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Version updated as of: 06 July 2018

## Colombia Country Strategic Plan (2017–2021)

Duration	April 2017–December 2021
Total cost to WFP	USD 152 795 065
Gender marker*	2A

\* <https://www.humanitarianresponse.info/system/files/documents/files/gm-overview-en.pdf>

### Executive Summary

WFP’s strategy in Colombia is based on the premise that supporting the Government in reaching Sustainable Development Goals 17 and 2, while contributing to other goals, will achieve an inclusive peace. Negotiations with the Revolutionary Armed Forces of Colombia highlighted the importance of food security, rural development and “leaving no one behind”. WFP’s strategy is aligned with emerging priorities of the Government to address humanitarian, recovery, development and technical assistance needs and contribute to peace and reintegration. WFP will support the Government’s peacebuilding work with a view to achieving sustainable solutions for victims of the conflict.

High malnutrition rates, especially among indigenous populations, constitute immediate challenges to achieving the Government’s commitment to eradicating chronic malnutrition by 2025. WFP will address food insecurity and malnutrition through increased access to remote rural populations, especially communities that have been marginalized for years. Special attention will be given to victims of violence, Venezuelan migrants, and other vulnerable groups, including ethnic populations,<sup>1</sup> women, girls and boys. Gender-transformative and protection actions will be emphasized in all activities.

<sup>1</sup> This document uses the Government’s definition of “ethnic populations” as populations of African origin, Indigenous populations, and Roma peoples.

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WFP's added value is its ability to reach vulnerable people in remote areas with resilience-building activities that are gender-sensitive and nutrition-sensitive. WFP will work with other United Nations agencies to achieve synergies, prevent duplication and maximize positive outcomes. WFP's work towards the following five strategic outcomes will include capacity strengthening, including for the National School Meals Programme, and the provision of food and cash transfers:

- Local governments and civil society have strengthened capacities to implement accountable programmes that contribute to reducing food insecurity and malnutrition.
- Crisis-affected populations, including victims of violence, natural disasters and shocks, Venezuelan migrants, marginalized communities and vulnerable ethnic populations and any other people of concern have adequate access at all times to nutritious foods and diversified diets, and are supported in establishing or improving their livelihoods.
- Communities and families have strengthened capacities to prevent malnutrition, leaving nobody behind in marginalized urban and remote rural areas.
- Smallholder farmers enhance their production and marketing capacities sustainably.
- Ethnic rural communities in vulnerable areas have increased capacity to recover from shocks and adapt to climate change.

### **Draft decision**

The Board approves Colombia Country Strategic Plan (2017–2021) (WFP/EB.1/2017/7/5/Rev.1) at a total cost to WFP of USD 84.5 million.

The Executive Director approves a revision to the Colombia Country Strategic Plan (2017-2021) at an updated total cost to WFP of USD 152.7 million. (06 July 2017)

## 1. Country Analysis

### 1.1 Country Context

1. The peace negotiations between the Government and the Revolutionary Armed Forces of Colombia cover complex and long-standing issues of rural reform, land restitution, transitional justice, political participation, de-mining, reparations for victims and reintegration of combatants. The people most affected by the conflict expect rapid progress in resolving these issues.
2. Sixty years of conflict has had significant impact on the country's social, economic and political landscape, displacing 7.5 million people and involving recruitment of children, sexual and gender-based violence,<sup>2</sup> illicit economies, land expropriation and environmental damage. Half of Colombia's territory has been affected, eroding the social fabric.<sup>3</sup> Full implementation of any agreement will remain challenging in the coming years.
3. Indigenous and Afro-Colombians are disproportionately affected by violence: they constitute 73 percent of people affected by mass displacement, but indigenous people comprise only 1.5 percent of the population, and Afro-Colombians only 17 percent;<sup>4</sup> 55 percent of displaced people are women and girls.<sup>3</sup>
4. Mass displacements and violence decreased during 2016 but less visible impacts of violence still affect Colombians, particularly in rural areas: the mobility of 2.5 million people was constrained during the first six months of 2016, and an estimated 89,390 people were displaced during the year.<sup>5</sup> Even with peace agreements, certain groups may continue to commit acts of violence as they seek to control areas under the influence of guerrilla forces.
5. Due the economic crisis in Venezuela, as of March 2018, approximately 1 million people have migrated or returned from to Colombia. An additional 0.5 million Venezuelan migrants are expected to arrive in Colombia before the end of 2018. The primary migration drivers are lack of access to food, medicine and functioning health services, in addition to violence. Highly vulnerable and food insecure migrants in Colombia, in particular in border areas, lack access to basic services, are homeless or live in informal settlements and indigenous communities. WFP estimated that almost 90 percent of Venezuelan migrants are food insecure.

### 1.2 Progress Towards SDG 2

#### *Progress on SDG 2 targets*

##### *Access to food*

5. Large parts of Colombia, particularly areas with high proportions of ethnic populations, have not benefited from Colombia's economic progress and suffer from high levels of food insecurity. Approximately 43 percent of Colombians are food-insecure, particularly in rural areas and in households headed by women: WFP's 2014 vulnerability assessment and mapping and the 2010 national nutrition survey showed that these people lack access to staple and nutritious foods.<sup>6</sup> Limited access to food is most evident in the departments of La Guajira, Chocó and Cauca. In La Guajira, 90 percent of the dispersed rural population and victims of conflict cannot meet their basic needs; in the Atlantic coast region, average dietary energy intake is 1,000 kcal less per person per day than in Bogotá.<sup>7</sup>

<sup>2</sup> Includes violence by partners, sexual violence, people trafficking and conflict-related violence.

<sup>3</sup> Unidad de Atención y Reparación Integral a las Víctimas (Victims' Assistance and Integral Reparation Unit). 2016. *Registro Único de Víctimas*. Available at: <http://rni.unidadvictimas.gov.co/RUV>

<sup>4</sup> Office for the Coordination of Humanitarian Affairs (OCHA). 2016. *Humanitarian Response Plan: Overview January-December 2016*. [https://www.humanitarianresponse.info/system/files/documents/files/2016\\_hrp\\_overview\\_colombia\\_eng\\_web.pdf](https://www.humanitarianresponse.info/system/files/documents/files/2016_hrp_overview_colombia_eng_web.pdf)

<sup>5</sup> Office for the Coordination of Humanitarian Affairs. 2016. *Boletín humanitario mensual Colombia*. No. 50. Available at: [https://www.humanitarianresponse.info/es/system/files/documents/files/010816\\_boletin\\_humanitario\\_junio.pdf](https://www.humanitarianresponse.info/es/system/files/documents/files/010816_boletin_humanitario_junio.pdf)

<sup>6</sup> Instituto Colombiano de Bienestar Familiar (ICBF). 2010. *Encuesta Nacional de Situación Nutricional en Colombia*. Bogotá.

<sup>7</sup> Organisation for Economic Co-operation and Development (OECD)/ FAO/United Nations Capital Development Fund. 2016. *Adopting a Territorial Approach to Food Security and Nutrition Policy*. Available at: <http://dx.doi.org/10.1787/9789264257108-en>

### *End all forms of malnutrition*

6. Rates of malnutrition in all its forms are higher than the national average among internally displaced persons (IDPs) and in indigenous and Afro-Colombian communities:<sup>8</sup> 90 percent of indigenous children under 5 in the Pacific coast area suffer from chronic malnutrition, and 60 percent in southern and northern areas of the country are chronically malnourished. Acute malnutrition is a serious problem in some departments:<sup>9</sup> at least 60 children died from malnutrition in La Guajira in 2016. Anaemia among children under 5 in displaced communities ranges from 53 to 78 percent: the national average is 27.5 percent.<sup>9</sup> Among IDPs there are significant gender differences in anaemia prevalence: 62.4 percent of boys and 45.9 percent of girls are affected.<sup>9</sup> In dispersed indigenous communities, micronutrient deficiencies affect 58 percent of children under 5.<sup>9</sup> Among IDPs, 17 percent of children under 5 are overweight and 6.5 percent are obese, with boys affected more than girls.<sup>10</sup> Levels of overweight and obesity reach almost 65 percent in some indigenous communities.<sup>10</sup>

### *Smallholder productivity and incomes*

7. Smallholder farmers work in difficult agro-ecological conditions, with unpredictable weather and precarious access to markets. In the last 20 years the contribution of farming to gross domestic product (GDP) has declined from 15.3 to 6.8 percent.<sup>11</sup> Only 3.9 percent of poor rural households own land and have access to the technical assistance, inputs and credit required for subsistence agriculture.<sup>12</sup> Gender inequality in access to assets is serious: only 26.5 percent of land is owned by women, who have limited access to technical support programmes.<sup>12</sup>

### *Sustainable food systems*

8. The agriculture sector is stagnant as a result of informal property rights and suboptimal land uses. El Niño and La Niña in 2014–2016 contributed to droughts, desertification, forest fires and floods that compromised the food security and nutrition of vulnerable populations, particularly in La Guajira. The climate risk index classifies Colombia as medium-risk, with exposure to floods, landslides, earthquakes, volcanic activity and other natural hazards.<sup>13</sup> Over the last 40 years, economic losses resulting from medium and small disasters have been considerably greater than those caused by major disasters. The Government's strategy includes support for family agriculture, increased access to markets for smallholders and provision of inputs and technical assistance with a view to sustainably improving productivity and resilience.

