



**TRANSITIONAL INTERIM MULTI-COUNTRY STRATEGIC PLAN FOR
LATIN AMERICAN COUNTRIES IMPACTED BY THE SITUATION IN
VENEZUELA
(YEAR 2020-2021)**

Duration (starting date – end date)	1 March 2020 – 28 February 2021
Total cost to WFP	USD 40,933,295

EXECUTIVE SUMMARY



The Latin American countries included in this transitional interim multi-country strategic plan¹ are those impacted by the situation in Venezuela where WFP has no current operational presence, which may request WFP's assistance. Although they face similar challenges they vary in size and resources. They therefore require a flexible multi-country approach that can address their individual needs and priorities while working in concert with overlapping political and economic regional initiatives to ensure successful and lasting outcomes.

Venezuela continues to face a troubled political and socio-economic situation, leading to hyperinflation, scarcity of food, medicine and other basic goods, as well as a rise in poverty and malnutrition indices. This has also triggered a large population outflow with more than 3.8 million Venezuelans already having left the country to Colombia, Ecuador and Peru - which have received more than 80 percent of the displaced - and other Latin American countries. The primary drivers for migration are the lack of access to food, employment, medicine and functioning health services.²

This transitional interim multi-country strategic plan will focus on two main strategic outcomes to respond to the situation in Venezuela and the countries impacted by situation in Venezuela where WFP has no operational presence: (1) Affected populations in Latin America are able to meet their basic food and nutrition needs in times of crisis; and (2) Operating partners have access to common services to ensure an effective response during the emergency. Strategic outcome 1 will support affected populations with unconditional food assistance to meet basic needs. Strategic outcome 2 aims at providing common services to ensure the ability of partners to respond to the needs of the population. These common services will include, but are not limited to logistics, infrastructure and supply chain services; emergency telecommunications and general connectivity services.

¹ Countries include Venezuela and others part of the [Coordination platform for migrants and refugees from Venezuela](#)
² <http://www.humanosphere.org/human-rights/2017/06/women-in-venezuela-suffer-greater-human-rights-violations/>

1. MULTI-COUNTRY ANALYSIS

1.1. MULTI-COUNTRY CONTEXT

1. The situation in Venezuela continues to deteriorate, marked by hyperinflation and a scarcity of basic supplies such as medicines and food. Health, protection and education services have been severely impacted, as have essential infrastructure and services. As a result, Venezuelans have seen their purchasing power significantly diminished, and income poverty has notably increased. Over 94 percent of households live with insufficient income³ and, as of November 2019, the equivalent of 71 monthly minimum salaries (about USD 2 each) were needed to cover the cost of a basic food basket for a family of five.⁴ The femininity index⁵ of poor households of 122 indicates that women are potentially more affected by this situation.
2. This situation has led to large-scale population movements out of the country. As of January 2020, there were about 4.7 million migrants and refugees from Venezuela worldwide – including 3.8 million in the region – with few prospects for return in short to medium term.⁶
3. Three countries – Colombia, Ecuador and Peru – currently host 80 percent of departed Venezuelans. According to the Regional Refugee and Migrant Response Plan (RMRP) for refugees and migrants from Venezuela,⁷ by the end of 2020 there will also be an estimated 472,000 refugees and migrants from Venezuela in Chile and another 361,000 in Brazil. Countries in the Caribbean region, such as Guyana and Trinidad and Tobago, are also expected to see a significant rise in the number of refugee and migrant populations from Venezuela.
4. The RMRP also exposes critical challenges for migrants and vulnerable host communities across neighbouring affected countries such as Colombia, Ecuador, Peru, Brazil, Guyana, island states in the Caribbean, Mexico and Southern Cone⁸ countries. These include varying access to social services and labour markets due to their lack of official status and limited human, financial, technical and organizational resources of social systems in the face of large refugee inflows. Priority needs currently focus on shelter interventions, support and reception mechanisms, as well as basic services including food assistance, particularly in the border and urban areas. There are also particular protection concerns as the number of children, unaccompanied or with single or young mothers and pregnant women, is expected to rise in incoming migration waves. As of 2018, a significant number of migrants living with HIV have also left Venezuela and require life-saving medical treatment and accompaniment. Moreover, while successful integration of migrants holds economic benefits for the community at large, there is a risk that the stress placed on overburdened social and economic systems negatively impacts vulnerable host communities, sparking tensions and negative outcomes.

