



# CARE COLOMBIA

## PROGRAM STRATEGY

2023 - 2027

June 2023



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### **Acknowledgements:**

**This Strategy has been achieved thanks to the valuable contributions of the National Team and the Territorial Teams of CARE Colombia. As well as the contribution of allies and partner organizations that have accompanied the journey and work of CARE in the country.**

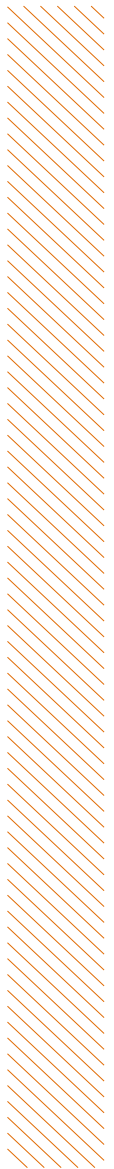
**It also counts with the contributions of CARE's Regional Team for Latin America and the Caribbean, thus ensuring the articulation with CARE's Regional and Global Strategy.**



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# ACRONYMS

<b>FY</b>	Fiscal Year
<b>RGA</b>	Rapid Gender Analysis
<b>DANE</b>	National Administrative Department of Statistics
<b>ELN</b>	National Liberation Army
<b>ETPV</b>	Temporary Protection Statute for Venezuelan Migrants
<b>ICBF</b>	Colombian Family Welfare Institute
<b>LGBTIQ+</b>	Lesbian, gay, bisexual, trans, intersex, queer, and others
<b>WLE</b>	Women's Leadership in Emergencies
<b>NEET</b>	Youth Not in Employment, Education, or Training
<b>OCHA</b>	United Nations Office for the Coordination of Humanitarian Affairs
<b>SDG</b>	Sustainable Development Goals
<b>UN</b>	United Nations
<b>GDP</b>	Gross Domestic Product
<b>RMU</b>	Regional Management Unit
<b>SIEDCO</b>	National Police Statistic Criminal, Misdemeanor Offenses, and Operational Information System
<b>SIVIGE</b>	Integrated Information System on Gender Violence
<b>ToC</b>	Theory of Change
<b>USAID</b>	United States Agency for International Development
<b>GBV</b>	Gender-Based Violence
<b>VSLAs</b>	Village Savings and Loans Associations

# CARE COLOMBIA PROGRAM STRATEGY 2023–2027

## 1. EXECUTIVE SUMMARY

CARE has been in the Latin American and Caribbean regions since 1954. It has implemented direct response interventions to emergencies in Peru, Ecuador, and Colombia, within the framework of its regional strategy to provide a humanitarian response to the migrants and refugees crisis in Venezuela from a gender perspective and a double nexus strategy.

CARE Colombia has resumed response actions in the country since 2018. As a result, it has implemented humanitarian assistance projects through local partners, meeting the needs of some host community members and forcibly displaced populations in vulnerable situations –particularly women, youth, girls, the LGBTIQ+ community, and young men. Since 2019, after opening an office in the country, it has provided direct assistance, guaranteeing humanitarian standards and programmatic quality.

Throughout these three years in the country, CARE Colombia has achieved a comprehensive approach to humanitarian actions, linking the protection sector –focusing on gender-based violence (GBV), the health sector –focusing on sexual and reproductive health, and the livelihoods and early recovery sector. Its innovative, agile, and flexible response, with widely tested and successful models, has placed it as a leading humanitarian social in mainstreaming the gender approach in the country. Considering the country's social, economic, and political context and CARE's added value, its actions in the following years will focus on implementing humanitarian assistance projects, linking development projects, and peacebuilding to ensure a double and triple nexus approach.

CARE Colombia's Program Strategy is a tool that aligns with and contributes to the global objectives outlined in CARE International's 2030 Vision, which puts women and girls at the center of its actions and advances the common organizational vision of “achieving a world of hope, inclusion, and social justice, where poverty has been overcome and where all people live with dignity and security.” Likewise, it aligns with LAC's strategic framework in its

2030 vision: “Women in their different life cycles, diverse youth, and vulnerable communities in Latin America and the Caribbean have increased their capacities to exercise active citizenship and influence in building inclusive and equitable socio-economic and political environments to fully exercise their human rights”, through implementing programs and projects to increase women's and youth's exercise of rights, voice, and individual and collective leadership for their physical and economic autonomy. In addition, it increases the participation, leadership, access, use, and control of resources and means of populations in vulnerable, risk, or humanitarian crises, especially women, girls, and youth.

