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Colombia country strategic plan (2021–2024)

Duration	1 March 2021–31 December 2024
Total cost to WFP	USD 654,322,693
Gender and age marker*	4

* <https://gender.manuals.wfp.org/en/gender-toolkit/gender-in-programming/gender-and-age-marker/>.

Executive summary

During the last two decades, Colombia has achieved remarkable economic growth. It has also halved poverty, reduced extreme poverty by almost 70 percent and halved the number of undernourished people in the country, which speaks to the efforts made and the national commitment to achieving inclusive and sustainable development; however, the effort to ensure inclusive growth in all regions and populations and in all segments and social sectors prioritized by the Government faces significant challenges. Factors jeopardizing the good performance achieved so far include violence by illegal organized armed groups and the presence of illegal economies that impact the social fabric. In addition, extreme natural events and climate change continue to affect a significant proportion of the national territory. Meanwhile, the Final Agreement reached with the Revolutionary Armed Forces of Colombia in 2016 is being implemented, with several important measures under way to achieve a legally negotiated peace.

An unexpected development in recent years has been the massive inflow of migrants from the neighbouring Bolivarian Republic of Venezuela as a result of the multidimensional crisis affecting that country. The response of the Colombian authorities, who have approached the inflow as an opportunity for development, sets a remarkable example at the global level, but the migration still presents a challenge in terms of providing humanitarian assistance while ensuring the social and economic integration of the migrants and their host communities. Colombia has also not escaped

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the profound consequences of the coronavirus disease 2019 pandemic, especially in terms of the social and economic impact of the preventive lockdown measures, which threaten the hard-won development gains achieved in the fight against poverty and malnutrition.

The key opportunities identified to support the Colombian Government in its efforts to achieve the Sustainable Development Goals, especially Goal 2, on zero hunger, are thus linked to the management of humanitarian emergencies caused by multiple factors; the recovery and strengthening of the livelihoods of populations affected by violence, climate change and other shocks; quality assistance and the creation of development opportunities for migrants, Colombian returnees and host communities, as well as for the populations directly affected by the socioeconomic impact of coronavirus disease; the strengthening of public policies on food security and nutrition; and the enhancement of institutional capacity to serve the most vulnerable populations, including through inclusive social protection systems, emergency management, early recovery and post-crisis socioeconomic reintegration.

The country strategic plan has been formulated taking into account these gaps and opportunities, in alignment with the United Nations sustainable development cooperation framework for Colombia for 2020–2023, which is the product of a constructive consultation process with the Government and alignment with its priorities for achieving the 2030 Agenda for Sustainable Development and the national development plan for 2018–2022, “Pact for Colombia, Pact for Equity”. These priorities are reflected in the three pillars of the United Nations sustainable development cooperation framework: stabilization: peace with legality; migration as a development factor; and technical assistance for the acceleration of catalytic Sustainable Development Goals.

Based on these three pillars and consideration of how WFP can contribute to their achievement, the three strategic outcomes of the country strategic plan are as follows:

- By 2024, people and communities in a situation of food vulnerability in the PDET municipalities prioritized by the Government improve their quality of life by strengthening their resilience and sustainable livelihoods and local governments strengthen their capacities, contributing to the stabilization and consolidation of the territories, with the support of WFP and in coordination with the United Nations country team, as a complement to the efforts of the Colombian Government.
- Venezuelan migrants, Colombian returnees and members of host communities receive humanitarian assistance, equitable access to quality differential services and expeditious and massive access to the labour market and entrepreneurship options, with a focus on food security and nutrition, with the support of WFP and in coordination with the United Nations country team, as a complement to the efforts of the Colombian Government.
- The public policies, institutional capacity, systems and services for the promotion of food security, nutrition and social inclusion are technically strengthened and vulnerable populations have access to adequate and nutritious food throughout the year for the acceleration of catalytic SDGs, in particular SDG 2, with the support of WFP and in coordination with the United Nations country team, as a complement to the efforts of the Colombian Government.

The country strategic plan is designed around cross-cutting concerns that guide its interventions and enhance its transformative potential, both in rural and urban areas. Thus, it is designed to be gender-transformative, nutrition sensitive, environmentally and socially aware, adaptive to climate change and inclusive and protective of the needs of various people, including indigenous and Afro-descendant people. It also addresses the specific needs of people with disabilities and formulates solutions for their integration. The interventions will take place within a triple nexus

approach, linking humanitarian assistance with development and the consolidation of peace in Colombia when conditions are met.

WFP will work with the United Nations country team and in strong strategic and operational partnership and coordination with the Colombian Government and its institutions at the central and local levels, as well as with other United Nations agencies, academic institutions, non-governmental organizations and civil society entities, fostering partnerships with donors and other cooperation actors so that the expected results are fully achieved and a decisive contribution is made to accomplishing zero hunger and the end of malnutrition in the country.

Draft decision*

The Board approves the Colombia country strategic plan (2021–2024) (WFP/EB.1/2021/7-A/1) at a total cost to WFP of USD 654,322,693.

* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

1. Country analysis

1.1 Country context

1. Colombia is the fourth largest country in South America, with an area of 1,142,748 km and a population of 50.4 million.¹ It is an upper middle-income country, according to the most recent World Bank classification, and the fourth largest economy in Latin America. It is also classified as a country with high human development, with a Human Development Index score of 0.76 that places it 79th of 189 countries; however, its inequality-adjusted Human Development Index score is 23.1 percent lower, at 0.58, while the 2018 Gender Inequality Index score places it 94th of 162 countries² and its 2018 Gini index score was 50.4.³
2. Colombia has taken significant steps in sustainable development since the beginning of the century. Between 2010 and 2018, Colombia lifted 4.7 million people out of poverty and 2.8 million out of extreme poverty. Total net coverage in education increased by 12 percent between 1996 and 2017. Ninety-five percent of the population is enrolled in the national social security system for health, compared to 29 percent in 1995. Finally, the homicide rate has fallen sharply, from 66 homicides per 100,000 inhabitants in 2000 to 24 in 2019.⁴
3. The main challenges for sustainable development, as identified in the national development plan for the period 2018–2022 and the United Nations common country analysis, include stagnation in productivity; informality of employment; population and regional gaps;⁵ limited access to high-quality basic services; violence caused by illegal armed groups⁶; the presence of illegal economies and organized armed groups in remote regions with a low institutional presence; improving transparency; strengthening justice; and vulnerability to disasters and climate change.⁷
4. It is estimated that 6.3 million people are affected by violence perpetrated by illegal organized armed groups⁸ and natural disasters; of those, 5.1 million need humanitarian

¹ 51.2 percent female, 48.8 percent male, 22.6 percent under 14 and 26.1 percent 14–18. Across age groups, there are proportionally equal numbers of females and males, with a marginal increase in the proportion of females with age 34 and older. In total, the country has 14.2 million households, with 6 million headed by a woman. The percentage of the Colombian population living with disability is 6.3. Government of Colombia. 2018. National Population and Housing Census <https://www.dane.gov.co/index.php/estadisticas-por-tema/demografia-y-poblacion/proyecciones-de-poblacion>.

² United Nations Development Programme. Human Development Report 2019. Inequalities in Human Development in the 21st Century. Briefing note for countries on the 2019 Human Development Report: Colombia. http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/COL.pdf.

³ The Gini index is a measure of statistical dispersion intended to represent the income inequality or wealth inequality within a nation or any other group of people. World Bank Group. <https://data.worldbank.org/indicator/SI.POV.GINI?locations=CO>.

⁴ These data are not disaggregated by sex and age. *United Nations sustainable development cooperation framework for Colombia for 2020–2023*. (in Spanish). https://www.unicef.org/about/execboard/files/UNSDCF_2020-2023_original_firmado_completo.pdf.

⁵ 53 percent of people living in extreme or moderate poverty are women, with the greatest gap evident for rural women and women over 35. United Nations Development Programme. *Las exclusiones más duras: mujeres en situación de pobreza moderada y extrema en Colombia*. <https://www.undp.org/content/dam/rblac/docs/Research%20and%20Publications/Empoderamiento%20de%20la%20Mujer/04%20Susana%20Martinez.pdf>.

⁶ Violence caused by illegal armed groups also has a differentiated and exacerbated impact on indigenous and Afro-descendant women and girls due to the deepening of exclusion, discrimination and pre-existing sexist cultural practices within and outside their communities. <https://www.corteconstitucional.gov.co/relatoria/autos/2008/a092-08.htm>.

⁷ United Nations sustainable development cooperation framework for Colombia for 2020–2023. (in Spanish). https://www.unicef.org/about/execboard/files/UNSDCF_2020-2023_original_firmado_completo.pdf.

⁸ According to the Single Registry of Victims, by life cycle armed violence in Colombia has had a greater impact on people between the ages of 29 and 60 (38.5 percent), followed by people between 18 and 28 (22.4 percent) and adolescents between 12 and 17 (11.9 percent). Furthermore, 12.5 percent of the victims identify as Afro-descendant and 4.6 percent as indigenous; 5 percent have some type of disability and 1 percent have a non-hegemonic sexual orientation or gender identity. <https://www.unidadvictimas.gov.co/es/registro-unico-de-victimas-ruv/37394>.

- assistance.⁹ Of the total at-risk population at the end of 2019, it is estimated that 2.4 million people suffered from food insecurity as a consequence of conflict and natural events.¹⁰
5. In addition, in recent years, the challenge presented by the arrival of large numbers of migrants from the Bolivarian Republic of Venezuela has been growing.¹¹ This migration movement is the largest in the modern history of Latin America and the Caribbean and the second largest at the global level. The number of Venezuelans who have settled in the country has increased exponentially, from 39,000 at the end of 2015 to 1.76 million as at July 2020.¹² It is estimated that 1 million are in an irregular migratory situation and 763,000 in a regular situation, 4.98 million have border mobility cards (pendular migration) and 680,000 are returning Colombians. In total, 1.8 million people are expected to need food and nutrition assistance, including people in host communities.¹³ Colombia has reacted to this enormous challenge with an open-border policy inspired by the principle of solidarity. The main objective is the economic integration of migrants, host populations and Colombian returnees, including through the provision of comprehensive assistance in education, health and family well-being and the fostering of a perception of migration as an opportunity for development, representing a fairly unique model in the global landscape of migration management.
 6. Colombia has been affected by the coronavirus disease 2019 (COVID-19) pandemic since March 2020. Despite the challenging circumstances, restrictions and social isolation measures informed by public health concerns have allowed the spread of the virus to be contained; as in many other countries, however, these measures have had an impact on the country's social fabric and economic productivity.¹⁴ At the time of drafting this document, the Government estimated that the socioeconomic impact of the pandemic could include a reduction of 5.5 percent in gross domestic product,¹⁵ with a direct and very strong impact on

⁹ The humanitarian needs overview published in March 2020 projects humanitarian needs up to December 2020. It estimates 13.4 million people affected by various causes, of whom 8.5 million would require some kind of humanitarian assistance. Of this figure, 5.1 million are affected by the internal situation (conflict, violence and natural disasters), while 3.5 million are refugees and migrants. Office for the Coordination of Humanitarian Affairs. 2020. *Colombia Panorama de las Necesidades Humanitarias 2020*. (in Spanish) <https://www.humanitarianresponse.info/es/operations/colombia/document/humanitarian-needs-overview-2019>.

¹⁰ This figure does not include an assessment of the population affected by the COVID-19 preventive measures and their socioeconomic impact.

¹¹ The largest number of migrants from the Bolivarian Republic of Venezuela are between the ages of 20 and 34, followed by girls and boys under 10. In total, 52 percent are male and 48 percent female. Migrants are routinely exposed to acts of violence such as discrimination and xenophobia, forced recruitment, sexual violence and human trafficking. Migrant girls and adolescent girls are at increased risk of sexual violence (including trafficking in persons for commercial purposes, forced sex work and sexual assault in the workplace). Profamilia. 2020. *Desigualdades en salud de la población migrante y refugiada venezolana en Colombia*. <https://profamilia.org.co/wp-content/uploads/2020/05/Desigualdades-en-salud-de-la-poblacion-migrante-y-refugiada-venezolana-en-Colombia-Como-mejorar-la-respuesta-local-dentro-de-la-emergencia-humanitaria.pdf>.