### *Macroeconomic environment*

9. GDP grew at an estimated 2.5 percent in 2016, 0.6 percent less than in 2015, as a result of: i) the fall in oil prices and dependence on oil exports; ii) currency devaluation and imbalance between imports and exports; and iii) stagnating revenue from individual income taxes, which account for 5.6 percent of tax revenue compared with an average of 24.8 percent in the Organisation for Economic Co-operation and Development (OECD).<sup>14</sup>

<sup>8</sup> Instituto Nacional de Salud. 2016. Siviigila, Colombia. Available at: <http://portalsiviigila.ins.gov.co/siviigila/reportes/pages/vigilancia.php>

<sup>9</sup> Colombian departments are groupings of municipalities.

<sup>10</sup> ICBF/Prosperidad Social/WFP. 2013. Protracted Relief and Recovery Operation 200148.

<sup>11</sup> World Bank. 2016. *Global Economic Prospects Database*. Available at: <http://databank.worldbank.org/data/reports.aspx?source=global-economic-prospects#>

<sup>12</sup> Departamento Nacional de Planeación (DNP). 2015. *Informe Final. Misión para la transformación del campo*. Bogotá.

<sup>13</sup> Germanwatch. 2016. *Global Climate Risk Index: Who Suffers Most from Extreme Weather Events? Weather-related loss event in 2014 and 1995 to 2014*. Available at: <https://germanwatch.org/fr/download/13503.pdf>

<sup>14</sup> OECD. 2015. *Revenue Statistics 2015*. Available at: <https://stats.oecd.org/Index.aspx?DataSetCode=REV#>

### **Key cross-sector linkages**

10. The economy grew at an annual average of 4.4 percent between 2007 and 2015,<sup>11</sup> and multi-dimensional poverty decreased by 10.4 percent between 2010 and 2015, but the benefits are unequally distributed. Colombia is one of the most unequal countries in the world, with a Gini index of 53.5 and a gender inequality index of 0.429, reflecting an unequal distribution of incomes:
- The multi-dimensional poverty rate is 2.3 times higher in rural than in urban areas;<sup>15</sup> 46 percent of rural households headed by women live below the poverty line.<sup>16</sup>
  - Of the economically inactive population 56 percent are women, of whom 57 percent carry out household work while 31 percent are studying. Of economically inactive men, 61 percent are studying.<sup>17</sup>
  - The middle class accounts for 6.6 percent of the rural population, compared with 33.4 percent in urban centres.<sup>18</sup>
  - Conditions of extreme poverty following displacement contribute to child labour and recruitment of girls and boys by armed groups; family violence forces children and adolescents to seek other living situations, which reinforces negative gender roles.

### **1.2 Hunger gaps and challenges**

11. The factors contributing to poor food and nutrition security include: i) structural inequalities; ii) insufficient access to quality and nutritious foods; iii) poor infrastructure; iv) inadequate access to social services; v) poor land management practices; vi) climate change and variability; vii) scarce employment opportunities in rural areas; and viii) tensions over mining, deforestation and contamination and depletion of aquifers. The poor quality of available data constrains understanding of progress in the elimination of all forms of malnutrition.
12. The 2015–2016 strategic review and stakeholder consultations identified the following gaps in food security and nutrition:
- State revenue trends limit the effectiveness of programmes. Social expenditure as a percentage of GDP is 15 percent below the OECD average. Education expenditure for primary and secondary schools is USD 2,100 per student compared with the OECD average of USD 8,788. Health expenditure per individual was USD 864 in 2012 compared with the OECD average of USD 3,453.<sup>19</sup> Lack of access to basic services threatens food security and nutrition, especially among ethnic populations and IDPs.
  - Institutional fragmentation and lack of coordination in food security and nutrition programmes impede the achievement of targets. Only 11 percent of actions are planned inter-sectorally, and decentralized governments lack capacities for programme implementation and accountability.<sup>20</sup>
  - With regard to gaps in the coverage and reach of social programmes, lack of targeting of specific groups and inadequate programme oversight are concerns. For example, programmes such as the National School Meals Programme do not adequately address the needs of specific populations, consider traditional practices or accommodate basic service requirements. High maternal mortality among indigenous women is also a concern, with malnutrition cited as a contributing factor.

<sup>15</sup> OECD. 2014. *OECD Territorial Reviews: Colombia 2014*. Available at: <http://dx.doi.org/10.1787/9789264224551-en>

<sup>16</sup> Departamento Administrativo Nacional de Estadística. 2016. See: [https://www.dane.gov.co/files/investigaciones/condiciones\\_vida/pobreza/bol\\_pobreza\\_15\\_.pdf](https://www.dane.gov.co/files/investigaciones/condiciones_vida/pobreza/bol_pobreza_15_.pdf)

<sup>17</sup> Departamento Administrativo Nacional de Estadística. See: [http://www.dane.gov.co/files/investigaciones/boletines/ech/ech\\_genero/bol\\_ejesexo\\_abr\\_jun16.pdf](http://www.dane.gov.co/files/investigaciones/boletines/ech/ech_genero/bol_ejesexo_abr_jun16.pdf)

<sup>18</sup> Inter-American Development Bank. 2015. *Poverty, Vulnerability and the Middle Class in Latin America*. Washington DC.

<sup>19</sup> OECD. 2016. See: <https://data.oecd.org>

<sup>20</sup> Departamento Nacional de Planeación (DNP). 2015. *Evaluación Política Nacional de Seguridad Alimentaria y Nutricional*. Bogotá.

## 1.4 Country Priorities

### Government

13. The Government is committed to eliminating chronic malnutrition by 2025 through the From Zero to Forever programme. It has also prioritized the areas most affected by the conflict through the Rapid Response Programme, which aims to reach 141 affected municipalities rapidly with high-impact and visible actions.<sup>21</sup> The programme was not designed to address structural problems: instead it implements short- and medium-term stabilizing actions in areas where conflict has been most intense. To address structural poverty and marginalization, the Government has identified 132 actions for 2017, including support for victims,<sup>22</sup> but funding is a challenge for many ministries and local governments.
14. The Government's strategic priorities include:
  - peace – promoting integrated rural development to overcome territorial inequalities<sup>23</sup> in the provision of public goods and social services such as health, justice and education, and improved business productivity;
  - equality – reducing existing territorial inequalities and equalizing the distribution of income;
  - education – transforming education in rural areas by promoting retention in schools and ensuring access to higher education and vocational training; and
  - rural transformation – generating employment and wealth by increasing productive capacities and empowering smallholder farmers.
15. Various government strategies contribute to the Sustainable Development Goals (SDGs), particularly SDG 2:
  - The 2015–2018 National Development Plan (PND – *Plan Nacional de Desarrollo*)<sup>24</sup> is aligned with the SDGs, with emphasis on: i) peacebuilding and good governance (SDG 16); ii) reducing inequalities (SDG 10); and iii) education (SDG 4). It covers five cross-cutting themes – infrastructure and strategic competitiveness (SDGs 8 and 9), social mobility (SDG 10), security, justice and peacebuilding (SDG 16), transformation of rural areas (SDG 2) and good governance (SDG 16).
  - The 2013–2019<sup>25</sup> National Food Security and Nutrition Plan (PNSAN – *Plan Nacional de Seguridad Alimentaria y Nutricional*) has three priorities: i) ensuring adequate supply of and access to nutritious food (SDG 2); ii) enhancing social welfare and quality of life, including through nutrition education, prevention and reduction of malnutrition and healthy lifestyles (SDG 2); and iii) improving food and water quality as part of coordinated responses (SDG 6). To contribute to the food and nutrition security of ethnic groups, the PNSAN seeks to enhance cultural practices, territories and the autonomy of communities.

<sup>21</sup> Unidad Administrativa para la Consolidación Territorial. 2015. *Manual técnico de operación programa de respuesta rápida*. Available at: [http://www consolidacion.gov.co/themes/danland/descargas/PRR/MI\\_GPP\\_01\\_Manual\\_Tecnico\\_PRR.pdf](http://www consolidacion.gov.co/themes/danland/descargas/PRR/MI_GPP_01_Manual_Tecnico_PRR.pdf).

<sup>22</sup> Centro Internacional de Pensamiento Social y Económico. 2016. *Entrega final consultoría Revisión Estratégica PMA*. Bogotá.

<sup>23</sup> In Colombia, the term “territorial level” refers to not only the formal administrative organization of the country, but also to indigenous plans and systems of governance and other forms of local authority that do not correspond with national, departmental or municipal government structures.

<sup>24</sup> Departamento Nacional de Planeación (DNP). 2015. *Plan Nacional de Desarrollo 2015–2018*. Bogotá.

<sup>25</sup> Comisión Intersectorial de Seguridad Alimentaria y Nutricional. 2013. *PNSAN 2013–2019*. Bogotá.

