COALICIÓN POR LA PRIMERA INFANCIA EN CRISIS

MOVING MINDS ALLIANCE

COLOMBIA

Mobilizing Local Financing for Early Childhood Development in Crisis Contexts

Country Profile

February 2026

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Katie Murphy PhD, MPH
Interim Director

LIST OF ACRONYMS

ECDiE	Early Childhood Development in Emergencies
MMA	Moving Minds Alliance
ICBF	Instituto Colombiano de Bienestar Familiar (Colombian Institute for Family Welfare)
SGP	Sistema General de Participaciones (General System of Transfers)
PGN	Presupuesto General de la Nación – (General Budget of the Nation)
SGR	Sistema General de Regalías – (General System of Royalties)
DNP	Departamento Nacional de Planeación – (National Department of Planning)
PER	Public Expenditure Review
GIFMM	Grupo Interagencial sobre Flujos Migratorios Mixtos – (Interagency Group on Mixed Migration Flows)
HCT	Humanitarian Country Team
CIPI	Comisión Intersectorial para la Atención Integral de la Primera Infancia (Intersectoral Commission for Comprehensive Early Childhood Care)
PND	Plan Nacional de Desarrollo (National Development Plan)
MFMP	Marco Fiscal de Mediano Plazo (Medium-Term Fiscal Framework)

I. OVERVIEW OF REPORT

As part of the initiative led by the Moving Minds Alliance, to advocate for a stronger and more efficient investment in early childhood in emergencies and crisis in Colombia,This country profile provides an initial, evidence-oriented overview of Colombia's ECDiE context, with a focus on policy frameworks, financing landscape, stakeholder ecosystem, and priority entry points for domestic and local resource mobilization.

It summarizes preliminary insights on the availability and quality of data, identifies data limitations, as well as financing gaps and constraints, and proposes short-to-medium-term recommendations to strengthen ECDiE financing, as well as information access and data integrity.

The methodology applied included 13 interviews and 3 focus groups with key actors, including government officials at national and subnational levels, civil society coalitions, private foundations, and NGOs and experts; as well as fiscal analysis, document analysis, and stakeholder mapping tools.

The main sources for the fiscal analysis included information systems and databases from the National Development Plan (public sources), the Presidential Agency for International Cooperation (ODA), and Empresarios por la Educación (private sector), as well as individual management reports, databases, and information directly provided by selected organizations.

Limitations: Despite the availability of multiple data sources, developing a clear and comprehensive picture of financing for early childhood in emergency contexts in Colombia presents significant challenges.The first limitation relates to the difficulty of distinguishing between different types of emergencies, particularly between sudden-onset emergencies and protracted crises.

Likewise, government information systems-which account for the vast majority of total early childhood investment-do not currently identify or tag spending specifically related to ECDiE. Resources benefiting young children in crisis contexts are typically embedded within broader budget lines for children and adolescents, migration response, social protection, education, or health. As a result, the actual magnitude of public investment reaching young children affected by emergencies remains unclear.

These challenges are compounded by the coexistence of multiple humanitarian coordination structures. While important advances have been made to incorporate early childhood considerations into humanitarian response plans, no systematic measurement exercises or adjustments to national information systems have yet been implemented to generate detailed and comparable data on ECDiE financing.


In addition, reporting by non-government actors is largely voluntary, which limits the completeness and consistency of available data. Information systems often rely on different methodologies and provide limited age-specific disaggregation for early childhood.

Finally, limited interoperability and duplication risks between information systems, the absence of systematic verification mechanisms, and uneven institutional capacity to produce data further constrain the availability of timely, comprehensive, and reliable information on early childhood financing, particularly in emergency contexts.

II. COUNTRY OVERVIEW AND CONTEXT

A. MACROECONOMIC AND POLITICAL CONTEXT

i. Population, Overall funding public expenditure trend,
Political context impacting ECDiE, Conflict / displacement / disasters overview

Macroeconomic context:
Colombia's macroeconomic environment at the end of 2005 reflects a gradual recovery supported by resilient domestic demand. GDP growth is projected at around,

2.7% in 2025
with prospects of modest acceleration to approximately
2.8% in 2026 and 2027

Public finances continue to face significant pressures, as Colombia contends with a wide fiscal deficit and the need for structural reforms to enhance productivity and formalize employment. These macroeconomic dynamics, while enabling continued growth, present ongoing constraints on fiscal space and public investment.

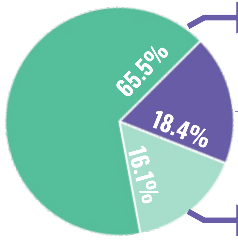
The approved General Budget of the Nation (PGN) approved for 2026

2026
amounts to approximately
USD 143.5 BILLION

representing a nominal increase of
4%
compared to the

2025
approximately
USD 138 BILLION

Total expenditure is distributed as follows:



operating expenditures of around USD 94.0 billion (65.5%)

debt service totaling approximately USD 26.4 billion (18.4%

public investment amounting to about USD 23.2 billion (16.1%).[1]

The approved budget also included the need for additional resources of approximately USD 4.3 billion, which the government expected to secure through a Financing Law. However, this proposal was recently rejected by Congress, increasing fiscal pressure and uncertainty regarding the execution of planned expenditures- particularly investment spending.[2]

Humanitarian Context affecting ECDiE: Colombia has made significant progress in expanding early childhood policies and services over the past decade. However, persistent inequalities and overlapping humanitarian challenges continue to affect young children's access to comprehensive care.

In diverse regions of Colombia, communities continue to experience overlapping humanitarian dynamics that disproportionately affect early childhood, including internal displacement, forced migration, localized violence, and climate-related emergencies.

[1]Ministerio de Hacienda y Crédito Público. (2025). Cámara aprueba Presupuesto General de la Nación 2026 y da paso a la recta final en el Senado. https://www.minhacienda.gov.co/w/cámara-aprueba-presupuesto-general-de-la-nación-2026-y-da-paso-a-la-recta-final-en-el-senado
[2]Quintero, J. P., & Hernández Bonilla, J. M. (2025, 9 de diciembre). El Congreso hunde la reforma tributaria de Petro y deja desfinanciado el presupuesto de 2026. El País. https://elpais.com/america-colombia/205-12-09/el-congreso-hunde-la-reforma-tributaria-de-petro.html

Over 1.1 million

children under the age of six — approximately one in every four young children in Colombia — live in municipalities where the impacts of violence are higher, most of them in rural and dispersed areas.

Colombia hosts one of the largest populations of displaced people in the world, including 150,000 internally displaced children in early childhood affected by internal conflict, and **2.8 million** migrants and refugees from Venezuela, including **188.5 thousand children** under the age of six. Many of these families reside in urban peripheries and rural areas with limited infrastructure, recurrent violence, social exclusion, and restricted access to public services.

Around **30%** of Colombia's early childhood population (**approximately 1.07 million children**), live in municipalities that are highly exposed to disasters and climate-related crises. Nearly **47%** of the national territory faces high or very high climate risk. In 2024 alone, 10 thousand disaster-related events occurred, affecting more than 2 million people nationwide.[3]

Children in crisis-affected contexts are more likely to experience interruptions in early education, malnutrition, limited access to health care, psychosocial distress, family separation, and gaps in community protection systems.

Caregivers often face economic instability, limited social support, and increased stress, further affecting children's developmental trajectories. Based on data from the Ministry of Education, approximately **792,000** children live in 170 municipalities prioritized by the government for peacebuilding investments, as these areas are among the most affected by conflict and poverty and have a significant presence of illicit crops. Of this total, **35.4%** do not receive early childhood education services.This gap is even more pronounced among children under three years of age, as **50.5%** do not receive such services.

Early Childhood Policy and Institutional Architecture: Early childhood in Colombia is defined as all children under 6.The early childhood population in the country is approximately **4.4 million**. Of these, **54.2%** have access to early education services. However, only **29.5% (1.3 million children)** benefit from the comprehensive care package established under the national early childhood policy.

Colombia has a well-established national framework for early childhood development rooted in the Comprehensive Early Childhood Development Public Policy (Law 1804 from 2016), that establishes a rights-based and intersectoral vision, grounded in the principles of children's rights.This policy provides guidance across key outcomes and sectorsand recognizes ECD as a multidimensional process that requires integrated service delivery.

The "De Cero a Siempre" Strategy operationalizes t his policy by providing mechanisms for coordination across national and subnational actors. It brings together ministries, decentralized territorial entities, government

[3]Cuartas, J; Moya A; Restrepo-Sáenz (2025) "A Comprehensive care for early childhood in situations of prolonged crisis, a call that cannot wait, policy note." Early Childhood in Emergencies Working Group
https://portalsuin.icbf.gov.co/sites/suin/Documents/Documentos%20primera%20infancia/Nota_de_Politica_P.I_Emergencias_fuente_nueva_3.pdf
[4]Congreso de la República de Colombia. (2016). Ley 1804 de 2016. Por la cual se establece la Política de Estado para el Desarrollo Integral de la Primera Infancia de Cero a Siempre. Diario Oficial No. 50.014. https://www.suin-juriscol.gov.co/viewDocument.asp?ruta=Leyes/30021778 Congreso de la República de Colombia. (2016).
Outcomes refer to the conditions and situations that enable the integral development of every child.Through this policy, the Colombian State commits to ensuring that all children grow up with adequate care and nurturing relationships; enjoy the highest attainable standard of health and adequate nutrition; develop in safe and supportive environments; build their identity in a context of diversity; freely express their views and be heard; and have their rights promoted, protected, and safeguarded against risks and violations.

agencies, community-based organizations, and service providers to ensure comprehensive care from pregnancy through early childhood.The strategy emphasizes comprehensive care, family support, inclusive services, and culturally relevant interventions, particularly for Indigenous and Afro-descendant communities.

The Intersectoral Commission for Early Childhood (CIPI) serves as Colombia's central coordination body for the national "De Cero a Siempre" strategy. It brings together key ministries and agencies to guide policy development, financing, and monitoring of integrated actions at national and territorial levels.

Colombia's early childhood system is governed by a broad institutional architecture in which multiple national and subnational entities share responsibilities for the implementation, regulation, and oversight of services. While this multi-actor framework reflects the intersectoral nature of early childhood development, it also creates significant coordination challenges, as roles often overlap and operational capacities vary across territories.

Based on c and the national early childhood policy, territorial authorities play a central role in planning, resource allocation, and coordination of early childhood services. Departments and municipalities are responsible for planning service delivery, allocating resources within their jurisdictions, coordinating local providers, and adapting service models to territorial needs.

Financing and Investment Frameworks: Colombia has developed a strong normative and institutional foundation for early childhood development. However, the financing system that sustains this architecture is highly fragmented, shaped by multiple sources of public and private funding that may vary significantly across territories and administrative levels.

Early childhood services draw primarily on national public funding, particularly through the General System of Transfers (SGP) and the budget of the Ministries of Health and Education, as well as the Colombian Institute for Family Welfare (ICBF), supplemented by sectoral allocations in social protection, culture and sports, among others. Subnational governments also contribute resources through their own budgets, while the General System of Royalties (SGR) and credit-based public investment projects can finance infrastructure and program expansion. Additional contributions come from international cooperation, humanitarian response, foundations, and private social investment, particularly in territories affected by conflict, migration and poverty.[6]

However, the presence of multiple financing sources does not translate into stable or equitable access to services. Territorial fiscal capacity is uneven, and municipalities with limited revenue generation often depend almost entirely on national transfers, making them less able to co-finance comprehensive and sustained early childhood services. At the same time, the requirement to formulate technically robust public investment projects to access SGR and international resources creates barriers for municipalities with weaker planning and administrative capacity. As a result, territories with the greatest social vulnerability are often those that mobilize the fewest resources, reinforcing geographic inequities in service availability, continuity, and quality.

A summary of the National Budget allocation process and its implications for ECDiE is presented below.

[6]Rodríguez, H. "Fuentes de Financiación para Primera Infancia, Infancia y Adolescencia", 2017, ICBF, UNICEF, Save the Children. https://territoriosamigosdelaninez.com/sites/default/files/2022-11/13%20%20Fuentes%20de%20financiaci%C3%B3n%20Para%20Primera%20Infancia%2C%20Infancia%20Y%20Adolescencia%20-versi%C3%B3n%202017.pdf

Fiscal and expenditure framework: The budget process is anchored in the Medium-Term Fiscal Framework (MTFF) and the Medium-Term Expenditure Framework, which define the overall fiscal space and broad priorities of the national budget.

Definition of expenditure ceilings: The Ministry of Finance establishes budget ceilings for each national entity. For investment spending, these ceilings are communicated through the "public investment quota," which sets the maximum level of resources available for each institution.

Sectoral budget programming: Based on the assigned ceilings, national entities (such as ICBF, Migration Colombia, the Ministries of Health and Education) prioritize and structure their investment projects in line with their mandates, sectoral needs, and institutional commitments.

Technical role of the National Planning Department (DNP): Through the Directorate for Public Investment Programming, DNP performs a technical review of investment projects, assessing their quality, coherence, and value chain (through prior technical concepts). However, DNP does not determine final budget amounts, which remain under the authority of the Ministry of Finance.

Lack of mandatory population-based prioritization: There is currently no budgetary rule that requires explicit prioritization of early childhood over other population groups, beyond the general provisions of maintaining investment levels on early childhood at least equal to the previous year.
In the absence of binding prioritization rules, the share of resources allocated to early childhood depends largely on each entity's technical capacity, internal advocacy, and ability to position early childhood within its sectoral priorities.

Dependence on existing policy commitments: Resource allocation is largely driven by:

- Targets established in the National Development
- Sectoral and long-term plans
- Specific legal mandates
- Policy documents (e.g., on emergencies, migration, or disaster risk management).

B. ECDiE PRIORITY LEVEL, ESPECIALLY IN CONFLICT AFFECTED AREAS

i. ECDiE Policy Landscape,
multisectoral coordination mechanisms,
accountability mechanisms

Colombia´s early childhood architecture provides a solid foundation for ECD in stable contexts. However, it was not originally designed to address crisis-affected contexts such as displacement, migration, or natural disasters. As a result, integration of ECDiE remains uneven across sectors and territories.

While robust intersectoral coordination mechanisms exist, the EDCiE perspective and responsibilities for ECDiE are not yet clearly institutionalized. Emergency response is typically handled through different entities and sectors, with support from humanitarian actors and local disaster risk management bodies. This contributes to fragmentation in response capacity and continuity of services during emergencies.

International cooperation and humanitarian actors play an important role in certain regions, particularly along the Venezuelan migration corridor and in conflict-affected departments. However, these contributions tend to be project-based, time-bound, and not systematically coordinated with national or subnational financing structures. Without government-led stronger mechanisms to sustain these interventions services beyond project cycles, gains in coverage or quality may not translate into longer-term system strengthening.

Within the humanitarian architecture led by the United Nations system and non-governmental organizations, there is important progress in advocacy, inter-institutional coordination, and efforts to strengthen responses for ECDiE. Notable developments include the establishment of an Early Childhood in Emergencies Working Group within humanitarian coordination mechanisms and response plans; the launch of a global, multi-sectoral advocacy call; and the decision to develop a baseline to track commitments under this call, alongside a dedicated work plan[7].

Furthermore, although funding for early childhood is substantial at the national level, budget lines are rarely disaggregated for children in crisis-affected settings, including displaced, migrant, or populations affected by natural disasters. This makes it difficult to determine how much spending is reaching the youngest children exposed to conflict, migration or disasters, or whether resources are being allocated according to developmental need and territorial risk. The lack of dedicated tracking mechanisms limits accountability, planning, and advocacy for ECDiE.
In summary, Colombia's early childhood financing system is broad but not consistently integrated or equitable. The lack of stronger mechanisms to prioritize and maintain services in crisis-affected contexts limits the effectiveness of the system for the youngest children facing crisis or emergency conditions.