¹² From March to July 2020, 3 percent of the migrant population returned to the Bolivarian Republic of Venezuela due to the impact of COVID-19 preventive isolation measures. <https://data2.unhcr.org/es/documents/details/78581>.

¹³ Coordination platform for refugees and migrants from Venezuela. 2019. *RMRP 2020: Regional Refugee and Migrant Response Plan for Refugees and Migrants from Venezuela (January–December 2020)*. <https://reliefweb.int/sites/reliefweb.int/files/resources/72254.pdf>.

¹⁴ The economic impacts are compounded for women and girls. The pandemic has highlighted the inequities, discriminatory social practices and lack of opportunities faced by women globally. There has been an increase in the workloads of women and girls, encompassing unpaid care and domestic work, as well as income-generating work. The rates of gender-based violence, including family and domestic violence, have also increased. United Nations. 2020. *Policy Brief: The Impact of COVID-19 on Women*. <https://www.un.org/sexualviolenceinconflict/wp-content/uploads/2020/06/report/policy-brief-the-impact-of-covid-19-on-women/policy-brief-the-impact-of-covid-19-on-women-en-1.pdf>.

¹⁵ Interview with the Vice-Minister of Finance published on the website of the Ministry of Finance and Public Credit, July 19, 2020. https://www.minhacienda.gov.co/webcenter/portal/SaladePrensa/pages_DetalleNoticia?documentId=WCC_CLUSTER-138579.

the country's economy and labour market. The COVID-19 pandemic has also affected migration flow management policies, with a temporary border closure in effect since March 2020.

1.2 Progress towards the 2030 Agenda for Sustainable Development

7. Colombia has been able to move forward with strong steps towards implementation of the 2030 Agenda for Sustainable Development through the early incorporation of the Sustainable Development Goals (SDGs) into its national development plan for the period 2018–2022 and its territorially focused development plans (PDETs), the establishment of the Inter-institutional Commission for the Preparation and Effective Implementation of the Post-2015 Development Agenda and its SDGs in 2015 and the submission of voluntary national reviews to the high-level political forum on sustainable development in 2016 and 2018. The national strategy for the achievement of the SDGs in Colombia ensures clear convergence of the national development plan for the period 2018–2022, “Pact for Colombia, Pact for Equity”, and the 2030 Agenda, establishing a follow-up scheme with national indicators, measurable goals and institutional responsibilities. These actions reflect the Government’s efforts to achieve sustainable development, “leaving no one behind”.

1.3 Progress towards SDGs 2 and 17

Progress towards SDG 2 targets

8. *Access to food.* Colombia has achieved a very significant reduction in the prevalence of undernourished people over the past decade, from 4.2 million (9.7 percent of the total population) in 2006 to 2.4 million (4.8 percent) in 2018;¹⁶ however, significant challenges remain, such as poverty and violence by illegal organized armed groups, socioeconomic vulnerabilities, territorial imbalances, gender and age inequalities and access constraints caused by price rises in excess of the consumer price index for food in the family basket.¹⁷
9. *Ending malnutrition.* Undernutrition, especially anaemia and micronutrient deficiencies, remains a major concern. Chronic undernutrition continues to affect mainly people in rural areas, especially indigenous people and ethnic minorities, with a prevalence of 15.4 percent compared to 9 percent in urban areas.¹⁸ Nearly 90 percent of indigenous children under 5 in Colombia’s Pacific region suffer from chronic malnutrition, compared to 60 percent in the south and north of the country.¹⁹ While the percentage of stunting in children under 5 decreased from 13.2 percent to 10.8 percent between 2010 and 2015,²⁰ acute undernutrition in children under 5 increased from 0.9 percent to 2.3 percent during the same period.²¹ From 2005 to 2014 there were 4,050 deaths related to undernutrition in

¹⁶ Food and Agricultural Organization of the United Nations. 2019. *The State of World Food Security and Nutrition in the World: Safeguarding against Economic Slowdown and Downturns*. <http://www.fao.org/3/ca5162en/ca5162en.pdf>. At the time of finalization of this CSP, new figures for 2020 showed a decrease of almost 6 percentage points between the periods 2004/2006 and 2017/2019, with the prevalence of undernourishment in the general population falling from 11.3 percent to 5.5 percent. http://www.fao.org/3/ca9692en/online/ca9692en.html#chapter-a1_1.

¹⁷ Including other intersectional factors that affect access to food, such as ethnicity and disability.

¹⁸ National Survey of the Nutritional Situation in Colombia 2015. <https://www.icbf.gov.co/bienestar/nutricion/encuesta-nacional-situacion-nutricional>.

¹⁹ National Institute of Health. 2016. INS Bulletins. Extracted from the common country analysis of the United Nations system in Colombia, 2019.

²⁰ This percentage rises to 12.1 for boys and decreases to 9.5 for girls, and while remaining at 10 for “non-ethnic” children, it rises to 29.6 in indigenous communities. National Survey of the Nutritional Situation in Colombia 2015. <https://www.icbf.gov.co/bienestar/nutricion/encuesta-nacional-situacion-nutricional>.

²¹ Global undernutrition in children under 5 increased from 3.4 percent in 2010 to 3.7 percent in 2015, being 3.5 percent for boys and 3.8 percent for girls. This indicator rises to 8 percent for indigenous children. National Survey of the Nutritional Situation in Colombia 2015. <https://www.icbf.gov.co/bienestar/nutricion/encuesta-nacional-situacion-nutricional>.

- children under 5, an average of 405 per year.²² Undernutrition is also a concern for pregnant women²³ and girls, with 14.2 percent of pregnant women and 21.4 percent of pregnant girls under weight.²⁴
10. At the same time, overweight and obesity have reached worrying levels in recent years. Among people over 18, the percentage of overweight increased by 10.6 percentage points between 2005 and 2015, reaching 56.5 percent, while obesity increased by 4.9 percentage points to 18.7 percent. The highest rates are among women and Afro-descendants.²⁵ It is estimated that 42.6 percent of pregnant women and girls are overweight. Similarly, an increase in overweight was observed in school-age children, from 18.8 percent in 2010 to 24.4 percent in 2015, while among adolescents it increased from 15.5 percent to 17.9 percent over the same period.²⁶
 11. *Productivity and incomes of small farmers.* The relative weight of agriculture in gross domestic product continues to decline slowly, currently standing at 6.2 percent, while it is estimated that 15.8 percent of the workforce is engaged in agriculture, livestock, forestry and related activities. An estimated 3.3 million people carry out agricultural work; 82.6 percent are men and 17.4 percent women.²⁷ The agricultural sector is undoubtedly the largest source of employment and income in rural areas, especially for men; however, remuneration is often below the minimum wage and the quality of employment is precarious, with a very high informal employment rate of approximately 85.8 percent and a very low ratio social security coverage.²⁸
 12. Family farming retains an important role in Colombia: an estimated 80 percent of farmers belong to this group, producing 79 percent of the food consumed in the country.²⁹ Approximately 30 percent of family farmers are women.³⁰ In this context, the empowerment

²² While the gross rate of deaths from undernutrition in children under 5 stood at 6.82 per 100,000 in 2014, some departments, including Amazonas, Bolívar, Cesar, Chocó, Guainía, La Guajira, Magdalena, Putumayo and Sucre, have rates well above the national average, with Vichada achieving the highest rate in the country, with 91.08 deaths for every 100,000 children under 5 in 2014. Government of Colombia. 2016. *Análisis de Situación de Salud (ASIS) Colombia, 2016*. <https://www.minsalud.gov.co/sites/rid/Lists/BibliotecaDigital/RIDE/VS/ED/PSP/asis-colombia-2016.pdf>.

²³ In Colombia the percentage of females between the ages of 15 and 19 who are mothers or are pregnant for the first time decreased from 20.5 percent in 2005 to 17.4 percent in 2015. This decrease was greater in urban areas, in the regions with the most opportunities, among women with the highest educational levels and in the highest quintiles of wealth. For their part, 2.1 percent of males aged 15–19 are fathers. Furthermore, among girls age 13 to 19 who are mothers, the age of the father of their first child exceeds their age by at least 6 years in 44.6 percent of cases; by at least 10 years in 19.5 percent of cases and by 20 years in 4.6 percent of cases. Age differences are higher in rural areas than in urban settings. <https://www.minsalud.gov.co/sites/rid/Lists/BibliotecaDigital/RIDE/VS/ED/PSP/informe-determinantes-sociales-embarazo-en-adolescente.pdf>.

²⁴ National Survey of the Nutritional Situation in Colombia 2015. <https://www.icbf.gov.co/bienestar/nutricion/encuesta-nacional-situacion-nutricional>.

²⁵ Excess weight affected 59.5 percent of women in 2015 and 52.7 percent of men. National Survey of the Nutritional Situation in Colombia 2015. <https://www.icbf.gov.co/bienestar/nutricion/encuesta-nacional-situacion-nutricional>.

²⁶ While there is no significant difference in the percentage of overweight school-age boys and girls, there is a very significant difference for adolescents age 13–17, at 21.2 percent for girls and 14.8 percent for boys. National Survey of the Nutritional Situation in Colombia 2015. <https://www.icbf.gov.co/bienestar/nutricion/encuesta-nacional-situacion-nutricional>.

²⁷ Government of Colombia. 2019. *Great Integrated Household Survey*. (in Spanish only) 18.7 percent of the population employed in agriculture are between the ages of 10 and 24, while 58.6 percent are between 25 and 54 and 17 percent are over 55.

²⁸ Government of Colombia. 2015. *El campo Colombiano: un camino hacia el bienestar y la paz*. <https://colaboracion.dnp.gov.co/CDT/Agriculturapecuarioforestal%20y%20pesca/El%20CAMPO%20COLOMBIANO%20UN%20CAMINIO%20HACIA%20EL%20BIENESTAR%20Y%20LA%20PAZ%20MTC.pdf>.

²⁹ Comité Nacional de Impulso de la Agricultura Familiar. 2016. "Towards a family farming programme in Colombia". In *Family Farming in Colombia. Multi-functionality-based Case Studies and its Contribution to Peace*. Á. Acevedo-Osorio and J. Martínez-Collazos (eds). Bogotá: Ediciones Universidad Cooperativa de Colombia - Corporación Universitaria Minuto de Dios - Agrosolidaria.

³⁰ 5.3 million women live in the Colombian countryside and, while in 61.4 percent of the country's dispersed rural area men make production decisions on land, the proportion for women is 26 percent; the same percentage of women also has less access to machinery, credit and technical assistance. <http://www.fao.org/colombia/noticias/detail-events/es/c/1184554/>.

of rural women is considered crucial to the achievement of sustainable development outcomes. However, Colombia's rural sector has historically been affected by high levels of poverty and violence, caused by illegal armed groups, high concentration and informality of land ownership and bottlenecks in the food value chain, in addition to exposure to natural hazards, including climate shocks.