As previously mentioned, CARE Colombia's 2023–2027 Program Strategy is an instrument that seeks to contribute to the institutional mission and close the poverty and inequality gaps in the country through a transformative vision of its programs, projects, and initiatives. This document outlines the strategic vision through which CARE Colombia seeks to generate changes, supported by its 2023–2027 Business Plan, containing the actions and tools from which the content of this document is implemented.

This strategy has been built through a participatory process that included the CARE technical team and its partners under the leadership of the CARE Colombia management team and received valuable contributions from the regional team, CARE USA, and other CARE members with whom this country office usually works.

This document is organized based on a contextual analysis that addresses the current reality of the country's political, economic, and social problems. It also explains the added value CARE Colombia can contribute to building a more just and equitable society. Subsequently, the document delineates the strategic framework on which the construction of this strategy is based. Then, it moves on to the definition of CARE Colombia's theory of change and the programs and strategies to promote over the next five years.

## 2. CONTEXT ANALYSIS

### 2.1 Inequalities Latin America Faces

Despite the progress made in the first years of this century, Latin America remains “the most unequal region on the planet.” The economic, political, and social gaps have increased with the pandemic health crisis caused by COVID-19. The pandemic outbreak will have long-term implications for the region’s economies since they still face uncertainties, such as the emergence of new virus variants, the Russian invasion of Ukraine, and global economic inflation. In 2021, the region reported a 6.9% GDP increase. A 2.3% GDP growth is expected by 2022 and a 2.2% by 2023, respectively. However, these slight projections place the regional results among the lowest in the world and constant threat due to the war between Russia and Ukraine and the hostile contexts the different countries face (World Bank, 2022).

In this context, women’s situation in Latin America and the Caribbean has gone 10 years backward due to a feminization of poverty. It is estimated that 118 million women live in poverty, 23 million more women compared to 2019. As the UN points out, in this region –for every 100 men, 124 women are living in extreme poverty.

According to ECLAC, 28.6% of women in the region have no income, unlike men –the average for them is 10.4%. In 2020, female labor participation dropped to 46%, unlike men, 69%. Before the COVID-19 pandemic, these numbers were equally uneven, with 52% for women and 73.6% for men. These data show that women are responsible for domestic and care tasks, as the gap with men is more than double in most countries. According to ECLAC, ILO, and the UN Women estimates, between 11 and 18 million people in Latin America are paid domestic workers, 93% of whom are women.

According to data from the Sustainable Development Goals Report 2019, violence against women and girls affects an average of 1 in 3 women throughout their lives, and 12% of them (approximately 19.2 million women and girls between 15 and 49 years old) were victims of physical or sexual violence by their intimate partners. Latin America and the Caribbean is the only region worldwide where child marriages have not decreased in the last 25 years. It ranks second in the world in the number of youth pregnancies. One in 4 girls marries or enters into an early union before the age of 18. Child marriage and early common-law marriages are complex phenomena related to gender inequalities, poverty, school dropout, violence, and youth pregnancy, which puts girls’ lives and health at risk, limiting their prospects (Refugees Welcome Spain, 2021).


According to the UN and ECLAC indicators, Latin America also ranks second in the world in the number of youth pregnancies –only below sub-Saharan Africa. Latin American and Caribbean countries have an adolescent maternity rate above 12% among women between the ages of 15 and 19, a figure more evident in youth with lower incomes and educational levels (Casa América, 2022).

### 2.2 Colombian Context

During 2021, the humanitarian situation in Colombia declined due to the convergence of different factors –the violence associated with the expansion and disputes of various non-state armed groups in some parts of the national territory, disasters and climatic events, the delays of the COVID-19 pandemic, and the increase in transcontinental migratory flows of different nationalities. This situation generated a significant increase in humanitarian needs, particularly for communities living in rural areas with high geographical dispersion and significantly limited access to their communities.<sup>1</sup>

1. Reporte fin de año, Monitoreo Plan de Respuesta Humanitaria, Enero-Diciembre 2021, OCHA Colombia





In June 2022, the presidential elections were held in Colombia, where Gustavo Petro took over the presidency. His main priorities include peacebuilding, social justice, environmental justice, and change for women. His Government Plan calls for a “historic agreement to urgently establish a new social contract to live well with all the nation's diversities leading to a peaceful period with a multicolored democracy, an expression of citizens' mandates, equality, and a productive economy that generates wealth based on work, as evidenced by his work with women.” Some of the main actions in the new administration Plan include:

- ▶ Women's equality in power, economy (land ownership), care work recognition, and securing all their rights, including the right to a life free of violence.
- ▶ Creating the National Care System to recognize, reduce, and redistribute care work primarily for women. Creating the Ministry of Equality to move toward an equal society between men and women.
- ▶ The right to food, care, and initial education in love, play, and arts for infancy and childhood. The right for young people to complete high school as part of a universal, free, and quality higher education for all youth.
- ▶ To guarantee the fundamental right to health without setbacks and a lifetime and universal pension. In addition, families will enjoy the necessary minimum of water, energy, internet, public services, and housing for life. The tax policy will be updated with progressive and equitable taxes to meet these actions.
- ▶ A productive economy proposal where land, the city, connectivity, credit, and knowledge are not privileges but rights with which millions can live, produce and work freely in the countryside and the city. A proposal where people can work in agriculture, industries, arts, culture, and science to ensure a dignified life. Also, to recover and protect food sovereignty, water, forests, and the country's mega diversity.
- ▶ A proposal to sign the Final Peace Agreement and dialogue with the National Liberation Army (ELN), moving from a failed war on drugs to a comprehensive economic and land substitution process favoring a productive economy that dignifies rural communities and protects nature.

However, the new government faces the following structural and conjunctural challenges:

- ▶ The productivity dynamics have slowed down economic growth over the last twenty years. As a result, rural areas have been affected in terms of access to fair and dignified livelihoods to overcome poverty.
- ▶ Exports primarily consist of non-renewable “commodities” (particularly oil), which increases the economy's exposure to external shocks, putting social investments at higher risk.
- ▶ Income inequality and informality in the labor market are evident, which will increase due to learning losses because of school closures and virtual learning during the pandemic.
- ▶ While income inequality is projected to decline, it will remain above (already high) pre-pandemic levels.

According to the IMF, Colombia will not grow less than 3.3% until 2023 and will gradually improve afterward. Although significant economic growth was recorded in 2021, unemployment rates did not improve, and this trend will continue in the following years. It is estimated that until 2026, this rate will stay around 11%. Another index to understand the national economy is inflation, which is expected to reach 3.1% in 2022, to stabilize at a 3% level in the following years.

Colombia faces various humanitarian crises due to increased internal conflict, regional displacement, risks, and natural disasters.

In this context, the following risks, political, socio-economic, and cultural issues become evident:

### **2.2.1 Poverty in Colombia**

The pandemic significantly impacted Colombia, as in many other countries in Latin America and the world, failing to recover and reach the 2019 indicators, despite the measures taken and the drive for economic reactivation. As a result, in 2022, the National Administrative Department of Statistics (DANE) established the national monetary poverty line at a monthly per capita income (per person) of COP 354,031 (USD 79) and for extreme poverty at COP 161,099 (USD 36).

The monetary poverty rate remained at 39.3% (3.2 percentage points less than in 2020). In other words, about 19.6 million Colombians do not have enough income to meet their basic needs, which shows that 2.1 million more people remain in a situation of monetary poverty compared to the 2019 figures. While extreme monetary poverty reached 12.2% nationwide, representing a decrease of 1.3 million people compared to 2020, people in this category cannot afford basic food goods. In 2020, the departments experiencing the highest monetary poverty included La Guajira –at 67.4%, Chocó –at 63.4%, and Cundinamarca and Caldas at 22.8% and 28.4%, respectively.

These data show the health crisis' impact on the Colombian population. In addition, the data on monetary poverty leaves the country at levels similar to those reported in 2012; in other words, almost a decade of regression to overcome poverty. This situation strains Colombia and its new government and urges them to design and implement regulations and public policies to overcome these gaps in the coming years.

### **2.2.3 Internal Conflict and Forced Displacement**

During 2021, intensified disputes between different non-state armed groups and the imposition of restrictive measures on the civilian population left victims due to attacks against the civilian population (including 96 reported massacres),<sup>2</sup> causing a massive displacement of about 74,000 people and the confinement of another 65,000. The impact of these human rights violations is evident in the weakening of the community's social fabric and the channels for claiming their rights, as the organizations' continuity or permanence is threatened. In addition, they result in assassinations, community displacements, and social and community projects and process delays. Moreover, these emergencies affected ethnic groups,<sup>3</sup> especially African communities living in rural areas with high geographical dispersion and access limitations.