- The Mission to Transform Rural Areas aims to develop rural areas affected by conflict and promote food and nutrition security. It encourages a territorial approach and recognizes rural residents as agents of their own development, and seeks to achieve SDGs 2, 5 and 11. Special attention is accorded to rural women, who face more disadvantages than men, and urban women, who lack access to credit and technical advice. The mission emphasizes competitive and environmentally sustainable development and alternatives to the home-care economy for women.
- Law 1448 is a framework for reparations and restitution of the fundamental rights of victims of conflict; it includes a structure for humanitarian assistance. The law mandates institutions to lead implementation in an efficient, effective and integrated manner (SDG 16); these include *Prosperidad Social* (Social Prosperity) and its three affiliated institutions, several of which are WFP partners.

#### *United Nations and other partners*

16. The United Nations country team is working with the Government in support of programmes for peacebuilding, development and humanitarian response. The 2015–2019 United Nations Development Assistance Framework (UNDAF) is aligned with the PND and contributes to building confidence in peace. The support and protection work of the humanitarian country team includes rapid response to shocks as requested.

## **2. Strategic implications for WFP**

### **2.1 WFP's Experience and Lessons Learned**

17. The Government values WFP as a partner. Through its sub-offices WFP reaches remote and insecure areas to respond to diverse and changing needs: its collaboration on capacity strengthening at the national and territorial levels, for example, includes work with local governments to provide micronutrient powder. In 2014, WFP developed a new collaboration mechanism that prioritizes capacity strengthening at the national level, reaching remote areas with gender-transformative<sup>26</sup> programmes and developing innovative nutrition-sensitive and culturally sensitive approaches to resilience-building. These experiences illustrate the value-added provided by WFP in its partnerships for reaching victims of conflict and the most vulnerable people.
18. WFP's gender and protection strategy is based on a 2014 gender review, and as part of PRRO 200708 WFP carried out gender assessments and trained partners to ensure that their actions promoted protection and gender equality. WFP utilizes tools such as cash-based transfers (CBTs) and local purchases, knowledge generation and documentation of experiences. WFP continues to seek collaboration with United Nations partners, and participates in joint projects with the Food and Agriculture Organization of the United Nations (FAO), the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), the United Nations Children's Fund (UNICEF), UN-Women and the World Health Organization (WHO).

<sup>26</sup> Interventions that create opportunities for individuals to challenge gender norms, promote the social and political standing of women and address power inequities between women and men.

## 2.2 Opportunities for WFP

19. The strategic review identified four areas for WFP investment:
- food security and nutrition governance, with attention to women, ethnic groups and communities affected by conflict, especially victims of violence;
  - community-based actions that integrate work on nutrition, gender, resilience and adaptation to climate change;
  - capacity strengthening with a view to integrating food security and nutrition and gender sensitivity elements into territorial-level policies, plans and interventions, with particular attention to the National School Meals Programme; and
  - analysis and research for food security and nutrition, particularly involving ethnic and gender issues.

## 2.3 Strategic Changes

20. In alignment with government priorities and requests WFP will consolidate its actions to ensure efficient use of funds and long-term results, particularly in the following areas:
- Capacity strengthening and technical assistance. WFP will continue to coordinate capacity strengthening at the national level and in systems, institutions and programmes at the territorial level, with special attention to government entities and civil society. This will be reflected in all strategic outcomes.
  - Community participation. WFP and its partners will work with communities to facilitate inclusive participatory planning and implementation, promoting community ownership, ensuring that ethnic communities and women benefit from WFP activities. Attention will be given to urban areas and ensuring equality of outcomes for women and men, and girls and boys.
  - South–South cooperation. Building on its global and national expertise, WFP will exchange resources, technology and knowledge in Colombia and with other countries with similar concerns: topics will include nutrition, resilience, climate change, emergency preparedness and gender mainstreaming in food security and nutrition programmes.
  - Analysis and evidence-based engagement in support of national policy formulation. WFP will utilize its comparative advantage to enhance understanding of the underlying causes of food and nutrition insecurity and vulnerability, with particular attention to ethnic communities and the determinants of programme effectiveness, including attention to gender. Reports will be shared with government entities and stakeholders with a view to establishing a common approach to quality, participatory programming and policy development.

## 3. WFP Strategic Orientation

### 3.1 Direction, Focus and Intended Impacts

21. This CSP sets out WFP's contributions to the Government's work to achieve SDG 2 and SDG 17. WFP supports the Government's priorities and seeks complementarity with programmes that promote peacebuilding and sustainable solutions to structural problems.
22. Building on lessons learned in Colombia, WFP's strategic direction covers humanitarian, recovery, development and technical assistance needs and contributes to peacebuilding. WFP will maintain its capacity to respond to relief needs as requested by the Government. It will work with ethnic groups and the people most affected by conflict, women victims of violence, and communities that have been "left behind".
23. WFP will support Government systems and social programmes by designing and implementing innovative programmes with a view to reducing fragmentation and coordinating food security and nutrition interventions to achieve equitable and inclusive outcomes. The actions described in this CSP are intended to fill gaps in national responses, with particular attention to the National School Meals Programme and contribute to the objectives of the Inter-Sectoral Commission on

Food Security and Nutrition and the PND. The CSP is aligned with the UNDAF, particularly in supporting peacebuilding and sustainable development.

24. The national gender policy promotes women's empowerment, gender equality and the protection of women and children from violence. Actions for gender transformation and protection will focus on preventing violence and will provide opportunities for women to participate more in livelihoods and decision-making. The prevention of gender violence contributes to food security and nutrition on the basis of evidence that levels of food insecurity correlate with the frequency of inter-partner violence in households.<sup>27</sup> Women are still subject to threats of violence, and the process for securing support and reparations under Colombian law remains challenging.
25. The Government has prioritized the recovery of degraded natural resources in areas affected by overexploitation of forests and contamination of soil and water resulting from aerial crop spraying, oil spills and illegal mining. WFP will support communities in enhancing livelihoods, resilience to shocks, confidence in peace and strategies for local development: this support will involve ensuring adequate food and dietary diversity for women victims of violence and women heads of household, ethnic populations, returnees and other people affected by conflict; and promoting economic independence for ethnic and other marginalized populations through differential and territorial approaches.
26. WFP will continue its coordination and collaboration with government entities and the United Nations and with civil-society, private-sector and academic organizations, to promote synergies and programme complementarity. The aim is to contribute to the achievement of SDGs 1, 5, 12, 13 and 16.

### **3.2 Strategic Outcomes, Focus Areas, Expected Outputs and Key Activities**

***Strategic outcome 1: Capacity strengthening – local governments and civil-society organizations have strengthened capacities to implement accountable programmes that contribute to reducing food insecurity and malnutrition***

27. WFP provides technical assistance in the design, targeting, monitoring and accountability frameworks of government programmes, and collects the social, economic and environmental information required to implement programmes that are sensitive to the needs of women, adolescents and ethnic groups. WFP also encourages exchanges of information and best practices within Colombia and through South–South cooperation. It promotes cost-effective and context-specific actions at the territorial level in partnership with national, civil and academic organizations, with a view to closing gaps in food security and nutrition policies and programmes and improving the generation of evidence.
28. This strategic outcome contributes to achievement of SDG target 17.9.

#### ***Focus area***

29. This strategic outcome addresses the root causes of long-term vulnerability.

#### ***Expected outputs***

- i) Technical support provided for policy development, the design, delivery and evaluation of programmes, and evidence generation.
- ii) South–South cooperation facilitated to support capacity strengthening in disaster risk reduction and implementation of social programmes.

#### ***Key activities***

30. *Activity 1: Strengthen the capacities of territorial actors for planning, implementing and evaluating food and nutrition policies and programmes*
31. WFP combines capacity strengthening and evidence generation in joint activities with government entities, based on annual joint planning, agreed priorities and available resources.

<sup>27</sup> Hidrobo, M., Peterman, A. and Heise, L. 2014. *The effect of cash, vouchers and food transfers on intimate partner violence: evidence from a randomized experiment in Northern Ecuador*. Washington DC, International Food Policy Research Institute.

The interventions include: i) integrating food security and nutrition into territorial-level plans, including the development plans of indigenous communities, and ensuring that successful experiences are shared; ii) expanding the reach, equity and effectiveness of social programmes, with a focus on food security and nutrition; iii) supporting the design and implementation of short supply chains to reach institutional markets, and integrating local procurement into social programmes; and iv) assisting territorial entities in mitigating the effects of natural disasters and climate change, using data disaggregated by age and sex.

32. Studies to support territorial programmes and the design of gender-transformative actions with local partners may focus on: i) the recovery of traditional agricultural practices and species; ii) the feasibility of including nutritious native food plants in social programmes and local markets; iii) the determinants of malnutrition in indigenous populations, with special attention to gender and age dynamics; and iv) food security and nutrition risks related to climate change.
33. *Activity 2: Develop and evaluate innovative food and nutrition models.* WFP contributes to strengthening the capacities of institutions in delivering local services, with a focus on fostering peace and reconciliation in areas affected by conflict and displacement, responding to requests from local governments – currently those of Antioquia, Cauca, Chocó, and Nariño – to: i) support victims of violence in urban areas; ii) assess the effectiveness, efficiency, and sustainability of social programme models; iii) scale up context-specific and gender-transformative models; and iv) integrate local procurement and improve the efficiency of supply chains and social programmes. WFP will combine capacity strengthening actions with the implementation of CBT pilots, requiring work with local governments, communities and civil society to generate evidence.