13. *Sustainable food systems.* While there is enough food at the national level (2,976 kcal/per capita/day), most calories are provided by cereals (24.1 percent), sugars (22.9 percent) oils and fats (13.3 percent); only 200 grams/per capita/day of fruits and vegetables is available for human consumption, far below the World Health Organization recommendation of 400 grams per day.³¹ Agricultural production is estimated at 31,144,905 mt,³² while food exports stood at 5,434,738 mt in 2019.³³ Moreover, there is an increasing trend towards food imports, with 14,232,585 mt of foods imported in 2019, particularly cereals, followed by fats and oils, fruits, fish, meats, dairy products and cocoa.³⁴ In addition, 9.76 million mt of food is lost or wasted every year, equivalent to 34 percent of the food intended for human consumption.³⁵
14. Food security and nutrition are strongly correlated with resilience and adaptation to climate change. Colombia's environmental vulnerability is reflected in high deforestation, aridity and desertification rates, with increasing water scarcity, informal human settlements and contamination of the rivers and ecosystems on which rural and ethnic populations depend. Smallholder farmers need to strengthen their capacity to make use of technical assistance and knowledge and adopt sustainable agricultural practices and technologies that address climate change and allow rational use of natural resources. In this context, using innovative processes such as the three-pronged approach,³⁶ the country office will support indigenous and Afro-descendant communities in recovering, preserving and valuing ancestral knowledge, as seeds and crops present an opportunity to advance the protection and development of local cultures, values and identities.³⁷

Progress towards SDG 17 targets

15. *Capacity building.* Achieving zero hunger in Colombia requires the strengthening of national and local capacity and the consolidation and leveraging of broad partnerships for sustainable development. WFP has a solid track record of partnerships, working at the central and territorial levels in a coordinated and effective manner with key national institutions and organizations responsible for the development of public policy and the implementation of activities aiming at achieving SDG 2. To contribute to the stabilization and consolidation of territories, WFP has supported capacity strengthening for local institutions

³¹ Government of Colombia, Colombian Family Welfare Institute and Food and Agriculture Organization of the United Nations. 2018. Colombian Food Balance Sheet 2013. <https://www.icbf.gov.co/bienestar/nutricion/hoja-balance-alimentos-colombianos>.

³² Of which 21,946,605 mt are agro-industrial produce (70.5 percent), 3,261,501 mt are tubers and bananas (10.5 percent), 2,911,827 mt are fruit (9.3 percent), 1,652,859 mt are cereals (5.3 percent) and 1,372,113 mt are vegetables and legumes (4.4 percent). Government of Colombia. 2019. *Encuesta Nacional Agropecuaria* (national farm survey). https://www.dane.gov.co/files/investigaciones/agropecuario/enda/ena/2019/boletin_ena_2019-I.pdf.

³³ Government of Colombia, *Dirección de Impuestos y Aduanas Nacionales*. 2020. Statistical Annex on Foreign Trade January–December 2018–2019. <https://www.dian.gov.co/dian/cifras/Paginas/EstadisticasComEx.aspx>.

³⁴ Government of Colombia, 2020. *Dirección de Impuestos y Aduanas Nacionales*. Statistical Annex on Foreign Trade January–December 2018–2019. <https://www.dian.gov.co/dian/cifras/Paginas/EstadisticasComEx.aspx>.

³⁵ Government of Colombia. 2016. *Pérdida y desperdicio de alimentos en Colombia*. https://mrv.dnp.gov.co/Documentos%20de%20Interes/Perdida_y_Desperdicio_de_Alimentos_en_colombia.pdf.

³⁶ Based on lesson learned in the implementation of the CSP (2017–2021), the country office will continue to use the three-pronged approach to enable local communities to identify activities for building sustainable and resilient livelihoods.

³⁷ This task has historically been delegated to women, who keep households going, transmit traditional knowledge to girls and boys, support the revival of eating practices and habits and preserve seeds for planting and exchange. Food and Agriculture Organization of the United Nations and *Departamento Administrativo para la Prosperidad Social*. *Comida, territorio y memoria Situación alimentaria de los pueblos indígenas colombianos*. (in Spanish) <http://www.fao.org/3/a-i4467s.pdf>.

and people in the communities by promoting productive projects and developing models for the recovery and reintegration of ex-combatants. In terms of emergency preparedness and response, WFP has provided the Government with technical advice on strengthening national risk and disaster management systems within the framework of the humanitarian country team and the inter-agency group on mixed migration flows (GIFMM), leading the food security and monetary transfer cluster, in response to the needs and priorities defined by the Government.³⁸

1.4 Hunger gaps and challenges

16. The challenges to achieving zero hunger are structural and conjunctural in nature. Deep challenges persist, particularly in dispersed rural areas and among indigenous and Afro-descendant communities, where poverty and malnutrition are concentrated.
17. *Management of emergencies and disaster risk.* Colombia has established itself as a regional leader in disaster risk management, with a national system with over 30 years of experience that has consolidated a national regulatory and technical framework. Given the country's high exposure to extreme socio-natural phenomena, local institutions will benefit from technical assistance aimed at strengthening national standards and capacity to provide rapid emergency response to affected populations, promoting early recovery and the strengthening of livelihoods, stimulating local markets and promoting women's and girls' empowerment to achieve the socioeconomic integration of vulnerable communities, ex-combatants and generally affected populations in rural areas.³⁹
18. To address the impacts of climate change and achieve sustainable food systems, it is necessary to support affected people in building their capacity to adapt to the impacts of climate variability and change, including through activities that improve their agricultural livelihoods and management of natural resources, equally empower local populations, reduce uncertainty regarding the fate of forests and contribute to the elimination of intersectional inequalities related to gender, age, sex, disability and ethnicity.⁴⁰
19. *Recovery and strengthening of livelihoods within the framework of the peace with legality policy.* Violence by illegal organized armed groups generates multiple and protracted negative consequences that have a direct short, medium and long-term impact on food insecurity and the nutrition status of affected populations. The recovery and strengthening of the livelihoods of victims of armed violence and assistance to communities for their socioeconomic and productive integration will be fundamental, reinforcing the humanitarian-sustainable development-peace triple nexus.
20. *Migration as a development factor.* The arrival of 1.76 million Venezuelan migrants and half a million Colombian returnees constitutes a challenge for the country in terms of food security and nutrition. Beyond the large investments made by the Government to facilitate an effective response to the migration phenomenon, the main challenge is the economic and

³⁸ Afro-descendant and peasant farmers, with the support of the Colombian Government, will continue to strengthen their capacity for resilience and adaptation to climate change through specific contributions, such as the current bi-national Adaptation Fund project on building adaptive capacity through food and nutrition security and peacebuilding actions. This project has the potential to become a model, scalable at the country and regional levels, for the integration of traditional and scientific knowledge for decision and policymaking that helps to overcome the challenges posed by the climate crisis on food security and nutrition.

³⁹ Wherever possible and in coordination with the Ministry of Agriculture and Rural Development, the Ministry of Environment and Sustainable Development and the National Planning Department, the country office will promote the inclusion of innovative risk financing solutions such as agricultural insurance, microinsurance and weather index insurance.

⁴⁰ Gender, climate change and security are strongly linked. The security risks (such as loss of livelihoods and competition over scarce resources) caused by climate change disproportionately affect women and girls of all ages, who have fewer resources and possibilities to adapt to climatic transformations. This situation has led to the management of gender social norms and power structures in the management of climate change with the aim of empowering women politically and economically and strengthening their contributions to peace. <https://wedocs.unep.org/bitstream/handle/20.500.11822/32638/GCS.pdf?sequence=1&isAllowed=y>.

social integration of migrant populations and host communities. There is therefore a need to link high-quality humanitarian assistance interventions with assistance mechanisms emanating from national policies on social inclusion, as well as with the development of employment opportunities, entrepreneurship options and urban livelihoods, among other aspects to be addressed in advancing simultaneous multisectoral efforts.

21. *Strengthening of public policies on food security and nutrition and institutional capacities.* Colombia is advancing in the formulation of a policy for the progressive guarantee of the human right to food and the creation of an associated institutional coordination system⁴¹ through which it will have a more robust institutional framework at the national and territorial levels, with the participation of the private sector and civil society. A policy on food loss and waste is also being developed, along with other regulatory instruments. These actions and others aimed at strengthening policy frameworks, including those for malnutrition, with an emphasis on the prevention of overweight and obesity, and for water and sanitation, will be essential to the achievement of food security and nutrition. The strengthening of institutional capacity at the national and territorial levels in areas related to information management for planning and decision making in various local realities and urban and rural dimensions will facilitate the development of policy frameworks. Strengthening capacity to develop social interventions with a gender equity and intersectoral focus on behaviours and practices that support food and nutrition security will allow progress in gender equality and women's empowerment, in both the public and private spheres.⁴²
22. *Response to the impact of COVID-19 prevention, containment and mitigation measures.* The core group of the United Nations country team is currently working on a study to measure the socioeconomic impact of the pandemic. Prevention, containment and mitigation measures adopted at the global level have had profound effects, especially on the economy, employment and well-being, and, according to the Economic Commission for Latin America and the Caribbean, will have a direct impact of a rise of poverty and extreme poverty.⁴³ In Colombia, the emergency is particularly affecting the livelihoods of poor urban people in the informal sector, including migrants with precarious sources of income, and are expected to have a direct impact on the food security and nutrition of the poorest and most vulnerable populations.⁴⁴

2. Strategic implications for WFP

2.1 Achievements, lessons learned and strategic changes for WFP

23. The first WFP country strategic plan (CSP) for Colombia covered the period 2017–2021 and focused on five strategic outcomes: improving food system sustainability, strengthening capacity to achieve the SDGs, strengthening the food security and nutrition of smallholders, preventing malnutrition and supporting populations affected by emergencies and their livelihoods, with gender and protection as cross-cutting themes. During implementation, significant changes occurred in the country context, in particular in terms of the surge of mixed migration from the Bolivarian Republic of Venezuela and the spread of COVID-19 to Colombia in March 2020. These important changes have required drastic programmatic and operational adjustments and adaptations by WFP. Meanwhile, WFP has continued to provide

⁴¹ System for the progressive guarantee of the right to food.

⁴² Especially generating differential information at the rural level and in Afro-descendant and indigenous communities.

⁴³ Economic Commission for Latin America and the Caribbean. 2020. *Political and social compacts for equality and sustainable development in Latin America and the Caribbean in the post-COVID-19 recovery*. Special report No. 8. https://repositorio.cepal.org/bitstream/handle/11362/46146/1/S2000672_en.pdf.

⁴⁴ The pandemic will deepen gender inequities, making it essential to put women and girls in all their diversity at the centre of the response, along with the most vulnerable populations (such as ethnic communities and people with disabilities).

emergency humanitarian assistance to thousands of people affected by disasters and violence by illegal organized armed groups.

24. Since mid-2018, WFP has supported the efforts of the Government to respond to the Venezuelan migratory phenomenon, with humanitarian interventions aimed at the most vulnerable populations, including Venezuelan migrant populations, Colombian returnees and host populations, particularly in the areas bordering the Bolivarian Republic of Venezuela and Ecuador. In 2019, WFP was able to assist 1.4 million people in the context of the migration crisis, working hand-in-hand with national institutions and in full coordination with partners in the United Nations system and civil society.
25. At the same time, WFP has provided technical assistance to the Colombian Government in the development of public policies, including in the areas of food security and nutrition and school feeding, and has worked on the implementation of rural development adaptation and resilience strategies among affected communities, supporting and empowering women in all contexts as a cross-cutting activity.⁴⁵ With the onset of COVID-19, WFP has adapted its intervention modalities and, at the request of the Government, has expanded the scope and typologies of its programmes and interventions to meet the emerging requirements for humanitarian and livelihood support amid growing needs.
26. In 2019 a CSP mid-term review identified best practices, challenges and opportunities and generated recommendations for the next CSP, including: to recognize the importance of WFP's role in emergency response; to simplify the CSP structure, reducing activities and strengthening the organization's strategic focus areas with an organic vision and a comprehensive strategy; to strengthen evidence-based programming for more sustainable interventions; to incorporate national capacity strengthening into nutrition, gender and protection as a cross-cutting result for all activities; and to define a clear exit and work strategy based on gradual transfer to the Government.