³ ENCOVI 2018

⁴ Centro de documentación y análisis para los trabajadores (CENDA). In: CENDA (online). <http://cenda.org.ve/>

⁵ in poor households compares the percentage of poor women and men from the age of 20 to 59 years. It thus shows the differential impact of efforts to reduce poverty on men and women.

⁶ <https://r4v.info/en/situations/platform>

⁷ <https://r4v.info/en/documents/download/73277>

⁸ Southern most countries of South America, south of the Tropic of Capricorn.

1.2. PROGRESS TOWARDS SDG 2

➤ *Progress on SDG 2 targets*

5. *Access to food (SDG target 2.1)*: In Venezuela, food is scarce and expensive, with 90 percent of households reporting that their income is insufficient to purchase basic food. The latest survey on the living conditions in Venezuela (ENCOVI 2018⁹) showed that 80 percent of the people interviewed reported having skipped meals regularly. Some 8.2 million Venezuelans were consuming less than two meals per day, consisting mostly of tubers, while the consumption of protein was also very limited. In Colombia, Ecuador and Peru, about 50 percent of migrants are moderately to severely food insecure, 40 percent rely on low paid jobs in the informal market, and 15 percent declared that they rely on help from relatives and family for their survival.¹⁰ According to the study conducted in Colombia, over 40 percent of migrants spend more than 75 percent of their income on food, which makes them highly vulnerable to food insecurity. In Peru, 82 percent of migrants adopted emergency coping strategies to cover their basic needs, including depleting their savings, sending children to live with relatives and cutting medical expenses. The studies also highlighted that these populations often resort to negative coping strategies to meet their food needs, including reducing the number of meals, as well as the quality and quantity of food consumed.
6. *End malnutrition (SDG 2 target 2.2)*: Despite scarce availability of recent official data on health, nutrition and food security¹¹, trends confirm deteriorating indicators. According to the 2019 State of Food Security and Nutrition (FAO, WFP, UNICEF, PAHO), South America hosts the majority of the undernourished in Latin America. The increase observed in recent years is due to the economic slowdown in several countries, notably Venezuela, where the prevalence of undernourishment increased almost fourfold from 6.4 percent in 2012-2014 to 21.2 percent in 2016-2018. The same report estimates that 400,000 migrants from Venezuela are in severe food insecurity.

➤ *Macro-economic environment*

7. In Venezuela, cumulative hyperinflation reached 283,000 percent between January 2017 and August 2019, while real GDP growth worsened, going from negative 3.9 percent in 2014 to an estimated negative 25 percent in 2018.¹² The ENCOVI 2018 indicates that 87 percent of people are living below the poverty line, mainly due to hyperinflation.
8. In Chile, Bolivia and Ecuador, economic activity has been impacted by the various demonstrations and protests over social discontent.¹³ In addition, the unprecedented influx has placed immense pressure on host governments. The efforts and resources required to address immediate and longer-term needs are putting additional stresses on public services and budgets.¹⁴

⁹ <http://elucabista.com/wp-content/uploads/2018/11/RESULTADOS-PRELIMINARES-ENCOVI-2018-30-nov.pdf>

¹⁰ WFP, The Migration Pulse, June 2019.

¹¹ The Ministry of Health has stopped publishing its monthly epidemiological bulletin.

¹² International Monetary Fund (IMF). IMF Data Mapper – World Economic Outlook October 2019 (<https://www.imf.org/external/datamapper/datasets/WEO>)

¹³ Economic Commission for Latin America and the Caribbean (ECLAC), Preliminary Overview of the Economies of Latin America and the Caribbean, 2019.

¹⁴ Response for Venezuela (R4V), RMRP 2020 for Refugees and Migrants from Venezuela.

➤ **Key cross-sectorial linkages**

9. In Venezuela, food insecurity rates are aggravated by largely disrupted access to health, education, water and sanitation. School attendance has decreased with fifty to sixty percent of children aged 3-17 years reported out of school due to lack of food, water, clothing, transport or teachers.¹⁵ The HNO estimated the number of children in need of humanitarian assistance in the education sector at 2.2 million. The situation is particularly critical in peri-urban and rural areas with a high concentration of vulnerable people and without access to basic services. The response capacities of the Latin American and Caribbean countries hosting Venezuelan refugees and migrants are significantly stretched, with health and education services in certain areas on the verge of collapse.¹⁶