7ECD in emergencies working group in Colombia (2023), Early childhood development in emergencies multistakeholder pledge, Global Refugee Forum

In summary, Colombia's early childhood financing system is broad but not consistently integrated or equitable. The lack of stronger mechanisms to prioritize and maintain services in crisis-affected contexts limits the effectiveness of the system for the youngest children facing crisis or emergency conditions.

Regarding **accountability mechanisms** for policy and budget implementation, Colombia relies on a combination of political oversight and institutional control mechanisms. Political oversight is exercised by the National Congress, which holds ministers and senior officials accountable through formal summonses, oversight debates, and, where applicable, motions of censure. These mechanisms focus on assessing government performance and policy implementation from a political and public accountability perspective.

In parallel, specialized oversight institutions play a central role in ensuring compliance and proper use of public resources. The Comptroller General's Office exercises fiscal control over the management and execution of public funds, while the Attorney General's Office is responsible for disciplinary oversight of public officials' conduct. In the area of early childhood, the CIPI consolidates an annual progress report on policy implementation, which is submitted to Congress and made publicly available.

III. FINANCIAL ANALYSES OVERVIEW

A. PUBLIC FINANCING ON ECDiE

This section presents a sector-specific review to examine how public resources for young children are allocated, executed, and prioritized within Colombia's financing architecture. The analysis focuses on medium-term trends in budget allocations and expenditures, the capacity of institutions to utilize available funds, and the implications of current spending patterns for the delivery of early childhood services, particularly in crisis-affected contexts. By assessing the relationship between financing, governance, and service delivery, this analysis identifies structural constraints and opportunities for strengthening the effectiveness and equity of investments in early childhood development.[8]

The review covers the main sectors directly involved in service delivery for early childhood, organized by categories defined by the government to track public investment in alignment with public policy. These categories are health; early education and childcare; feeding and nutrition; child protection; participation and citizenship; and culture, sports and recreation. Others such as WASH and support to victims of conflict should be included, since they are directly involved in the early childhood policy but there is no data available corresponding to those sectors.

The review also aims to analyze the level and composition of public spending, efficiency in allocation, and the degree to which financial resources reach young children. This analysis is also made considering budget of the main government agencies leading each sector (see annex 1). The findings inform policy recommendations and potential entry points to improve both the adequacy and the responsiveness of public financing for early childhood.

Given the absence of national-level data on government investment in ECDiE, this analysis dimension relies on municipal-level investment data, which are cross-referenced with municipalities most affected by armed conflict and natural disasters to approximate public spending patterns in emergency-affected contexts.

[8] World Bank, (2017). Education Public Expenditure Review Guidelines.
https://openknowledge.worldbank.org/server/api/core/bitstreams/7eaaf991-4061-5f0c-8d33-3a8e357b27e2/content

UNICEF, (2017), Choosing Public Expenditure Analytical Tools for Use in the WASH Sector
https://www.unicef.org/sites/default/files/2019-12/WASH-Guidelines-Choosing-Public-Expenditure-Analytical-Tools-Use-in-WASH-Sector-2017.pdf

I. Financing and Governance

1. Findings on budget and expenditure

a. Level of allocation, and level of expenditure

Government investment in early childhood in Colombia shows a clear upward trend over the 2021–2025 period, albeit with some volatility, increasing from

USD 1,382.5 million in 2021

USD 1,844.6 million in 2025

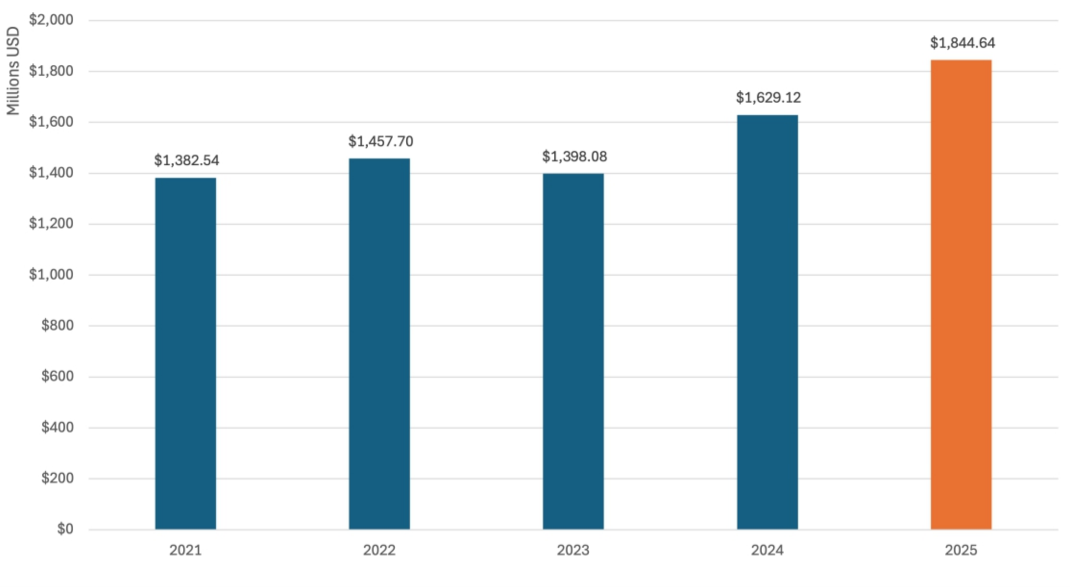
Overall, government investment in early childhood grew by approximately 33% in nominal terms during the period, signaling a renewed fiscal commitment following the dip observed in 2023.[9]

Total allocations increased by **5.4% between 2021 and 2022**, followed by a temporary decline of **4.1% in 2023**, likely reflecting broader fiscal adjustments and competing budgetary pressures during that year. From 2024 onward, the trend shifts markedly upward, with allocations rising by **16.5% in 2024 and a further 13.2% in 2025**, reaching the highest level of investment observed during the period analyzed.

This trajectory suggests a recovery and expansion phase rather than a linear growth path. While the recent increases are positive, they must be interpreted in light of persistent coverage gaps, rising service delivery costs, and growing demands associated with poverty, migration, conflict-affected territories, and climate-related shocks. As such, the upward trend in allocations —particularly since 2024—represents an important opportunity to strengthen early childhood services, but its effectiveness will ultimately depend on how resources are allocated across sectors, territories, and age groups, and on their capacity to reach ECDiE.

[9] These data refer to the national investment budget; however, a second category within Colombia's national budget, the operating budget, also includes significant resources for early childhood, which may be even larger. These include expenditures such as teachers' payroll and health care costs. Although this information was requested from several government agencies, it was not available for this analysis. An important recommendation is therefore to complement this assessment with operating budget data to provide a more comprehensive picture of public spending on early childhood.

Chart 1: Early Childhood Annual Government Investment Budget – Allocated 2021-2024



Source: Budgetary tagging for early childhood, childhood, and adolescence 2025
Note: Data for 2025 is partial (as of October) and will be revised in early 2026.

The following table shows early childhood government investment budget as a percentage of GDP, as percentage of the total government budget, and the percentage of budget for early childhood expended by year.

Table 1: Early Childhood Government Investment Budget (GDP, % National Budget, % Executed)

Year	2021	2022	2023	2024
Early Childhood	$1,382.5	$1,457.70	$1,398.08	$1,629.12
% National Budget	1.60%	1.82%	1.49%	1.32%
% GDP	0.43%	0.42%	0.38%	0.39%
% Executed	95%	97%	96%	93%

Table 1: Early Childhood Government Investment Budget
(GDP, % National Budget, % Executed)

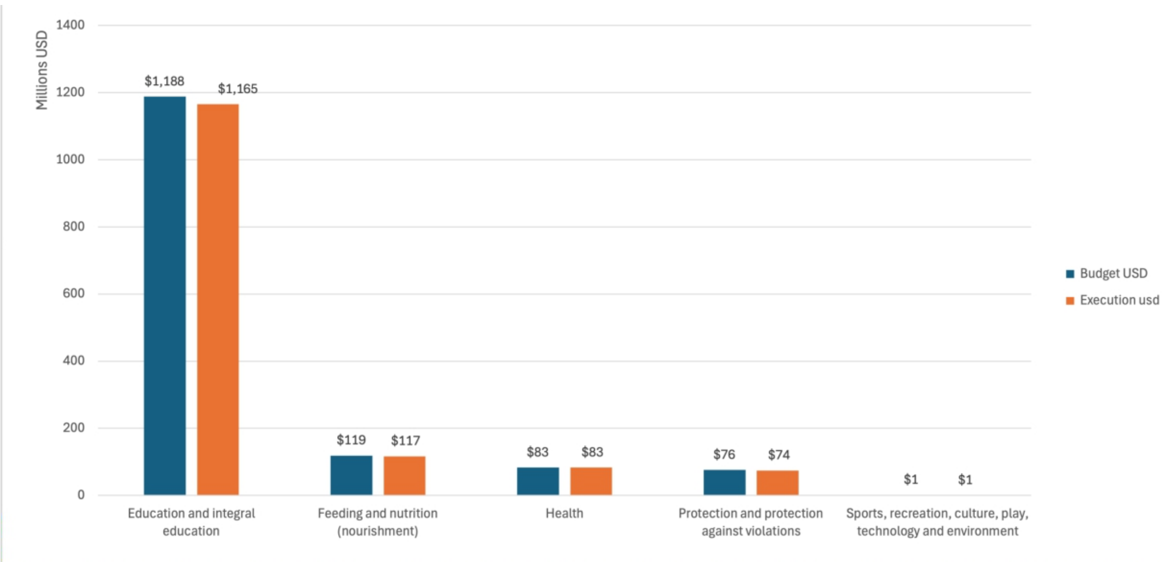
Over the 2021–2024 period, public investment in early childhood in Colombia, measured as a share of GDP, shows a declining trend followed by a partial stabilization, reflecting persistent constraints in the overall level of fiscal effort. Early childhood investment decreased from 0.43% of GDP in 2021 to 0.38% in 2023, before recovering slightly to 0.39% in 2024. Despite this modest rebound, investment levels remain well below international benchmarks. This sustained gap indicates a structural underinvestment that limits the country's ability to fully meet early childhood development needs.

Budget execution over the same period has remained consistently high, averaging approximately 95%, with execution rates of 95% in 2021, 97% in 2022, 96% in 2023, and 93% in 2024. While these figures suggest a strong institutional capacity to spend allocated resources, they also highlight a critical tension: high execution is occurring within a context of insufficient overall investment. Moreover, even relatively small levels of under-execution are significant given the magnitude of existing coverage and quality gaps in early childhood services.

The combination of low investment relative to GDP and high-but not complete-execution underscores the need for a dual strategy. On the one hand, increasing the fiscal effort devoted to early childhood is essential to close persistent service gaps and respond to rising ECDiE needs. On the other hand, ensuring full and timely execution of existing budgets remains critical to avoid missed opportunities to expand coverage and strengthen service delivery, including for ECDiE.

The following chart presents the distribution of the average government investment in early childhood across sectors for the period 2021–2024, highlighting both the relative weight of each sector and their respective budget execution rates. The chart allows for a comparative assessment of how resources are allocated and utilized across sectors involved in early childhood service provision.

Chart 2: Early Childhood Average Government Budget by sector – 2021-2024



Source: Budgetary tagging for early childhood, childhood, and adolescence 2025

Government investment in early childhood during **2021–2024** remains highly concentrated in the education sector, which accounts for an average of approximately **81%** of total sectoral investment. **Feeding and nutrition (around 8%), health (approximately 5.7%), and child protection (around 5.2%)** together represent most of the remaining allocation, while investment in sports, recreation, culture, play, technology, and environmental interventions is negligible **(below 0.1%)**. This same distribution is also reflected when analyzing sectoral investment per year.

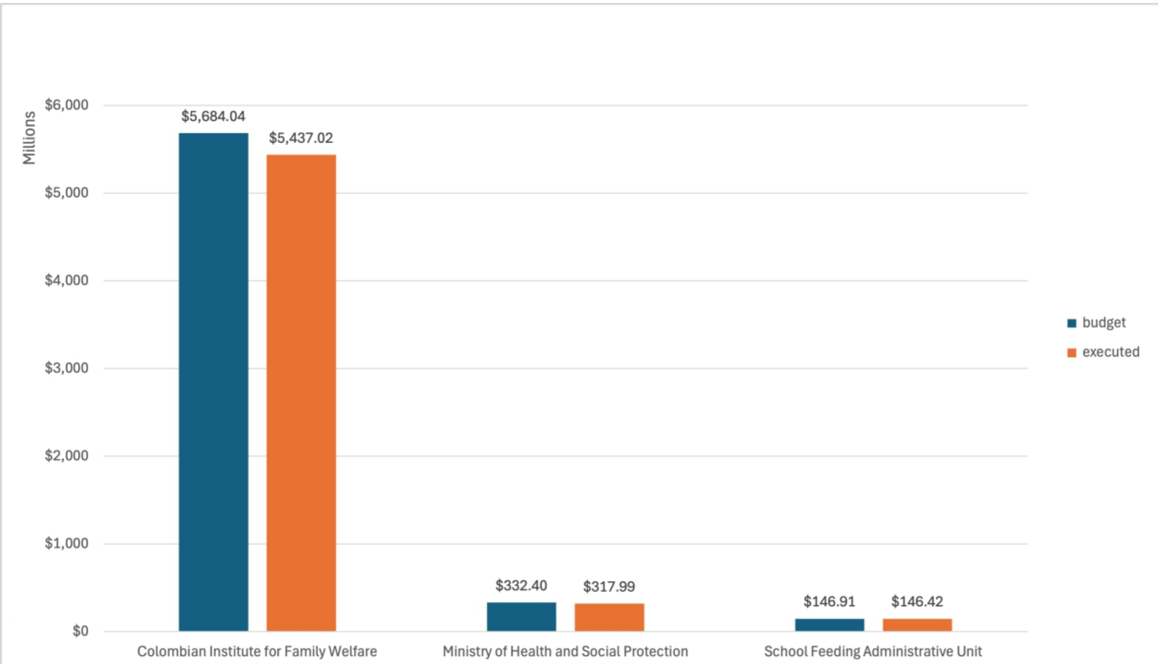
Execution rates across the main sectors are consistently high, averaging around 96.5% in health, 95.5% in education, 95.2% in protection, and 93.5% in feeding and nutrition, suggesting that core institutions generally have the administrative capacity to spend allocated resources. However, high execution should not be interpreted as the absence of execution challenges. When assessed against the scale of available resources and the magnitude of unmet needs, execution performance remains insufficient to close existing gaps.

Approximately half of children under six still lack access to comprehensive early childhood services, particularly in migration, conflict-affected, and climate-vulnerable contexts. This indicates that the challenge is not only how effectively resources are spent, but whether current investment levels and sectoral allocations are adequate to expand coverage and ensure quality.

The combination of high execution rates and persistent coverage gaps points to a dual challenge: the need to maximize full execution of existing budgets, while also rebalancing and scaling up investments toward sectors and modalities that are critical for crisis responses, such as, and community-based services. Addressing ECDiE effectively will require not only maintaining execution efficiency but also aligning spending more closely with the realities of vulnerability, shocks, and inequities affecting young children across the country.