2.2 Alignment with national development plans, the United Nations sustainable development cooperation framework and other frameworks

27. The CSP for the period 2021–2024 has been formulated to align with the United Nations sustainable development cooperation framework for Colombia for 2020–2023 (UNSDCF) and comply with the recent United Nations reform calling for agencies, funds and programmes to align their interventions with national priorities and work in an inter-agency manner to achieve the 2030 Agenda. Thus, the CSP fully reflects WFP's efforts to complement and support State actions in the strategic areas prioritized by the Government, working at the national, regional and municipal levels.
28. The UNSDCF agreed between the Government and the United Nations country team established three key strategic areas: stabilization – peace with legality; migration as a development factor; and technical assistance for the acceleration of catalytic SDGs.⁴⁶ WFP

⁴⁵ WFP in Colombia works for gender equality and women's empowerment in all its intervention areas. During project design, the field offices and partners identify the main gender and protection gaps and the corresponding actions for addressing them. In this way, WFP supports gender equity in the design and implementation of its programmes and ensures that its interventions will do no harm to beneficiaries. WFP also advances projects aimed at the empowerment, leadership and advocacy of women's organizations in various areas of Colombia and undertakes specific activities against gender-based violence. Leadership in inter-agency coordination gender subgroups at the local level has led to greater efficiency in interventions.

⁴⁶ The gender approach is crosscutting in the UNSDCF, incorporated into strategies for the prevention of gender-based violence, as well as reflected in economic empowerment, the promotion of relations of gender equality and the leadership and participation of women and girls in their ethnic, age and sexual diversity in strategic area 1; in integrated, differential, coordinated and quality humanitarian assistance for migrants, including children and adolescents, women and people affected by gender-based violence in strategic area 2; and in strengthening the efforts of the Government in the implementation of actions aimed at achieving gender equality (strategic outcome 3.2) in strategic area 3.

built on these three pillars to develop the CSP, taking into account the organization's mandate, capacities and comparative advantages.

29. The CSP was informed by consultations with other agencies, funds and programmes of the United Nations system in Colombia to ensure optimal alignment and thus to support the efforts and actions of the Government in the strategic areas defined by the UNSDCF, as well as to optimize efforts, resources and results. The CSP also draws from the inter-agency strategy for food security and nutrition developed by WFP, the United Nations Children's Fund, the Pan American Health Organization and the Food and Agriculture Organization of the United Nations. It considers the joint workplan being implemented by the Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development and WFP to strengthen inter-agency complementarity and create collective and more-integrated solutions that scale up joint efforts to contribute to the achievement of SDG 2. The CSP also reflects WFP's engagement in the 2021 humanitarian response plan, the 2020 COVID-19 intersectoral response plan and the 2021 regional refugee and migrant response plan; activities and interventions under the CSP will be aligned with any other inter-agency humanitarian response plans that may be developed at the request of the Government.

2.3 Engagement with key stakeholders

30. The CSP was developed in the context of COVID-19, and virtual and remote consultation mechanisms were used both to agree on the line of sight with the Government⁴⁷ and to communicate the expected outcomes and outputs to key partners such as donors, cooperating partners and civil society. The consultations were inclusive and diverse in order to articulate actions, generate synergies and unite wills.⁴⁸

3. WFP strategic portfolio

3.1 Direction, focus and intended impacts

31. The CSP will contribute directly to the achievement of the results and activities agreed with the Government in line with the UNSDCF and its three strategic areas.
32. In relation to the first strategic area, WFP's interventions will support the implementation of the peace with legality policy in the PDET municipalities prioritized by the Government. This will involve working with vulnerable communities and focusing on factors affecting people's food security and livelihoods, including violence by illegal organized armed groups, extreme weather events and slow-onset climate change. Within these communities, WFP will work with specific groups who face special conditions and vulnerabilities such as ex-combatants, indigenous and Afro-descendant people, women producers and young people. In developing people's livelihoods, capacity for socioeconomic and productive integration and overall resilience, WFP will also work to strengthen the capacity of institutions. With regard to systems, efforts will aim to strengthen local institutional capacity in information and data management and analysis in order to enhance the quality of the design and implementation of programmes and interventions.
33. Concerning the second strategic area of the UNSDCF, WFP will support the Government in providing urgent humanitarian assistance to Venezuelan migrants, Colombian returnees and host communities, focusing on access to food and nutrition services to save lives. To ensure the sustainability and integration of approaches, WFP's actions will be designed to complement and support government interventions such as social inclusion and social

⁴⁷ Various meetings were held with the Government, led by the Ministry of Foreign Affairs and the Presidential Agency for International Cooperation, and three comprehensive reviews of the CSP were carried out to ensure alignment with the UNSDCF and national priorities.

⁴⁸ Women's organizations were consulted and their recommendations and contributions collected to strengthen the formulation and implementation of the CSP. One organization representing people living with disability was also consulted.

protection policies and programmes, as well as interventions and actions aimed at fostering socioeconomic reintegration and generating conditions for early recovery, with an emphasis on human capital development and urban livelihoods. Education and communication strategies for the prevention of xenophobia will also be developed to promote social integration.

34. As part of WFP's commitment to supporting countries in achieving zero hunger and in line with the third strategic area of the UNSDCF, technical assistance and capacity strengthening will be provided to enhance national policies, systems, services and capacity related to food security and nutrition, including early warning systems, disaster preparedness and response and social protection, with a focus on people in situations of high vulnerability.⁴⁹ The Government will also be supported in enhancing its programmes through a school snack programme in prioritized territories as a complement to national school feeding; support for the formulation of an inclusive national school feeding policy that reflects regional and local characteristics and peculiarities; and support for national efforts to end malnutrition and provide nutritional services to the most vulnerable populations, especially children under 5 and pregnant and lactating women and girls.
35. The CSP reflects several cross-cutting concerns that inform the overall strategic direction of the plan and support its transformative potential. These include nutrition, with a nutrition-sensitive approach incorporated into all interventions to address underlying causes of malnutrition; gender equality and women's empowerment,⁵⁰ also incorporated into all activities, with attention paid to improving women's agency and supporting equitable social norms; ethnic groups – indigenous and Afro-descendant people – with an approach to combating poverty and inequality through promoting food security and nutrition and the resilience of the most vulnerable; strengthening of national and local capacities and innovation, with a focus on achieving sustainable results at the national, local and community levels, technically supporting government institutions in strengthening public policies, capacity, systems and services and generating innovation to enhance national food security and nutrition; environment, with environment-sensitive actions aimed at strengthening ecosystem management and evaluation policies; people with disabilities, including promoting and protecting their rights and removing barriers to their participation in development opportunities; and protection, through ensuring that all activities are carried out in a safe and dignified manner, respecting the needs, cultures, diversities, rights and capacity of individuals and communities without discrimination or stigmatization.

⁴⁹ Work under this strategic area complements efforts under the other two strategic areas but brings them to the national level, with technical and capacity strengthening assistance aimed at enhancing national policies, systems and overall capacity and supporting national institutions in establishing resilience-building structures that address the wide range of vulnerabilities and shocks that affect people's food security and nutrition.

⁵⁰ In accordance with the WFP Strategic Plan (2017–2021), the WFP Gender Policy (2015–2020) and the WFP Gender Action Plan, close attention will be paid to gender considerations during implementation and monitoring of the CSP to ensure that programmes and policies support equitable gender roles, relations, responsibilities and command of resources. WFP will ensure, inter alia, the disaggregation of all person-related data by sex, gender and age; incorporation of gender and age analyses into all assessments, research, technical assistance, knowledge, information management and related activities; mainstreaming of gender into all programmatic and humanitarian response initiatives; and the equitable participation of women, men, girls and boys (as well as their organizations and institutions) in ways that empower and contribute to gender equality outcomes in the context of food security and nutrition.

3.2 Strategic outcomes, focus areas, expected outputs and key activities

Strategic outcome 1: By 2024, people and communities in a situation of food vulnerability in the PDET municipalities prioritized by the Government improve their quality of life by strengthening their resilience and sustainable livelihoods and local governments strengthen their capacities, contributing to the stabilization and consolidation of the territories, with the support of WFP and in coordination with the United Nations country team, as a complement to the efforts of the Colombian Government

36. If WFP supports the Government's efforts to reintegrate vulnerable ex-combatants, people and communities affected by violence by illegal organized armed groups, climate change, environmental degradation and COVID-19 prevention, containment and mitigation in the PDET municipalities and territories prioritized by the Government, with equitable engagement of women and men, improving their resilience and livelihoods and promoting the triple nexus between humanitarian action, sustainable development and peace, then Colombia will be better able to strengthen the presence and institutional offer of the Government to the PDET municipalities, to ensure the rights of the populations most affected by the conflict and, finally, to achieve stabilization and consolidation of the territories without leaving anyone behind.

Focus area

37. The focus area for this strategic outcome is resilience building.

Alignment with national priorities

38. This outcome is aligned with the national priorities set out in the UNSDCF, specifically strategic area 1 (stabilization: peace with legality), especially results 1.1, 1.2 and 1.3.

Expected outputs

39. Strategic outcome 1 will be achieved through the following outputs:

- i) The communities prioritized in the Comprehensive Plan of Collective Reparations, return and relocation plans and other victim assistance programmes in PDET municipalities, including programmes with an ethnic focus and for assistance to populations affected by the impact of COVID-19 or disasters in these territories, receive food and technical assistance in order to rebuild their livelihoods, improving their food security and increasing their resilience and capacity to adapt to climate change.
- ii) Small producers, ex-combatants and members of prioritized communities, including indigenous and Afro-descendant groups, receive technical assistance to enhance their productivity, as well as business and commercial aspects to improve the sustainability and marketability of their products, with equitable targeting of women and men, including initiatives to strengthen links with markets and self-sufficiency, establish school gardens and promote the economic empowerment of women and ecological and environmental restoration, with an ethnic focus.
- iii) Women, young people and other prioritized groups receive food and technical assistance in order to improve their soft skills and enhance employment opportunities, entrepreneurship, the care economy and community leadership in the implementation of PDET initiatives and economic and social recovery.
- iv) Government and national and local institutions strengthen capacities and access to information and analysis tools for food security and nutrition and economic recovery, contributing to the stabilization and consolidation of the territories.

Key activity

Activity 1: Provide technical support to national and local institutions, and food, technical and production assistance to ex-combatants of the Revolutionary Armed Forces of Colombia (FARC), vulnerable communities (including indigenous and Afro-descendant communities), small producers and young people, equally between men and women, to strengthen resilience, economic integration, adaptation to climate change and analysis in respect of food security and nutrition, contributing to the construction of models for the consolidation of the territories, as a complement to the efforts of the Colombian Government

40. WFP will work with national systems engaged in risk management, emergency assistance and social protection, including for populations affected by disasters and COVID-19 in the prioritized municipalities, to strengthen national and local capacity for emergency and humanitarian response, with a particular focus on the design of tailored programmes, the development of specific methodologies and the provision of technical assistance instruments and capacity that complement and strengthen institutional action. WFP will also focus on the implementation of early recovery actions to rebuild the livelihoods of affected populations.
41. WFP will support the strengthening of livelihoods and the socioeconomic integration of members of vulnerable communities in rural areas, as well as ex-combatants of the Revolutionary Armed Forces of Colombia. WFP will support the promotion of ecologically sustainable production and market stimulation and access, with the equitable engagement of women and men (with a focus on women's economic empowerment) and of young people, to increase people's economic autonomy and their ability to exercise their rights and improve their food security and nutrition. It will also provide transformational opportunities for family farmers, integrating hard and soft skills, strengthening their adaptive capacities, resilience, livelihoods and income generation, influencing gender relations by promoting an equitable command of resources and sharing of responsibilities, and promoting the improvement of agro-environmental management and food security. WFP will continue to strengthen the link between local producers and the school feeding programme, providing technical assistance to small farmers.
42. To promote socioeconomic integration, WFP will focus on developing livelihoods and small entrepreneurship opportunities, facilitating equitable access to employment and financial services.⁵¹ WFP will work with the Government, other agencies and financial institutions to provide training and resources to specific targeted people to create human capital and facilitate access to specific employment opportunities and financial services.
43. Through innovative capacity-building interventions aimed at improving livelihoods and resilience, local governments will improve their ability to implement social and economic protection and inclusion programmes, as well as their resource management competencies and the quality of service delivery to the community.
44. WFP will assist the Government in responding to the impact of COVID-19 in the country, including through programmes that improve health, food security and nutrition; support workers, producers and local markets; and stimulate the reactivation of agricultural production in the short and medium-term. All interventions will be aligned and harmonized with the COVID-19 intersectoral response plan and the humanitarian response plan.⁵²

⁵¹ Including, savings, credit and microinsurance.