***Strategic outcome 2: Access to food – Crisis-affected populations, including victims of violence, natural disasters and shocks, marginalized communities, vulnerable ethnic populations and any other people of concern, have adequate access at all times to nutritious foods and diversified diets, and are supported in establishing or improving their livelihoods***

34. WFP reaches IDPs, confined or marginalized communities, returnees, vulnerable migrants from Venezuela, victims of sexual and gender-based and other violence, and victims of natural disasters and shocks through activities that are oriented towards protection and equality in accordance with humanitarian principles and with protocols agreed on with government partners. Capacities in the application of new tools such as vulnerability analysis and CBTs will be strengthened at the territorial level to increase the transparency and efficiency of territorial programmes. This strategic outcome contributes to achievement of SDG target 2.1.

#### ***Focus area***

35. This strategic outcome addresses crisis response.

#### ***Expected outputs***

- i) Targeted recipients have access to food in sufficient quantity and quality and in a timely manner.
- ii) Targeted schoolchildren, especially those at risk of recruitment by paramilitary groups, receive nutritious meals and participate in education activities.

#### ***Key activities***

36. *Activity 3: Support crisis-affected populations.* WFP delivers unconditional food transfers and CBTs linked to local markets. Food assistance for assets to restore livelihoods will be designed and implemented to benefit women and men equitably. Innovative technologies for registering and monitoring recipients will help local governments to be more transparent and accountable with regard to the programmes. WFP will work with a range of partners to harmonize CBT processes, share experiences and ensure complementarity among assistance programmes, including with providers of services to prevent sexual and gender-based violence and the Government's referral networks, to ensure that victims of violence, natural disasters and other crisis-affected populations are cared for.

37. *Activity 4: Implement emergency school feeding, focusing on protection and targeting vulnerable children not covered by public programmes.* WFP targets children vulnerable to recruitment by paramilitaries or affected by displacement and the effects of mass migration from Venezuela, primarily in remote boarding schools or other schools in crisis affected areas with limited capacity and resources to provide sufficient nutritious food for students. Each student receives CBTs, and the school purchases nutritious foods from outlets identified by WFP. Technical support is provided to link local production – particularly from women’s associations– with schools and other institutional markets.
38. WFP supports: i) the development of awareness raising sessions that cover nutrition education, healthy lifestyles and nutrition problems specific to boys and girls; ii) prevention of violence; and iii) school gardens. School meals are planned and distributed jointly with communities and institutions to foster ownership, strengthen capacities and facilitate eventual hand-over to the national school meals programme. These actions are undertaken in partnership with local governments, the Ministry of Education, civil society and UNICEF.

***Strategic outcome 3: End malnutrition – communities and families have the capacities to prevent malnutrition in all its forms, with a focus on leaving nobody behind in marginalized urban and remote rural areas***

39. WFP contributes to preventing malnutrition in all its forms with a view to achieving zero chronic malnutrition by 2025. Nutrition-sensitive actions that address the triple burden of malnutrition are prioritized: these include promotion of nutritious diets and sustainable consumption in rural areas and ethnic communities, and support for the implementation of school meals programmes at local level. This strategic outcome contributes to achievement of SDG target 2.2.

***Focus area***

40. This strategic outcome addresses the root causes of malnutrition.

***Expected outputs***

- i) Training provided for national and local authorities, civil society, community members and vulnerable families.
- ii) Nutrition messages adapted and delivered to target populations.
- iii) Technical assistance provided to improve the effectiveness of nutrition programmes.
- iv) Targeted schoolchildren in situation of high food insecurity receive nutritious meals.
- v) Efficient school meals models developed, piloted and handed over to local governments.

***Key activities***

41. *Activity 5: Provide food security and nutrition education and behaviour change communication.* WFP promotes education and training through three related components: i) support to the development of innovative nutrition messaging and communication tools adapted to the needs of women, men, adolescents, children and elderly people in coordination with the activities of the Government and partners; ii) training for WFP beneficiaries in healthy eating habits and adequate infant and young child feeding and hygiene practices, using local languages and in line with cultural norms and environmental protection requirements; and iii) strengthening of networks of women volunteers to communicate messages in their communities.
42. The determinants of malnutrition among boys and girls will be investigated, and communication tools will be adapted to address gender- and age-related issues. WFP and its partners deliver micronutrients, CBTs or food to households with malnourished children, pregnant and lactating women, adolescent girls and children under 5. Eventual hand-over to government social programmes is central to this strategic outcome.
43. *Activity 6: Provide technical support.* Local governments receive technical support to prevent malnutrition, with a focus on the first 1,000 days following conception and on pregnant and

piloting of supply chain models for distribution of micronutrient powders in remote areas of targeted departments; ii) development of fortified cereal bars using traditional cereal species, with subsequent scale-up by the Government or private-sector companies; and iii) analysis of the cost-effectiveness of programmes to reach indigenous communities. These actions are undertaken in partnership with local governments, civil-society and private-sector entities and UNICEF, UNFPA, WHO and other United Nations agencies.

44. *Activity 10: Implement school meals programmes in response to government requests.* WFP strengthens school meals programmes and contributes to prevent malnutrition and food insecurity at local level as well as to promote educational objectives, with particular attention to efficiently delivering nutritious foods to schoolchildren. This activity is strongly linked to capacity strengthening efforts under SO1 as well as to school meals provided to conflict-affected populations under SO2/Activity 4. WFP's value added is to work with local authorities to: i) respond to the needs of communities, including indigenous populations; ii) pilot new school meals strategies and disseminate lessons learned widely; iii) support governments to scale up efficient models; and iv) pay particular attention to improving the targeting and monitoring of these programmes and to incorporating local produce in school menus. WFP partners with the Ministry of Education, municipal governments, local NGOs and the private sector in the implementation of these programmes.
45. Implementation of school meals programmes on behalf of the Government often requires a quick start up in response to unanticipated requests with certain restrictions linked to government budgetary periods. WFP recognizes the decentralized approach to school meals in Colombia that allows individual departments to employ a variety of methods to purchase and deliver commodities within the framework of national policies and norms. WFP will therefore scale up the school meals programme with the aim of gradually reaching the full ration and ensuring the inclusion of fresh foods through the use of CBT. Initial activities include various assessments related to school infrastructure and student head counts, market analysis and supply chain analysis, among others.

***Strategic outcome 4: Smallholder productivity and income – smallholder farmers – women and men – increase their production and marketing capacities sustainably***

46. WFP uses its comparative advantage to promote efficient procurement models that link smallholders' production to markets, with a focus on women farmers and victims of violence and ensuring equitable participation in all stages of the value chain. The partners leading this work are local governments, the ministries of agriculture and education, the Colombian Institute for Family Well-being (ICBF – *Instituto Colombiano de Bienestar Familiar*) and private-sector companies.

***Focus area***

47. This strategic outcome addresses resilience building.

***Expected outputs***

- i) Nutritious foods purchased by CBT beneficiaries from farmer associations and shops.
- ii) Smallholder farmers trained and technical assistance provided in business practices, food security and nutrition, gender and awareness of rights.
- iii) Women farmers empowered to have access to markets.

***Key activities***

48. *Activity 7: Provide technical support for rural smallholders.* WFP supports women and men smallholders with training and technical assistance with a view to: i) diversification of smallholders' production – ensuring that it satisfies quantity requirements and quality standards

environmentally sound agriculture; and ii) facilitation of sustainable access to public and private markets by identifying market opportunities, negotiating contracts, setting up outlets, establishing public–private partnerships and sharing best practices in supply management. These results will be achieved in partnership with the Government, local governments, FAO, the International Fund for Agricultural Development (IFAD), the United Nations Office on Drugs and Crime (UNODC), other United Nations agencies and civil-society organizations.

49. *Activity 8: Stimulate markets with WFP purchases.* WFP increases the access of women and men smallholders to local and regional markets by linking them to CBT recipients through CSP activities 2, 3, 4, 5 and 9, and providing technical support and capacity strengthening for farmer associations. WFP helps create conditions to stimulate rural economic growth by generating alternatives to household work, especially for women, and to illicit activities, especially for men.

***Strategic outcome 5: Sustainable food systems – rural ethnic communities in vulnerable areas have increased capacity to recover from shocks and adapt to climate change***

50. Integrated actions contributing to this strategic outcome support: i) inclusive and sustainable community-based management of natural resources and adaptation to climate change, informed by analysis of climate trends and forecasts; ii) resilience-building, using incentives such as food transfers or CBTs to recover traditional practices and knowledge, improve dietary diversity and rebuild livelihoods. Opportunities for linking safety nets with innovative risk-management schemes will be explored.

***Focus area***

51. This strategic outcome addresses resilience-building.

***Expected outputs***

- i) Traditional knowledge recovered from women and men supports dietary diversity and livelihoods.
- ii) Assets created to build resilience and incomes for women and men equitably.