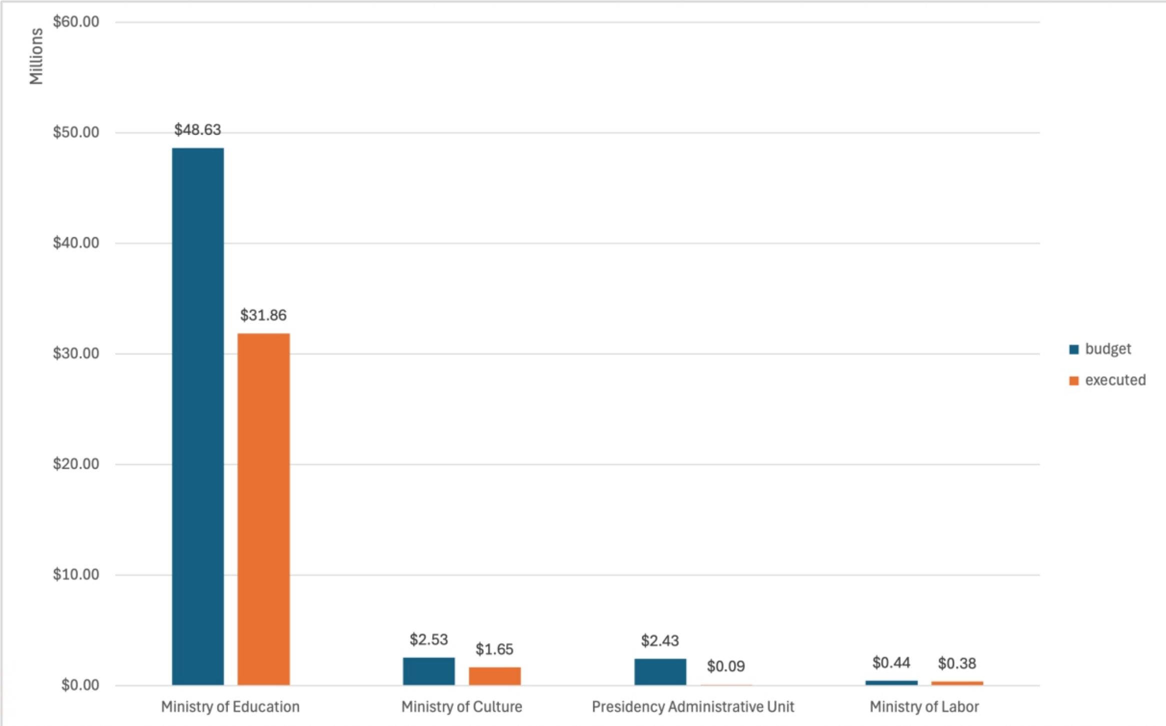
The following charts present the aggregated government investment in early childhood for the period 2021–2024, disaggregated by key public entities involved in service delivery and related functions. For visual clarity, the information is presented across two charts, reflecting the wide variation in the scale of resources managed by different institutions. Together, the charts provide an overview of how early childhood investment is distributed across sectors and implementing agencies at the national level.

Chart 3: Total Investment Budget vs execution 2021-2024 by Institution – 1 (Million USD)



Source: Budgetary tagging for early childhood, childhood, and adolescence 2025

Chart 4: Total Investment Budget vs execution 2021-2024 by Institution – 2 (Million USD)



Source: Budgetary tagging for early childhood, childhood, and adolescence 2025

Taken together, the charts show that early childhood investment during 2021–2024 is overwhelmingly concentrated in a single institution. ICBF accounts for approximately 91.4% of total government investment in early childhood across the entities analyzed. By contrast, the Ministry of Health represents around 5.3%, and the School Feeding Administrative Unit approximately 2.4% of the total. All remaining institutions play a marginal role in terms of budget size: the Ministry of Education accounts for less than 1% (around 0.8%), while the Ministry of Culture, the Administrative Department of the Presidency, and the Ministry of Labor together represent well below 0.1% of total investment.This highly concentrated distribution highlights the centrality of ICBF in early childhood financing and implementation. However, it is important to consider that significant resources from the Ministries of Health and Education are not reflected in this analysis, since they are included in the operating budget, which is not reflected in this analysis, since data is not available.

b. Ability to spend funds

I. Constraints or challenges?

Across sectors and levels of government, several recurrent constraints limit the ability of agencies to fully execute budgets allocated to early childhood services:

Fragmented financing and institutional roles: Multiple actors (ICBF, Education, Health, Social Protection, territorial governments) manage early childhood resources independently, with overlapping mandates and weak coordination. This fragmentation complicates planning, delays execution, and produces duplication or underutilization of funds.

Short planning and contracting cycles: The short-term contracting model used by ICBF (typically 5–6 months) creates recurrent administrative bottlenecks, contractor turnover, and service interruptions—reducing the ability to execute the budget consistently. Territorial governments also face delays due to lengthy procurement processes.

Limited technical capacity at territorial level: Many municipalities—especially rural, dispersed, or crisis-affected ones—lack the technical capacity needed to design, formulate, and manage investment projects. As a result, they access fewer funds (SGR, co-financing, national investment programs) despite having the highest needs.

Rigid budget rules and sector-specific restrictions: Sectoral norms limit how resources can be used (e.g., SGR cannot fund operations; SGP has rigid formulas). These rules restrict flexibility in reallocating funds to priority needs or emerging crises affecting young children.

Weak information systems and lack of budget tagging: There is no mechanism to identify expenditure for children 0–3 or for ECDiE. Agencies often cannot plan or justify spending due to poor data availability, weak expenditure tracking, and limited visibility of beneficiaries.

Delays in inter-institutional authorizations and approvals: According to the Planning National Department (DNP) and territorial actors, budget execution frequently slows down because projects must pass through multiple layers of approval (DNP, Ministry of Finance, sector ministries, oversight bodies), leading to bureaucratic lag and under-execution.

Political turnover and instability in service delivery: Changes in local governments, leadership transitions, and shifting priorities interrupt long-term planning and lead to discontinuity in early childhood programs, affecting both execution and quality.

Political turnover and leadership transitions at the subnational level can affect execution capacity and service continuity. Changes in local administrations often disrupt long-term planning processes, delay contracting cycles, and lead to shifts in priorities, which in turn may undermine the continuity and quality of programs.

At the national level, political transitions can also influence service delivery through ICBF, as its decentralized contracting model makes program implementation sensitive to administrative and leadership local changes.

Inadequate infrastructure and operational capacity: Many territories lack suitable early learning spaces, health posts, or community centers, creating structural constraints that prevent the expansion or timely execution of services even when resources exist.

Budget uncertainty and vulnerability to fiscal shocks: Fiscal constraints at national and territorial level—slowing economic growth, limited fiscal space, delayed transfers—affect both timeliness and predictability of funding, especially in crisis-rone territories.

ii. Factors that facilitate spending

At the same time several factors that facilitate spending at the different government levels and sectors can be identified, as follows:

Clear mandates and stable funding sources: Institutions with clearly defined mandates and predictable funding streams tend to execute resources more efficiently, as they are less dependent on ad hoc reallocations or discretionary approvals. In Colombia, entities such as ICBF—supported by parafiscal revenues—and the education sector—financed through the SGP—benefit from greater budgetary certainty, which facilitates timely planning and execution.

Multi-year planning instruments: The existence of multi-year planning frameworks enables forward-looking investment decisions and reduces annual improvisation. These instruments provide a degree of continuity and predictability that supports smoother budget execution, although their practical impact depends on how effectively they are translated into annual budgets and operational plans at the territorial level.

Established contracting processes and experienced operators: Execution is more fluid where institutions rely on established contracting procedures and networks of experienced service providers, as is the case in ICBF service modalities, municipal early learning programs, and public health services. Familiarity with requirements, standardized processes, and institutional learning reduce administrative delays and execution risks. Territories with lower capacities and weaker provider ecosystems face greater implementation challenges.

Timely transfers from national to territorial governments: The timely flow of resources from the national level—through mechanisms such as the SGP, regionalized PGN allocations, and other transfers—plays a critical role in enabling territorial governments to initiate procurement processes and execute budgets within the fiscal year. Delays in transfers disproportionately affect smaller and more vulnerable municipalities, where limited fiscal buffers constrain the ability to absorb timing shocks.

Inter-institutional coordination mechanisms: Formal coordination platforms—such as the Intersectoral Commission for Early Childhood (CIPI), territorial technical roundtables, and intersectoral working groups—facilitate alignment of resources, reduce duplication, and accelerate decision-making. Where these mechanisms function effectively, they contribute to more coherent planning and smoother execution. Their impact also varies widely depending on local leadership, incentives, and institutional culture.

Simplified and standardized project requirements: Standardized project formulation tools and methodologies—such as the General Adjusted Methodology (MGA) and sector-specific guidelines—help streamline project design and approval processes. These instruments reduce transaction costs and facilitate access to national and royalty-funded investment. Nonetheless, the complexity of requirements can still pose barriers for smaller municipalities.

Strong political commitment to early childhood: Political prioritization of early childhood at the territorial level significantly facilitates budget execution. When governors or mayors place early childhood high on their agendas, administrative processes tend to move faster, co-financing is more readily mobilized, and implementation bottlenecks are resolved more effectively. This factor introduces significant territorial variation.

Flexibility in expenditure rules: Programs that allow internal reallocation of resources, adjustments between budget lines, or contract extensions exhibit higher execution levels. Flexibility enables institutions to respond to operational challenges and emerging needs without lengthy approval processes. However, such flexibility is not uniformly available across funding instruments or sectors.

Partnerships with non-state actors: Partnerships with private actors, foundations, and international cooperation can complement public funding by filling temporary gaps, co-financing infrastructure, or providing technical assistance. These partnerships often enhance execution capacity and innovation, particularly in territories facing fiscal or institutional constraints. Their contribution, however, remains uneven and largely project-based rather than systemic.

[11] Such as the National Development Plan (PND), departmental and municipal development plans, the Medium-Term Fiscal Framework (MFMP), and sectoral plans.

iii. Are there enough funds to meet demand? Level of shortfall?

Current public funding is insufficient to meet the demand for early childhood services in Colombia, particularly for children aged 0–3 and those living in crisis-affected territories. As mentioned above there is a gap of about 2 million children under the age of 6 who don´t receive early childhood services.

Based in our estimations, in 2024, Colombia allocated 0.39% of GDP to early childhood[12], a level that falls below the minimum technical benchmark of 1.16% of GDP recommended by UN Women, UNICEF, and ECLAC. This gap limits the country's ability to secure early childhood comprehensive care and perpetuates structural inequalities from early childhood onward. By comparison, some countries in the region invest close to 1.6% of GDP.[13]
Based on a study made by Javeriana University, COP 14.2 trillion were allocated in the national budget to early childhood in 2024. This analysis concludes that this budget amounts to roughly COP 7 million per child, which is significantly lower than the COP 13 million per student allocated in basic and secondary education[14].

This disparity is especially critical given that early childhood services require a multi-dimensional approach—including health, nutrition, early learning, protection, and family support, making them inherently more resource-intensive. Across interviews and institutional reviews, stakeholders consistently report that current budgets do not cover the full scope or quality standards established by national policy.

Structural underfunding is compounded by territorial fiscal inequities, limited technical capacity to formulate and execute investment projects, fragmented institutional responsibilities, and the absence of dedicated financing for ECDiE. Emergency-response agencies do not classify expenditure by age, and government institutions do not classify spending by crisis conditions, leaving the youngest children effectively invisible in public financing for emergencies. Overall, Colombia faces a persistent funding shortfall that constrains equity, continuity, and quality in early childhood service provision.

[12] Base on a study by Javeriana University early national childhood investment corresponded to 0.83% of GDP.
[13] Diálogo Interamericano. (s. f.). Políticas de primera infancia en América Latina: Informe de progreso en la implementación de la agenda regional. https://www.thedialogue.org/wp-content/uploads/2020/11/Politicas-de-primera-infancia-en-America-Latina-Informe-regional-de-progreso-2.pdf
[14] Abadía, L. K. (2025, 25 de agosto). ¿Le estamos cumpliendo a la primera infancia en Colombia? El Espectador. https://www.elespectador.com/educacion/le-estamos-cumpliendo-a-la-primera-infancia-en-colombia/
[xi] Planning National Department (2025), Budgetary Tagging for Early Childhood, Childhood, and Adolescence

2. Policy implications

a. Issues on allocation or spending

Available evidence suggests that current public spending on early childhood in Colombia remains insufficient and unevenly aligned with needs, indicating a structural under-prioritization in budget allocation.

In addition, spending patterns do not appear to adequately reflect territorial and demographic vulnerabilities. A high concentration of children living in municipalities affected by conflict, poverty, and illicit economies continues to face limited access to early childhood services, particularly among children under three years of age, where coverage gaps are most pronounced. This suggests that existing allocation mechanisms may not be sufficiently targeted to areas and age groups with the greatest needs.

Beyond overall funding levels, persistent coverage gaps point to challenges in the efficiency and effectiveness of spending. Fragmentation across sectors and levels of government may limit the impact of available resources, reducing their ability to translate into expanded coverage and improved service quality. Strengthening coordination, improving targeting, and enhancing the quality of expenditure are therefore as critical as increasing budgetary allocations.

Concerns also emerge regarding the equity of the intergovernmental distribution of resources to municipalities. Current allocation patterns do not consistently account for variations in vulnerability, service gaps, or delivery costs across territories. As a result, municipalities facing higher levels of poverty, conflict-related impacts, rural dispersion, or limited institutional capacity do not always receive proportionally higher levels of funding.

In parallel, inefficiencies in the service delivery and contracting model of ICBF further limit the impact of public spending. The heavy reliance on short-term contracts with multiple service providers generates administrative burdens, fragmentation, and discontinuities in service provision. In some contexts, this model prioritizes compliance with procedural requirements over quality, continuity, and results for children and families. These inefficiencies reduce value for money and hinder the scaling up of effective interventions, underscoring the need to review contracting mechanisms to improve efficiency, accountability, and service quality.

Together, these issues highlight the need to revisit both the level and composition of public spending on early childhood, ensuring that allocation and execution decisions are better aligned with equity considerations, territorial disparities, and the preventive and developmental objectives of early childhood policies.

b. Ways to improve spending or execution of budget utilization

Improving outcomes in early childhood requires not only increased resources, but also more effective and equitable use of existing budgets. An urgent measure is to strengthen allocation mechanisms to better reflect territorial vulnerabilities and service gaps. Revising distribution formulas to incorporate indicators such as poverty levels, conflict exposure, rural dispersion, and age-specific coverage gaps, would enhance the redistributive impact of public spending and improve equity across municipalities.

Greater efficiency can also be achieved by addressing fragmentation in planning and execution across sectors and levels of government. Strengthening coordination among education, health, social protection, and child welfare institutions would help align investments, reduce duplication, and ensure that spending translates into integrated service delivery at the local level.This includes improving information-sharing systems and joint planning processes to better match resources with needs.

Revisiting service delivery and contracting models is another critical area for improvement. In the case of ICBF, shifting toward longer-term, performance-oriented contracts could reduce administrative burdens, improve continuity of services, and incentivize quality and results rather than procedural compliance. Simplifying contracting processes and strengthening provider oversight would further enhance value for money and accountability.