⁵² Given the greater impact that the pandemic is having on women, WFP will pay particular attention to gender in the provision of this assistance.

Strategic outcome 2: Venezuelan migrants, Colombian returnees and members of host communities receive humanitarian assistance, equitable access to quality differential services and expeditious and massive access to the labour market and entrepreneurship options, with a focus on food security and nutrition, with the support of WFP and in coordination with the United Nations country team, as a complement to the efforts of the Colombian Government

45. If in its response programmes WFP prioritizes Venezuelan migrants, Colombian returnees and host communities, with equitable engagement of the diverse women and men and those populations that the Government specifically requests be prioritized (including those affected by the socioeconomic impacts of COVID-19), providing quality humanitarian assistance, promoting the incorporation of social inclusion mechanisms into emergency response, early recovery and socioeconomic integration of these populations in support of national efforts, strengthening the capacities of these populations and complementing the direct response, then Colombia will be in a better position to integrate Venezuelan migrants, Colombian returnees and host communities socioeconomically, leveraging migration as a development opportunity.

Focus area

46. The focus area for this strategic outcome is crisis response.

Alignment with national priorities

47. This outcome is aligned with the national priorities set out in the UNSDCF, specifically strategic area 2 (migration as a development factor), especially results 2.1, 2.2, 2.3 and 2.4.

Expected outputs

48. Strategic outcome 2 will be achieved through the following outputs:

- i) The Venezuelan migrant population, Colombian returnees and members of host communities receive quality humanitarian assistance to meet their basic needs.
- ii) The Venezuelan migrant population, Colombian returnees and members of host communities access school feeding programmes and other quality services that promote social integration, food security and nutrition and ensure a higher rate of retention of girls and boys in school programmes.
- iii) The Venezuelan migrant population, Colombian returnees and members of host communities receive capacity strengthening and conditional transfers to gain access to opportunities in the labour market and develop entrepreneurship options and livelihoods in rural and urban areas that contribute to their socioeconomic integration, ensuring the transition from emergency assistance to more sustainable livelihoods.
- iv) Migrant populations and host communities benefit from education and communication strategies in the field of food security and nutrition in order to prevent xenophobia and enhance social integration.

Key activities

Activity 2: Provide humanitarian assistance and access to services to Venezuelan migrants, Colombian returnees and members of host communities, with equitable engagement of women and men, as a complement to the efforts of the Colombian Government

49. Through unconditional food assistance programmes, representing the core of WFP's life-saving interventions, immediate assistance will be provided to food-insecure women, men, girls and boys among the Venezuelan migrant population, Colombian returnees and members of host communities, prioritized in coordination with national institutions and local governments, ensuring the coverage of their basic needs through a life-cycle approach, with a focus on food and hygiene, during and after emergencies. Based on context-specific assessments that incorporate gender, age, protection and market analyses, WFP will use various transfer modalities and hybrid solutions to efficiently reach people in need. In this

context cash-based transfers, with or without conditions, are expected to be the preferred modality.

50. Depending on needs, context and lessons learned, WFP will continue to use delivery mechanisms such as hot meals through community kitchens to provide immediate food assistance to migrants entering the country, migrants in transit and commuter migrants, ensuring all biosecurity measures necessary for COVID-19 prevention. Food assistance will also continue to be used where markets function poorly, where physical access is difficult and where protection risks are present. If the nutrition situation deteriorates, fortified food or micronutrients could be distributed to improve the nutrition status of pregnant and lactating women and girls and children under 5. The food basket will be designed to reflect local food preferences and to provide a total of 2,100 kcal per day.
51. When the resources of the Government cannot meet the additional needs generated by mixed migration flows from the Bolivarian Republic of Venezuela, or when it is necessary to strengthen the public policy framework and expand the operational scope of interventions, WFP will support national institutions by strengthening capacity and providing inputs for the development of school feeding programmes and interventions aimed at ensuring access to healthy meals for affected girls and boys attending Colombian schools, especially in the context of the migration phenomenon, linking these interventions with the activities to be implemented under activity 5 aimed at providing technical assistance and support for the school feeding programme in prioritized territories.
52. At the request of the Government, WFP may provide support for populations affected by other emergencies such as COVID-19, violence by illegal organized armed groups, climate shocks and others, mainly through humanitarian assistance and early recovery support, whether through food or cash-based transfers. WFP will also provide technical support in the design and implementation of food assistance programmes with a differential approach, especially for ethnic groups, and with an emphasis on girls and boys and pregnant and lactating women and girls living in the areas of the country most affected by poverty, with attention paid to addressing intrahousehold inequalities and food insecurity, and technical assistance in the identification and implementation of production projects aimed at small producers, to promote household food security and nutrition in rural and urban areas. At the request of the Government, WFP will activate humanitarian response mechanisms in the event of specific emergencies through inter-agency mechanisms.

Activity 3: Strengthen institutional capacities and provide support to bolster labour markets and urban livelihoods and facilitate the socioeconomic integration of Venezuelan migrants, Colombian returnees and host communities, with equitable engagement of women and men, as a complement to the efforts of the Colombian Government

53. By linking humanitarian assistance with early recovery and development, WFP will support the early recovery and socioeconomic integration activities of populations affected by migration, both in rural and urban settings, creating and strengthening hard and soft skills for access to employment and the development of individual and collective ventures that provide services and goods for local markets. To promote urban livelihoods, skills development and training programmes will be implemented, together with the creation of individual and collective assets for micro and small-scale production. Public and private actors will be mobilized to develop long-term actions for the sustainability of the interventions. Cash-based transfers⁵³ will be used to promote entrepreneurship development opportunities, capacity, skills development programmes and employment creation. This set of experiences will contribute to the strengthening of the national

⁵³ Linking cash-based transfers with other schemes and services inside or outside the social protection system is an effective way of promoting livelihoods and supporting people in transitioning from emergency response to livelihood recovery and their eventual socioeconomic integration. These “cash plus” initiatives can also support access to other services, including basic services such as health and education, and financial and productive inclusion, among other things.

know-how, capacity and good practices for managing the migration phenomenon as a development opportunity. Protection and gender considerations will be fully integrated into the design, targeting and delivery of assistance programmes.

54. WFP will also implement education and communication activities aimed at preventing and mitigating the risk of xenophobia and promoting inclusive approaches to women, men, girls and boys in the territories where WFP programmes are implemented. These activities will be based on participatory analysis of gender, age and protection and gender-sensitive monitoring, identifying risk mitigation measures, promoting the participation and inclusion of the Venezuelan migrant population, Colombian returnees and host communities and leveraging inter-agency coordination efforts and opportunities.

Strategic outcome 3: The public policies, institutional capacity, systems and services for the promotion of food security, nutrition and social inclusion are technically strengthened and vulnerable populations have access to adequate and nutritious food throughout the year for the acceleration of catalytic SDGs, in particular SDG 2, with the support of WFP and in coordination with the United Nations country team, as a complement to the efforts of the Colombian Government

55. If WFP strengthens the capacity of national and local institutions responsible for emergency preparedness and response, works to integrate humanitarian assistance mechanisms into national systems for social inclusion, promotes the development of tools, systems and capacity for early warning and vulnerability analysis and complements the Government's action in school feeding and nutrition in the most critical areas, enhancing interventions aimed at preventing undernutrition and improving food security and nutrition, then Colombia will have strengthened institutions with which to accelerate the social inclusion of the most vulnerable, leaving no one behind, thus narrowing the gaps in the achievement of the SDGs, especially SDG 2, and the implementation of the 2030 Agenda.

Focus area

56. The focus area for this strategic outcome is resilience building.

Alignment with national priorities

57. This outcome is aligned with the national priorities set out in the UNSDCF, specifically strategic area 3 (technical assistance for the acceleration of catalytic SDGs), especially results 3.1, 3.2, 3.3 and 3.6.

Expected outputs

58. Strategic outcome 3 will be achieved through the following outputs:
- i) The Colombian Government strengthens its institutional capacity, public policies, systems and services in food security and nutrition aimed at populations in conditions of greater vulnerability, including by strengthening national strategies and programmes for inclusive social protection and improving its preparedness and response capacity to face emergencies and unexpected shocks.
 - ii) National institutions and policies are strengthened and supported in the design and implementation of school-based health and nutrition interventions that meet the nutritional needs of school-age children, increase school enrolment and retention and contribute to the country's human capital development.
 - iii) Populations facing food and nutrition insecurity adopt healthy behaviours and habits to prevent malnutrition and access nutritious or complementary foods that integrate diversity and sustainability into their diet.

Key activities

Activity 4: Support the Government and territorial entities in strengthening their capacity and strategies for achieving food security and nutrition, social inclusion, human capital formation and preparedness and response capacity for expected and unexpected shocks

59. WFP will work to strengthen national public policies, capacity, knowledge, systems, services⁵⁴ and programmes related to achieving food security and nutrition at the national level and in the territories prioritized by the Government. Through close partnership with leading national institutions and collaboration on key national initiatives, WFP will aim to strengthen the national trajectory towards the achievement of SDG 2.
60. As a key component of the capacity strengthening strategy, WFP will support the enhancement of institutional capacity in emergency preparedness and response at both the national and local levels with a multi-hazard approach to improve coordination mechanisms and knowledge transfer by developing and testing procedures and simulations, managing humanitarian response elements, supporting coordination platforms, introducing new technologies and defining strategies that optimize response efforts.
61. WFP will work with the Government to strengthen national protection systems and social inclusion by incorporating shock-responsive social protection components that support an effective response to emergencies according to different populations needs, increasing the harmonization and complementarity of the various protection programmes and services for vulnerable women, men and children and making use of WFP vulnerability analysis and mapping tools, food security emergency analysis, gender-sensitive monitoring, information and communications technologies and various logistics solutions.

Activity 5: Provide technical assistance and support for the implementation of the school feeding programme, its policy and its institutions, as a complement to the efforts of the Colombian Government

62. WFP will work with national and local institutions to achieve greater efficiency and expansion of the national school feeding programme, developing national models that are sustainable, context-specific and replicable and that meet the nutritional needs of school-age children, increase enrolment and school retention and contribute to the development of the country's human capital, linking these interventions to the assistance provided to Venezuelan migrant children through activity 2 of the CSP and supporting the implementation of the programme in prioritized municipalities. The impact of COVID-19 prevention measures, especially the suspension of school activities, will be addressed to identify alternative ways of providing healthy food to school-age boys and girls.

Activity 6: Provide food and nutrition assistance to populations in conditions of greater vulnerability, including through the strengthening of the social protection system, as a complement to the efforts of the Colombian Government

63. WFP will support the most vulnerable populations among those prioritized by the Government, with a special focus on nutrition to improve their nutrition status, with an emphasis on pregnant and lactating women and girls and children under 5. These interventions will address malnutrition in all its forms through innovative and transformative approaches to promoting healthy habits. Complementary fortified products or high-energy

⁵⁴ Within the framework of the agreement with the Colombian Family Welfare Institute (*Instituto Colombiano de Bienestar Familiar*), WFP is implementing the strategy of mobile units in the 32 departments of the country and the Capital District to provide assistance to victims of violence by illegal organized armed groups. As this is a large operation, WFP has the support of an implementing partner that guarantees the hiring of 489 professionals who technically depend on WFP. The agreement includes technical assistance and capacity-building managed by WFP, which also assumes responsibility for everything related to mobilization, travel expenses and insurance, among other things.

foods⁵⁵ may be distributed to groups in specific conditions of vulnerability. WFP will work to improve local food fortification⁵⁶ by improving the overall status of nutrients and reducing micronutrient deficiency in the country. Innovative and gender-transformative nutrition communication strategies for raising breastfeeding awareness and promoting healthy lifestyles and habits will be implemented to improve food security and nutrition,⁵⁷ prevent overweight and obesity, promote the equitable distribution of unpaid and domestic work and increase awareness of the cultural dynamics that affect women's decision-making capacity and the diversity of food and nutrition.