***Key activities***

52. *Activity 9: Build resilience and enhance livelihoods.* WFP targets marginalized areas vulnerable to climate change and with high levels of food insecurity and environmental degradation. Resilience-building involves four components agreed on with communities and local authorities: i) documenting and leveraging traditional knowledge to increase resilience to climate shocks and improve dietary diversity and livelihoods; ii) consolidating scientific evidence of climate trends and forecasts to inform local adaptation plans; iii) implementing adaptation measures to protect water sources, manage watersheds and regenerate degraded areas through food assistance for assets – CBTs or in-kind food, depending on the context; and iv) strengthening local capacities through participatory planning that includes adolescents and women, with a view to equal decision-making by both sexes and eventual local ownership.
53. WFP's implementation partners are indigenous councils, the National Planning Department (DNP – *Departamento Nacional de Planeación*), the Ministry of Environment and Sustainable Development, the National Unit for Disaster Risk Management, regional environmental authorities, international non-governmental organizations (NGOs) and United Nations agencies.

**3.3 Transition and Exit Strategies**

54. WFP will align its activities with government programmes and priorities; a hand-over strategy will be jointly developed for each department with local, departmental and national authorities. Partnerships with government entities at the territorial and national levels will promote cost-sharing and joint results. Direct implementation by WFP is expected to decrease as technical

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55. Strategies and action plans will be developed with local governments to transfer responsibility and ownership of activities such as boarding school meals. WFP will plan and implement activities with community representatives; women, men and adolescents will assume ownership of activities and enjoy the ensuing benefits. Support for farmer associations will decrease as their capacities grow and they obtain access to new markets.
  56. A hand-over plan will be jointly developed with government entities on the basis of a mid-term review of the CSP.

## **4. Implementation Arrangements**

### **4.1 Beneficiary Analysis**

57. WFP will work with individuals, families and communities affected by conflict, with particular attention to ethnic groups in the departments of Antioquia, Arauca, Caquetá, Cauca, Chocó, Córdoba, La Guajira, Nariño, Norte de Santander, Putumayo and Valle del Cauca. Other departments will be considered on the basis of funding, emerging needs and peacebuilding and security issues. WFP may shift attention to areas with high rates of poverty and malnutrition and unsatisfied basic needs when the findings of the national nutrition survey are released.
58. In the targeted departments, capacity strengthening will initially take place in 68 municipalities, targeting small farmers' associations, territorial entities and partners. Gender-sensitive analysis will inform targeting and the prioritization of geographical areas. Strengthening of women's associations, farmers' groups and community leaders will be essential in ensuring confidence in peace and in handing activities over to communities.
59. Using participatory methodologies, and aligned with WFP's policies, gender equality, protection and cultural considerations will inform the design of activities with a view to increasing the roles of women in community structures and decision-making. WFP and its partners will undertake gender and protection assessments to inform the implementation of activities, with a focus on minimizing additional workloads of recipients, sensitizing men and women to sexual and gender-based violence, the priorities of women and men, and ensuring that women participate equally in farmer associations and community activities. WFP will be accountable to its beneficiaries, and will establish feedback and monitoring mechanisms.
60. Funding forecasts indicate that 559,300 beneficiaries will receive food transfers and 352,300 will receive CBTs during the CSP period; the capacities of 3,000 smallholder farmers will be strengthened.

<b>Strategic Outcome</b>	<b>Activities</b>	<b>Modality*</b>	<b>Female</b>	<b>Male</b>	<b>Total by modality</b>	<b>Total by activity</b>
<b>SO 1</b>	2	CBT	4,000	3,000	<b>7,000</b>	<b>7,000</b>
<b>SO 2</b>	3	Food	35,000	34,000	<b>69,000</b>	<b>479,000</b>
		CBT	209,240	200,760	<b>410,000</b>	
	4	Food	8,000	7,000	<b>15,000</b>	<b>98,000</b>
		CBT	41,700	41,300	<b>83,000</b>	
<b>SO 3</b>	5	Food	22,000	21,000	<b>43,000</b>	<b>52,000</b>
		CBT	4,500	4,500	<b>9000</b>	
	6	Food	125,000	113,000	<b>238,000</b>	<b>238,000</b>
	10	Food**	129,500	129,500	<b>259,000</b>	<b>259,000</b>
<b>SO 5</b>	9	Food	4,000	4000	<b>8,000</b>	<b>46,000</b>
		CBT	20,000	18,000	<b>38,000</b>	
<b>TOTAL</b>					<b>1,179,000</b>	

<b>REVISED CSP BENEFICIARIES</b>						
<b>Strategic Outcome</b>	<b>Activities</b>	<b>Modality*</b>	<b>Female</b>	<b>Male</b>	<b>Total by modality</b>	<b>Total by activity</b>
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		CBT	20,000	18,000	<b>38,000</b>	
<b>TOTAL</b>					<b>1,179,000</b>	

\* WFP plans in-kind distribution in cases where it is not possible to provide CBTs and depending on the contributions received.

\*\* For school meals programmes, CBTs will allow for locally purchased fresh foods to complement the food transfer. Children receiving fresh foods will be included within the overall beneficiaries. The quantity of fresh food to be purchased will depend on annual agreements with the Government at national and municipal levels. All beneficiaries under activity 10 will receive at some point in-kind dry rations as well as fresh foods, to be procured and delivered through CBT. No overlaps between food and CBT beneficiaries are expected under the other activities.

## 4.2 Transfers

61. The selection of transfer modality will be determined by assessments of local production, markets, retailers and the security, gender and protection situation. Activity 2 uses CBTs only; activities 3, 4, 5, 6, and 9 will provide a combination of food, CBTs and From Zero to Forever interventions according to context. Through activity 10, WFP will purchase foods locally and distribute them as part of the Government's school meals programme, maximizing cost-efficiency and ensuring food safety and alignment with government standards. Periodic updates will ensure use of the most appropriate modality to address beneficiary preferences. WFP will continue to promote transfers for purchases of nutritious foods from shops that are assessed as meeting price, variety and quality standards. Due diligence assessments will be undertaken before selecting shops. For returnees and reintegration of victims of conflict, WFP will assess the appropriateness of unconditional CBTs case by case.

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62. In activities 2 to 9, CBTs are valued at USD 16 per person per month. In these cases, food and cash transfers provide 1,229 kcal per day. A WFP assessment in 2015 found that the average income of targeted recipients covers half of their daily food needs of 2,100 kcal. The transfer value reflects the cost of buying food from a list of nutritious products in selected shops, markets or supermarkets; where CBTs cannot be provided, beneficiaries receive a monthly ration of rice, pulses and vegetable oil. In activity 10, local purchases will provide a meal or a complement to school children, and menus will conform with the national school meals standards.
  63. Food or CBTs will be provided for an average of three to six months for activities 2, 3, 5 and 9. Transfers under activity 4 will be provided for up to nine months; distributions for activity 6 are planned for 120 days per year for micronutrient powders and 180 days per year for fortified cereal bars. Distributions for activity 10 are planned for up to 190 days per calendar year.
  64. For school meals programmes, recipes are decided locally on the basis of WFP guidelines for balanced meals using locally purchased fresh ingredients from all food groups. In activity 4, WFP transfers USD 16 to 32 per child per month through CBTs to each targeted school. The typical ration provides 30 to 50 percent of daily calorie and micronutrient requirements. The 98,000 children aged 5 to 18 in targeted boarding and other schools will receive the remaining calorie and micronutrient requirements from the national school meals programme and the municipality. Under activity 10, the number of students reached and calories provided will be based on annual agreements reached with local governments and will recognize the time required to scale up operations in new areas and schools.



TABLE 2: DAILY FOOD RATION/TRANSFER VALUE BY ACTIVITY

Transfer/ Activity	2		3		4		5		6		9		10	
	Food (g)	Cash (USD)	Food (g)	Cash (USD)	Food (g)	Cash (USD)	Food (g)	Cash (USD)	Food (g)	Cash (USD)	Food (g)	Cash (USD)	Food (g)	Cash (USD)
<b>Food ration</b>														
Cereal rice	200		200		200		200				200		35	
Vegetable oil	33		33		33		33				33		9	
Lentils	67		67		67		67				67		9	
Milk UHT													100	
Sugar													12	
Beans													9	
Maize meal													7	
Maize grain, white													8	
Sal													1	
Canned fish													4	
<b>Total kcal/day from food</b>	<b>1 229</b>		<b>1 229</b>		<b>1 229</b>		<b>1 229</b>				<b>1 229</b>		<b>532</b>	
% kcal from protein	24%		24%		24%		24%				24%		16%	
% kcal from fat													32%	
<b>Nutritional complements</b>														
Supercereal +			50											
Cereal bars									175					
Micronutrient powder									1					
<b>Total kcal from nutritional complements</b>			205						300-500					
<b>CBTs (USD/person/day)</b>		0.53		0.53 1.12 <sup>1</sup> 3.51 <sup>2</sup>		0.53 1.75 <sup>3</sup>		0.53			0.53		0.25	
<b>No. of feeding days</b>	180		90-180		270		180		120 - 180		180		90 - 190	