As of November 2021, the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) reported that the number of people displaced due to violence in Colombia increased by 196%. Particularly noteworthy is that the escalation in armed violence led to increased restrictions on humanitarian access to resources and services, which negatively affected activities in some territories and exacerbated the basic needs of 4.9 million people living under the control or influence of non-state armed groups. Nevertheless, despite numerous challenges—humanitarian organizations assisted 2.7 million people in all country departments—through actions in health, food security, and nutrition; protection, emergency education, water, sanitation, and hygiene; shelters and settlements; and early recovery sectors. The response focused on populations affected by different factors of violence, disasters, the impact of COVID-19, and mixed migratory movements of different nationalities, particularly in the Pacific, Amazonian regions, and border territories with Venezuela and Panama.

Faced with this reality, since 2017, the policies, strategies, and plans Colombia has implemented have not made progress in terms of security and armed conflict; thus, security and violence may continue to worsen in the following years, and the peace agreements would be threatened (Jhonson, 2022).

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<sup>2</sup> <https://indepaz.org.co/informe-de-masacres-en-colombia-durante-el-2020-2021/>

<sup>3</sup> Reporte fin de año, Monitoreo Plan de Respuesta Humanitaria, Enero-Diciembre 2021, OCHA Colombia

## 2.2.4 Gender Violence

Colombia is among the countries in the region with significant legislative progress in terms of prevention, care, and response to gender-based violence (26 laws on the prevention and punishment of gender-based violence, 26 on reproductive and maternity rights, and 1 on child marriage). However, the high figures of crimes associated with violence against women and girls show a worrisome picture and a significant gap between regulations, policies, and their attention programs. Among the primary forms of violence, femicides, sexual violence, and intra-family violence stand out. Most victims include women, and violence is usually performed by people from the victims' close circle, such as their partners, ex-partners, relatives, or acquaintances. In the specific cases of girls and youth, their perpetrators live with them, making the complaints process difficult. Likewise, the underreporting of complaints due to a lack of information or low credibility in the justice system is worrisome.

According to SIVIGE (Integrated System of Information on Gender Violence) figures, more than 115,658 cases of GBV were reported to the health surveillance system in 2021, where physical violence (51%) and sexual violence (24%) are the most frequent types of violence reported. The same report shows that adolescents between 12 and 17 years old represent the highest percentage of survivors of GBV vs. Sexual Violence (42%).

As per data the Colombian Femicide Observatory published, the number of cases of femicide in the last three years accounted for 1881. The departments with the highest concentration of this crime included Antioquia (342 cases), Valle del Cauca (259), Cauca (130), Atlántico (120), and Bogotá (119).

In Colombia, 80% of the victims of sexual exploitation correspond to women and girls in vulnerable conditions. Organized crime structures exploit them and profit from this activity. They use these conditions to force the victims—through deception—to submit to this crime (Prieto, 2022).

## 2.2.5 Migration in Colombia: Venezuelan Migrants in an Irregular Situation

As of August 2022, the world's Venezuelan refugee and migrant population amounted to 6.8 million. Colombia is the main destination for this population in Latin America and the Caribbean, currently registering around 2.48 million Venezuelans in its territory. The figures update is based on three categories, namely a) Regular (333.8062) –people who benefit from the Temporary Protection Statute for Venezuelan Migrants, b) (ETPV) (1,848,744), and Irregular (295.0383) (R4V, 2022)

The following findings, according to the Rapid Gender Analysis conducted by CARE Colombia and Ecuador in 2021, show the situation experienced by the Venezuelan migrant population –under an irregular status, especially in border areas



4. <https://www.sispro.gov.co/observatorios/onviolenciasgenero/Paginas/home.aspx>