Transition/handover strategy for all activities

64. The interventions under the CSP will support the Government's efforts to strengthen national and local capacity to implement food security and nutrition activities, linking humanitarian interventions to early recovery actions and sustainable livelihoods in the territories prioritized by the Government; improve emergency preparedness and response capacity by strengthening disaster risk management systems and incorporating WFP-imparted knowledge into policy and practice; strengthen inclusion programmes and systems and social protection in the context of assistance to the most vulnerable populations, as a bridge between humanitarian response and development; and strengthen institutional capacity so that interventions are equitable and, where possible, transformative, and address inequality that undermines food security, nutrition and sustainable livelihoods. The various components of WFP's assistance will be transferred to relevant national institutions. Long-term strategic alliances with government institutions and programmes and the private sector, together with strong inter-institutional coordination, will ensure the sustainability of results.

4. Implementation arrangements

4.1 Beneficiary analysis

65. For the first strategic outcome, WFP will focus on individuals, households and communities in government-prioritized territories in order to support the most vulnerable households affected by multidimensional impacts.⁵⁸ It will especially target and work with communities suffering food and nutrition insecurity and exposed to violence by illegal organized armed groups, gender-based violence, lack of employment opportunities and the adverse effects of climate change; it will also focus on communities that due to their structural and conjunctural characteristics and conditions are in need of humanitarian assistance and can benefit from transformative interventions aimed at creating livelihoods and sustainable solutions. Direct assistance will be provided to over 90,000 beneficiaries, prioritizing ex-combatants, affected communities, women and ethnic communities, as well as young people, farmers, children and the school community, all located in rural and urban areas in prioritized PDET

⁵⁵ Complementary fortified or high-energy products are locally developed biscuits and cereal bars enriched with a premix of vitamins and minerals approved by the WFP New Foods Committee. These products include native foods for daily consumption, some produced by smallholder farmers, and are well accepted in Colombia. They are pleasant to consume, healthy and nutritious and are provided as a complement to the food basket, the main target group being children.

⁵⁶ WFP will promote the use of fortified products in modalities such as school feeding and community kitchens, as a pilot test.

⁵⁷ Even through school-based health and nutrition programmes, especially for the prevention of the double burden of malnutrition throughout the life cycle.

⁵⁸ WFP in Colombia works closely with authorities at both the national and local level to identify the most vulnerable groups through assessments, studies and vulnerability analyses. Geographic targeting is undertaken in partnership with the Government based on official government information, databases and data collection processes, in close alignment with the UNSDCF. Once geographic areas are identified, WFP and its partners conduct household surveys to characterize the food security and nutrition needs of the populations in those areas and to ensure that the most vulnerable people are prioritized.

- municipalities. In addition, 40,000 people will be supported through capacity strengthening.⁵⁹
66. For the second strategic outcome WFP will have a strong focus on assisting vulnerable Venezuelan migrants, Colombian returnees and host communities in the territories prioritized by the Government. Other affected populations, such as those affected by the socioeconomic effects of COVID-19 control measures, will be assisted at the request of the Government. Over the course of its implementation, it is expected, nearly 3 million people will be directly assisted under the CSP, with the highest number concentrated in the first year, as 2021 will be a year of great challenges, especially given the still uncertain consequences of the pandemic. That number is expected to gradually fall as people move from humanitarian assistance to livelihood recovery and socioeconomic integration. An additional 51,000 people will be supported through capacity strengthening.
67. Strengthening institutional capacity will be a priority under the third strategic outcome, working with national and local institutions involved at the administrative and technical levels to address the causes of food and nutrition insecurity and with those implementing assistance programmes for victims of violence by illegal organized armed groups or those affected by climate change in the process of stabilization and socioeconomic integration within the framework of the peace with legality policy. WFP's interventions will aim to complement and strengthen the actions and capacity of the Colombian Government. In strengthening social programmes to cope with unexpected shocks, WFP programmes will be directed towards beneficiaries and non-beneficiaries of national social protection systems,⁶⁰ complementing the Government's efforts and expanding coverage. This outcome is expected to benefit 576,000 people, including school-age boys and girls (4–17 years old) through the school feeding programme, pregnant and lactating women and girls, children under 5 and other populations prioritized for nutritional assistance.
68. Context, types of interventions and execution times will determine the selection of beneficiary registration tools for women and men. Programmes that use cash-based transfers will use corporate or locally developed systems that comply with corporate data protection and security standards, such as SCOPE⁶¹ and EKAA.⁶² Other technologies and tools may complement those already mentioned. In the specific case of interventions aimed at strengthening inclusive social protection systems in support of Government efforts, the registers and systems of public institutions may be used and strengthened.

⁵⁹ Beneficiaries supported through capacity strengthening transfers are not reflected in table 1 because corporate systems do not yet include this category of beneficiaries.

⁶⁰ With an equal focus on women, men, girls and boys, in their diversity.

⁶¹ WFP's corporate platform for biometric registration to avoid duplication of beneficiaries.

⁶² EKAA, meaning "to eat" in the Wayuunaiki language, is the name of a mobile app developed by the information and communications technology team in Colombia to register beneficiaries. The application exchanges data with SCOPE and is able to cross-reference beneficiaries registered for these programmes at the national level. All beneficiary data is encrypted to ensure confidentiality and security of the information. EKAA allows rapid registration for programmes such as school meals, basket distribution and food assistance.

TABLE 1: BENEFICIARIES BY STRATEGIC OUTCOME AND ACTIVITY							
Strategic outcome	Activity	Beneficiary group	Year 1	Year 2	Year 3	Year 4	Total
1	1	Girls	3 707	3 472	3 244	3 079	13 501
		Boys	3 707	3 472	3 244	3 079	13 501
		Women	8 896	8 332	7 785	7 390	32 403
		Men	8 402	7 869	7 352	6 980	30 603
		Total	24 712	23 144	21 624	20 528	90 008
2	2	Girls	276 350	177 540	94 573	73 646	622 109
		Boys	285 275	183 250	97 302	76 185	642 012
		Women	361 350	227 028	130 325	118 849	837 553
		Men	311 525	195 382	113 990	103 782	724 679
		Total	1 234 500	783 200	436 190	372 462	2 826 352
	3	Girls	4 788	6 226	6 466	6 787	24 266
		Boys	4 788	6 226	6 466	6 787	24 266
		Women	11 491	14 941	15 517	16 289	58 239
		Men	10 853	14 111	14 655	15 384	55 004
		Total	31 920	41 504	43 104	45 248	161 776
3	5	Girls	50 000	50 000	50 000	50 000	200 000
		Boys	50 000	50 000	50 000	50 000	200 000
		Women	-	-	-	-	-
		Men	-	-	-	-	-
		Total	100 000	100 000	100 000	100 000	400 000
	6	Girls	6 218	6 467	6 725	6 994	26 405
		Boys	6 218	6 467	6 725	6 994	26 405
		Women	14 928	15 523	16 144	16 790	63 385
		Men	14 096	14 660	15 247	15 854	59 857
		Total	41 460	43 116	44 842	46 632	176 050
Total			1 432 592	990 964	645 760	584 870	3 654 186

4.2 Transfers

69. To respond effectively to the needs of the various population groups, WFP will conduct assessments that systematically integrate gender, age and protection analyses; it will also work closely with communities to establish the most appropriate assistance modalities based on key elements such as functionality, integration of markets and beneficiary preferences. Security and protection risks, available providers and coverage will be taken into account. When possible, priority will be given to cash-based transfers, but food or hybrid deliveries (food and cash-based transfers) or multipurpose transfers may be used, depending on the circumstances. Transfer modalities may differ geographically (in different areas different forms of assistance may be used) and over time (the same beneficiaries may receive different types of assistance at different times).

TABLE 2: FOOD RATION (g/person/day) OR CASH-BASED TRANSFER VALUE (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY																			
	Strategic outcome 1			Strategic outcome 2										Strategic outcome 3					
	Activity 1			Activity 2										Activity 3		Activity 5	Activity 6		
Beneficiary type	IDPs, migrants, ex-combatants, victims of other shocks	Women and young people		Migrants	COVID-19-affected population	Migrants – hot meals	Migrants, COVID-19 affected population	Walking migrants	Migrants SRSP	Migrant children	Migrant children	IDPs	Migrants in emergency school feeding activities	Migrants in socioeconomic integration programmes	Migrants in socioeconomic integration programmes	Colombians in school feeding activities	Colombians in nutrition programmes	Colombian children	Colombian children
Modality	Food/CBTs	Cash	Food/CBTs	Food/CBTs	Food/CBTs	Voucher	Cash	Food	Voucher	Food	Food	Food/CBTs	Voucher	Cash	Voucher	Voucher	Food/CBTs	Food	Food
Cereals	300		133.33	300	300							133.33					300		
Pulses	200		133.33	200	200							133.34					200		
Vegetable oil	30.67		30.67	30.67	30.67							30.67					30.67		
Canned fish	28.33		17	28.33	28.33							17					28.33		
Micronutrient powder											1								1
High-energy biscuits										35								35	
Pre-package								869											
Total kcal/day	2 100		1 200	2 100	2 100		2 100					1 200					2 100		
% kcal from protein	15		15	15	15							15					15		
Cash-based transfers (USD/person/day)	0.87	6.27	0.56	0.87	0.87	0.97	1.09		0.5			0.56	0.75	6.27	0.87	0.75	0.87		
Number of feeding days per year	90	60	90	180	90	7	160	15	120	60	120	90	180	40	60	180	90	60	120

Abbreviations: CBTs, cash-based transfers; IDPs, internally displaced persons; SRSP, shock-responsive social protection.

TABLE 3: TOTAL FOOD AND CASH-BASED TRANSFER REQUIREMENTS AND VALUES		
Food type/cash-based transfer	Total (mt)	Total (USD)
Cereals	23 768	18 172 029
Pulses	17 522	23 044 740
Oil and fats	3 072	3 351 421
Mixed and blended foods	218	506 798
Other	5 554	22 167 283
Total (food)	50 135	67 242 270
Cash-based transfers		308 098 288
Total (food and cash-based transfer value)	50 135	375 340 558

4.3 Country office capacity and profile

70. In Colombia since 1969, WFP is currently present in 15 departments, with eight field offices strategically located in Arauca, Caquetá, Chocó, Córdoba, La Guajira, Nariño, Norte de Santander and Valle del Cauca, in addition to the main office in Bogotá. WFP in Colombia comprises highly qualified national and international staff providing different skills and capacities. National gender, protection and nutrition officers are available, with focal points in each field office to ensure timely and appropriate monitoring of specific matters. The country office will continue to strengthen its human resources to ensure optimal performance and delivery of results. Its activities reflect national priorities and are directed towards supporting Government efforts to address humanitarian, recovery and sustainable development needs.