1.3. HUNGER GAPS AND CHALLENGES

10. The Humanitarian Needs Overview (HNO) of March 2019 reports at least seven million people in need of humanitarian assistance in Venezuela, with at least 3.7 million in need of food assistance. The HRP 2019 targets 300,000 of the people in need of food assistance, leaving a 92 percent gap. The strong intensification of population movements in the region triggered by insecurity, economic and political crises is affecting many countries whose institutions, civil society and emergency response mechanisms have been overwhelmed. As the response capacities of hosting countries have been largely exceeded, UNHCR and IOM estimate at least 3.6 million refugees and migrants from Venezuela to be in need of assistance, with 2.59 million in need of food assistance. Humanitarian assistance being provided remains largely insufficient compared to the level of needs. The needs detected in transit and destination countries mainly include emergency humanitarian needs, including access to basic services; protection needs, including predictable regular status, documentation and information on access and availability of services and rights; and socio-economic integration needs, including access to the labour market, social and cultural integration and the recognition of academic degrees, titles and skills in host countries.¹⁷

1.4. KEY MULTI-COUNTRY PRIORITIES

➤ **Government priorities**

11. Countries receiving Venezuelan refugees and migrants in Latin America and the Caribbean have committed to a regional and coordinated response to Venezuelan displacement primarily through the Quito Process. This multilateral initiative aims to promote consensus and dialogue, and harmonization of domestic policies in receiving countries. In September 2018, 11 States signed onto the Declaration of Quito on Human Mobility of Venezuelan Citizens in the Region and regional participation has expanded to 17 countries¹⁸ over the subsequent rounds of meetings (November 2018; April and July 2019).

➤ **United Nations and other partners**

¹⁵ ENCOVI 2018.

¹⁶ Response for Venezuela (R4V), RMRP 2020 for Refugees and Migrants from Venezuela.

¹⁷ WFP, The Migration Pulse, June 2019.

¹⁸ Argentina, Aruba, Bolivia, Brasil, Chile, Colombia, Costa Rica, Curaçao, Ecuador, the Dominican Republic, Guyana, México, Panamá, Paraguay, Perú, Trinidad and Tobago, and Uruguay.

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12. In Venezuela, the United Nations and other humanitarian organizations are responding to humanitarian needs across the country, as outlined in the 2019 Humanitarian Response Plan (HRP) for Venezuela. In 2020, the humanitarian response in Venezuela will continue to focus on three strategic objectives established in the 2019 plan: i) ensure the survival and well-being of the most vulnerable people; ii) promote and strengthen their protection and dignity; and iii) strengthen people's livelihoods and resilience. As operational capacities in the country are strengthened, humanitarian partners will scale up, aiming to reach 3.5 million people in 2020.
 13. The 2020 RMRP brings together 137 partners, host governments, civil society and faith-based organizations, local communities and authorities, donors in 17 countries across Latin America and the Caribbean. The regional response foresees that partners engage in a strategic approach, focused both on ensuring immediate assistance and protection, and on building individual and institutional resilience in the longer term through improved collaboration with development partners. In 2020, the RMRP seeks to complement and strengthen national and regional comprehensive responses of governments to ensure that the humanitarian, protection and integration needs of refugees and migrants from Venezuela and of affected host communities are met.

2. STRATEGIC IMPLICATIONS FOR WFP

2.1. WFP'S EXPERIENCE AND LESSONS LEARNED

14. WFP's response is in-line with the United Nation's scale-up strategy to i) address immediate health, nutrition and protection needs, ii) support economic recovery, basic services and social protection, and iii) contribute to conflict prevention, citizen security and human rights.
15. Since April 2018, WFP has been responding to the needs of Venezuelan migrants in Colombia in four border departments: Arauca, Norte de Santander La Guajira and Cesar, through its Colombia country operations. WFP declared this intervention a level 2 emergency operation and has expanded its assistance to other affected departments. In Ecuador, WFP has stepped up its efforts to assist Venezuelan migrants through food vouchers, support at shelters and canteens and one-time food assistance at migration checkpoints along the northern border. In Peru, WFP has been providing technical assistance to assist migrants through the national social protection scheme.

2.2. OPPORTUNITIES FOR WFP

16. As negotiations continue in Venezuela, WFP will closely monitor the evolution of the population's needs as well as migration patterns to prepare to meet the basic needs of the affected people in Latin America. At this stage, WFP plans to support Venezuelan migrants in countries where WFP has already established operations through their respective Country Strategic Plans.

2.3. STRATEGIC CHANGES

17. This transitional IMCSP is a continuation of the Multi-Country Limited Emergency Operation (2019-2020) to be prepared to respond to the situation in Venezuela and other affected countries in Latin America if WFP assistance is requested.

