

## COUNTRY STRATEGIC PLAN REVISION

### REVISION

#### Colombia country strategic plan, revision 9

Gender and age marker code: 3

<b>TABLE 1 Transmittal Slip Table - BUDGET OVERVIEW</b>			
	<b>Current</b>	<b>Change</b>	<b>Revised</b>
<b>Duration</b>	<b>July – December 2020</b>	<b>N/A</b>	<b>N/A</b>
<b>Beneficiaries</b>	<b>3 687 897</b>	<b>N/A</b>	<b>N/A</b>
<b>Total cost (USD)</b>	404 370 700	15 019 752	419 390 452
Transfer	324 234 118	13 877 104	338 111 222
Implementation	36 748 825	961 018	37 709 843
Direct Support Costs	18 800 480	0	18 800 480
<b>Sub-total</b>	<b>379 783 423</b>	<b>14 838 122</b>	<b>394 621 545</b>
Indirect Support Costs	24 587 277	181 630	24 768 907

### 1. RATIONALE

1. After the first cases of COVID-19 in Colombia, the Government declared a National Health Emergency the 12 March, which has now been extended until 31 August. A national quarantine that requires everyone to shelter-in-place has been enforced since 24 March. Other preventive measures adopted by National and Local governments included: closure of all air, land, maritime and river border; restrictions of entry for non-residents or foreigners; and closure of schools. All non-essential activities are being shut down during the quarantine and only food and medicine provision is allowed. Despite the national measures adopted, as of 17 June there are 54,931 confirmed COVID-19 cases in Colombia and 1,801 related deaths.
2. While the health situation calls for a continuation of the mitigation measures adopted by the Government, the humanitarian situation in the country is worsening as a direct consequence of the economic restrictions, which for many have implied a loss of livelihoods and a deterioration of the food security situation.
3. The mobility restrictions are affecting humanitarian operations in the country as the provision of goods and staff rotation has become more difficult, due to the ban of all local commercial flights and restrictions linked to new passenger and cargo transport protocols.
4. WFP, as a trusted government partner and recognized leader in logistics, has received multiple requests for service provision both from national and local governments, as well as other humanitarian partners. The gaps where WFP On-Demand Service Provision would be most value added in Colombia have been identified. So far, the requests related to WFP programmatic priorities in the country have included:
  - a. Provision of food baskets for 22,000 Venezuelan migrants on behalf of Bogota city hall;
  - b. Purchase of 18 tons of micronutrients for 150,000 children for the Colombian Institute for Family Wellbeing (ICBF, for its Spanish acronym);

- 
- c. Purchase of food supply for Cali city hall; and
  - d. Coordination of humanitarian flights, including cargo and passengers.
5. Consequently, the targeted services for the current On-Demand Service Provision proposal include:
    - a. Logistics support services to accompany the implementation of humanitarian assistance plans of the Colombian Government and the humanitarian community in the country; considering a scenario of:
      - 50 mt and 26,400 NFI kits to be bought and transported by road every month until December 2020, under the assumption of a minimum of 22,000 beneficiaries in each of the 6 points of the greatest concentration of Venezuelan migrants: Bogotá, Norte de Santander, La Guajira, Atlántico, Antioquia and Valle del Cauca.
      - Two hundred passengers to be transported by air, based on a service of 3 rotations per month to mainly 10 destinations where humanitarian partners highlighted the commercial vacuum: Quibdo, Florencia, Arauca, Cucuta, Leticia, Medellin, Riohacha, Cali and Puerto Carreño. All destinations to be served from Bogota, as this is the national HQ for most of the humanitarian partners.
    - b. At the request of government entities in Colombia, food purchasing for 132,000 migrants and micronutrients for 150,000 children<sup>1</sup> will count for a total weight of 176 mt (food rations) per month.
  6. None of these services substitute present WFP activities, nor WFP beneficiaries; therefore, in case of purchases, each requestor will handle distribution to final beneficiaries by itself, after WFP delivers to the agreed place.
  7. The Purchase term will be DAP WFP Warehouse; therefore, purchases are deliverable at centralized WFP warehouses in Bogotá, Cali, Cartagena and Barranquilla. If delivery to other locations is needed, road transport is available to the main listed cities in Colombia, considering transport as an additional service from the purchases of food and NFI.
  8. It should be noted that minimum warehousing is linked to purchases (for conditioning and short-term storage), therefore it is not offered as full additional service. More details are available in the Risk Management section.

## **2. CHANGES**

### ***Strategic orientation***

9. Acknowledging the lack of other common service provision actors in the country and the urgency to respond to Government requests, WFP needs to modify its current Country Strategic Plan, to include On-Demand Service Provision. This modification is required during this health crisis, and therefore services are budgeted up to December 2020.

### ***Strategic outcomes***

10. In the Country Strategic Plan for Colombia (CSP 2017-2021), five strategic objectives were established, underlining that the action plan of the Country Office is in line with the "Government's priorities to address issues related to humanitarian aid, recovery, development and technical assistance [...]", in order to help the Government achieve SDGs 17 and 2.