Finally, strengthening monitoring and evaluation systems is essential to improve budget execution. Linking expenditure tracking with outcome indicators—such as coverage, service quality, and child development outcomes—would allow policymakers to identify bottlenecks, reallocate resources more effectively, and scale up interventions that demonstrate impact. Enhanced transparency and use of evidence in budget decisions would support more efficient, equitable, and results-oriented spending on early childhood.

ii. Allocative Efficiency

A detailed analysis of the distribution of sectoral funding by age group and by spending category was not completed within the timeframe of this assessment. While public investment in early childhood is executed through multiple sectors—including education, health, nutrition, protection, and social services—the consolidation of information required to estimate how much spending reaches children aged 0–6, and to disaggregate expenditures by major categories such as salaries, infrastructure, operations, or transfers, requires additional time and coordination across institutions.

Since a significant portion of the budget often is dedicated to salaries and infrastructure, it is important to understand how other areas that directly impact child development learning are financed. These areas include professional development of staff, materials, parental support, and other services for children.

As part of this consultancy, information requests were made and consultations were held with key national and territorial stakeholders, including planning authorities, ministries, and service delivery agencies. These engagements confirmed that compiling and harmonizing this information across sectors and levels of government would require additional time and require a dedicated analytical exercise of detailed administrative data.

iii. Distribution Analysis

1. Findings

a. Distribution according to departments affected by conflict or natural disasters

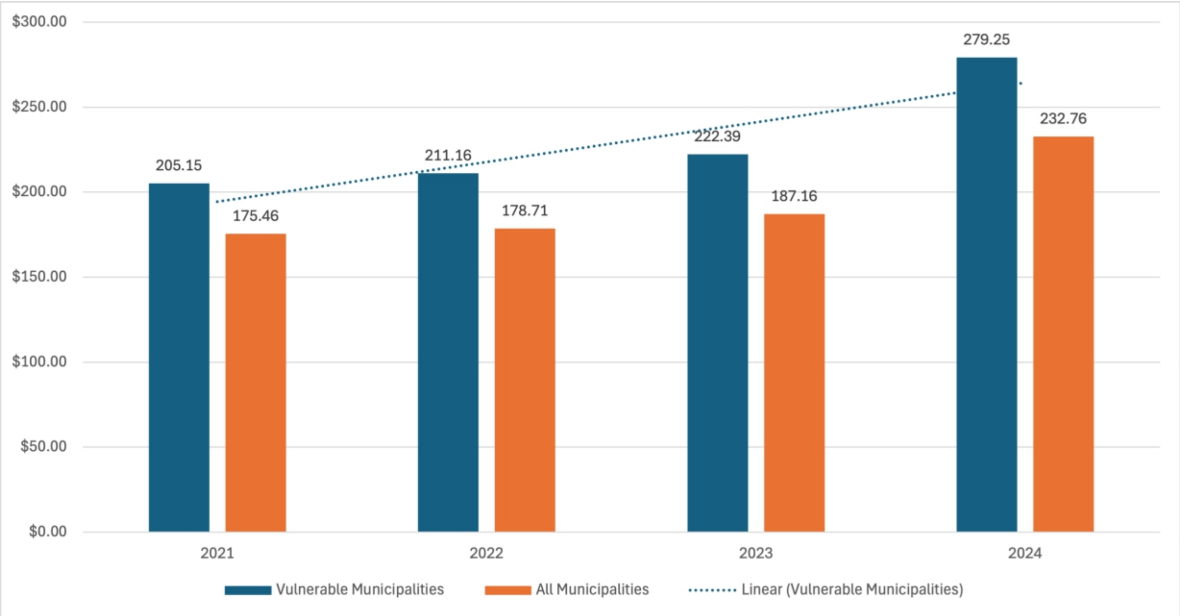
This distribution analysis examines how financial resources for early childhood are allocated across municipalities, with a particular focus on those affected by conflict and disasters. The objective is to assess whether current spending patterns adequately reflect differences in territorial vulnerability and population needs.

The analysis estimates financial resources per child under six years of age for the period 2021–2024, using municipal-level transfers from the General System of Transfers (SGP) combined with official population data. As transfers are not specifically tagged for early childhood, the estimation focuses on education and health transfers—two sectors that together account for approximately 80% of total municipal transfers.

These figures were combined with population data to estimate the proportion corresponding to children under six and calculate approximate spending per child.

To enable comparison, the analysis considers all municipalities alongside a group of 138 municipalities affected by conflict and disasters, identified in recent analytical work on early childhood in crisis contexts. Results show a steady increase in annual per-child spending over time in both groups. In all municipalities, estimated spending rises from USD 175 per child in 2021 to USD 232 in 2024, while in conflict- and disaster-affected municipalities it increases from USD 205 to USD 279 over the same period. This represents an increase of 32% for all municipalities, and 36% for conflict- and disaster-affected municipalities.

The Annual Average Investment per Child 2021-2024
Vulnerable Municipalities Vs All Municipalities (US$ dollars)



Source: General System of Transfers (SGP)

On average, annual per-child investment is estimated at approximately USD 229.5 in municipalities affected by conflict and emergencies, compared to USD 193.5 across all municipalities.

While spending levels appear somewhat higher in more vulnerable territories—potentially reflecting targeted investments linked to the Peace Agreement and other territorial programs—overall levels remain significantly below international benchmarks. Based on a reference standard of 1% of GDP for early childhood investment, spending should reach approximately USD 1,000 per child per year, indicating a substantial gap in financing.[15]

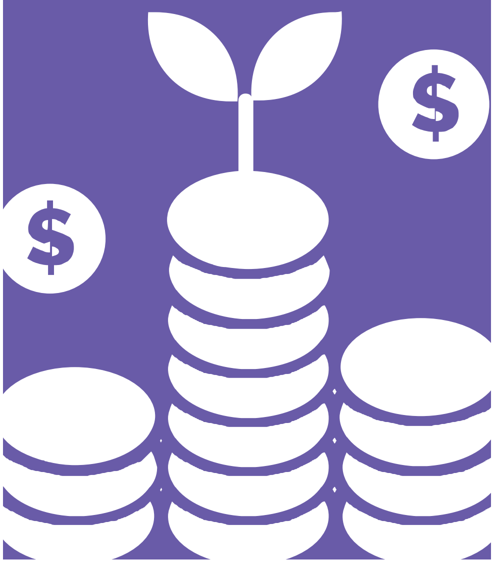
These estimates should be interpreted as conservative, as they do not include several relevant financing streams. In particular, the analysis excludes transfers to health insurance companies through the capitation payment system, as well as other sectoral resources that may indirectly benefit early childhood. Incorporating these flows would improve precision but would require additional methodological development due to the complexity of the health financing system.

Overall, the analysis suggests that, although targeted territorial investments may modestly increase spending levels in conflict-affected municipalities, per-child investment in early childhood remains substantially below recommended levels. This reinforces the need to strengthen both the scale and the targeting of public financing to better align resources with territorial needs and levels of vulnerability.

[15] The minimum domestic benchmark for early childhood development national investment, recommended by the Development Working Group of the G20 Initiative is 1 per cent of GDP, with LICs requiring additional international assistance. The goal is 2 per cent of GDP.

1. Policy implications

a. Is distribution equitable? Are policy changes needed?



Evidence suggests that the current distribution of early childhood investment is not fully equitable and remains insufficiently aligned with peacebuilding priorities and territorial vulnerability. Revised estimates indicate that per-child investment is slightly higher in municipalities affected by conflict and emergencies; however, overall spending levels remain very low in both groups and do not adequately compensate for the higher risks, service delivery costs, and institutional constraints faced by these territories.

For ECDiE, this misalignment has important implications. Even where targeted investments exist, the scale of resources remains insufficient to deliver preventive, protective, and responsive services to young children exposed to conflict, displacement, and instability—particularly in municipalities where risks are highest and local capacities are weakest. As a result, early childhood services are less able to contribute to resilience, social cohesion, and long-term peacebuilding outcomes.

These findings point to the need for policy and allocation adjustments to better align early childhood investment with territorial needs. Strengthening targeting mechanisms to prioritize peacebuilding municipalities—while ensuring that allocation formulas adequately reflect vulnerability, service delivery costs, and institutional capacity constraints—would support more equitable and effective resource distribution.

An additional critical policy measure is to strengthen local capacities for project formulation and implementation, as well as for mobilizing and executing early childhood funding, particularly in conflict-affected and low-capacity municipalities.Together, these measures are essential to advancing equity, improving service coverage in high-risk settings, and ensuring that early childhood investment contributes meaningfully to resilience and recovery.

Source: UNICEF (2019). Childcare and Working Families: New Opportunity or Missing Link? An evidence brief. Disponible en: https://www.unicef.org/sites/default/files/2019-07/UNICEF-Childcare%20-Family-Friendly-Policies-2019.pdf

b. How to strengthen reach to high-risk areas and inclusion of those at greatest risk or poorest households?

Strengthening the reach of early childhood services in high-risk areas requires a combination of improved targeting, stronger local implementation capacity, and adequate levels of investment. While revised estimates suggest that per-child investment may be slightly higher in conflict-affected municipalities, overall spending levels remain low relative to the scale of needs and do not fully compensate for the higher service delivery costs and institutional constraints faced by these territories.

A first priority should therefore be to strengthen territorial targeting mechanisms by adjusting allocation criteria and formulas to explicitly prioritize municipalities facing higher levels of conflict exposure, displacement, poverty, rural dispersion, and climate vulnerability. Moving toward stronger needs-based territorial weighting would help ensure that municipalities with greater risks receive proportionally higher levels of investment.

At the same time, expanding coverage in high-risk settings depends critically on strengthening municipal and local capacities. Evidence from consultations with subnational governments highlights persistent gaps in areas such as project formulation, budgeting, procurement, and financial management. Targeted technical assistance and capacity-building initiatives could help municipalities access national investment funds, royalties, and other financing instruments relevant to ECDiE, reducing disparities driven by unequal institutional capacity.

Enhancing reach in crisis-affected contexts also requires the expansion of flexible and shock-responsive financing mechanisms. Funding modalities that allow rapid reallocation or scaling of early childhood services in response to conflict escalation, displacement, migration flows, or climate-related emergencies would improve responsiveness. Integrating early childhood considerations into existing shock-responsive social protection, health, and humanitarian financing instruments can further enable faster outreach to households affected by crises.

On the delivery side, strengthening community-based and outreach service models is critical to reaching populations that remain underserved by formal systems. Community-based, mobile, and outreach modalities are particularly well suited to remote rural areas, informal settlements, and other contexts where geographic isolation, insecurity, or institutional fragility limit access to services.

Finally, improved reach and inclusion depend on stronger intersectoral coordination at the territorial level. Aligning early childhood interventions with peacebuilding, humanitarian, and disaster risk management efforts can help maximize coverage and impact in high-risk areas, ensuring that early childhood investment contributes both to child development outcomes and to broader resilience and recovery objectives.

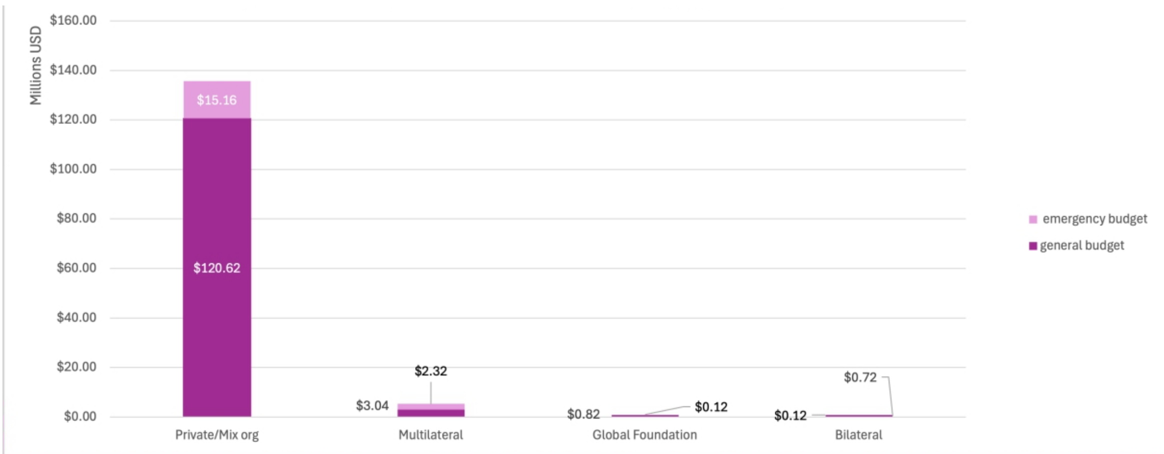
B. NON-PUBLIC FINANCING IN ECDiE

i. Financing from other sources
(domestic philanthropy,
international funders, private sector)

1. Financing and Governance

The following chart compares non-government investment in early childhood over the 2021–2024 period, distinguishing between total early childhood budgets and the share allocated specifically to ECDiE, by type of organization.The chart illustrates both the scale of investment across different non-government actors and the extent to which their resources are oriented toward emergency- and crisis-related early childhood responses.

Chart 6: Non-government Early Childhood vs ECDiE Budget byType of Organization-2021-2024



	Private/Mix org	Multilateral	Global Foundation	Bilateral
USD (Million)	135.77	5.40	0.93	0.83
% of total	94.98%	3.78%	0.65%	0.59%

Source: APC database, Empresarios por la Educación database

The chart shows marked differences in both the scale of non-government investment in early childhood and the share allocated to ECDiE across types of organizations. Over the 2021–2024 period, private organizations account for the largest share of non-government financing, with an aggregated investment of USD 135.8 million. However, only 11% of this total is directed to ECDiE, indicating that private investment is predominantly focused on general early childhood programming rather than emergency-responsive interventions.

Multilateral organizations manage a much smaller overall envelope, USD 5.4 million, of which 56% is allocated to general early childhood programming and approximately 44% to ECDiE.This suggests a more balanced portfolio between development-oriented and emergency-related investments, although the absolute volume of resources remains limited-It is worth to mention that multilateral investment could be underestimated, since not all projects financed by multilateral banks may be included in APC Colombia's database-.

A similar pattern is observed among international foundations, which invested USD 0.93 million in total, with around 12% allocated to ECDiE, and among bilateral donors, whose total investment of USD 0.83 million includes an ECDiE share of approximately 12%.

These patterns highlight a clear trade-off between scale and orientation. Private organizations provide the bulk of non-government early childhood financing, but with relatively limited emphasis on emergency contexts. In contrast, multilaterals, foundations, and bilateral donors allocate a higher proportion of their resources to ECDiE yet operate at a smaller scale.

However, there may be under reporting of international funding, as reporting to the APC Colombia database depends on voluntary submissions by international donors. In addition, it is important to note that internationally funded projects, such as those supported by multilateral banks, may show significant variation in funding amounts; nevertheless, they can make substantial contributions to strengthening early childhood services.

Strengthening coordination across these actors—and incentivizing larger non-government investors to increase the share of funding directed to ECDiE—could help improve both the volume and responsiveness of early childhood financing in crisis-affected settings.

Non-government financing plays a complementary but uneven role in early childhood investment in Colombia, both in terms of scale and orientation toward ECDiE. The landscape is characterized by marked differences across domestic private actors, international funders, and philanthropic foundations, as well as by varying governance and coordination arrangements.

Domestic philanthropy and private sector financing represent the largest share of non-government investment in early childhood. However, the vast majority of these resources are directed toward general early childhood programming. This indicates a relatively low explicit prioritization of emergency and crisis contexts within private sector and domestic philanthropic portfolios. From a governance perspective, financing is predominantly project- and program-based, with priorities defined independently by each organization.

