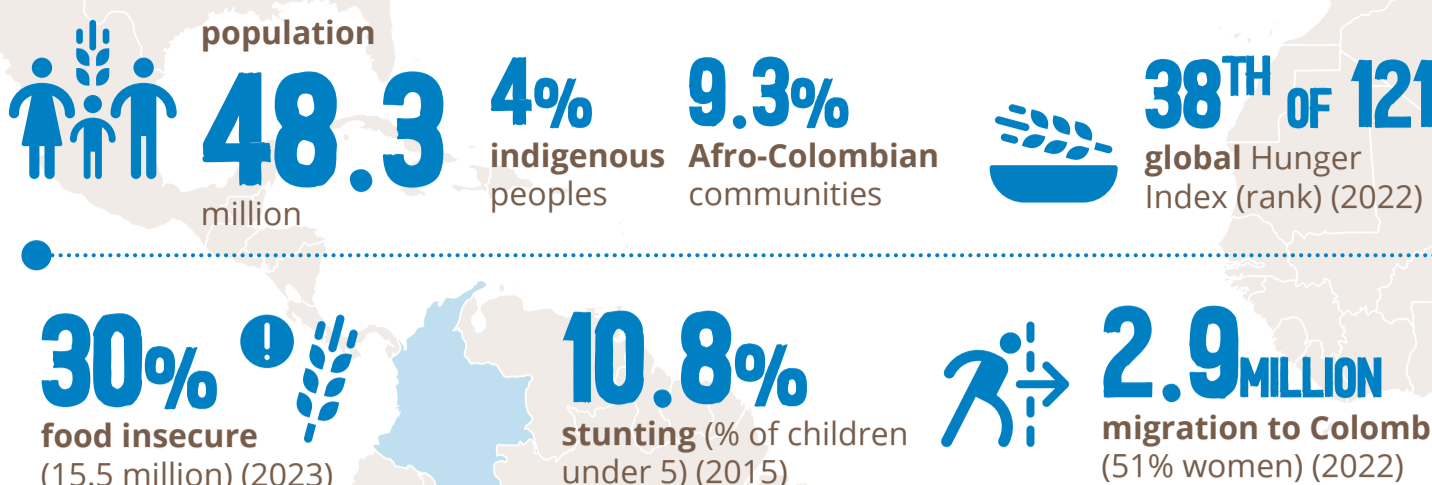


## COUNTRY CONTEXT



## COUNTRY STRATEGIC PLAN (CSP) focused on three strategic outcomes



2017 • EVALUATION • 2024

## KEY FINDINGS & CONCLUSIONS

### STRATEGIC POSITIONING AND ALIGNMENT



Evidence based and grounded in comparative advantages in logistics, field presence, food and nutrition security and cash transfer



Responsive to evolving needs, focusing on most vulnerable, especially women, indigenous and Afro-descendant peoples



Room for greater use of sub-offices' knowledge and expertise in local contexts

### RESULTS AND PERFORMANCE



1.5 million people reached per year with cash and food transfers, including Colombian citizens affected by natural disasters and violence, and migrants



Technical assistance provided for the inclusion of migrants in national social protection system and labour market



Policy environment for food and nutrition security strengthened



Contribution to building resilience and to socio-economic integration, by strengthening livelihoods and supporting entrepreneurial activities



Development-oriented interventions were small in relation to needs, and thematically and geographically fragmented

### CONTRIBUTION TO CROSS-CUTTING ISSUES



Progress in mainstreaming gender and ethnicity into project design but approaches dependent on ad-hoc decisions and resource availability



Adhered to the principles of humanity, impartiality, neutrality and independence, particularly in targeting and prioritization



Beneficiary feedback mechanisms are being set-up. Challenge to inform people in remote areas about programming

### SUSTAINABILITY AND EFFICIENT USE OF RESOURCES



Positive sustainability prospects given strong alignment with national priorities



Risks: lack of transition strategies for service provision; short duration of interventions, uncertainty in allocating domestic resources to consolidate resilience results



Crisis response was agile, but delays observed due to bottlenecks in internal processes



Donor preferences, contributing to fragmentation of activities across thematic and geographic areas, reduce cost effectiveness



Cash transfer proved more cost-efficient than food transfer

### KEY FACTORS EXPLAINING PERFORMANCE



High earmarking hinders flexibility and integrated approach to local development



Rigidity of results architecture and management structures limited internal coherence



Corporate results framework was of limited use in tracking progress and for strategic decision-making



Country office successfully expanded in response to emergencies, but the expansion challenged internal efficiency and the systematization of lessons

## RECOMMENDATIONS

- 1 Develop a conceptual and strategic framework for each thematic area, based on comparative advantages and operational environment
- 2 Develop a strategy articulating WFP's role in capacity strengthening and service provision in Colombia
- 3 Define criteria for thematic and geographical focalization to optimize internal synergies
- 4 Invest in analysis and systematization of lessons learned to capitalize on experiences
- 5 Review internal processes to improve internal coordination and efficiency
- 6 Standardize programme design and management processes to increase efficiency and effectiveness of resource mobilization efforts

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