3. WFP STRATEGIC ORIENTATION

3.1. DIRECTION, FOCUS AND INTENDED IMPACTS

18. The deteriorating economic situation in Venezuela has had a high impact on the food security and nutrition of populations in Venezuela and other affected countries in Latin America, as well as on their access to other basic needs and medical services. With the heightened sense of political uncertainty, significant migration outflows have resulted in greater needs. The first phase of this regional response will be to be prepared and focus on addressing the immediate needs of the most affected men, women, boys and girls, in Venezuela and other affected countries in Latin America if WFP assistance is requested. Under this transitional interim multi-country strategic plan (IMCSP), WFP will adopt a dual strategy in support of enhanced food security and common services through the following strategic outcomes:
- Strategic Outcome 1, aligned with WFP Strategic Result 1, will focus on ensuring the access of affected targeted populations to nutritious food.
 - Strategic Outcome 2, aligned with WFP Strategic Result 8, will focus on the supply chain, telecommunications, food security analysis and other common services to ensure effective responses.
19. This transitional IMCSP will be implemented in-line with WFP's policy on humanitarian principles, namely the respect of humanity, neutrality, impartiality and operational independence in all interventions.

3.2. STRATEGIC OUTCOMES, FOCUS AREAS, EXPECTED OUTPUTS AND KEY ACTIVITIES

3.2.1. STRATEGIC OUTCOME 1: AFFECTED POPULATIONS IN LATIN AMERICA ARE ABLE TO MEET THEIR BASIC FOOD AND NUTRITION NEEDS IN TIMES OF CRISIS (SR 1)

➤ **Outcome description**

Strategic Outcome 1 seeks to provide emergency assistance to affected populations, supporting their access to food (Strategic Results 1). In this first phase, WFP's focus will be to provide in-kind food rations to meet the immediate basic food requirements of the population. In seeking to adapt and improve the assistance provided to beneficiaries and, based on assessments, WFP will explore opportunities to set up commodity voucher modalities and cash-based transfers, where the market and other conditions including beneficiary preferences, are conducive.

➤ **Focus areas**

The focus area of this strategic outcome is crisis response.

➤ **Expected outputs**

This Strategic Outcome will be delivered through the following three outputs:

- Affected populations (Tier 1) receive unconditional food assistance (Category Output A1) to ensure their food security and nutrition and to support their recovery (SR 1).

➤ **Key activities**

- Activity 1: Provide emergency food assistance to affected populations (Food, CBT; Category 1).

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20. WFP will use existing structures, including civil society and faith-based, to assist the affected population as well as nutritional assistance to vulnerable groups. Simultaneously, WFP will work with partners to identify the most vulnerable households and enrol them to receive food assistance support. If and where possible, design criteria will consider gender and age analysis to account for disparities between women, men, boys and girls in terms of nutrition and food security. WFP will explore options to introduce commodity vouchers and to scale-up cash-based transfers (CBT) when the environment becomes more conducive and will link these to existing national social protection systems to the extent possible.
 21. Food distributions will be complemented with communication and awareness-raising activities to strengthen the impact of the response on the nutritional status of vulnerable populations. WFP will consider contracting professional communication companies to design and possibly implement the communications component and ensure that it is consistent with the norms and values of the beneficiary population.
 22. Inclusive participation of the affected populations in determining transfer modalities, eligibility criteria, management, logistical arrangements, distribution and monitoring will be ensured through regular consultations with a representative segment of the affected community, paying particular attention to the equitable involvement of both men, women, boys and girls of all ages and social origins, and ensuring the inclusion of particularly vulnerable groups, including the disabled. Information provision to affected communities will be provided using available communication channels. Context-Appropriate beneficiary complaints and feedback mechanism will be established, taking into account beneficiary access and protection issues.
 23. WFP, directly or through partners, will conduct a protection assessment prior to establishing distribution modalities. Identified risks will be matched with mitigation actions. WFP programmes will be implemented, ensuring the integrity, safety and dignity of affected people.
 24. To reach the goal of gender equality, women will be involved in all aspects of WFP's response. This includes the active and leading participation of women in food distribution as well as in work planning committees tasked with improving implementation mechanisms, including transfer modalities, eligibility criteria, management, logistics, distribution and monitoring. Moreover, if warranted by the gender analysis, the provision of family rations will be made in the name of the women, whenever possible, to address inequalities related to discriminatory gender roles. In line with protection measures above, interventions will be designed to minimize safety risks, including gender-based violence, sexual exploitation and abuse.
 25. WFP will monitor local tensions, and implement mitigating strategies should these arise, including programmatic interventions that seek to contribute to the peaceful coexistence of different groups.