---

<sup>1</sup> The 150,000 children are not WFP beneficiaries

- 
11. This revision (9) will result in a new Strategic Outcome (SO 6): "Government, its agencies, different territorial entities and other humanitarian organizations in Colombia have access to effective and reliable supply chain services during crises."
  12. To achieve this new Strategic Outcome, Colombia Country Office will focus its efforts on two new activities:
    - a. **Activity 11:** Provide national transport of goods and purchases of non-food items (NFI), as well as air transport services for passengers and cargo to Colombia Government, its agencies, different territorial entities, and other humanitarian organizations, considering WFP capacities.
    - b. **Activity 12:** Provide food purchases to Colombia Government, its agencies and different territorial entities according to WFP food procurement processes and procedures.

### ***Transfers and Beneficiary analysis***

13. No changes in transfers and beneficiaries are proposed in this CSP revision.
14. The results of these new activities will be measured on the number of shared services provided, by type; total volume of cargo transported, the total number of passengers transported, and the number of partners supported. To accomplish these goals, it will be key to maintain a good portfolio of freight forwarders and flight operators, a solid roster of food and non-food suppliers capable of meeting any increased demand, as well as a fine information tracking on the market available services and goods suppliers on which WFP may rely to fulfill the different requests coming from Government and humanitarian actors.

### ***Coordination arrangements***

15. WFP will establish agreements with territorial entities and humanitarian organizations, for the service provision stressing these points:
  - a. Establish focal points to have a clear communication channel and coordination of key aspects of services implementation, monitoring and evaluation;
  - b. Advanced report of at least one week on the activities' pipeline (cargo volume, origin and destination), to coordinate the availability of resources, transportation and suppliers;
  - c. Cancellation announcement of services already agreed and planned, with at least 72 hours of anticipation.
  - d. An activity report must be submitted at the time of billing to close the file. This will help establish indicators that allow the consistent evaluation of the service and set up strategies for the improvement and standardization of the portfolio offer and operations.

### ***Staffing and CO arrangements***

16. Given the specificities of this portfolio of services, the Country Office will set up a dedicated technical team, with national experts. They will strengthen the structure of the current Supply Chain Unit and focus on coordinating the different operations for which partners have signed the service agreements (SLA).
17. Considering the specificity of the On-Demand Service Provision workload, the unit will employ three full time dedicated staff for procurement, logistics and invoicing activities. The staff will be supported by Supply Chain Unit, Programme, Finance, and Monitoring and Evaluation.

## Risk Management

The main risks identified concerning service provision include passenger management, delays in suppliers' delivery (which directly impact deliveries to WFP's partners), an insufficient supply of commodities or transport capacity, insufficient volumes of items/commodities requested, as well as risks associated with the insurance, custody of commodities and inventory management.

18. The mitigation measures that will be adopted to reduce the risks include:

- enforce WFP aviation SOPs on passenger management at the time of booking, checking and boarding;
- close follow up on updated protocols for its implementation according to Aviation Unit green light;
- ensure complete traceability of operations and good communication between WFP and partners;
- keep a broad portfolio of providers that ensure enough capacity to deliver as needed;
- on top of quality and costs, include "items availability and standardized lead times" as a criterion for suppliers selection;
- continuously monitor the pipeline and needs of partners;
- reduce storage times to a minimum, to cover basic needs on consolidation, conditioning, and dispatch;
- ensure that all commodities are covered by transport insurance and their value declared before dispatch.

## 3. COST BREAKDOWN

TABLE 2 COST BREAKDOWN OF THE REVISION ONLY (USD)							
	Strategic Result 5 / SDG Target 17.9	Strategic Result 1 / SDG Target 2.1	Strategic Result 2 / SDG Target 2.2	Strategic Result 3 / SDG Target 2.3	Strategic Result 4 / SDG Target 2.4	Strategic Result 5 / SDG Target 17.9	TOTAL
Strategic outcome	01	02	03	04	05	06	
Focus Area	Root Causes	Crisis Response	Root Causes	Resilience Building	Resilience Building	Crisis Response	
Transfer	0	0	0	0	0	13 877 104	<b>13 877 104</b>
Implementation	0	0	0	0	0	961 018	<b>961 018</b>
Direct support costs							<b>0</b>
Subtotal							<b>14 838 122</b>
Indirect support costs							<b>181 630</b>
<b>TOTAL</b>							<b>15 019 752</b>