<sup>1</sup> 1.12 USD per person day value voucher directed at Venezuelan migrants and other vulnerable groups requiring 2100 kcal

<sup>2</sup> 3.51 USD per person day value voucher directed at transit centres and community kitchens that prepare 2-3 hot meals per day

<sup>3</sup> 1.75<sup>3</sup> USD per person day value voucher directed at schools benefiting from emergency school feeding interventions

<b>TABLE 3: TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS &amp; VALUE</b>		
<b>Transfer</b>	<b>Total (mt)</b>	<b>Total (USD)</b>
<b>Food ration</b>		
Cereal rice	6115	3 474 245
Vegetable oil	1131	1 427 111
Lentils	1945	1 984 971
Mix Corn – Soya Blend (CSB)	61	60 683
Milk UHT	3791	2 709 731
Sugar	455	506 344
Beans	341	522 167
Maize	569	118 677
Salt	38	7 912
Canned fish	152	492 633
<b>Total food ration</b>		<b>11 304 474</b>
<b>Nutritional complements</b>		
Cereal bars	8	198 801
Micronutrient powder	32	547 735
<b>Total nutritional complements</b>		<b>746 536</b>
<b>Total food</b>	<b>14 637</b>	<b>12 051 010</b>
<b>Total CBTs</b>		<b>62 176 570</b>
<b>Total food and CBTs</b>		<b>74 227 580</b>

#### *Capacity strengthening including South–South Cooperation*

65. In line with the priorities of the Government and donors, WFP will invest in the strengthening of local capacities, the exchange of best practices and the generation of evidence to support food security and nutrition policies and programmes. In alignment with territorial plans, WFP will support the design, implementation and monitoring of programmes, focusing on empowerment, inclusive processes and equality of outcomes.
66. In coordination with the Presidential Agency for International Cooperation, WFP will serve as a catalyst for South–South cooperation to promote: i) nutrition programmes that are gender-transformative and culturally sensitive; and ii) technical expertise in emergency preparedness and supply chains. Colombia will be a provider and recipient of best practices: it has started to share them at the regional and international levels in topics related to development and peacebuilding.

#### **4.3 Supply Chain**

67. Food contributions will be delivered to a bonded warehouse at the port of Barranquilla for customs clearance, then repacked into 1 kg bags by a service provider. This warehouse will cover the departments of Antioquia, Arauca, Córdoba, La Guajira and Norte de Santander; another warehouse in Cali will serve Putumayo, Caquetá, Chocó, Cauca, Meta, Nariño and Valle del Cauca. Adjustments in coverage will be made as necessary to guarantee cost-efficiency.
68. In accordance with its annual procurement plan, WFP will promote smallholders' production of nutritious, environmentally friendly foods for its CBTs, government programmes and private-sector outlets.

#### **4.4 Country Office Capacity and Profile**

69. This CSP builds on and incorporates components of the cooperation agreement signed in 2015

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multi-donor trust fund. The components of the agreement will be maintained until their expiry dates, and the CSP will be updated accordingly; in 2019 it will be aligned with the new PND and UNDAF.

70. WFP will adjust its agreement with the Ministry of Foreign Affairs and the Presidential Agency for International Cooperation in line with this strategy. A Memorandum of Understanding will be signed with each government entity with which an agreement is reached.
71. The country office will be restructured in the first quarter of 2017 to ensure that it is able to manage the CSP results, and to augment its capacity to support the planning, implementation and monitoring of CSP activities and to engage with government counterparts, civil society and the private sector in capacity strengthening, technical assistance and peacebuilding. The staff of WFP and its partners will be trained with a view to achieving CSP results and applying participatory and gender approaches.

#### **4.5 Partnerships**

72. In accordance with WFP's partnership strategy, this CSP involves long-term partnerships that will promote peacebuilding and reconciliation and address the structural causes of conflict. Partnerships will be based on complementarity of resources and skills, and will seek sustainable solutions. WFP seeks complementarity with government agencies and programmes in all interventions: it has well-established partnerships with several government entities at the national and territorial levels. Strengthening these relationships and aligning with emerging policies will be essential.
73. WFP and its government partners will optimize their agreements on geographical and targeting criteria and monitoring, and will develop local capacities to deliver social programmes and services effectively, equitably and efficiently. WFP will continue to work with the Presidential Agency for International Cooperation (APC-Colombia), DNP, ICBF, the Victims' Assistance and Integral Reparation Unit, Social Prosperity, the National Unit for Disaster Risk Management, the Ministries of Foreign Affairs, Agriculture, Education, Environment and Sustainable Development, Health, the Interior, and Post-Conflict and with territorial entities such as the regional autonomous environmental authorities. Under this CSP, WFP will establish new agreements with the Ministry of Education and ICBF with a view to linking local production to national social programmes and reintegrating demobilized children in areas previously affected by conflict.
74. Lessons learned from PRRO 200708 show the importance of reducing the number of implementing partners and focusing territorial programme coverage and the range of activities. In this CSP, WFP will seek more strategic partnerships with civil society, including women's faith-based organizations, for implementation and capacity strengthening. WFP will train local implementing partners in gender and protection matters, and will continue its collaboration with international, governmental and non-governmental organizations.
75. WFP, FAO, IFAD, the International Organization for Migration, the Pan-American Health Organization, UNODC, the United Nations Office for Project Services, UNDP, UNICEF, UNFPA, the Office of the United Nations High Commissioner for Refugees and UN-Women will coordinate their work with a view to avoiding duplication and achieving outcomes at scale. WFP will seek joint programmes, aligning more closely with agencies that support similar priorities. WFP is developing joint work plans with UNICEF on prevention of malnutrition and with UNODC on strengthening the capacities of smallholder farmers and increasing their market access; it will continue to work with, UNFPA, UNICEF and WHO on strengthening capacities to prevent maternal mortality.

## 5. Performance Management and Evaluation

### 5.1 Monitoring and Evaluation Arrangements

76. The country office will adjust its monitoring and evaluation strategy to show contributions to SDG 2, including eradication of chronic malnutrition, enhancement of the capacities of local conflict such as rural/urban disparities, gender inequalities and marginalization of ethnic communities. For monitoring of contributions towards SDG 17, progress in strengthening the capacities of local partners will be captured.
77. The country office and the United Nations country team will track national SDG indicators in support of the Government's SDG monitoring and ensuring that WFP accountability standards are met. WFP will continue the field visits, meetings, reports and other monitoring mechanisms established with the government technical committee
78. Annual monitoring will utilize innovative technologies, stakeholder consultations, and indicators and targets, using household surveys to track gender, protection, capacity strengthening and partnerships, and process checklists and reporting forms for each output and strategic outcome. Annual outcome monitoring results will be included in reports for donors and the Government, with baseline values for income indicators.
79. WFP will train partners and stakeholders in monitoring and reporting. A web-based platform has been developed to track targeting and monitor transfers of CBTs, food and non-food items, food availability and price trends. Data will be disaggregated by sex, age, ethnicity and disability, and will be uploaded into the WFP system. A decentralized evaluation in 2017, a mid-term review in 2019 and a final evaluation in 2020 will inform decisions about programme design and implementation and the documentation of results and good practices, which will be widely disseminated.

### 5.2 Risk Management

#### *Contextual*

80. The uncertainty of the peace agreements and the presence of illegal armed groups constitute risks for WFP activities and staff such as clashes that cause displacement and restrict mobility. Disarmament and demobilization may result in new dynamics and power vacuums, with different actors posing security risks. WFP is ready to adjust its responses and targeting in coordination with the Government Coordinating Committee for WFP actions and the United Nations Department of Safety and Security.
81. In February 2018 the Government officially requested UN support to develop an Integrated Response Plan to respond to the Venezuelan migrant border. As part of its response WFP activated an internal Level 2 Emergency for Colombia in April and has revised the budget of the current CSP. Additional needs arising from this crisis could result in subsequent revisions to this CSP..

#### *Programmatic*

82. Cooperating partners' lack of reach and capacity in remote rural areas was a limiting factor during the preparation of this CSP. WFP has therefore initiated implementation of its own pilot programmes to reach isolated indigenous communities, and will strengthen the capacities of territorial entities so that they can assume a greater role in reaching the people "furthest behind". Rapid assessments by WFP's sub-offices will evaluate partners' capacities and the effectiveness of targeting.

#### *Institutional*

83. Obtaining funding for peacebuilding is a challenge, but new mechanisms are being developed. A reduction in humanitarian funding and greater attention to recovery and development could constitute challenges for the Government and WFP. New partnerships and an aggressive resource mobilization and communication strategy will be essential to mitigate this risk and achieve the results outlined in this strategy.

## Security

84. The peace negotiations present different security scenarios, most of which involve increases in violence in the short term. A major concern is that new actors may not adhere to humanitarian standards, particularly in rural areas where the presence of the State is weak. The United Nations verification mission poses new challenges for local coordinating mechanisms: WFP will work with the United Nations Department of Safety and Security and the humanitarian country team to mitigate security risks and ensure staff safety in compliance with minimum operating security standards and security protocols.