3.2.2. STRATEGIC OUTCOME 2: HUMANITARIAN PARTNERS HAVE ACCESS TO COMMON SERVICES TO ENSURE AN EFFECTIVE RESPONSE DURING TIMES OF CRISIS (SR 8)

➤ Outcome description

Strategic Outcome 2 seeks to enable and improve the effectiveness of the emergency response through the delivery of common services (Strategic Result 8), contributing to SDG 17. WFP will support partners, complementing their actions with the provision of logistics, ETC and

food security coordination services. This will facilitate the flow of supplies and resources across the region, as well as the coordination of the efforts of cooperating partners, which in turn will reduce the time needed to reach the most affected populations and increase the efficiency of operations.

➤ **Focus areas**

The focus area of this strategic outcome is crisis response.

➤ **Expected outputs**

This Strategic Outcome will be delivered through the following outputs:

- Affected populations (Tier 3) benefit from common logistics, infrastructure and supply chain services, (output category H) supporting humanitarian partners' effective and timely intervention, including the delivery of life-saving supplies (SR 8).
- Affected populations (Tier 3) benefit from humanitarian partners' increased emergency telecommunications and general connectivity (output category H), improving their delivery of life-saving assistance (SR 8).
- Affected populations (Tier 3) benefit from coordinated food security and nutrition information among humanitarian partners (output category H), supporting effective targeting and delivery mechanisms (SR 8).

➤ **Key activities**

- Activity 2: Provide common logistics, emergency telecommunications and food security coordination services and platforms to humanitarian partners (Service Delivery; Category 10).

26. WFP-led services could be activated in support of large-scale emergency response in Venezuela and other affected countries in Latin America if WFP assistance is requested, which is likely to trigger requests for transport and storage services. If activated, as the lead for the emergency telecommunications cluster, WFP will seek to supplement existing capacities and resolve connectivity issues limiting the coordination of an effective response, setting up the infrastructure for internet, phone connectivity as well as radio equipment where needed. If requested, WFP will also launch coordination and information management services for operating partners, including specifically for food security and nutrition.

3.3. TRANSITION AND EXIT STRATEGIES

27. Based on the evolving context on the ground and development of partnerships in the first phase of the response, WFP will regularly re-assess both the needs and the existing delivery systems to enable a gradual transition to national/sub-national implementers, wherever possible.

28. Given the extent of challenges, this transitional IMCSP may be extended, co-exist or be followed by other programmatic frameworks.

29. Every effort will be made to ensure that the provision of assistance strengthens future gender-inclusive social protection systems as much as possible and does not set up processes that are unlikely to be kept or transitioned to national ownership after WFP scales down its direct interventions.

4. IMPLEMENTATION ARRANGEMENTS

4.1. BENEFICIARY ANALYSIS

30. Based on initial assessments, WFP will focus its targeting on the most vulnerable geographic areas and conduct gender and age analysis to consider the needs of food-insecure women, men, girls and boys. The needs of disabled people will be taken in to account when designing and implementing activities to ensure access to food. Where population data is available, WFP will further refine its targeting and prioritize families with: (i) malnourished children under 5; (ii) pregnant and lactating women and girls; (iii) a dependency ratio higher than 2; and assist unaccompanied children. Social and behaviour change communication will be embedded in SO1 activities targeting the beneficiaries and communities.¹⁹

Strategic Outcome	Activity	Girls	Boys	Female	Male	Total
1	1	34,234	35,533	72,150	74,749	216,666
TOTAL		34,234	35,533	72,150	74,749	216,666

4.2. TRANSFERS

4.2.1. FOOD AND CASH-BASED TRANSFERS

Strategic Outcome	Strategic Outcome 1	
Activity	Activity 1	
Beneficiary type	Households	Households
Modality	Food	Cash-Based Transfer
Rice, White, medium grain	219	
Black Beans	138	
Vegetable Oil	35	
Iodized Salt	7	
Total kcal/day	1,576	
% kcal from protein	12.8	
Cash (USD/person/day)		USD 0.83
Number of feeding days	60	120

¹⁹ In Venezuela, one out of every four babies is born to a teenage mother.