While there is some coordination with public actors—mainly through bilateral partnerships or thematic working groups—systematic alignment with territorial public planning remains limited. More structured coordination is observed within the humanitarian response architecture, particularly among UN agencies and national and international NGOs operating through the Humanitarian Country Team and the Interagency Group on Mixed Migration Flows-GIFMM-.

International funders, including multilateral organizations and bilateral donors, seem to play a more modest role in terms of financial volume but show a stronger orientation toward ECDiE. Governance arrangements for these actors are more clearly framed in collaboration agreement with national government, as well as lined to the humanitarian architecture and ECDiE-related initiatives. At the same time, their impact is constrained by short funding horizons, high dependence on humanitarian cycles, and limited potential for scaling up beyond targeted interventions.

International foundations operate at a much smaller scale but play a distinct strategic role. Their contributions are often focused on innovation, pilot programs, capacity strengthening, advocacy, and evidence generation, rather than on financing large-scale service delivery. Foundations typically enjoy high autonomy in setting priorities and greater flexibility than bilateral or multilateral cooperation, which positions them well as catalytic actors. With clearer coordination frameworks, they could align more systematically with ECDiE objectives and help bridge gaps between humanitarian and development approaches.

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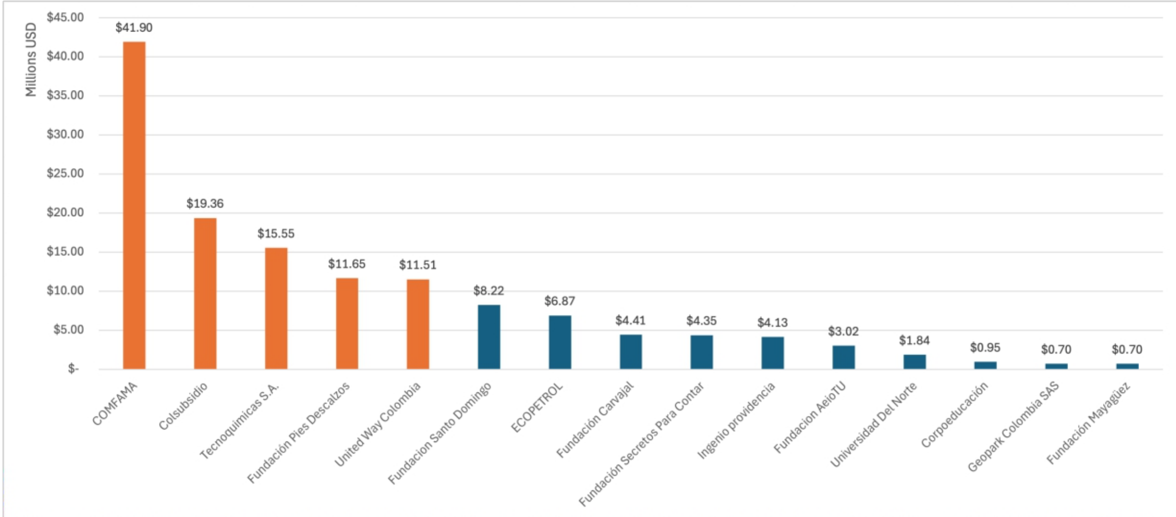
Across all non-government sources, several cross-cutting governance challenges and opportunities emerge. While coordination within the humanitarian architecture is relatively strong, particularly for emergency response, articulation of humanitarian actors with public territorial planning and domestic private philanthropy remains limited. There is currently no national coordination framework to guide private and philanthropic investments toward higher-risk territories, systematically prioritize ECDiE, or promote complementarity with public resources. As a result, coordination relies largely on institutional relationships and networks rather. Strengthening these linkages would be critical to improving the strategic contribution of non-government financing to ECDiE.

Finally, given that one of the main objectives of this analysis is to identify key non-government funders for strategic engagement within MMA's advocacy efforts, the following chart presents the top 15 private contributors to early childhood investment over the 2021–2024 period.

Chart 7: Early childhood Top 15 Private Funders 2021-2024



Source: Empresarios por la Educación database

This analysis shows that the two largest contributors are public–private entities (Family Compensation Funds), with substantial investments of approximately USD 42 million and USD 19 million, respectively. These actors play a particularly important role due to both the scale and relative stability of their financing. The third-largest contributor is a national pharmaceutical company, followed by domestic foundations in fourth and fifth place.

It is important to note that, in the case of foundations, a portion of their reported investment typically originates from third-party partners and donors, reflecting their role as intermediaries and conveners of pooled resources. This highlights the potential leverage of engaging with these actors, not only based on their direct investments, but also on their capacity to mobilize additional private and philanthropic resources.

2. Allocative Efficiency

The analysis of non-government financing for early childhood in Colombia reveals a clear misalignment between financial scale, programmatic orientation, and efficiency for responding to emergency-related needs. Private organizations account for the largest share of non-government resources, providing the bulk of funding in terms of volume and continuity. However, only a relatively small proportion of this financing is directed explicitly toward ECDiE. In contrast, multilateral and bilateral donors allocate a higher share of their comparatively limited resources to emergency contexts but operate at a much smaller financial scale. This divergence suggests that efficiency challenges are not solely related to execution capacity, but also to how resources are aligned with risk profiles, vulnerabilities, and evolving humanitarian needs.

Operational efficiency varies significantly by type of actor. Private organizations and domestic philanthropy tend to demonstrate strong efficiency in implementing stable, longer-term early childhood programs, benefiting from established delivery models and predictable funding streams. However, these actors are generally less equipped to respond rapidly to crisis. Multilateral and bilateral donors, by contrast, show higher efficiency in emergency contexts, supported by clear protocols and integration with the humanitarian architecture. Their effectiveness in crisis response is offset by limited sustainability and reduced capacity to scale interventions beyond short funding cycles. International foundations play a distinct role, displaying high efficiency in innovation, piloting, capacity strengthening, and evidence generation, but are not designed to finance large-scale or nationwide service delivery.

Across all non-government sources, fragmentation imposes significant efficiency costs. The coexistence of multiple funding streams, projects, and priorities can lead to duplication of efforts, elevated coordination costs, and missed opportunities for economies of scale. The absence of shared territorial prioritization frameworks further reduces systemic efficiency, as investments are not consistently aligned with areas of highest vulnerability or greatest unmet need.

While many actors demonstrate strong efficiency at the project level, the overall system-level efficiency of non-government early childhood financing is constrained by limited articulation with public planning and budgeting processes. As a result, the aggregate impact per dollar invested may be lower than its potential. Improving alignment between non-government financing and public strategies would be critical to enhancing both efficiency and impact, especially for ECDiE.

C. FINANCING FLOWS

i. What is the flow of financing from a funder to child / community?

1. Financing and Governance

Early childhood financing in Colombia follows markedly different pathways depending on whether resources originate from public or non-government sources, with important implications for speed, flexibility, and reach—particularly in emergency contexts.

Government financing flows are characterized by structured and highly regulated processes. Public resources flow from the national budget to sectoral entities and territorial governments, and are implemented primarily through public procurement and contracting mechanisms

These arrangements provide scale, predictability, and nationwide coverage potential, but they also introduce rigidity, longer timelines, and administrative complexity, which can delay the arrival of resources to children and communities, especially in crisis-affected settings. By contrast, non-government financing flows tend to be more direct and agile.

Private sector actors, domestic philanthropy, multilateral and bilateral donors often operate with high autonomy in decision-making and channel resources through their own projects or to implementing agencies on the ground. However, Multilateral and bilateral donors' operations can still face procedural and administrative challenges when funds are implemented through government. International foundations similarly finance projects through direct grants, with significant flexibility in allocation and execution.

These flows enable faster deployment and closer proximity to communities, which is particularly valuable in emergency contexts, although they typically operate on a smaller scale and with shorter funding horizons.

1. Constraints in process

Each financing pathway faces distinct constraints. In the public sector, key challenges include sectoral fragmentation, reliance on short-term contracts (notably within ICBF), unequal technical capacity across municipalities, rigid budget rules that limit adaptability to shocks, lengthy intervals between budget approval and execution, and persistent difficulties in tracing resources down to children.

In non-government financing, constraints stem from fragmentation across projects and priorities, limited alignment with public territorial planning, short humanitarian funding cycles, reliance on emergency funding windows, and difficulties in scaling up successful pilot interventions. One non-governmental actor consulted also reported that international funding opportunities have been lost due to a lack of coordination with the national government. An additional constraint affecting most international and multilateral actors is the reduction in overall international funding flows.

2. Issues that facilitate financing flow

Despite these constraints, several factors facilitate the flow of resources. In the public sector, clear sectoral mandates (education, health, child welfare); automatic transfer mechanisms such as the SGP; and stable spending channels like payroll and health insurance contribute to relatively smooth execution once contracts are in place.

In non-government financing, facilitators include well-established humanitarian protocols and agile response mechanisms, strong operational experience among NGOs and UN agencies, the flexibility of foundations to support innovation, existing networks of local implementing partners, and coordination mechanisms within the Humanitarian Country Team (HCT) and the GIFMM.

D. CASE STUDIES

I. Analysis or conflict affected departments

Since disaggregated data at the departmental level is not available, the analysis in this section relies on qualitative evidence from a focus group conducted with four departmental governments affected by conflict, disasters, and/or migration: Cauca, La Guajira, Nariño, and Norte de Santander.

1. Financing and Governance

At the territorial level, early childhood financing in Colombia is shaped by a highly decentralized implementation framework, combined with strong financial dependence on national-level resources and rules. Municipalities and departments do not receive earmarked transfers exclusively for early childhood; instead, they manage a combination of sectoral transfers from the General System of Participations (SGP), regionally allocated national budget resources, royalties (SGR) through investment projects, and own-source revenues, which vary significantly across territories.

Evidence from the focus group highlights that fiscal capacity and institutional strength are decisive factors in determining how effectively territories can mobilize and govern early childhood resources. Departments and municipalities with lower income levels and weaker administrative capacity-often those facing the highest humanitarian and social pressures-are more constrained in their ability to plan, co-finance, and sustain early childhood services.

Governance arrangements at the territorial level rely on formal intersectoral coordination mechanisms, including departmental and municipal early childhood committees aligned with the national CIPI framework. While these mechanisms provide a platform for coordination, in practice financial governance remains largely sector-driven, with education, health, and child welfare entities operating under distinct rules, funding channels, and accountability frameworks. As noted by territorial authorities and national stakeholders, coordination tends to focus on operational alignment rather than on joint financial planning or pooled resource allocation.

In high-risk and crisis-affected territories, governance challenges are further compounded by overlapping demands related to conflict, displacement, migration, and climate-related emergencies. While humanitarian and cooperation actors often help fill critical gaps, their resources are not systematically integrated into territorial public planning processes. As a result, early childhood financing at the territorial level remains fragmented, with limited capacity to strategically align public and non-government resources around shared ECDiE priorities.

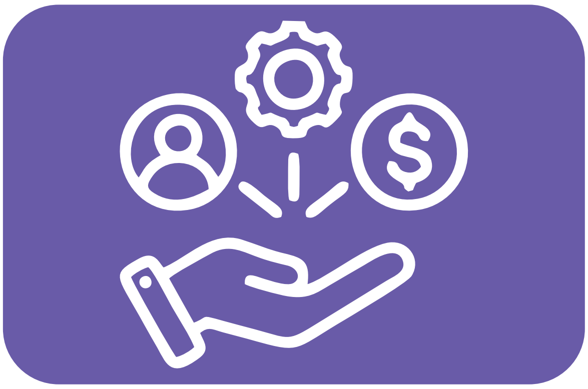
2. Allocative Efficiency

The efficiency of early childhood spending at the territorial level is strongly influenced by technical capacity, institutional stability, and the design of funding instruments, rather than by the nominal level of resources alone. Evidence from the municipal budget tracer shows wide variation in execution rates across years, reflecting both reporting challenges and genuine difficulties in translating allocations into effective spending at the local level.

Insights from departmental governments and national stakeholders indicate that territories with stronger technical teams are consistently more efficient in executing early childhood resources and in accessing additional funding sources such as royalties and national investment programs. Conversely, municipalities with limited technical capacity face delays in contracting, under-execution of budgets, and reduced access to competitive investment funds, even when needs are high.

Efficiency is also affected by the rigidity of public financing mechanisms. While sectoral transfers linked to teacher payroll and health insurance tend to show high execution, other transfers offer limited flexibility to adapt service delivery to changing local conditions or emergency-related needs. More flexible instruments, such as investment projects or cooperation funds, are often less accessible to low-capacity territories, creating a paradox in which those with the greatest needs are least able to efficiently deploy adaptive financing.

In crisis-affected territories, these efficiency challenges are particularly pronounced. Departments reported difficulties in rapidly reallocating resources or scaling early childhood services in response to displacement, sudden migration flows, or climate shocks. As a result, efficiency at the territorial level cannot be assessed solely in terms of allocation or budget execution rates but must also consider the ability of spending to respond in a timely and appropriate manner to contextual risks, especially for young children in emergency settings.



3. Distribution Analysis

As mentioned above, evidence suggests that the current distribution of early childhood investment is not fully equitable and remains insufficiently aligned with peacebuilding priorities and territorial vulnerability. These findings point to the need for policy and allocation adjustments to better align early childhood investment with territorial and ECDiE needs. Strengthening targeting mechanisms to prioritize low-capacity municipalities affected by crisis, alongside improvements in the reliability, continuity, and use of municipal-level investment data, would support more equitable and effective resource allocation.

IV. STAKEHOLDER ANALYSIS

a. Summary of stakeholder analysis

As part of this consultancy, three complementary stakeholder mapping exercises were conducted to identify and prioritize key actors relevant to early childhood financing and Early Childhood Development in Emergencies (ECDiE). The first mapping focused on government institutions, identifying public entities involved in the allocation, management, and execution of early childhood resources. The second mapping examined key individuals holding strategic positions within government, whose roles provide direct or indirect influence over public budget decisions and policy priorities. The third mapping targeted key actors in the private sector, including domestic philanthropy, foundations, and non-governmental organizations with significant investment capacity and convening power in early childhood.

Across all three mappings, stakeholders were classified according to two main criteria: (i) their level of influence over the allocation of public or private resources, as applicable, and (ii) their potential impact, measured by the volume of funding they manage or directly influence through their organizations or decision-making roles. For organizational stakeholders, the analysis highlights each entity's core mandate, financing role, and relevance for early childhood and ECDiE. For individual stakeholders, the analysis emphasizes their specific interest in early childhood and ECDiE, as well as the most effective engagement and relationship-building strategies to advance advocacy, coordination, and resource mobilization objectives.

Based on this analysis, priority stakeholders are those combining high influence and high impact over early childhood financing decisions. These stakeholders are grouped into three categories.

Category 1: High-influence institutional stakeholders for ECDiE: Includes ICBF, the Ministry of Education, and the Ministry of Health, whose institutions manage the largest volumes of public investment in early childhood and play a decisive role in shaping allocation and execution patterns. At the territorial level, local governments of Bogotá, Medellín, Cali, and Barranquilla are also critical stakeholders, given both their fiscal weight and their responsibility for responding to large inflows of migrant and other vulnerable populations. In addition, the Congress of the Republic plays a central role through its authority over the size, composition, and prioritization of the national budget, including allocations relevant to early childhood and ECDiE.

Category 2: Key public-sector individual influencers: Includes the Director of ICBF and the Ministers of Education and Health, who hold direct leadership over the main public institutions responsible for early childhood financing and service delivery. At the subnational level, mayors of major cities—particularly Bogotá, Barranquilla, Cali, and Medellín— are key individual influencers due to their control over territorial budgets, service delivery models, and local responses to migration, poverty, and crisis-affected populations. Members of Congress, especially those involved in budget approval processes and early childhood policy oversight, are also critical individual stakeholders with significant influence over funding decisions.

