and their monitoring indicators, serving as a guide for planning, executing, and evaluating next year's activities.



Photos: WRI Colombia.



Photos: @freepik



Compliance with legal regulations

Compliance with legal regulations

In compliance with Law 603 of 2000, it is guaranteed that the entire content of the Management Report 2025 is accurate and transparent, accurately reflecting the activities carried out, the resources used, and the results achieved during the year. Likewise, it ensures that the information presented is verifiable, well-supported, and aligned with good corporate governance practices and the current legal regulations applicable to the operation of WRI Colombia.

In particular, the following standards are strictly complied with:

- **Non-profit entities (ESAL) regime (Art. 663 of the Civil Code, Decree 2150 of 1995, Articles 19, 356, and following of the Tax Code):** compliance with the legal norms under which non-profit entities (ESAL) are constituted is guaranteed, as well

as the requirements and obligations associated with their operation.

- **Protection of personal data (Law 1581 of 2012):** ensures that the databases of suppliers and consultants are used only for institutional purposes related to the corporate purpose, ensuring the protection, confidentiality, and proper use of the information.

- **Requests and rights of petition (Law 1755 of 2015, Political Constitution of Colombia, art. 23):** the attention and processing of requests for information and contractual certifications is guaranteed within the deadlines established by the regulations, ensuring the right of access to information.

- **Social Security (Law 100 of 1993, amended by Law 1393 of 2010):** compliance with obligations related to social security contributions, both for

employees, contractors, and suppliers, is ensured in accordance with the terms established by law.

- **Teleworking (Law 1221 of 2021):** compliance with the regulations applicable to the teleworking modality is guaranteed, ensuring adequate working conditions and respect for the rights of employees.

- **Application of the Regime for the Prevention of Money Laundering and Financing of Terrorism (LA/FT) in Colombia:** The implementation of mechanisms for the prevention, control, and mitigation of risks associated with money laundering and financing of terrorism is guaranteed, as well as due diligence in relations with third parties.

- **Anti-corruption and strengthening of transparency (Law 1474 of 2011):** Compliance with the provisions related to the prevention of acts of corruption, transparency in institutional management, and the implementation of good integrity practices is ensured through the Transparency and Business Ethics Program.



Photos: WRI Colombia



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WRI Global Network Team

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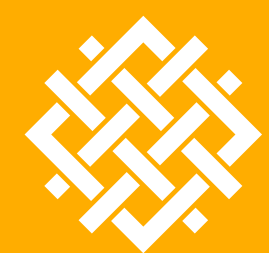
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WRI COLOMBIA