## 6. Resources for Results

### 6.1 Country Portfolio Budget

85. This CSP runs from March 2017 to December 2021. Annual operational plans will show commitments, expected results, funding for reviews and activities for gender equality activities. Funding from donors, government entities and the private sector will support this CSP.

Strategic Outcome	Year 1 2017	Year 2 2018	Year 3 2019	Year 4 2020	Year 5 2021	Total
1	\$3,693	\$4,780	\$6,480	\$7,771	\$8,627	\$31,351
2	\$8,239	\$52,118	\$6,787	\$4,609	\$3,989	\$75,742
3	\$10,558	\$19,383	\$1,490	\$1,028	\$991	\$33,450
4	\$1,093	\$714	\$930	\$996	\$1,023	\$4,756
5	\$1,845	\$2,013	\$1,845	\$1,179	\$614	\$7,496
<b>TOTAL</b>	<b>\$25,428</b>	<b>\$79,008</b>	<b>\$17,532</b>	<b>\$15,583</b>	<b>\$15,244</b>	<b>\$152,795</b>

### 6.2 Resourcing Outlook

86. Government programmes to foster rural development, increase agricultural production by smallholder farmers and enhance the food security and nutrition of rural communities are expected to attract new sources of funding. Humanitarian resources are expected to decline during the CSP period as demand for development solutions increases. The current increase in private-sector funds for WFP is expected to continue. Such funds are important in facilitating shared-value partnerships<sup>28</sup> and financing for targeted actions, but their levels are not the same as those of traditional donors or Government entities, whose funding is expected to decline in view of the decline in economic growth projected for 2017.

### 6.3 Resource Mobilization

87. In preparing this CSP the country office consulted traditional and emerging donors and the private sector. The current donor base is small, but an upgraded fundraising strategy should identify new resourcing prospects: it already includes a road map of activities that emphasizes WFP's value as a partner in achieving SDG 2 and contributing to work towards other SDGs. WFP is repositioning itself with government entities, donors and private-sector companies with a view to promoting collaboration in reconstruction and peacebuilding, obtaining funds for development and advocating for innovative food and nutrition programmes.
88. WFP is working with UNICEF, FAO, IFAD, other United Nations agencies and the Government to obtain access to multi-donor funds for peacebuilding. Traditional donors are aligning their strategies with government peacebuilding and development priorities, the CSP strategic outcomes and territorial priorities.

89. The private sector has a major role in peacebuilding, stimulating local economies and helping to eradicate chronic malnutrition. WFP will seek partnerships with Colombian and multinational companies. Shared-value partnerships are being discussed with a view to supporting CBTs and funding food security and nutrition programmes and joint communications and advocacy, especially in relation to climate change adaptation and the eradication of chronic malnutrition.

<sup>28</sup> These are partnerships in which private-sector partners obtain business opportunities from addressing social issues.

## LOGICAL FRAMEWORK FOR COLOMBIA COUNTRY STRATEGIC PLAN (2017–2021)

Items formulated at the country level

Elements from the Strategic Plan

Categories and indicators from the  
Corporate Results Framework

**Country:** Colombia

**CSP start date:** 04/2017 **CSP end date:** 12/2021

### LOGICAL FRAMEWORK

**Strategic Goal 2** *Partner to support implementation of the SDGs*

**Strategic Objective 4** *Support SDG implementation*

**Strategic Result 5** *Developing countries have strengthened capacity to implement the SDGs*

**National SDG targets and indicators**

PND 2014–2018: Support peace and equality by strengthening national and local capacities, ensuring food security and nutrition (FSN) as part of territorial plans.

– **Objective 6. Target 1c.** Reduce hunger and malnutrition, especially among the most vulnerable and ethnic groups.

**UNDAF priorities** Perception improves on the quality of government services and programmes

Victims are reintegrated and less vulnerable.

**Strategic outcome 1:** *Capacity Strengthening* - Local government and civil-society organizations have strengthened capacities to implement accountable programmes that contribute to reducing food insecurity and malnutrition.

#### **Alignment to outcome category**

5.1 Enhanced capacities of public- and private-sector institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations

#### **Outcome indicator**

5.1.1 Zero Hunger Capacity Scorecard

**Output 1.1:** Technical support provided for policy development, the design, delivery and evaluation of programmes, and evidence generation

#### **Alignment to output category**

A. Conditional/Unconditional resources transferred

C. Capacity development and technical support provided

I. Policy engagement strategies developed/implemented

K. Partnerships supported

### LOGICAL FRAMEWORK

<p><b>Output 1.2:</b> South–South cooperation facilitated to support capacity strengthening in disaster risk reduction and implementation of social programmes</p>	<p><i>Alignment to output category</i></p> <ul style="list-style-type: none"> <li>A. Conditional/Unconditional resources transferred</li> <li>C. Capacity development and technical support provided</li> <li>I. Policy engagement strategies developed/implemented</li> <li>K. Partnerships supported</li> </ul>
<p><i>Activity 1.1: Strengthen the capacities of territorial actors for planning, implementing and evaluating food and nutrition policies and programmes</i></p>	<p><i>Alignment to activity category</i></p> <p>Institutional capacity strengthening activities</p>
<p><i>Activity 1.2: Develop and evaluate innovative food and nutrition models</i></p>	<p><i>Alignment to activity category</i></p> <p>Institutional capacity strengthening activities</p>
<p><b>Strategic Goal 1</b> <i>Support countries to achieve zero hunger</i></p>	
<p><b>Strategic Objective 1</b> <i>End hunger by protecting access to food</i></p>	
<p><b>Strategic Result 1</b> <i>Everyone has access to food (SDG target 2.1)</i></p>	

#### National SDG targets and indicators

**Country strategy – Goal:** Eliminate chronic malnutrition by 2025 through differentiated strategies for children living in dispersed rural areas and ethnic groups.

**PND 2014–2018** – Peacebuilding, reduction of inequalities and education, with cross-cutting themes: i) infrastructure and strategic competitiveness; ii) social mobility with specific focus on reducing FSN vulnerabilities due to climate change and increasing food emergency response capacity; iii) transformation of rural Colombia and green growth; and iv) good governance (Colombia aligned PND with the SDGs).

- **Objective 3. Target 4.c** Strengthen agricultural competitiveness, employment opportunities for rural populations.

- **Objective 6. Target 7.** Strengthen food security, of ethnic communities, indigenous and Roma people, including families, women, children and elders. – **Target 1c.** Reduce hunger and malnutrition, especially among the poorest, most vulnerable and ethnic groups.

- **Objective 10. Target 3.** Support resilient growth, and reduce risk and climate change vulnerabilities. – **Target 4:** Protect and preserve ecosystems and territories; adapt to climate change impacts and integrate REDD+ (reduce emissions from deforestation and forest degradation) mechanisms in areas occupied by ethnic groups, indigenous and Roma people.

**Law 1448, Goal:** Guarantee effective realization of victims’ rights.

**Outcome:** Increase food access for 91 percent of the vulnerable population by 2018.

**PNSAN** – Ensure adequate supply and access to nutritious foods; nutrition education; prevention and reduction of malnutrition and micronutrient deficiencies; strengthening of inter-sectorial partnerships for FSN; improved food and water quality; coordinated responses.

**Outcome:** Eradicate nutrition-related mortality in children under 5 by 2020.

## LOGICAL FRAMEWORK

### UNDAF priorities:

**Outcome 1:** Effective enjoyment of rights and peacebuilding by strengthening government capacity.

**Focus areas** i) Re-establish victim's rights, including the right to food.

**Outcome 2:** Achieve social, economic and environmental sustainable development, closing gaps (territorial, ethnic, etc.)

**Focus areas:** i) Contribute to SDG 5 and other SDGs through the reduction in socio-economic gaps; ii) Decrease gender gaps; iii) Rural socio-economic inclusion; and iv) Increase resilience, socio-economic and environmental sustainability.

<p><b>Strategic Outcome 2:</b> Access to food - Crisis-affected populations, including victims of violence, natural disasters and shocks, marginalized communities, vulnerable ethnic populations and any other people of concern have adequate access at all times to nutritious foods and diversified diets, and are supported in establishing or improving their livelihoods</p>	<p><b>Alignment to outcome category</b></p> <p>1.1 Maintained/enhanced individual household access to adequate food</p> <p><b>Outcome indicator</b></p> <p>1.1.2 Coping strategy index</p> <p>1.1.3 Food expenditure share</p> <p>1.1.5 Minimum Dietary Diversity – Women</p> <p>1.1.6 Food consumption score – Nutrition</p> <p>(Country Specific) Diet Diversity Score</p>
<p><b>Output 2.1:</b> Targeted recipients have access to food in sufficient quantity and quality and in a timely manner</p>	<p><b>Alignment to output category</b></p> <p>Unconditional Resources transferred</p> <p>B. Nutritious Food Provided</p> <p>C. Capacity development and technical support provided.</p> <p>D. Assets created</p> <p>E. Advocacy and education provided</p>
<p><b>Output 2.2:</b> Targeted schoolchildren, especially those at risk of recruitment by paramilitary groups, receive nutritious meals and participate in education activities</p>	<p><b>Alignment to output category</b></p> <p>A. Unconditional Resources transferred.</p> <p>C. Capacity development and technical support provided</p> <p>E. Advocacy and education provided</p>
<p><b>Activity 2.1:</b> Support crisis-affected populations</p>	<p><b>Alignment to activity category</b></p> <p>Unconditional resource transfers to support access to food</p>
<p><b>Activity 2.2:</b> Implement home-grown school feeding, focusing on protection and targeting vulnerable children not covered by public programmes</p>	<p><b>Alignment to activity category</b></p> <p>School meal activities</p>