4.4 Partnerships

71. To achieve the strategic outcomes and results, WFP will work actively with national and local institutions that have the mandate to stabilize the priority territories by providing assistance to migrant populations, supporting social inclusion and enhancing food security and nutrition, resilience, climate change adaptation and risk management. These include the Intersectoral Commission on Food Security and Nutrition, the Victims Assistance and Reparation Unit, the Territory Renewal Agency, the Agency for Reincorporation and Standardization, the Rural Development Agency, the Presidential Office for Stabilization and Consolidation, the Presidential Advisory Office on Gender Equality, the Office for the Comprehensive Response to Migration from Venezuela of the Presidency of the Republic, Colombia Migration, the National Unit for Disaster Risk Management, the National System for Disaster Risk Management, the Administrative Department for Social Prosperity, the Colombian Family Welfare Institute, the National Planning Department and the National Administrative Department of Statistics. WFP will also work closely with the Ministry of Agriculture and Rural Development, Ministry of Environment and Sustainable Development, Ministry of Foreign Affairs, Ministry of National Education, Ministry of Labour and Ministry of Health and Social Protection.
72. WFP has established a strong strategic alliance with the Great Alliance for Nutrition initiative led by the First Lady of the Republic, which has been supporting and assisting in the development of innovative nutrition initiatives.

73. At the local level WFP will work with local and departmental governments, municipal agricultural technical assistance units, the iNNpulsa⁶³ programme, corporations, ethnic authorities, women's rights organizations, ethnic community organizations, the unemployment protection mechanism through the Solidarity Fund for Employment Promotion and Unemployment Protection and the Public Employment Service, cooperatives and associations, family compensation funds, chambers of commerce and local business development initiatives.
74. In line with the Secretary-General's reform of the United Nations development system, WFP will work both in coordination and on an inter-agency basis with other United Nations entities, especially the United Nations Children's Fund, the United Nations Development Programme, the International Fund for Agricultural Development, the Food and Agriculture Organization of the United Nations, the Office of the United Nations High Commissioner for Refugees, the Office for the Coordination of Humanitarian Affairs, the International Labour Organization and the International Organization for Migration, as well as in joint platforms and inter-agency groups, such as the United Nations Verification Mission in Colombia, the emergency coordination platforms, the food security and nutrition and cash-based transfer working groups, the humanitarian architecture of the humanitarian country team and GIFMM, at the national and territorial level, in order to guarantee responses that are harmonized among all actors and in coordination with the Government.
75. WFP will work with knowledge partners such as the National Training Service, the Colombian Corporation for Agricultural Research, the International Centre for Tropical Agriculture and the labour markets and food security and nutrition observatories housed in several universities, promoting the generation of evidence and useful knowledge for decision making and learning. Regarding the financing and execution of the programmes and planned activities, rapprochement with other partners, non-governmental organizations and the private sector will be promoted. In addition, knowledge transfers can be made through "Col-Col" cooperation⁶⁴ to promote joint learning and knowledge management in territorial initiatives with the support of the Presidential Agency for International Cooperation. At the request of the Government, WFP will also identify South-South cooperation good practices and potentially interested countries.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

76. WFP will ensure ongoing gender-responsive monitoring and evaluation of its interventions, the generation of evidence, transparency and accountability, with data and monitoring information disaggregated by sex, gender, age and other relevant identity markers. In line with corporate standards, various strategies will be implemented for the measurement of performance indicators, outputs, processes and contribution to the acceleration of the catalytic SDGs identified in the UNSDCF. As part of the accountability process, results will be reported on the UN INFO platform, as well as through WFP corporate information systems.
77. Supervision, monitoring and evaluation efforts with partners will be promoted and strengthened. WFP will continue to work on joint monitoring mechanisms and will provide information to other coordination platforms, such as the humanitarian response plan, the Refugee and Migrant Response Plan and GIFMM, and to specialized clusters or task forces

⁶³ iNNpulsa Colombia is a national institution created in February 2012 to support and promote extraordinary business growth, that is, business initiatives that can grow quickly, profitably and sustainably. <https://www.linkedin.com/company/innpulsa-colombia>.

⁶⁴ Col-Col cooperation is a form of cooperation promoted by the Presidential Agency for International Cooperation to promote local development in Colombia through the exchange of knowledge between two or more national or local actors to strengthen their capacity and contribute to peace and local development. <https://www.apccolombia.gov.co/cooperacion-col-col>.

on food security and nutrition and on early recovery and response to COVID-19, among others, including the oversight mechanisms created under the UNSDCF to assess contributions to the achievement of results. The country office monitoring plan will provide for the collection of baseline (prior to intervention) and end line data on a yearly basis, using representative samples for each activity. Targets will be set annually based on programmatic planning and objectives. Remote monitoring activities will be maintained given the success experienced during the period of COVID-19 restrictions. Results will be shared regularly to inform programmatic adjustments and management decision making.

78. The country office will plan and budget comprehensively for mapping and vulnerability analysis activities in food security and nutrition, monitoring, review and evaluation for the duration of the CSP. This will allow the identification of needs and the assessment of resources needed for effective fundraising.
79. The CSP was informed by the results of the mid-term review of the CSP (covering the period 2017–2021), as well as evidence from global, subregional and thematic evaluations on access and humanitarian principles, resilience, social protection and capacity strengthening.⁶⁵
80. For accountability purposes, in 2023 the Office of Evaluation will conduct an independent evaluation of the CSP that will assess WFP's overall country portfolio performance and results and serve as the basis for the future strategic direction of programming. The terms of reference will be agreed upon with the Government. The evaluation will be coordinated with the Ministry of Foreign Affairs, the National Planning Department and the Presidential Agency for International Cooperation. In addition, annual field visits will be undertaken and WFP will present annual progress reports and a mid-term review, whose dates will be agreed with the Government. WFP will work closely with the Government to ensure that data collection systems, instruments, platforms and mechanisms are adequately used to track progress. The independent evaluation will be complemented by a decentralized evaluation at the subnational level to assess the accomplishments of the emergency response for Venezuelan migrants, improve the response based on evidence and identify lessons learned. Adequate resources have been budgeted for this purpose.

5.2 Risk management

Strategic risks

81. Changes in government priorities and strategies on issues related to the strategic effects of the CSP may affect interventions and the materialization of expected results. In close coordination with national institutions and responding to the priorities and needs of the Government, WFP will monitor the evolution of policies in this area, planning long-term interventions that adapt over time to the various stages and developing diagnoses of risks and opportunities with institutions, other partners and beneficiaries to redesign and reorient interventions as the situation warrants.
82. The deterioration of socioeconomic conditions in the Bolivarian Republic of Venezuela may lead to an aggravation of the migration phenomenon. COVID-19 may also have a direct impact, worsening food insecurity for vulnerable people. WFP will analyse the situation in conjunction with the various platforms, inter-agency groups and national institutions and will redesign and reorient interventions as necessary.

⁶⁵ The evidence and recommendations taken into account by the country office included the review of the regulatory frameworks and capacity of the institutional partners, inclusion of the Government in strategic planning discussions, knowledge management through the exchange of good practices and the viability of reactive social protection mechanisms in the face of shocks in the context of migratory flows and other crises. A triple nexus study (humanitarian, development and peace) was also commissioned with an international institute, whose recommendations were also considered.

83. Changes in donor priorities or misalignment between the interests or guidelines of the Government and its institutions and WFP corporate guidelines may affect WFP's ability to finance its activities. To mitigate this risk, agreements with donors will be drafted in coordination with the Government, taking into account Government priorities.
84. Failure to achieve equitable and effective participation of women and men in the fight against gender inequality is a risk that affects food security, nutrition and livelihoods. To reduce this risk, the gender approach will be mainstreamed from the initial stage of formulation, prioritization, capacity building, indicator selection and monitoring, thus strengthening WFP's ability to establish strategic and constructive partnerships.

Operational risks

85. Problems with markets or banking platforms could impede or limit food distribution or supply chains, as well as the delivery of cash-based transfers. To mitigate this risk, logistics service models will be established according to the needs and requirements of each territory, taking into account the limitations and also the opportunities of the programmes. The entire logistics chain has defined procedures and contemplates various scenarios, each of which has its own contingency measures. Constant communication will be maintained with government counterparts and information will be shared promptly on situations that could affect programmes' execution and possible alternative approaches.
86. Operational scale up will be accompanied by an increase in internal cash-based transfer capacity and preceded by all the sectoral evaluations that WFP performs in accordance with its business process model and corporate guidelines. Assessments include in-depth risk analysis that considers operational aspects such as protection, security, financial service provider capacity and impact on beneficiary privacy and data protection.

Fiduciary risks

87. The size of WFP's operations in Colombia and the number of staff, cooperating partners and operators on the ground carries a risk of non-compliance with ethics obligations and standards of conduct, as well as a risk of fraud and corruption. WFP will use the corporate beneficiary registration tools that best provide the required level of security, evaluation and monitoring and specialized personnel to ensure transparency and accountability, and will provide staff with proper and continuing training on the use of WFP corporate policies and guidelines in easy-to-understand but not customized language, indicate clear reporting lines, emphasize the structure of the work flow and set up an efficient internal communication and information system. The country office will use the helpline, which is also used as a channel for reporting, complaints and suggestions, as part of its toolkit for mitigating such risks.

Financial risks

88. Fluctuations in the dollar's exchange value against the Colombian peso and the impact of such fluctuations on the budget pose a risk to WFP operations. To mitigate that risk, the budget reflects the use of average amounts based on historical trends.

5.3 Social and environmental safeguards

89. In line with WFP's environmental and social safeguards framework, all interventions aimed at strengthening and creating assets and strengthening cooperatives and other associations, as well as soft skills, will be screened against WFP safeguards to prevent, avoid or mitigate any potential negative direct or indirect impact. Ad hoc environmental and social plans will be developed on a project-by-project basis, based on the mandatory safeguards screening.
90. Activities under the CSP will entail management and adequate use of solid (organic and inorganic) waste, sustainable management of water resources, discouragement of non-environmentally friendly practices such as burning waste and cutting down trees, agroecological practices, calculation of carbon footprints and good manufacturing practices, among other things. All interventions, especially those involving the distribution of kits or

food assistance, will be complemented by solid waste collection policies and recycling education. In the school canteens, organic waste will be managed for final disposal, promoting the development of compost-generating projects, among other actions. Minimization of losses and waste will be encouraged in all interventions.

6. Resources for results

6.1 Country portfolio budget

Strategic outcome	Activity	Year 1	Year 2	Year 3	Year 4	Total
1	1	6 622 913	7 449 309	5 500 604	4 729 306	24 302 133
2	2	116 890 078	96 618 780	77 247 370	67 339 412	358 095 640
	3	13 402 879	17 104 336	17 454 008	17 877 758	65 838 981
3	4	16 384 666	17 606 577	18 523 497	19 498 563	72 013 303
	5	20 209 394	23 374 264	24 619 607	25 696 760	93 900 025
	6	9 059 501	9 709 671	10 395 062	11 008 378	40 172 611
Total		182 569 431	171 862 937	153 740 148	146 150 178	654 322 693

91. The country portfolio budget is the result of projections based on the estimated funding requirements for each strategic outcome. Budgetary needs have increased considerably compared to the previous CSP due to increased demand for WFP interventions linked to the migration phenomenon. The requirements may be even higher in the context of COVID-19, in which case subsequent financing and advocacy will be carried out to finance planned activities. The most significant resources are needed for strategic outcome 2, on the assumption that migration flows will increase in 2021 as the mobility restrictions imposed for the COVID-19 crisis are lifted, and taking into account the response to the needs of those most severely affected by the socioeconomic effects of the pandemic. It is assumed that in subsequent years flows will decrease and the health situation will improve, allowing a shift to medium and long-term interventions. The resource projections for strategic outcomes 1 and 3 were estimated based on actual values and expenses associated with implementation in past years, especially in the areas of school feeding, nutrition, capacity building, gender equality and livelihood generation. Adequate resources are also allocated to activities intended to contribute to gender equality.