TABLE 3: TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS & VALUE		
Food type / cash-based transfer	Total (mt)	Total (USD)
Cereals	2,850	1,204,117
Pulses	1,800	989,986
Oil and Fats	450	450,059
Mixed and Blended Foods	0	0
Other	90	26,988
TOTAL (food)	5,190	2,671,150
Cash-Based Transfers (USD)		21,579,934
TOTAL (food and CBT value – USD)	5,190	24,251,083

31. WFP, together with partners including other United Nations agencies, will complement government assistance to meet the basic needs of 216,600 affected people in Venezuela and other countries in Latin America once authorization is granted. Based on the results of upcoming assessments, the beneficiary numbers may be adjusted through a revision to this transitional IMCSP.
32. The monthly general food assistance to targeted households covers 75 percent of the energy requirements of the population. As much as possible, WFP will procure rice and fortified maize meal to increase the provision of essential micronutrients, including iron, zinc and B vitamins. When using in-kind modalities for initial emergency response, WFP will seek to rely on regional purchases to the extent possible. Where cash transfers are introduced, the planned monthly transfer of USD 25 per person is in line with the transfer values established for existing cash-based interventions in neighbouring countries.
33. WFP will distribute in-kind food assistance and food commodity vouchers and CBT in affected countries of the region.²⁰ Depending on the context, needs and beneficiary preferences, WFP will use in-kind assistance, commodity vouchers, CBT or a combination. WFP will seek to scale up its use of CBT if the market and other conditions are conducive and thus better respond to the preferences and nutritional needs of communities and support national economic development.²¹
34. If the situation allows for it, WFP will carry-out cash-based interventions on a pilot basis in countries where WFP has not yet an operational presence.

4.3. SUPPLY CHAIN

²⁰ Activities responding to the regional crisis in countries where WFP has an existing presence will be conducted through additional instruments outside the scope of this transitional IMCSP.

²¹ A plan of operations will be prepared to outline detailed procedures, steps, processes, assumptions, risks and limits governing the implementation of the cash and voucher component. It will clearly articulate the roles and responsibilities of WFP and its partners concerning key operational arrangements.

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35. The supply chain is designed to maximize the use of in-country resources whenever possible. Due to the lack of available up-to-date information on infrastructure and food supply capacities inside Venezuela and within other countries where WFP does not currently operate, the supply chain is designed to be flexible enough to deliver in evolving circumstances. When setting up its operation, WFP will immediately perform a rapid logistics assessment to update information and the Logistics Capacity Assessment. WFP will also coordinate with OCHA, which hosts the Logistics Cluster in Venezuela since November 2019 and will leverage data and information available.
 36. The supply chain strategy is based on the following principles: (1) local and regional procurement where possible; (2) the use of local capacities where possible; and (3) the establishment of staging areas to preposition supplies if and when needed.
 37. Initial sourcing is likely to concentrate on regional and international sources. The main sourcing countries in the region include Argentina, Brazil, Canada, Mexico and the US.
 38. Regional and international shipping lines still call at regional ports regularly but cover a limited number of locations, mainly Colombia (Cartagena), Panama (Colon) and Jamaica (Kingston). WFP will use a combination of charter vessels and liner shipment where possible. In tandem, WFP will establish staging areas as required. The Colombian ports of Santa Marta and Cartagena may also be used for containerized and bulk shipment and milling. Bulk shipments are expected to be the most cost-efficient given the high volumes of in-kind food assistance, but bulk commodity shipment will require in-country milling capacity.
 39. Cross-border road transport in the region is limited to a few crossings. Once authorization is granted, small volumes could be planned through countries such as Brazil; however, distances both inside Brazil from sourcing areas to borders are significant. Colombia offers more suitable possibilities provided authorization is granted there as well. WFP will engage with private sector companies operating to understand the transport market, its capacity, and how best to enter the market quickly. Security of road transport will be considered given the prevalence of checkpoints and the high risk of looting.

4.4. COUNTRY OFFICE CAPACITY AND PROFILE (OPTIONAL AS NEEDED)

40. Should WFP start operations in countries potentially included in this transitional IMCSP, WFP may consider opening an office as appropriate. WFP will rely on support from the regional bureau and headquarters, as well as on surge capacities in the event of a large-scale emergency.

4.5. PARTNERSHIPS

41. A deterioration of the situation, leading to increased emergency activities, is likely to generate a demand for coordination and information management for food security, telecommunications and logistics.
42. The Emergency Telecommunication Cluster, the jointly led Food Security Cluster and the Logistics Cluster would likely be activated in a large-scale response, together with the provision of strong sectoral coordination in the field, where other actors would look to WFP for leadership. WFP would also launch coordination and information management services for operating actors as well as transport and storage facilities.

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43. WFP is exploring a partnership with private companies to distribute food rations, using their significant supply and logistics capacities, as well as networks of retailers, to ensure appropriate food baskets, e.g., including maize meal.