Category 3: Key private-sector and philanthropic individual influencers: Includes Victoria Arciniegas, Executive Director of the aeioTU Foundation; Cristina Gutiérrez de Piñeres, Executive Director of United Way Colombia and President of the AFE Board; and Andrea Escobar, Executive Director of Empresarios por la Educación (ExE). While the financial resources managed by these organizations are significantly smaller than public-sector budgets, they play an important catalytic role through innovation, capacity building, and strategic co-financing. In particular, ExE manages a major grant from the Jacobs Foundation, positioning it as an influential actor for future private funding decisions and for elevating ECDiE within the private-sector agenda.

i. Key influential stakeholders

1. Key organizations - Public funding

Stakeholder	Type	Area(s) of focus in ECDiE (health, education, nutrition, other)	Geographic focus	Level of influe nce	Impact	Key Points About Stakeholder
NATIONAL GOVERNMENT AGENCIES						
Colombian Institute for Family Welfare -ICBF-	National government	Care, nutrition, protection	National	High	High	Government agency responsible for coordinating childhood policies and the biggest provider of early childhood comprehensive services; they work in the whole territory, including zones affected by emergencies. Coordinates national strategies like De Cero a Siempre, integrating early childhood into broader social policy.
Ministry of Education	National government	Education	National	High	High	HighLeads policy and technical guidance for early childhood education, ensuring continuity during crises. Provides a big amount of financial resources to hire teachers (not reflected in the Early Childhood BudgetTracking, since its source is not an investment budget but an operating budget).
Ministry of Health	National government	Health	National	High	High	Leads health policy and guarantees access to healthcare for early childhood, especially in vulnerable settings. It also leads health prevention and promotion policies and programs.
Ministry of Culture	National government	Culture, recreation	National	High	Medium	Promotes cultural development and identity-building in early childhood through policymaking, as well as by promoting reading in early childhood in libraries and other spaces and digital platforms which offer recreational and educational content.
Ministry of Labor	National government	Child labor	National	High	Medium	Supports caregiver employment and decent work conditions, impacting family stability during emergencies. It leads to child labor prevention policies.
residential Agency for International	National government	Intersectoral financing	National	High	Medium	Mobilizes international resources and partnerships for priority policy issues, including early childhood in emergencies.
School Feeding Administrative Unit	National government	Education	National	High	Medium	Delivers nutritional support to preschool children, critical during crisis and food insecurity contexts.
Presidency Administrative Unit	National government	Intersectoral coordination	National	High	Low	Leads special programs for childhood and early childhood.
Early Childhood Intersectoral Commission	National government	Education, Health, Culture	National	High	Low	Central body for inter-agency coordination, in the framework of the early childhood policy, ensuring comprehensive care and integrated responses across sectors.

National Planning Department-DNP-	National government	Intersectoral planning	National	High	High	Aligns early childhood policy goals with national and subnational development plans and monitors policy implementation. Technically approves the national budget by sector.
Administrative Unit for Victims-UARIV	National government	Peacebuilding	National	High	Medium	Addresses the needs of citizens affected by displacement and conflict, ensuring rights restoration, re-establishment of life projects, and humanitarian assistance. Provides psychosocial support to victims, including children.
LOCAL GOVERNMENTS						
Local Government of Bogota	Early childhood comprehensive care	Subnational government	Bogota	High	High	Coordinates intersectoral efforts to ensure early childhood care at the local level
Local Government of Medellín	Early childhood comprehensive care	Subnational government	Medellín	High	High	Coordinates intersectoral efforts to ensure early childhood care at the local level
Local Government of Barranquilla	Early childhood comprehensive care	Subnational government	Barranquilla	High	High	Coordinates intersectoral efforts to ensure early childhood care at the local level
Local Government of Cali	Early childhood comprehensive care	Subnational government	Cali	High	High	Coordinates intersectoral efforts to ensure early childhood care at the local level
OTHER STATE INSTITUTIONS						
Office of the Inspector General (Procuraduría General de la Nación)	National government	Overseeing public officials and decision makers	National	High	Medium	It is the institution responsible for overseeing that public officials comply with the Constitution, the law, and their duties, and for protecting individuals' fundamental rights in relation to the actions of the State. It is not part of any branch of government; it is a disciplinary oversight body.
Delegate Inspector General's Office for the Defense of the Rights of Children, Families, and Women	National government	Public Institution	National	High	Medium	Specialized division of Colombia's Office of the Inspector General. It performs preventive functions in defense of the rights of children. It intervenes in legal proceedings in which the family institution is involved in any way, aiming to defend the legal order and ensure the rights of children, their best interests, and their comprehensive protection.
Ombudsman Office (Defensoría del Pueblo)	National government	Public Institution	National	High	Medium	Responsible for defending, promoting, protecting, and disseminating human rights, guarantees, and freedoms of the inhabitants of national territory and Colombians residing abroad, against illegal, unjust, unreasonable, negligent, or arbitrary acts, threats, or actions by any authority or private
Senate	National government	Public Institution	National	High	High	Represents the Colombian people, legislates and oversees public policies and budget

Delegate Ombudsman for Childhood (Defensoría Delegada para la Niñez)	National government	Public Institution	National	High	Medium	Assess and reports on the human rights situation of these populations, especially when they are victims of violence, discrimination, or neglect; takes action to ensure access to justice for children; provides support to groups, collectives, and organizations of children, and those defending their rights, fostering rights enforcement and participation processes; mediates collective petitions submitted by civil society organizations; monitors constitutional compliance of national and local institutions responsible for preventing, guaranteeing, and restoring the children rights .
General Comptroller (Contraloría General de la República)	National government	Public Institution	National	High	Medium	Exercises independent fiscal oversight and control through citizen participation, strategic alliances, digital transformation, innovation, inclusion, social awareness, competent and ethical human talent, in compliance with the aims of the State and the defense and protection of public resources and assets, to generate public value, impact on the territory, credibility, and institutional trust.
Chamber of Representatives	National government	Public Institution	National	High	High	Represents the Colombian people, legislates and oversees public policies and budget
Congress Childhood Comission	National government	Public Institution	National	High	High	Promotes legal initiatives for early childhood and oversees early childhood policies and budget implementation
NON-STATE ACTORS						
UNICEF	Multilateral	nternational cooperation for early childhood	La Guajira, Arauca, Chocó, Cauca, Valle del Cauca, Antioquia, Putumayo, Nariño, Meta, Guaviare, Vichada, Bolívar, Sucre, Magdalena, Córdoba, Tolima, Cesar	Medium	Medium	Provides technical cooperation to strengthen national policies and humanitarian support for early childhood in emergencies, including child-friendly spaces.
Inter-American Development Bank	Multilateral	ECD	National	High	High	Provides credits to the government for social and childhood policies; supports technical cooperation projects, such as innovation and mental health programs for early childhood

Save the Children	Int'l foundation	Nutrition, education, health	La Guajira, Arauca, Cesar, Chocó, Valle del Cauca,	Medium	Medium	Implements emergency-focused early childhood programs emphasizing protection, learning, and caregiver support.
Fundación Éxito	Domestic funder	Nutrition	National	Medium	Medium	Focuses on eradicating chronic malnutrition through food packages and maternal-child health alliances, including in emergency contexts.
Fundación aeioTU	Domestic funder	Education	Antioquia, Bolívar, Cundinamarca, Magdalena, Valle del Cauca	Medium	Medium	Operates high quality centers and services and leads strategies to improve early education with excluded and children as well as affected by conflict and other emergencies.
United Way Foundation	Domestic funder	Education	26 departments	Medium	Medium	osters educational solutions using innovation, including ECDiE, contributing to high quality comprehensive care, with a focus on education, nutrition and health.
Red Pa Paz	Domestic NGO	Advocacy	National	Medium	Medium	Advocates for the protection of early childhood rights and works to strengthen the capacities of relevant actors to ensure their effective enforcement.
Alliance for Colombian Children	Civil Society Coalition	Advocacy	National	Medium	Low	Advocates for policy change and monitors public investment in early childhood.
NiñezYA	Civil Society Coalition	Advocacy	National	Medium	Low	Civil society coalition pushing for urgent action on key issues for child wellbeing, including early childhood education and childhood affected by conflict.

2. Key influencers individuals – Public funding

Position	Contact information (email, phone)	Organization	Type	What's important to them related to ECDiE?	Commitment to ECDiE Financing (-2,-1 = constraint; 0 = neutral; 1, 2 = ally, supportive	Level of influence	Impact	Engagement strategy (how can they be positively engaged?)
NATIONAL GOVERNMENT OFFICIALS								
Director General	Not available	Colombian Institute for Family Welfare, ICBF	National government	Leads the government agency responsible for coordinating childhood policies and the biggest provider of early childhood comprehensive services; they work in the whole territory, including zones affected by disasters	2	High	High	Show them how MMA and local humanitarian clusters can support ICBF through advocacy and technical resources to increase ECDiE financing; by providing data, evidence and lessons learned and identifying financing alternatives
Early Childhood Director	Not available	Colombian Institute for Family Welfare, ICBF	National government	Leads the government agency responsible for coordinating childhood policies and the biggest provider of early childhood comprehensive services; they work in the whole territory, including zones affected by disasters	2	High	High	Show them how MMA and local humanitarian clusters can support ICBF through advocacy and technical resources to increase ECDiE financing; by providing data, evidence and lessons learned and identifying financing alternatives
Minister of Finance	Not available	Ministry of Finance	National government	Cost-effectiveness in public expenditure, including early childhood, interested in increasing social expenditure through a tax reform	0	High	High	Show them how MMA can provide valuable recommendations on new financing mechanisms and financing international good practices, and how investing in ECDiE has a high long term return
Director of Public Budget	Not available	Ministry of Finance	National government	Cost-effectiveness in public expenditure, including early childhood, interested in increasing social expenditure through a tax reform	0	High	High	Show them how MMA can provide valuable recommendations on new financing mechanisms and financing international good practices, and how investing in ECDiE has a high long term return
Director General	Not available	National Planning Department- DNP-	National government	Early childhood budget effective implementation, in close alignment with technical policy guidelines from national government and contributing to national policy goals, including narrowing equity gaps for early childhood	0	High	High	Show them how investing in ECDiE can contribute to achieving national policy goals, including narrowing equity gaps for early childhood
Subdirectora de Salud	Not available	National Planning Department- DNP-	National government	Early childhood budget effective implementation, in close alignment with technical policy guidelines from national government and contributing to national policy goals, including narrowing equity gaps for early childhood	1	High	High	Show them how investing in ECDiE can contribute to achieving national policy goals, including narrowing equity gaps for early childhood.

Director Public Investments Programming	Not available	National Planning Department- DNP-	National government	Early childhood budget effective implementation, in close alignment with technical policy guidelines from national government and contributing to national policy goals, including narrowing equity gaps for early childhood	0	High	High	Show them how investing in ECDiE can contribute to achieving national policy goals, including narrowing equity gaps for early childhood
Minister of Health	Not available	Ministry of Health	National government	Closing health equity gaps, decrease child and maternal mortality, and prevent diseases	0	High	High	Show them how investing in ECDiE can contribute to achieving national policy goals, including narrowing health equity gaps for early childhood, decreasing child and maternal mortality, and prevent diseases in high-risk contexts; by providing data, evidence and lessons learned and identifying financing alternatives.
Vice Minister of Public Health and Healthcare delivery	Not available	Ministry of Health	National government	Closing health equity gaps, decrease child and maternal mortality, and prevent diseases	0	High	High	Show them how investing in ECDiE can contribute to achieving national policy goals, including narrowing health equity gaps for early childhood, decreasing child and maternal mortality, and prevent diseases in high-risk contexts; by providing data, evidence and lessons learned and identifying financing alternatives.
Minister of Education	Not available	Ministry of Education	National government	Closing education gaps and improving early education quality and coverage	0	High	High	Show them how investing in ECDiE can contribute to achieving national policy goals, including closing education gaps and improving early education quality and coverage; by providing data, evidence and lessons learned and identifying financing alternatives.
Deputy Ministry of Preschool, Elementary, and Secondary Education	Not available	Ministry of Education	National government	Closing education gaps and improving early education quality and coverage	0	High	High	Show them how investing in ECDiE can contribute to achieving national policy goals, including closing education gaps and improving early education quality and coverage; by providing data, evidence and lessons learned and identifying financing alternatives.
General Director	Not available	Presidential Agency for International Cooperation-APC	National government	Mobilize more international financing resources to international donors to contribute to achieving national policy goals, including early childhood, equity, education and health	0	High	High	Show them how prioritizing ECDiE financing by international donors could contribute to achieve national policy goals on early childhood, equity, education and health
Demand Management Director	Not available	Presidential Agency for International Cooperation-APC	National government	Mobilize more international financing resources to international donors to contribute to achieving national policy goals, including early childhood, equity, education and health	0	High	Medium	Show them how prioritizing ECDiE financing by international donors could contribute to achieve national policy goals on early childhood, equity, education and health
General Director	Not available	School Feeding Administrative Unit	National government	Avoid interruptions on schoold feeding during crisis	0	Medium	Medium	Show them how prioritizing ECDiE financing can contribute to avoid interruptions on school feeding during crisis
General Director	Not available	Victims Support Administrative Unit	National government	Make visible their contribution to early childhood comprehensive care, including ECDiE	0	Medium	Medium	Show them how prioritizing ECDiE financing can support them to improving their contribution to early childhood national goals and make visible their current
Coordinator of the Differential Approaches Group, Subdirectorate General	Not available	Victims Support Administrative Unit	National government	Make visible their contribution to early childhood comprehensive care, including ECDiE	1	Medium	Medium	Show them how prioritizing ECDiE financing can support them to improving their contribution to early childhood national goals and make visible their current contributions