6.2 Resourcing outlook and strategy

92. The interventions provided for in this CSP demand a scale up in resource mobilization to ensure adequate funding in the areas identified and prioritized in consultation with the Government. Although funding support for WFP has significantly increased in recent years, mainly in response to the humanitarian needs associated with the migration phenomenon, resources are still insufficient to meet all requirements. WFP resource mobilization depends largely on donor countries that earmark contributions for specific purposes. Although WFP funding is only partly predictable, continued funding support for humanitarian interventions is expected from key donors. Capacity building, resilience and development activities will require stepped-up resource mobilization efforts.

93. The country office will take action to engage the private sector in supporting WFP's humanitarian and development interventions. It will also explore new financing opportunities with international financial institutions, as well as United Nations partnership and collaboration mechanisms that facilitate the channelling of resources, diversifying its sources of cooperation in an increasingly competitive assistance environment. Resource mobilization efforts will aim to include a wide range of potential donors covering various funding windows and to maintain close coordination with national and local governments. WFP's resource mobilization strategy for financing the CSP will focus on nexus opportunities and leverage WFP's dual mandate of humanitarian and development intervention.

ANNEX I

LOGICAL FRAMEWORK FOR COLOMBIA COUNTRY STRATEGIC PLAN (2021–2024)

Strategic Objective 3: Achieve food security**Strategic Result 4: Food systems are sustainable**

Strategic outcome 1: By 2024, people and communities in a situation of food vulnerability in the PDET municipalities prioritized by the Government improve their quality of life by strengthening their resilience and sustainable livelihoods and local governments strengthen their capacities, contributing to the stabilization and consolidation of the territories, with the support of WFP and in coordination with the United Nations country team, as a complement to the efforts of the Government

Outcome category: Improved household adaptation and resilience to climate and other shocks

Nutrition sensitive

Focus area: resilience building

Assumptions:

Complementary resources to carry out comprehensive assistance and sustainable initiatives are available

Smallholders' production and prices are competitive enough to link them to public and private markets

Security conditions in PDET areas allow the implementation of resilience and livelihood activities

Outcome indicators

Consumption-based coping strategy index (average)

Economic capacity to meet essential needs (new)

Food consumption score

Food consumption score – nutrition

Food expenditure share

Livelihood-based coping strategy index (Percentage of households using coping strategies)

Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)

Number of national programmes enhanced as a result of WFP-facilitated South-South and triangular cooperation support (new)

Percentage increase in production of high-quality and nutrition-dense foods

Percentage of targeted households with women who report that they have influence over the use of income from agricultural production and marketing activities

Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks

Proportion of the population in targeted communities reporting benefits from an enhanced livelihoods asset base

Value and volume of smallholder sales through WFP-supported aggregation systems

Activities and outputs

1. Provide technical support to national and local institutions, and food, technical and production assistance to ex-combatants of the Revolutionary Armed Forces of Colombia (FARC), vulnerable communities (including indigenous and Afro-descendant communities), small producers and young people, equally between men and women, to strengthen resilience, economic integration, adaptation to climate change and analysis in respect of food security and nutrition, contributing to the construction of models for the consolidation of the territories, as a complement to the efforts of the Colombian Government. (ACL: Asset creation and livelihood support activities)

1.1. The communities prioritized in the Comprehensive Plan of Collective Reparations, return and relocation plans and other victim assistance programmes in PDET municipalities, including programmes with an ethnic focus and for assistance to populations affected by the impact of COVID-19 or disasters in these territories, receive food and technical assistance in order to rebuild their livelihoods, improving their food security and increasing their resilience and capacity to adapt to climate change. (A: Resources transferred; D: Assets created; E: Social and behaviour change communication delivered)

1.2. Small producers, ex-combatants and members of prioritized communities, including indigenous and Afro-descendant groups, receive technical assistance to enhance their productivity, as well as business and commercial aspects to improve the sustainability and marketability of their products, with equitable targeting of women and men, including initiatives to strengthen links with markets and self-sufficiency, establish school gardens and promote the economic empowerment of women and ecological and environmental restoration, with an ethnic focus (A: Resources transferred; F: Purchases from smallholders completed)

1.3 Women, young people and other prioritized groups receive food and technical assistance in order to improve their soft skills and enhance employment opportunities, entrepreneurship, the care economy and community leadership in the implementation of PDET initiatives and economic and social recovery (A: Resources transferred; C: Capacity development and technical support provided; D: Assets created; E: Social and behaviour change communication delivered)

1.4 Government and national and local institutions strengthen capacities and access to information and analysis tools for food security and nutrition and economic recovery, contributing to the stabilization and consolidation of the territories (A: Resources transferred; C: Capacity development and technical support provided; I: Policy engagement strategies developed/implemented; K: Partnerships supported; M: National coordination mechanisms supported)

Strategic Goal 1: Support countries to achieve zero hunger**Strategic Objective 1: End hunger by protecting access to food****Strategic Result 1: Everyone has access to food**

Strategic outcome 2: Venezuelan migrants, Colombian returnees and members of host communities receive humanitarian assistance, equitable access to quality differential services and expeditious and massive access to the labour market and entrepreneurship options, with a focus on food security and nutrition, with the support of WFP and in coordination with the United Nations country team, as a complement to the efforts of the Colombian Government

Outcome category:
Maintained/enhanced individual and household access to adequate food
Focus area: crisis response

Nutrition sensitive

Assumptions:

Financial resources available to implement comprehensive activities for migrant population (triple nexus)

Cooperating partners have sufficient technical and financial capacities

Capacities and financial resources for the implementation of socioeconomic inclusion projects for migrants (including urban non-agricultural livelihoods)

Financial resources available to assist victims of the armed conflict and other crises

Outcome indicators

Consumption-based coping strategy index (average)

Dietary diversity score

Economic capacity to meet essential needs

Food consumption score

Food consumption score – nutrition

Livelihood-based coping strategy index (Percentage of households using coping strategies)

Proportion of the population in targeted communities reporting benefits from an enhanced livelihood asset base

Retention rate/drop-out rate

Activities and outputs

2. Provide humanitarian assistance and access to services to Venezuelan migrants, Colombian returnees and members of host communities, with equitable engagement of women and men, as a complement to the efforts of the Colombian Government. (URT: Unconditional resource transfers to support access to food)

2.1 The Venezuelan migrant population, Colombian returnees and members of host communities receive quality humanitarian assistance to meet their basic needs (A: Resources transferred; E: Social and behaviour change communication delivered)

2.2 The Venezuelan migrant population, Colombian returnees and members of host communities access school feeding programmes and other quality services that promote social integration, food security and nutrition, also ensure a higher rate of retention of girls and boys in school programmes (A: Resources transferred; C: Capacity development and technical support provided; E: Social and behaviour change communication delivered; N: School feeding provided)

3. Strengthen institutional capacities and provide support to bolster labour markets and urban livelihoods and facilitate the socioeconomic integration of Venezuelan migrants, Colombian returnees and host communities, with equitable engagement of women and men, as a complement to the efforts of the Colombian Government. (ACL: Asset creation and livelihood support activities)

3.1 The Venezuelan migrant population, Colombian returnees and members of host communities receive capacity strengthening and conditional transfers to gain access to opportunities in the labour market and develop entrepreneurship options and livelihoods in rural and urban areas that contribute to their socioeconomic integration, ensuring the transition from emergency assistance to more sustainable livelihoods (A: Resources transferred; C: Capacity development and technical support provided; D: Assets created; E: Social and behaviour change communication delivered)

3.2 Migrant populations and host communities' benefit from education and communication strategies in the field of food security and nutrition in order to prevent xenophobia and enhance social integration (E: Social and behaviour change communication delivered)

Strategic outcome 3: The public policies, institutional capacity, systems and services for the promotion of food security, nutrition and social inclusion are technically strengthened and vulnerable populations have access to adequate and nutritious food throughout the year for the acceleration of catalytic SDGs, in particular SDG 2, with the support of WFP and in coordination with the United Nations country team, as a complement to the efforts of the Colombian Government

Outcome category:
Maintained/enhanced
individual and household
access to adequate food

Focus area: resilience building

Nutrition sensitive

Assumptions:

Government of Colombia recognize WFP's capabilities in food security and nutrition and emergency preparedness
The role of the international community is clearly defined to create synergies with host government in support of SDGs
Government recognizes the capabilities and added value of WFP in the implementation of school feeding programmes
Activities are adapted to local contexts and consider gender and ethnicity

Outcome indicators

Consumption-based coping strategy index (average)

Emergency preparedness capacity index

Enrolment rate

Food consumption score

Minimum dietary diversity for women

Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening

Proportion of eligible population that participates in programme (coverage)

Proportion of target population that participates in an adequate number of distributions (adherence)

Retention rate/drop-out rate (new)

Value of services procured from local service providers

Activities and outputs

4. Support the Government and territorial entities in strengthening their capacity and strategies for achieving food security and nutrition, social inclusion, human capital formation and preparedness and response capacity for expected and unexpected shocks (CSI: Institutional capacity strengthening activities)

4.1: The Colombian Government strengthens its institutional capacity, public policies, systems and services in food security and nutrition aimed at populations in conditions of greater vulnerability, including by strengthening national strategies and programmes for inclusive social protection and improving its preparedness and response capacity to face emergencies and unexpected shocks (A: Resources transferred; C: Capacity development and technical support provided; G: Linkages to financial resources and insurance services facilitated; K: Partnerships supported; M: National coordination mechanisms supported)

5. Provide technical assistance and support for the implementation of the school feeding programme, its policy and its institutions, as a complement to the efforts of the Colombian Government (SMP: School meal activities)

5.1 National institutions and policies are strengthened and supported in the design and implementation of school-based health and nutrition interventions that meet the nutritional needs of school-age children, increase school enrolment and retention and contribute to the country's human capital development (A: Resources transferred; C: Capacity development and technical support provided; E: Social and behaviour change communication delivered; N: School feeding provided)

6. Provide food and nutrition assistance to populations in conditions of greater vulnerability, including through the strengthening of the social protection system, as a complement to the efforts of the Colombian Government. (NPA: Malnutrition prevention activities)

6.1 Populations facing food and nutrition insecurity adopt healthy behaviours and habits to prevent malnutrition and access nutritious or complementary foods that integrate diversity and sustainability into their diet (A: Resources transferred; B: Nutritious foods provided; E: Social and behaviour change communication delivered)

Goal 1: Support countries to achieve zero hunger**C.1. Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences****Cross-cutting indicators**

C.1.1: Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)

C.1.2: Proportion of activities for which beneficiary feedback is documented, analysed and integrated into programme improvements

C.2. Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity**Cross-cutting indicators**

C.2.1: Proportion of targeted people receiving assistance without safety challenges

C.2.2: Proportion of targeted people who report that WFP programmes are dignified

C.2.3: Proportion of targeted people having unhindered access to WFP programmes

C.3. Improved gender equality and women's empowerment among WFP-assisted population**Cross-cutting indicators**

C.3.1: Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality

C.3.2: Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women

C.3.3: Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity

C.4. Targeted communities benefit from WFP programmes in a manner that does not harm the environment**Cross-cutting indicators**

C.4.1: Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified

ANNEX II

INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOME (USD)				
	Strategic Result 4/ SDG target 2.4	Strategic Result 1/ SDG target 2.1	Strategic Result 1/ SDG target 2.1	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	
Focus area	Resilience building	Crisis response	Resilience building	
Transfers	17 833 037	351 663 854	167 410 993	536 907 883
Implementation	3 773 996	25 353 839	15 485 099	44 612 934
Adjusted direct support costs	1 211 871	21 042 985	10 611 832	32 866 688
Subtotal	22 818 904	398 060 677	193 507 925	614 387 506
Indirect support costs (6.5 percent)	1 483 229	25 873 944	12 578 015	39 935 188
Total	24 302 133	423 934 621	206 085 940	654 322 693

Acronyms

CSP	country strategic plan
SDG	Sustainable Development Goal
PDET	territorially focused development plan
GIFMM	inter-agency group on mixed migration flows
UNSDCF	United Nations sustainable development cooperation framework