<b>TABLE 3 OVERALL CSP COST BREAKDOWN, FOLLOWING THE REVISION (USD)</b>							
	<b>Strategic Result 5 / SDG Target 17.9</b>	<b>Strategic Result 1 / SDG Target 2.1</b>	<b>Strategic Result 2 / SDG Target 2.2</b>	<b>Strategic Result 3 / SDG Target 2.3</b>	<b>Strategic Result 4 / SDG Target 2.4</b>	<b>Strategic Result 5 / SDG Target 17.9</b>	<b>TOTAL</b>
<b>Strategic outcome</b>	<b>01</b>	<b>02</b>	<b>03</b>	<b>04</b>	<b>05</b>	<b>06</b>	
<b>Focus Area</b>	<b>Root Causes</b>	<b>Crisis Response</b>	<b>Root Causes</b>	<b>Resilience Building</b>	<b>Resilience Building</b>	<b>Crisis Response</b>	
<b>Transfer</b>	23 384 290	245 965 417	38 788 376	3 553 535	12 542 500	13 877 104	<b>338 111 222</b>
<b>Implementation</b>	2 446 634	23 373 515	6 608 927	1 404 843	2 914 906	961 018	<b>37 709 843</b>
<b>Direct support costs</b>	2 189 915	12 184 593	2 457 449	398 130	1 019 070	551 325	<b>18 800 480</b>
<b>Subtotal</b>	28 020 839	281 523 525	47 854 752	5 356 508	16 476 475	15 389 446	<b>394 621 545</b>
<b>Indirect support costs</b>	1 838 613	18 337 531	3 159 894	353 279	1 079 590	0	<b>24 768 907</b>
<b>TOTAL</b>	<b>29 859 452</b>	<b>299 861 056</b>	<b>51 014 646</b>	<b>5 709 787</b>	<b>17 556 065</b>	<b>15 389 446</b>	<b>419 390 452</b>

## Annex 1: Revised Line of Sight

Line of sight - Colombia, CSP (CO01), 2017 - 2021						
	Total Country Strategic Plan					
	US\$ 419,390,452		Direct Operational Costs			US\$ 375,821,065
			DSC			US\$ 18,800,480
			ISC			US\$ 24,768,907
<b>Strategic Goal</b>	Support countries to achieve zero hunger (SDG 2)				Partner to support implementation of the SDGs (SDG 17)	
	US\$ 335,152,018.54				US\$ 40,669,046	
<b>Strategic Objectives</b>	End hunger by protecting access to food	Improve nutrition	Achieve food security		Support SDG implementation	
	US\$ 269,338,931.83	US\$ 45,397,302.8	US\$ 20,415,783.91		US\$ 40,669,046	
<b>Strategic Results</b>	1 - Everyone has access to food	2 - No one suffers from malnutrition	3 - Smallholders have improved food security and nutrition	4 - Food systems are sustainable	5 - Countries have strengthened capacity to implement the SDGs	
	US\$ 269,338,931.83	US\$ 45,397,302.8	US\$ 4,958,378.19	US\$ 15,457,405.72	US\$ 40,669,046	
<b>Focus Areas</b>	CRISIS RESPONSE	ROOT CAUSES	RESILIENCE BUILDING	RESILIENCE BUILDING	ROOT CAUSES	CRISIS RESPONSE
	US\$ 269,338,931.83	US\$ 45,397,302.8	US\$ 4,958,378.19	US\$ 15,457,405.72	US\$ 25,830,924.44	US\$ 14,838,121.71
<b>Strategic Outcomes</b>	02 - Access to food - Crisis-affected populations, including victims of violence, natural disasters and shocks, marginalized communities and vulnerable ethnic populations have adequate access at all times to nutritious foods and diversified diets, and are supported in establishing or improving their livelihoods	03 - 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	04 - Smallholder productivity and income - Smallholder farmers (women and men) increase their production and marketing capacities sustainably	05 - Sustainable food systems - Rural ethnic rural communities in vulnerable areas have increased capacity to recover from shocks and adapt to climate change	01 - Capacity Strengthening - Local government and civil-society organizations have strengthened capacities to implement accountable programmes that contribute to reducing food insecurity and malnutrition.	06 - The Government, its agencies, different territorial entities and other humanitarian organizations in Colombia have access to effective and reliable supply chain services during crises
	US\$ 269,338,932	US\$ 45,397,302.8	US\$ 4,958,378.19	US\$ 15,457,405.72	US\$ 25,830,924.44	US\$ 14,838,121.71
<b>Activities</b>	Act 03. Support crisis-affected populations	Act 05. Provide food security and nutrition education and behaviour change communication	Act 07. Provide technical support for rural smallholders	Act 09. Build resilience and enhance livelihoods	Act 01. Strengthen the capacities of territorial actors to plan, implement and evaluate food security and nutrition policies and programmes	Act 11. Provide national transport of goods and purchases of non-food items (NFI), as well as air transport services for passengers and cargo to Colombia Government, its agencies, different territorial entities, and other humanitarian organizations, considering WFP capacities.
	US\$ 236,361,819.41	US\$ 5,325,731.46	US\$ 2,876,356.8	US\$ 15,457,405.72	US\$ 17,815,143.28	US\$ 8,475,444.33
	Act 04. Implement emergency school feeding, focusing on protection and targeting vulnerable children not covered by public programmes	Act 06. Provide Technical support	Act 08. Stimulate markets with WFP purchases		Act 02. Develop and evaluate innovative food and nutrition models	Act 12. Provide food purchases to Colombia Government, its agencies and different territorial entities according to WFP food procurement processes and procedures.
	US\$ 32,977,112.42	US\$ 1,565,134.68	US\$ 2,082,021.39		US\$ 8,015,781.16	US\$ 6,362,677.38
		Act 10. Implement school meals programmes in response to Government requests				
		US\$ 38,506,436.66				