### LOGICAL FRAMEWORK

<b>Strategic Goal 1</b> <i>Support countries to achieve zero hunger</i>	
<b>Strategic Objective 2</b> <i>Improve nutrition</i>	
<b>Strategic Result 2</b> <i>No one suffers from malnutrition (SDG target 2.2)</i>	
<b>Strategic Outcome 3:</b> End Malnutrition - Communities and families have the capacities to prevent malnutrition in all its forms, with a focus on leaving nobody behind in marginalized urban and remote rural areas	<b>Alignment to outcome category</b> 2.1 Improved consumption of high-quality, nutrient-dense foods among targeted individuals (Country Specific) TBD: A country specific indicator would be developed
<b>Output 3.1:</b> Training provided for national and local authorities, civil society, community members and vulnerable families	<b>Alignment to output category</b> A. Unconditional Resources transferred B. Nutritious foods provided C. Capacity development and technical support provided
<b>Output 3.2:</b> Nutrition messages adapted and delivered to targeted populations	<b>Alignment to output category</b> A. Unconditional Resources transferred C. Capacity development and technical support provided E. Advocacy and education provided
<b>Output 3.3:</b> Technical assistance provided to improve effectiveness of nutrition programmes	<b>Alignment to output category</b> C. Capacity development and technical support provided
<b>Output 3.4:</b> Targeted schoolchildren in situation of high food insecurity receive nutritious meals	<b>Alignment to output category</b> A. Unconditional Resources transferred.
<b>Output 3.5:</b> Efficient school meals models developed, piloted, and handed over to local governments	<b>Alignment to output category</b> C. Capacity development and technical support provided
<b>Activity 3.1:</b> <i>Provide food security and nutrition education and behaviour change communication</i>	<b>Alignment to activity category</b> Malnutrition prevention activities
<b>Activity 3.2:</b> <i>Provide technical support</i>	<b>Alignment to activity category</b> Institutional capacity strengthening activities
<b>Activity 3.3:</b> <i>Implement school meals programmes in response to government requests.</i>	<b>Alignment to activity category</b> School meal activities
<b>Strategic Goal 1</b> <i>Support countries to achieve zero hunger</i>	
<b>Strategic Objective 3</b> <i>Achieve food security</i>	
<b>Strategic Result 3</b> <i>Smallholders have improved food security and nutrition through improved productivity and incomes (SDG target 2.3)</i>	

**LOGICAL FRAMEWORK**

<p><b>Strategic Outcome 4:</b> Smallholder productivity and income - Smallholder farmers – women and men – increase their production and marketing capacities sustainably</p>	<p><i>Alignment to outcome category</i></p> <p>3.1 Increased smallholder production and sales</p> <p><i>Outcome indicator</i></p> <p>3.1.1 Percentage of male/female smallholder farmers selling through WFP-supported farmer aggregation systems</p> <p>3.1.4 Percentage of WFP food procured from pro-smallholder farmer aggregation systems, disaggregated by sex of smallholder farmer</p> <p>3.1.9 Percentage of targeted smallholder farmers reporting increased production of nutritious crops, disaggregated by sex of smallholder farmer</p>
<p><b>Output 4.1:</b> Nutritious foods purchased by CBT beneficiaries from farmers associations and shops</p>	<p><i>Alignment to output category</i></p> <p>F. Purchases from smallholders completed</p>
<p><b>Output 4.2:</b> Smallholder farmers trained and technical assistance provided in business practices, food security and nutrition, gender and awareness of rights</p>	<p><i>Alignment to output category</i></p> <p>C. Capacity development and technical support provided</p>
<p><b>Output 4.3:</b> Women farmers empowered to have access to markets</p>	
<p><i>Activity 4.1: Provide technical support for rural smallholders</i></p>	<p><i>Alignment to activity category</i></p> <p>Smallholder agricultural market support activities</p>
<p><i>Activity 4.2: Stimulate markets with WFP purchases</i></p>	<p><i>Alignment to activity category</i></p> <p>Smallholder agricultural market support activities</p>
<p><b>Strategic Goal 1</b> <i>Support countries to achieve zero hunger</i></p>	
<p><b>Strategic Objective 3</b> <i>Achieve food security</i></p>	
<p><b>Strategic Result 4</b> <i>Food systems are sustainable (SDG target 2.4)</i></p>	

### LOGICAL FRAMEWORK

<p><b>Strategic Outcome 5:</b> Sustainable food systems - Rural ethnic communities in vulnerable areas have increased capacity to recover from shocks and adapt to climate change</p>	<p><i>Alignment to outcome category</i></p> <p>4.1 Improved household adaptation and resilience to climate and other shocks</p> <p><i>Outcome indicator</i></p> <p>4.1.2 Coping strategy index</p> <p>4.1.3 Food expenditure share</p> <p>4.1.4 Proportion of the population in targeted communities reporting benefits from an enhanced livelihoods asset base</p> <p>4.1.5 Proportion of the population in targeted communities reporting environmental benefits</p> <p>4.1.6 Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks</p> <p>4.1.6 Minimum dietary diversity – Women</p> <p>4.1.7 Food consumption score – Nutrition (Country Specific) Diet Diversity Score</p>
<p><b>Output 5.1:</b> Traditional knowledge recovered from women and men supports dietary diversity and livelihoods</p>	<p><i>Alignment to output category</i></p> <p>A. Unconditional Resources transferred</p> <p>C. Capacity development and technical support provided</p> <p>E. Advocacy and education provided</p>
<p><b>Output 5.2:</b> Assets created to build resilience and incomes for women and men equitably</p>	<p><i>Alignment to output category</i></p> <p>D. Assets created</p>
<p><i>Activity 5.1: Build resilience and enhance livelihoods</i></p>	<p><i>Alignment to activity category</i></p> <p>Climate adaptation and risk management activities</p>

#### *Cross-cutting results*

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

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

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

## ANNEX II

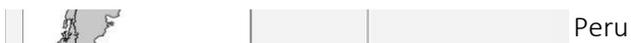
<b>OVERALL CSP COST BREAKDOWN, FOLLOWING THE REVISION (US\$)</b>							
<b>WFP Results / Targets</b>	<b>Strategic / SDG</b>	<b>Strategic Result 5</b>	<b>Strategic Result 1</b>	<b>Strategic Result 2</b>	<b>Strategic Result 3</b>	<b>Strategic Result 4</b>	<b>Total</b>
<b>WFP Outcomes</b>	<b>Strategic</b>	<b>Strategic Outcome 1</b>	<b>Strategic Outcome 2</b>	<b>Strategic Outcome 3</b>	<b>Strategic Outcome 4</b>	<b>Strategic Outcome 5</b>	
<b>Focus Area</b>		<b>Root causes</b>	<b>Crisis response</b>	<b>Root causes</b>	<b>Resilience-</b>	<b>Resilience</b>	<b>Total</b>
<b>Transfer</b>		23 388	58 791	24 317	2 680	5 236	114 412
<b>Implementation</b>		2 446	7 901	5 161	1 272	1 111	17 891
<b>Adjusted DSC</b>		3 587	4 391	1 884	508	684	11 054
<b>Sub-total</b>		29 421	71 083	31 362	4 460	7 031	143 357
<b>ISC (6.5 percent)</b>		1 930	4 659	2 088	295	466	9 438
<b>TOTAL</b>		31 351	75 742	33 450	4 755	7 497	152 795



**ANNEX III****FOOD SECURITY AND NUTRITION SITUATION IN COLOMBIA**

The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of the World Food Programme (WFP) concerning the legal status of any country, territory, city or area or of its frontiers or boundaries.

## WFP PRESENCE IN COLOMBIA



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## Acronyms Used in the Document

APC	Colombia Presidential Agency for International Cooperation
CBT	cash-based transfer
CSP	country strategic plan
DNP	<i>Departamento Nacional de Planeación</i> (National Planning Department)
FAO	Food and Agriculture Organization of the United Nations
FSN	food security and nutrition
GDP	gross domestic product
ICBF	<i>Instituto Colombiano de Bienestar Familiar</i> (Colombian Institute for Family Wellbeing)
IDP	internally displaced person
IFAD	International Fund for Agricultural Development
NGO	non-governmental organization
OECD	Organisation for Economic Co-operation and Development
PND	<i>Plan Nacional de Desarrollo</i> (National Development Plan)
PNSAN	<i>Plan Nacional de Seguridad Alimentaria y Nutricional</i> (National Food Security and Nutrition Plan)
PRRO	protracted relief and recovery operation
SDG	Sustainable Development Goal
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNFPA	United Nations Populations Fund
UNICEF	United Nations Children's Fund
UNODC	United Nations Office on Drugs and Crime
WHO	World Health Organization