5. PERFORMANCE MANAGEMENT AND EVALUATION

5.1. MONITORING AND EVALUATION ARRANGEMENTS

44. WFP will institute a gender-responsive monitoring and reporting system to cover key emergency activities, which will be harmonized where possible with the monitoring and evaluation (M&E) activities of other agencies within any eventual cluster approach and captured through WFP's corporate monitoring and evaluation tool, COMET. The M&E plan will be jointly developed with partners to define roles and responsibilities for outcome, output and process monitoring, frequency, sources, etc.
45. Key output indicators information on sex- and age-disaggregated beneficiary figures and amounts of food, cash and vouchers distributed will be provided by cooperating partners and verified by WFP. Targets have been set and are specified in the logical framework (Annex I). WFP monitors will assist where possible during food and/or cash distributions and undertake beneficiary contact monitoring as well as post-distribution monitoring to measure operational performance and maximize accountability. A beneficiary feedback mechanism appropriate to the context will be established considering access and protection issues.
46. Baselines from food security assessments will provide information for key performance indicators such as the food consumption score, dietary diversity score, and indicate the quality and frequency of the diet, against which WFP will be able to measure progress and results based upon a final survey among targeted beneficiaries upon termination of the intervention.
47. Given the short duration of this transitional IMCSP, it is not expected that nutritional outcomes could be measured.
48. A lessons-learned exercise will be initiated shortly after the peak of the emergency operation to draw lessons from these WFP operations in the region, including regional and corporate support.

5.2. RISK MANAGEMENT

49. Arrangements will be made to ensure that timely risk assessments are carried out before implementing and scaling up the operation. WFP will conduct periodic risk assessments and communicate regular progress towards implementing risk mitigation actions to its key stakeholders. Timely communication to partners and other stakeholders on revisions to programme response, increase in beneficiary numbers, a significant change in operational context, etc. will be ensured to maintain the high level of credibility of WFP's response. Attention will be paid to contextual risks related to security and access negotiations, as well as the anticipated increase in the food assistance caseload due to deteriorating conditions.

50. Failing to attend to gender, and to understand the context for women, men, girls and boys, raises the risk of designing gender-blind responses that do not meet emergency needs and potentially cause harm.

➤ *Strategic risks*

51. Ongoing instability, the deteriorating socio-economic situation and growing insecurity are expected to result in further pressure on an already severely affected population, leading to a continuous outflow of migrants and increased insecurity.

52. The situation has escalated over the last months and for the first time, was included in the UN Global Humanitarian Overview 2019 as a priority for the international community. The inability to appropriately respond could expose WFP to reputational risk.

➤ *Operational risks*

53. Increasing levels of insecurity might affect WFP's ability to reach the most vulnerable people. To mitigate this risk, WFP will seek to keep prepositioned contingency stocks (food and non-food) close to, or in reasonably accessible areas, where affected populations are located. The volatility of food and fuel prices represents another critical risk. WFP has corporately purchased and pre-positioned food supplies to reduce long lead-times to procure and deliver food, improve on-time deliveries and allow procurement of supplies at times when commodity costs are lowest.

54. The United Nations Security Management System in countries affected will need to reassess the security levels following operational changes and the increase of lootings and robbery incidents. Security restrictions for travel of United Nations employees to and within these regions have been tightened. WFP will designate a Security Officer responsible for the liaison with UNDSS. WFP is committed to comply with the minimum operational security standards (MOSS) and the Mitigating Security Measures that arise from the process, as well as with minimum security telecommunications standards (MIST). Any office premises will need to be assessed and relocated if necessary.

55. The speed of emerging events could impede the choice of the right intervention and achievement of the desired level of coverage. WFP will continue to use satellite imagery, remote sensing data and geographic information system technology to monitor and forecast the progress of the crisis to enable timely informed decision making.

56. WFP will leverage partnerships and broker knowledge, including through South-South and triangular cooperation, and will provide technical and capacity-strengthening to support provincial, national and regional actors, particularly those working towards SDGs 2 and 17. WFP will work closely with UNICEF to build partner capacity and interest as well as ensure that qualified and experienced WFP employees are deployed to this operation.

57. An important element of the response is readiness planning for any potential changes in the scenario required to ensure the rapid reinforcement of strategic and operational priorities in the region on behalf of the affected populations, the neighbouring governments and the wider community.