- ▶ Women, girls, boys, adolescents, young people, people with disabilities, the LGTBIQ+ community, and people in the informal economy have experienced differentiated and disproportionate impacts and require immediate protection measures. Girls, women, and LGTBIQ+ people are exposed to a greater risk of being victims of GBV during their migration process due to xenophobia, homophobia, and other forms of discrimination. According to the Colombian Family Welfare Institute (ICBF, by its abbreviation in Spanish), the scale and scope of violence against girls and youth have increased. In 2021, 19.4% of violence cases against Venezuelan girls were registered. The population at the most significant risk is girls under 14. Forms of violence affecting girls include early marriages and unions with older men, trafficking and sexual exploitation, being “handed over” to other families for care or under bondage, and sexual and gender-based violence perpetrated by family members and people in the first circle of trust.
- ▶ There has been an increase in irregular migration and illegal crossings (shortcuts) where armed groups and drug traffickers operating on the border perpetrate forced recruitment, trafficking, or smuggling of individuals for labor exploitation in illicit crops and sexual exploitation.
- ▶ The Venezuelan population experiences severe challenges accessing health services –affected by the pandemic. This population faces higher risks and impacts, for example, mental health issues and limited access to sexual and reproductive health services (with less access to planning methods or prenatal care services). According to the data on the Characterization of migrant households based on the Survey of Quality of Life and Integration of Venezuelan Migrants in Colombia, 66.1% of Venezuelan migrants are not enrolled in any subsidized regime. Some of the main reasons behind this situation include the lack of documents (64.4%), not completing the System for the selection of beneficiaries of the social investment projects survey (SISBEN, by its abbreviation in Spanish) (11.3%), and the lack of knowledge regarding enrollment processes (5.2%).
- ▶ Due to the COVID-19 health crisis, 100% of Venezuelan families lost their livelihoods or saw their income decrease, significantly impacting women, young people, and the LGTBIQ+ community. Thus, this health crisis increased labor informality and affected access to health and care services, housing, food, and education. According to the Survey on the Quality of Life and Integration of Venezuelan Migrants in Colombia, there are more migrant men working than women, so the employment rate for male migrants is 79.9% compared to the female migrants' rate, 44.7%. On the other hand, the unemployment rate is higher for women than men, with a difference of 26 percentage points. In addition, there is a high level of informality regardless of immigration status, where 91.5% of migrants with regular immigration status are employed informally, compared to 99.8% of those with irregular immigration status.
- ▶ As part of coping strategies, humanitarian aid actors proposed creating care and solidarity networks between migrants and host communities to deal with migration processes and the COVID-19 emergency. The migrant community's participation in humanitarian intervention is essential to respond to their protection needs effectively.



## 2.2.6 Rurality and Productive Enterprises

In Colombia, 32% of the population is rural, occupying 94.4% of the national territory. Their economy is based on community or family agricultural production (Jurado, 2022). The rural sector and the farmer population face the following challenges:

- ▶ Land conflicts—over land ownership or control—create a limitation for rural dwellers to generate appropriate conditions for their integral development.

Nationwide, there is a weakened state governance system for rural communities to participate in decision-making, limiting individual, social, and collective capacities.

- ▶ Government plans have been unable to operationalize the country's public policies to reduce poverty and work on its underlying causes, especially in rural areas. These policies remain welfare-oriented, leading to impoverishment of the productive sectors and marginality, and do not promote opportunities for the generation of economic resources.
- ▶ Evident discrimination against women continues to exist in rural environments. Violence is perpetrated from within families and is caused by armed conflict.

- ▶ The promotion of excessive land exploitation, the weak regulation of mining exploitation, and the failure to promote environmental care have led to ecosystem deterioration, thus further limiting the farmers' production source.

This reality calls for a transformation of the country's development model toward more equitable and inclusive actions for rural, peri-urban, and marginal urban areas. These actions must include traditional productive activities and comprehensive strategies with more inclusive, participatory, and community development models to generate employment and income and a high-impact innovation for the territories, for example, new businesses with a focus on new economies (social, inclusive, and green economies) (Jurado, 2022).





## 3. CARE COLOMBIA ADDED VALUE

The context described above is challenging for CARE's work in Colombia. However, there are several opportunities for the organization to contribute with an added value toward building a country with social justice and gender equity

### **Aligning with the new national government's priorities:**

Although the National Development Plan (PND, by its abbreviation in Spanish) and the new government's agenda with its four pillars<sup>5</sup> consider the deterioration of poverty and inequality indicators in the population yet, more efforts are required to promote initiatives on the protection of human rights. In light of this, CARE Colombia can propose, coordinate, and articulate interventions that promote gender equality, economic justice for women, humanitarian action, and climate justice as priority axes to address poverty and social injustice in the country. Thus, CARE Colombia can position its presence as a relevant actor with a differential value of expertise in the transformational gender approach nationwide for cooperation, public and private sectors, and civil society organizations.

### **Applying the nexus approach:**

The Double Nexus is a framework to support complementary humanitarian and development solutions. The Triple Nexus framework enables humanitarian and development solutions to reference and consider efforts to guarantee peace. A nexus approach ultimately aims to meet needs by addressing the root causes of poverty, vulnerability, fragility, and conflict. Since 2018, CARE Colombia has worked with a double nexus approach in protection, addressing gender-based violence, health and sexual and reproductive health, and access to livelihood.