Director General	Not available	National Unit for Disaster Risk Management-UNGRD-	National government	Closing education gaps and improving early education quality and coverage	0	High	High	Show them how investing in ECDiE can contribute to achieving national policy goals, including closing education gaps and improving early education quality and coverage; by providing data, evidence and lessons learned and identifying financing alternatives.
LOCAL GOVERNMENTS' OFFICIALS								
Advisor	Not available	Local government of Bogota	Subnational government	Advance towards universal coverage and reduce equity gaps for early childhood in Bogota, including for ECDiE	2	Medium	High	Show them how MMA can collaborate to identify new finacing options and mechanisms, and provide information on international good practices to finance ECDiE
Social Integration Secretary	Not available	Bogota	Subnational government	Advance towards universal coverage and reduce equity gaps for early childhood in Bogota, including for ECDiE	0	High	High	Show them how MMA can collaborate to identify new finacing options and mechanisms, and provide information on international good practices to finance ECDiE
Secretario de Bienestar Social	Not available	Cali	Subnational government	Advance towards universal coverage and reduce equity gaps for early childhood in Cali, including for ECDiE	0	High	High	Show them how MMA can collaborate to identify new finacing options and mechanisms, and provide information on international good practices to finance ECDiE
Secretario de Gestión Social	Not available	Barranquilla	Subnational government	Advance towards universal coverage and reduce equity gaps for early childhood in Barranquilla, including for ECDiE	0	High	High	Show them how MMA can collaborate to identify new finacing options and mechanisms, and provide information on international good practices to finance ECDiE
Secretario de Inclusión Social	Not available	Medellín	Subnational government	Advance towards universal coverage and reduce equity gaps for early childhood in Medellin, including for ECDiE	0	High	High	Show them how MMA can collaborate to identify new finacing options and mechanisms, and provide information on international good practices to finance ECDiE
CONGRESS MEMBERS								
Congress Representative	Not available	National Congress	National government	Strengthen childhood policies and supervise their implementation, including for ECDiE	1	High	High	Show them how investing in ECDiE can contribute to achieving national policy goals, including narrowing equity gaps for early childhood
Presidente Comisión Cuarta	Not available	Senate	National government	Convene and preside over meetings where the national budget is discussed and approved and supervise the Republic's fiscal and budgetary control system.	0	High	High	Show them the return of investing in ECDiE and the importance of effectively implementing national budget for this population
Congress Representative	Not available	National Congress	National government	Strengthen childhood policies and supervise their implementation, including for ECDiE	1	High	High	Show them how investing in ECDiE can contribute to achieving national policy goals, including narrowing equity gaps for early childhood
Senator, Chair of the Congress' Childhood Comission	Not available	National Congress	National government	Strengthen childhood policies and supervise their implementation, including for ECDiE	1	High	High	Show them how investing in ECDiE can contribute to achieving national policy goals, including narrowing equity gaps for early childhood
CIVIL SOCIETY REPRESEANTATIVES								
Secretaria Ejecutiva	Not available	Alliance for Colombian Children	Private sector	Advocate for and influence in increasing national budget for early childhood, including ECDiE	2	Medium	Low	Show them how MMA can collaborate to advocate for ECDiE, including identifying new financing options and mechanisms, and providing information on international good practices to finance ECDiE
Board Member	Not available	NiñezYA	Private sector	Advocate for and influence in increasing national budget for early childhood, including ECDiE	2	Medium	Low	Show them how MMA can collaborate to advocate for ECDiE, including identifying new financing options and mechanisms, and provide information on good international practices to finance ECDiE

1.Key influencers individuals – Private funding

Position	Contact information (email, phone)	Organization	Type	What's important to them related to ECDiE?	Commitment to ECDiE Financing (-2,-1 = constraint; 0 = neutral; 1, 2 = ally, supportive	Level of influence	Impact	Engagement strategy (how can they be positively engaged?
Executive Director	Not available	AeioTU Foundation	Private sector	Contribute through innovation and high-quality care, to early childhood development as well as advancing towards universal care and narrow equity gaps on early childhood, including ECDiE	1	High	High	Show them how MMA can collaborate advocating for implementation of innovative financing mechanisms for ECDiE
Executive Director / Chair, Colombian Association of Family and Corporate Foundation Board	Not available	United Way Colombia Foundation	Private sector	Contribute through innovation and high-quality care, to early childhood development as well as advancing towards universal care and narrow equity gaps on early childhood, including ECDiE	1	High	High	Show them how MMA can collaborate advocating for implementation of innovative financing mechanisms for ECDiE
CEO	Not available	National Business Association of Colombia	Private sector	Can influence priorities of associated companies for social investment	0	High	Low	Show them the economic impact of investing in early childhood
Director, ANDI Foundation / Manager Social Architecture	Not available	National Business Association of Colombia	Private sector	Can influence priorities of associated companies for social investment	0	Medium	Low	Show them the economic impact of investing in early childhood
Executive Director	Not available	Empresarios por la Educación Foundation	Private sector	Can influence priorities of associated foundations and companies for social investment	1	High	High	Show them how MMA can collaborate by sharing good practices and innovation
Executive Director	Not available	Colombian Association of Familiy and Business Foundation	Private sector	Can influence priorities of associated foundations and companies for social investment	0	Medium	Medium	Show them how MMA can collaborate by sharing good practices and innovation

Key philanthropic organizations working in ECDiE – Geographical presence

	Fundación AEIOTu	Fundación Mayagüez	Fundación Éxito	Fundación Santo Domingo	Fundación Carvajal	Fundación United Way Colombia	Fundación Procaps	Fundación Fraternidad Medellín	Fundación Pies descalzos	Fundación Secretos para contar
Key Issues Targeted / Department targeted	ECD	ECD	Nutrition / ECD	ECD	Education / ECD	Education	Nutrition / ECD	Education	Education	Education
Amazonas										
Antioquia	√		√	√		√	√	√		√
Arauca										
Atlántico	√		√	√		√	√		√	
Bolívar			√	√			√			
Boyacá	√		√	√						
Caldas			√							
Caquetá			√							
Casanare			√							
Cauca			√							
Cesar			√		√					
Chocó			√							
Córdoba			√	√					√	
Cundinamarca			√							√
Guainía	√		√				√			
Guaviare										
Huila										
La Guajira			√						√	
Magdalena			√						√	
Meta	√		√				√			
Nariño			√							
Norte de Santander			√							
Putumayo			√							
Quindío			√							
Risaralda			√							
San Andrés y Providencia			√							
Santander			√							
Sucre			√				√			
Tolima			√							
Valle del Cauca	√	√	√		√	√				
Vaupés			√							
Vichada										

Ii. Opportunities to Influence Financing and Timelines for Strategy Development

Opportunities to influence financing and mobilize additional resources

This analysis identifies a set of concrete opportunities to mobilize additional resources and strengthen advocacy efforts to increase and improve financing for ECDiE. These opportunities are grounded in evidence gathered through stakeholder interviews, focus groups, and the public expenditure review, and reflect both structural constraints and untapped potential within existing financing and governance frameworks.

At the national government level, a key opportunity lies in strengthening the prioritization of early childhood within the national budget framework. While overall allocations have increased in recent years, investment levels remain below internationally recommended benchmarks. Advocacy efforts could therefore focus on progressively increasing early childhood investment as a share of GDP, while also integrating ECDiE components within high-volume sectoral budgets—particularly education, health, and social protection—rather than relying exclusively on standalone emergency funding lines. In this context, the regionalization of the national budget provides an additional entry point to highlight territorial disparities and call for more targeted ECD allocations toward high-risk and crisis-affected municipalities.

The current electoral cycle creates a particularly favorable environment for influence. Congressional and presidential elections open space to engage candidates and political parties early, positioning ECDiE within policy platforms and public commitments. If ECDiE is adequately reflected in the incoming government's programmatic agenda, there is a high likelihood of mobilizing increased resources over the subsequent four-year period. These efforts would be most impactful if they focus on regions disproportionately affected by conflict and disasters, such as Antioquia, Cauca, Chocó, La Guajira, Nariño, Norte de Santander, and Valle del Cauca.

Following is a timeline with key stages of the national budget approval that should be considered to develop an advocacy strategy aiming to influence allocation of resources to ECDiE:

Stage	Key actors for engagement	Dates
Preparation Preliminary Draft Budget	Ministries and other government agencies	February-May
Review and preparation of final draft	National Planning Department, Ministry of Finance	June-July
Submission to Congress	Ministry of Finance, National Planning Department	20th July
Debates in Congress	Congress' members, National Government	August, September
National Budget Approval	Congress	5th October

At the subnational level, there is significant scope to enhance co-financing and investment capacity among departments and municipalities, particularly those affected by conflict, migration, and climate-related shocks. Key entry points include strengthening technical assistance for project formulation, improving access to national investment funds and royalties, and promoting incentive-based co-financing mechanisms that reward territorial investments in early childhood and ECDiE.

Opportunities for change at this level are closely linked to national leadership and policy signals. Strong prioritization of ECDiE by the incoming national government would likely cascade to subnational administrations through policy guidance, funding incentives, and intergovernmental coordination mechanisms. At the same time, mayors and local governments are consistently interested in expanding service coverage; positioning ECDiE as an opportunity to increase coverage, strengthen service delivery, and respond to local risks. These goals provide pragmatic and politically attractive entry points for engagement.

Another concrete option for MMA to support resource mobilization and accountability at the territorial level is the promotion of a renewed accountability strategy with departmental and municipal governments around early childhood policies and investment, explicitly incorporating ECDiE as a core pillar. This approach could draw on and adapt key elements from Hechos y Derechos (also known as Municipios y Departamentos por la Infancia y la Adolescencia), a nationally recognized strategy implemented in Colombia between 2005 and 2012, which successfully mobilized political commitment and financial prioritization for children at subnational levels.

The Hechos y Derechos strategy, led by UNICEF together with the Vice Presidency, the Attorney General's Office, and ICBF, aimed to translate children's rights into concrete public action by strengthening territorial planning, budgeting, and accountability. It encouraged governors and mayors to explicitly prioritize children and adolescents in their development plans, allocate dedicated resources, and participate in structured, public accountability exercises focused on results for children, fostering transparency, political ownership, and sustained attention to children's outcomes. Civil society, media, and the private sector were actively involved, reinforcing a culture of shared responsibility.

Reviving and adapting this model—updated to reflect current institutional arrangements, fiscal frameworks, and humanitarian risks—could provide a powerful mechanism to strengthen ECDiE financing at the territorial level. For MMA, such an initiative would offer a structured entry point to engage subnational governments, support evidence-based dialogue on early childhood investment, and promote accountability for results, particularly in high-risk and crisis-affected territories.

Non-government actors represent a significant opportunity for resource mobilization. Domestic philanthropy and the private sector already contribute substantial resources to early childhood but allocate only a limited share of these investments to ECDiE. Strategic engagement—supported by evidence on territorial risks, unmet needs, and the cost of inaction—could help shift a greater proportion of private investment toward emergency and crisis-affected contexts. International foundations can play a catalytic role by financing innovation, capacity strengthening, and evidence generation that can later be scaled through public or multilateral funding.

In this area, the likelihood of change depends largely on making ECDiE more visible as a cross-cutting priority. If ECDiE is framed not as a standalone humanitarian issue but as integral to education, health, protection, and resilience agendas, there is strong potential for non-government actors to incorporate it systematically into their investment strategies, leveraging their significant overall financial capacity.

Multilateral and bilateral donors, despite relatively limited funding volumes, are generally well aligned with ECDiE priorities and play an important normative and strategic role. They could be encouraged to further mainstream ECDiE as a cross-cutting issue within country strategies, while strengthening links between humanitarian and development financing streams. In a context of declining international aid, positioning ECDiE within broader global priorities—such as climate change adaptation, resilience, migration, and social protection—offers a pragmatic pathway to sustain and potentially expand support.

Although opportunities for change in this group are more constrained, there remains meaningful potential to influence donor strategies by improving the visibility of ECDiE and demonstrating its relevance to donors' overarching objectives

Advocacy Strategies to Influence Financing Decisions

Effective advocacy for increased early childhood and ECDiE financing requires a combination of evidence-based arguments, targeted engagement with decision-makers, and coalition-building. Positioning early childhood as a high-return investment—instead of a social expenditure—remains central, particularly when linked to outcomes related to peacebuilding, social cohesion, resilience to climate shocks, and long-term economic productivity. The findings of this analysis provide a basis to demonstrate the mismatch between current investment levels and the scale of needs, especially in high-risk territories.

Advocacy efforts should prioritize stakeholders with high influence and high impact, including national authorities responsible for major budget allocations (ICBF, Ministries of Education and Health, members of Congress, and mayors of large cities facing significant migration pressures). At the territorial level, supporting political leadership that champions early childhood can accelerate resource allocation, co-financing decisions, and administrative problem-solving.

Strengthening and leveraging existing coalitions and coordination platforms, such as Alianza por la Niñez, NiñezYa, the Working Group on ECDiE and the humanitarian teams, offers an effective way to amplify advocacy messages and align actors around shared priorities. Finally, advocacy should be paired with practical and technically feasible proposals, including adjustments to allocation criteria, financing instruments, and monitoring mechanisms that make investments in ECDiE more visible, equitable, and responsive.

Together, these resource mobilization and advocacy opportunities point to the need for a more strategic, coordinated, and territorially grounded approach to financing early childhood, ensuring that increased investments translate into tangible improvements for children and families, particularly in crisis-affected contexts.

Cross-cutting principles for MMA engagement
MMA's strategy should be guided by a few cross-cutting principles.

Advocacy efforts should remain coalition-based, reinforcing existing platforms rather than competing with them.

MMA's comparative advantage lies in its ability to connect global ECDiE evidence with national and territorial realities, positioning itself as a trusted technical partner.

All engagement should be territorially grounded, using examples from conflict-affected, migrant-receiving, and climate-vulnerable Colombian regions to illustrate why ECDiE financing is both urgent and cost-effective.

Strategic Advocacy and Resource Mobilization Roadmap for MMA – 2026

The current political and budgetary cycle in Colombia presents a time-sensitive window of opportunity for Moving Minds Alliance to influence early childhood and ECDiE financing decisions. With Congressional elections scheduled for March 2026 and presidential elections in March –June 2026, advocacy efforts during the first half of 2026 will be critical to shaping programmatic platforms, policy positions, commitments, and budget priorities that will inform the 2027 national budget cycle, discussed and approved in the second half of the year.

Short-term strategy (first half of 2026): In the short term, MMA should focus on positioning ECDiE as a priority issue within ongoing policy and advocacy agendas, leveraging evidence and alliances rather than launching standalone initiatives. A first priority is to embed ECDiE within existing national advocacy platforms, particularly through strategic partnerships with well-established coalitions such as Alianza por la Niñez and NiñezYa, which already have active advocacy efforts around early childhood financing, policy commitments, and accountability. Aligning with these coalitions will allow MMA to amplify its messages, avoid duplication, and benefit from their political traction and convening power.

During this consultancy, a focus group discussion was held with the Alianza por la Niñez Colombiana, whose Executive Secretariat expressed strong interest in collaborating on advocacy efforts related to ECDiE financing. One of its member organizations, Red PaPaz, is currently leading a national advocacy initiative on early childhood—Agenda 8—through which it is collecting 15,000 citizen signatures to call for increased public investment in early childhood, particularly for younger children.

In addition, a meeting was held with the Secretariat of NiñezYa to present the MMA initiative. This coalition also expressed interest in collaborating on joint advocacy efforts to strengthen financing and policy prioritization for early childhood and ECDiE. This coalition is launching during the first quarter, a report about the situation of childhood in Colombia -including references to ECDiE-, and is planning a dialogue on childhood policies with presidential candidates, on April 22nd.

During this phase, MMA can make a distinctive contribution by bringing global evidence, comparative data, and good practices on ECDiE to the national debate. International benchmarks, lessons from other crisis-affected countries, and concrete examples of shock-responsive early childhood financing can serve as powerful inputs for advocacy with policymakers, candidates, and technical teams. Translating this evidence into concise policy briefs and advocacy messages—tailored to the Colombian context and territorial realities—could serve to position ECDiE in the Colombian civil society advocacy efforts.

Targeted engagement with high-influence stakeholders should begin early, including advocacy efforts during the preparation of the first National Budget draft, with high level officials and technical teams within ICBF, the Ministries of Education and Health, DNP, and the Ministry of Finance, as well as key elected Congress members and their staff.

In parallel, MMA should support coalition-led outreach to presidential candidates, encouraging the inclusion of early childhood and ECDiE commitments in political platforms and campaign agendas. This early engagement is essential to ensure that ECDiE is positioned as a cross-cutting priority before electoral dynamics fully dominate the public agenda.

With respect to the private sector, it is recommended to initiate strategic dialogue with key actors—such as the aeioTU Foundation and United Way Colombia—on the potential development of an ECDiE-focused initiative using innovative financing modalities, including payment-for-results mechanisms. These actors have demonstrated interest in outcome-oriented approaches and could be well positioned to participate, provided that enabling conditions are in place and there is clear interest and commitment from national and/or subnational governments to support and co-finance such initiatives.

