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, Medellín, Riohacha, Cali and Puerto Carreño. All destinations to be served from Bogotá, 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\(^1\) 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.

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\(^1\) 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>
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<th>TABLE 2</th>
<th>COST BREAKDOWN OF THE REVISION ONLY (USD)</th>
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### Annex 1: Revised Line of Sight

#### Strategic Goal
Support countries to achieve zero hunger (SDG 2)

#### Key Results
- **End hunger by protecting access to food**
  - **Total**: US$ 269,338,932
  - **DSC**: US$ 45,397,302.8
  - **Sustainable food systems**: US$ 15,457,405.72

- **Remove malnutrition**
  - **Total**: US$ 45,397,302.8
  - **Sustainable food systems**: US$ 15,457,405.72

#### Focus Areas
- **Crisis Response**
- **Root Causes**
- **Resilience Building**

#### Strategic Objectives
- **End hunger by protecting access to food**
  - **Total**: US$ 269,338,932
  - **DSC**: US$ 45,397,302.8
  - **Sustainable food systems**: US$ 15,457,405.72

- **Remove malnutrition**
  - **Total**: US$ 45,397,302.8
  - **Sustainable food systems**: US$ 15,457,405.72

#### Strategic Outcomes
- **Act 02. Access to food - Crisis-affected populations, including victims of violence, natural disasters and shocks, marginalized communities and vulnerable ethnic populations have adequate access to nutritious foods and diversified diets, and are supported in establishing or improving their livelihoods.**

  - **Total**: US$ 269,338,932
  - **DSC**: US$ 45,397,302.8
  - **Sustainable food systems**: US$ 15,457,405.72

- **Act 03. Support crisis-affected populations**

  - **Total**: US$ 236,361,819.41
  - **DSC**: US$ 5,325,731.46
  - **Sustainable food systems**: US$ 17,815,143.28

#### Activities
- **Act 04. Implement emergency school feeding, focusing on protection and targeting vulnerable children not covered by public programmes**

  - **Total**: US$ 39,506,436.66

- **Act 05. Provide food security and nutrition education and behaviour change communication**

  - **Total**: US$ 2,876,536.8

- **Act 06. Provide technical support for rural smallholders**

  - **Total**: US$ 2,082,021.39

- **Act 07. Provide school meals programmes in response to Government requests**

  - **Total**: US$ 8,415,781.16

- **Act 08. Stimulate markets with WFP purchases**

- **Act 09. Build resilience and enhance livelihoods**

- **Act 10. Implement school meals programmes in response to Government requests**

- **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.**

- **Act 12. Provide food purchases to Colombia Government, its agencies, different territorial entities according to WFP food procurement processes and procedures.**

#### Cost Breakdown
- **Direct Operational Costs**: US$ 375,821,065
  - **DSC**: US$ 18,800,480
  - **ISC**: US$ 24,768,907

#### Total Country Strategic Plan
US$ 419,390,452

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**Support countries to achieve zero hunger (SDG 2)**

**Partner to support implementation of the SDGs (SDG 17)**

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**Activities**

- **Act 02. Access to food - Crisis-affected populations, including victims of violence, natural disasters and shocks, marginalized communities and vulnerable ethnic populations have adequate access to nutritious foods and diversified diets, and are supported in establishing or improving their livelihoods.**

- **Act 03. Support crisis-affected populations**

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