➤ *Financial Risks*

58. The lack of immediate and adequate funding will hinder WFP’s ability to meet the needs of the targeted population(s) under this transitional IMCSP. To mitigate the risk of an untimely response, advanced financing mechanisms will be activated to ensure that WFP responds effectively to this large-scale emergency.

6. RESOURCES FOR RESULTS

6.1. COUNTRY PORTFOLIO BUDGET

TABLE 4: COUNTRY PORTFOLIO BUDGET (USD)				
Strategic Outcome	Activity	Year 1 2020	Year 2 2021	Total
Strategic Outcome 1	01	\$38,458,970	\$342,623	\$38,801,593
Strategic Outcome 2	02	\$1,866,026	\$265,677	\$2,131,703
TOTAL		\$40,324,996	\$608,300	\$40,933,296

6.2. RESOURCING OUTLOOK

59. Under the multi-country Limited Emergency Operation, USD 15.6 million were received from the United States, ECHO and Germany. Based on discussions, WFP expects to receive higher funding levels in 2020-2021. In the event of funding shortfalls, WFP will prioritize activities under strategic outcome 1, reflecting the priority given to providing immediate relief assistance to affected populations.

6.3. RESOURCE MOBILIZATION STRATEGY

60. WFP is currently seeking targeted donor support. The country office envisages a two-pronged resource mobilization strategy: increasing commitments from established donors and pursuing funding from new donors. Established donors have indicated an interest in providing additional funding. WFP will also pursue possibilities with other donors who have shown an interest in the proposed approach. Concurrently, advocacy and communication plans will be put in place.

ANNEX I: SUMMARY OF LOGICAL FRAMEWORK OF THE TRANSITIONAL INTERIM MULTI-COUNTRY STRATEGIC PLAN FOR LATIN AMERICAN COUNTRIES IMPACTED BY THE SITUATION IN VENEZUELA (YEAR 2020-2021)

Latin America Country Strategic Plan - XA02 Logframe

Period: Mar 2020 Feb 2021

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 01: Affected populations in Latin America are able to meet their basic food and nutrition needs in times of crisis

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

Focus Area: Crisis Response

Assumptions:

WFP is able to enter Venezuela and reach the food insecure

OUTCOME INDICATORS

Food Consumption Score

Livelihood-based Coping Strategy Index (Percentage of households using coping strategies)

ACTIVITIES and OUTPUTS

Provide emergency food assistance to affected populations (URT: Unconditional resource transfers to support access to food)

Crisis-affected populations receive unconditional food assistance to ensure their food security and nutrition and to support their recovery (A: Resources transferred)

STRATEGIC GOAL 2: Partner to support implementation of the SDGs

STRATEGIC OBJECTIVE 5: Partner for SDG results

STRATEGIC RESULT 8: Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs

STRATEGIC OUTCOME 02: Humanitarian partners have access to common services to ensure an effective response during times of crisis

Outcome Category: Enhanced strategic partnerships with the public and private sectors, Rome-based agencies and other operational partners

Focus Area: Crisis Response

Assumptions:

WFP is able to establish common services platform in the country

OUTCOME INDICATORS

User satisfaction rate

ACTIVITIES and OUTPUTS

Provide common logistics, emergency telecommunications and food security coordination services and platforms to humanitarian partners (CPA: Service provision and platforms activities)

Crisis-affected populations benefit from common logistics, infrastructure and supply chain services, supporting humanitarian partners' effective and timely intervention, including the delivery of life-saving supplies (H: Shared services and platforms provided)

Crisis-affected populations benefit from coordinated food security and nutrition information among humanitarian partners, supporting effective targeting and delivery mechanisms (H: Shared services and platforms provided)

Crisis-affected populations benefit from humanitarian partners' increased emergency telecommunications and general connectivity, improving their delivery of life-saving assistance (H: Shared services and platforms provided)

ANNEX II: INDICATIVE COST BREAKDOWN

INDICATIVE COST BREAKDOWN ALONG STRATEGIC OUTCOMES (USD)			
WFP Strategic Results / SDG Targets	SR - 01	SR - 08	Total
WFP Strategic Outcomes	Strategic Outcome 1	Strategic Outcome 2	
Focus Area	Crisis response	Crisis response	
Transfer	\$30,645,347	\$1,594,744	\$32,240,092
Implementation	\$3,221,319	\$222,762	\$3,444,081
DSC (%)	\$2,566,754	\$184,092	\$2,750,846
Sub-total	\$36,433,420	\$2,001,599	\$38,435,019
ISC	\$2,368,172	\$130,104	\$2,498,276
TOTAL	\$38,801,593	\$2,131,703	\$40,933,296