Innovative financing and impact investment opportunities: Colombia has been a regional pioneer in the use of innovative financing mechanisms such as Social Impact Bonds (SIBs) and Payment for Results (PbR). To date, however, these instruments have been largely concentrated in areas such as youth employment and labor market inclusion, with no pilot initiatives focused specifically on early childhood or child development outcomes. This represents an untapped opportunity, particularly given the strong evidence base on the high social returns of early childhood investments and the growing interest in results-based financing models.

At the same time, momentum around innovative financing for children is emerging. UNICEF has been actively promoting an agenda on innovative financing for childhood and convened a high-level event on this topic in late 2025. Interviews conducted for this study also revealed concrete interest from key national actors. The aeioTu Foundation expressed willingness to assume financial risk in a potential impact investment or results-based initiative, while subnational governments may be interested in participating as outcome payers or implementing partners. Colombia also benefits from a relatively mature impact investment ecosystem—including social investors, intermediaries, and technical service providers—which could facilitate the design and piloting of an ECDiE-focused impact investment initiative.

Beyond impact bonds, Colombia has additional innovative mechanisms that could be leveraged to mobilize private sector resources for ECDiE. One example is the "Works forTaxes" (Obras por Impuestos) mechanism, which allows companies to directly invest a portion of their income tax obligations in public projects in prioritized territories, particularly those affected by conflict. With appropriate project structuring and advocacy, this mechanism could be used to channel private investment toward early childhood infrastructure and services in high-risk and crisis-affected areas. This instrument offers an opportunity to expand resources for ECDiE through a blended finance approach. In 2025, the budget of Obras por Impuestos for education projects was USD $93 million-data for early childhood projects is not available-.

Some key topics for these potential engagements include:

1

With national government:
New financing mechanisms, such as impact investment, payment for results, and Taxes for Works.

2

With national government and Congress:
Optimization of ICBF contracting model and improving execution; Influence greater support for weak municipalities; new taxes,-including healthy taxes-

An interesting model to review is the one implemented by Unitaid through a levy system. When a passenger buys a ticket in a country that implements the levy, US $1 of the ticket price goes to this organization fighting against HIV/AIDS, malaria and tuberculosis

3

With subnational governments:
New taxes, including healthy taxes; new financing mechanisms

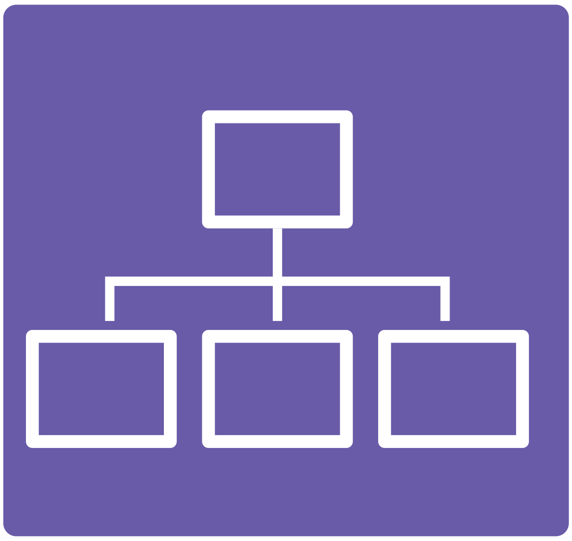
4

With private sector:
New financing mechanisms, such as impact investing, payment for results and Taxes for Works.

Medium-term strategy (second half of 2026): In the medium term, once the new Congress is in place and the incoming administration begins to define its policy priorities, advocacy efforts should focus on translating political commitments into concrete budgetary and programmatic decisions. This will be particularly important during the preparation of the final draft National Budget to be submitted to Congress and throughout the subsequent legislative debates, as well as during the preparation and approval process of the new National Development Plan 2026-2030.

MMA can support coalition partners by providing technical inputs to budget debates, including analysis of territorial gaps, financing scenarios for ECDiE, and practical options for integrating ECDiE within existing sectoral budgets. Particular attention should be given to engaging newly elected members of Congress and key officials within the elected national government, offering evidence-based proposals that are realistic and aligned with national priorities.

At the same time, MMA could facilitate dialogue between public actors and non-government funders. By convening dialogues with domestic philanthropy, private sector actors, international foundations, and cooperation agencies, MMA can help align non-government resources around ECDiE and promote co-financing approaches for high-risk territories. This includes encouraging private and philanthropic actors to increase their investments share directed to ECDiE, informed by evidence and data.



V. CONCLUSION

Public investment in early childhood in Colombia has increased in recent years, but remains below internationally recommended benchmarks, limiting the country's ability to close persistent coverage and quality gaps, particularly in high-risk and crisis-affected territories.

Early childhood financing is structurally fragmented across sectors, levels of government, and actors, which reduces the systemic impact of available resources and weakens coordination, especially for integrated and emergency-responsive services.

Territorial inequities remain a central challenge: municipalities and departments facing conflict, migration, poverty, and climate risks often have lower fiscal capacity and weaker technical ability to mobilize and execute resources, despite having the greatest needs.

Efficiency challenges are driven less by execution capacity alone and more by rigid financing and contracting models, short-term service arrangements, and limited flexibility to respond to shocks affecting young children and families.

ECDiE financing is particularly constrained, as resources explicitly oriented to early childhood in emergencies are limited, poorly tracked, and largely dependent on humanitarian and cooperation actors operating at small scale.

Non-government actors play a complementary but uneven role: domestic philanthropy and the private sector provide the largest volumes of non-public financing for early childhood, while multilaterals, bilaterals, and international foundations show stronger alignment with ECDiE.

The absence of a national framework to align public, private, and philanthropic investments reduces opportunities for complementarity, co-financing, and strategic targeting toward the most vulnerable territories and populations.

Data and information systems remain a constraint: underreporting and limited disaggregation hinder effective planning, monitoring, and evidence-based advocacy.

Financial sustainability continues to rely heavily on the SGP, particularly in smaller municipalities with low own-source revenue capacity (Category 4–6 municipalities, under the current categorization), which restricts their ability to co-finance comprehensive and sustained service provision. As a result, territorial inequalities persist in coverage, quality, and continuity of services for young children.

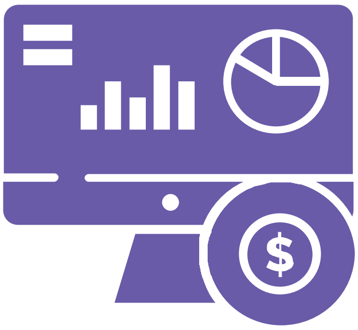
Investment Projects Dependent on Co-financing and Local Technical Capacity: Public investment in Colombia is strongly tied to the formulation of investment projects. However, many municipalities lack the technical teams needed to design and submit viable project proposals and this limits their access to royalties, cooperation funds, and conditional SGP resources, and, in practice, territories with greater social vulnerability and need often capture fewer resources, reinforcing inequities.

International cooperation is limited and unevenly distributed: International cooperation provides important support, but it is generally not sustained over time and it is highly concentrated in regions prioritized due to conflict, emergencies, or global agenda focus. Additionally, there are not effective mechanisms to strategically align or coordinate external funding flows. These reasons limit the system-wide impact of cooperation on national and territorial financing.

Integrate operating budget in the analysis: it is recommended to complement this assessment with operating budget data to provide a more comprehensive picture of public spending on early childhood. This data was requested to main government agencies in the framework of this consultancy (Ministries of Health and Education and ICBF).

This analysis has identified several strategic opportunities to influence financing decisions, mobilize additional resources for ECDiE, and improve the efficiency and adequacy of existing investments in early childhood in Colombia. In the context of upcoming congressional and presidential elections, the role of civil society and multi-stakeholder platforms becomes particularly critical, as policy priorities and budgetary commitments are actively shaped during this period.

Within this window of opportunity, MMA is well positioned to play a catalytic role, leveraging its global evidence base, documented good practices, and the collective credibility and influence of its members to support advocacy efforts, inform public debate, and promote stronger political and financial commitments to ECDiE.



Annex 1 – Innovative Financing Opportunities

Priority	Type of Financing	Key Stakeholders	Opportunity	Indicative Timeline	Key Risks	Risk Mitigation
1	Results-Based Financing / Payment-for-Results (PbR)	aeioTU Foundation; United Way Colombia; National or Subnational Government (Outcome Payer); UNICEF; Impact Investment Intermediaries	Pilot an ECDiE-focused results-based initiative targeting early childhood development outcomes in crisis-affected or vulnerable urban areas. Builds on Colombia's experience with PbR in employment while addressing a clear gap in early childhood.	Short–Medium term (12–24 months) for design and piloting	• Lack of government commitment as outcome payer • Insufficient outcome metrics for ECDiE • Transaction complexity	• Early government engagement to confirm co-financing interest • Leverage existing ECD outcome indicators and global evidence • Use experienced intermediaries to manage design complexity
2	Social Impact Bond / Impact Investment	aeioTU Foundation (risk-bearing investor); Impact Investors;Technical Service Providers; UNICEF; Municipal Governments	Develop Colombia's first impact bond focused on early childhood and child development in emergencies, leveraging aeioTU's willingness to assume financial risk and Colombia's mature impact investment ecosystem.	Medium term (18–36 months)	• High design and transaction costs • Limited precedent for ECD-focused bonds • Outcome attribution challenges	• Start with a small-scale pilot • Use simplified bond structures • Anchor outcomes in well-established ECD indicators
3	Blended Finance via "Works for Taxes" (Obras por Impuestos)	Private Sector Firms; Ministry of Finance; Territorial Governments; Education Authorities; ICBF; Advocacy Coalitions	Channel private sector tax obligations toward early childhood infrastructure and services in conflict-affected territories through Obras por Impuestos, expanding ECDiE financing without new public expenditure.	Short–Medium term (12–24 months)	• Early childhood not prioritized within existing project pipelines • Limited awareness among firms and local governments • Risk for private actors if government agencies do not assume ownership, operation and/or maintenance once the works are completed	• Targeted advocacy to position ECDiE as eligible priority • Align proposals with education and territorial development plans • Partner with experienced implementers

Annex 2 - Sectors and leading institutions

Colombian Institute for Family Welfare (ICBF)	Leads the government agency responsible for coordinating childhood policies and the biggest provider of early childhood comprehensive services; they work in the whole territory, including zones affected by disasters. Serves as the central coordinating body of the early childhood system and the main provider of services for children aged 0–5. Its responsibilities include nutrition programs, early learning modalities, parenting support, and community-based care.
Ministry of Finance	Cost-effectiveness in public expenditure, including early childhood, interested in increasing social expenditure through a tax reform
National Planning Department (DNP)	Early childhood budget effective implementation, in close alignment with technical policy guidelines from national government and contributing to national policy goals, including narrowing equity gaps for early childhood
Ministry of Health	Serves as the central coordinating body of the early childhood system and the main provider of services for children aged 0–5. Its responsibilities include nutrition programs, early learning modalities, parenting support, and community-based care.
Ministry of National Education	Oversees early learning environments, preschool modalities for children aged 4–5, teacher training, quality assurance, and territorial educational planning.
Presidential Agency for International Cooperation (APC)	Mobilize more international financing resources to international donors to contribute to achieving national policy goals, including on early childhood, equity, education and health
School Feeding Administrative Unit	Avoid interruptions on school feeding during crisis
Victims Support Administrative Unit	Make visible their contribution to early childhood comprehensive care, including ECDiE
National Unit for Disaster Risk Management (UNGRD)	Make visible their contribution to early childhood comprehensive care, including ECDiE

Social Prosperity Department	With subnational governments, administer social protection, poverty reduction, and community development programs that are directly linked to family well-being and household stability.
Ministry of Culture	Promotes cultural development and identity-building in early childhood through policy-making, as well as by promoting reading in early childhood in libraries and other spaces and digital platforms which offer recreational and educational content.
Ministry of Housing	Supports caregiver employment and decent work conditions, impacting family stability during emergencies. It leads child labor prevention policies.

Annex 5 - Information sources and constraints/ki+-32

Actor/System	Available information	Constraints	Suggested next steps
National BudgetTracker (Trazador Presupuestal)	Investment budget by government agency, sector and 43% of municipalities.	It doesn't include operating budget information. It only includes 43% of municipalities.	Follow up with individual government agencies.
Presidential Agency for international Cooperation- APC	AOD	Not all actors report. Reporting is voluntary and criteria reporting may vary.	Follow up next year on data 2025
Empresarios por la Educación	Private Sector	Not all actors report. Reporting is voluntary and criteria reporting may vary.	Follow up next year on data 2025
Association of Family and Corporate Foundations- AFE	Corporate and Family Philanthropy	It doesn´t include financial information.	None
Colombian Institute for Family Welfare- ICBF	Investment budget	It hasn´t provided information on operating budget.	Follow up
Ministry of Education – MEN	Investment budget	It hasn´t provided information on operating budget.	Follow up
Ministry of Health and Social Protection – MSPS	Investment budget	It hasn´t provided information on operating budget.	Follow up
National Unit for Disaster Risk	Investment budget	It hasn´t provided information on operating budget.	Follow up
Victims Support Unit	Investment budget	It hasn´t provided information on operating budget.	Follow up

Social Prosperity Department – DPS	Investment budget	It hasn´t provided information on operating budget.	Follow up
Interagency Group on Mixed Migration Flows -GIFMM	Humanitarian repose projects for migrants	Annual information on implemented budget is not available. It doesn´t identify early childhood.	Follow up trough official focal point
Country Humanitarian Team	Humanitarian repose projects	Names of organizations are confidential. It doesn´t identify early childhood.	Follow up trough official focal point

Annex 6 – List of interviews and focal points

Organisation	Name	Category	Position
UNICEF	Carlos Andrés Aragón	Interview	Oficial de Educación
APC Colombia	Jaime Gallego	Interview	Profesional. Dirección de Gestión de Demanda
PLAN International	Pamela Escobar	Interview	Vice presidente
Independent expert	Ana Maria Peñuela	Interview	Consultora, Experta, ExDirectora de Primera Infancia Min. Educación
Secretaría de Integración Social de Bogotá	Constanza Alarcón	Interview	Asesora Primera Infancia, Experta, ExViceministra de Educación
Secretaría de Integración Social de Bogotá	Iván Osejo	Interview	Director de Planeación
AeioTu Foundation	Victoria Arciniegas	Interview	Directora
United Way Colombia	Cristina Gutierrez de de Piñeres	Interview	Directora
Grupo de Trabajo de Primera Infancia en Emergencia	Carlos del Castillo	Interview	Asesor Advocacy , Sesame Workshop
Ministerio de Hacienda	Jaime Vizcaino	Interview	Coordinador, Grupo Sistema General de Regalías, EXDirector Primera Infancia Ministerio de Educación
DNP - Subdirección de Salud	Germán Ramírez, Manuel Reina	Interview	Asesor, Subdirección de Salud

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Alianza por la Niñez Coalition	Omaira Ordóñez, Red PaPaz, Universidad Javeriana, World Vision	Grupo focal	Secretaria Ejecutiva, organizaciones parte
Subnational governments	Gobernaciones de Cauca, Guajira, Nte de Santander, Nariño	Grupo focal	Encargados de niñez, salud, educación
Government agencies	Minvivienda, Minambiente, Minsalud, UNGRD, Properidad Social, PAE, Ministerio del Interior, Cancillería, Migración Colombia	Grupo focal	Äreas de Planeación, Äreas técnicas
Colsubsidio	Alba Cristina Velasquez	Interview	Education Lead
Universidad Javeriana	Omar Garzón	Interview	Researcher

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