According to the country's context analysis, peacebuilding and democratic societies remain a challenge and a work priority; therefore, as part of its strategy, the Colombian office will initiate peacebuilding actions from a triple nexus approach. CARE stands in a vital position to offer ideas on how to implement and improve nexus programming in the country by integrating the voices, needs, and aspirations of impact populations (especially women) and other ecosystem actors (including civil society, the private sector, and government structures).

### **Leading national organization for a humanitarian response from a rights-based approach:**

Since the beginning of its actions in the country, CARE Colombia has emerged as a “rapid” humanitarian response organization in crisis contexts, guaranteeing a gender focus in emergencies. Therefore, it can capitalize on its experience and become an organization that provides timely, effective, and efficient responses with a gender approach in its areas of expertise during natural disasters or humanitarian crises.

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<sup>5</sup><https://gustavopetro.co/programa-de-gobierno/temas/>

## **Localization**

CARE recognizes civil society as a central actor to secure structural changes, and propose work with local organizations, lead by women and social movements. The objective is to support their agenda and, as an international actor, to amplify their advocacy for their rights, from an anti-colonial and anti-racist perspective.

## **Political advocacy and influence:**

CARE Colombia has implemented proven and successful methodologies worldwide to generate evidence-based information; thus, CARE Colombia can advise national and local government decision-makers through promoting voice, leadership, and support for women and girls in all their diversity –for example, in preparing the Rapid Gender Analysis or implementing the Women's Leadership in Emergencies model.

## **Addressing and responding to gender-based violence:**

Due to a persistent xenophobic, sexist, patriarchal, and racist cultural matrix, CARE can influence different actors (local and national government, cooperation agencies, and civil society organizations) to modify structures, especially those that exacerbate gender-based violence and impose barriers to women's right to decide about their bodies (voluntary interruption of pregnancy). These actions have been implemented through awareness-raising, development, and strengthening of care pathways, direct attention to risk mitigation, and response activities involving men and boys so that they can collectively contribute to gender equality.

## **Expertise in successful and proven models for scaling impact:**

CARE International has implemented and systematized a set of models that have been successfully tested, including Women's Leadership in Emergencies, Savings and Loans Associations (VSLAs), case management for GBV, She Feeds the World, etc. These models can be replicated in the operations and programs into which CARE Colombia will venture in the coming years.

## **Mobilization and diversification of financing sources:**

CARE Colombia can mobilize financial resources and diversify its funding portfolio—redirecting international cooperation resources to Latin America and the Caribbean and the regional interest of multilateral human rights organizations to support the national government's agenda in a peace agreement with the ELN. Colombia remains a key country for the United States, facilitating USAID's allocation of funds.

## **CARE Colombia's positioning:**

Public actors recognize CARE Colombia locally and nationally through local organizations, donors, international cooperation, and other peer organizations in implementing humanitarian assistance projects –with a gender approach in the protection sectors, focusing on GBV and sexual and reproductive health and applying the nexus approach in the health sector. This local recognition allows CARE Colombia to expand its coordination, articulation, and project implementation network with actors in the public domain. Furthermore, with the support and prioritization of the Regional Management Unit (RMU), CARE Colombia can contribute to the organization's positioning at a regional level based on evidence and differential expertise.

# 4. STRATEGIC REFERENCE FRAMEWORK

## 4.1 Internal Alignment

### 4.1.1 2030 Vision

CARE Colombia's strategic planning aligns with the pillars of CARE International's 2030 Vision, which outlines the joint ambitions of all countries worldwide and is guided by its objectives, the Theory of Change, and the Gender Equality Framework.

CARE believes that achieving meaningful and lasting impact at scale requires addressing the underlying causes of poverty and injustice. Gender inequality is considered one of the leading causes and one of the most widespread forms of injustice; thus, gender issues occupy a central place in its work. Based on a decade of experience, CARE can achieve this objective by working on three levels –Agency, Relations, and Structures.

#### ► Our Vision

We seek a world full of hope, inclusion, and social justice, where poverty has been overcome and where all people live with dignity and security.

#### ► Our Mission

Saving lives, defeating poverty, and achieving social justice.

#### Our Focus

- We put women and girls in the center because we know that we cannot overcome poverty until all people have equal rights and opportunities.

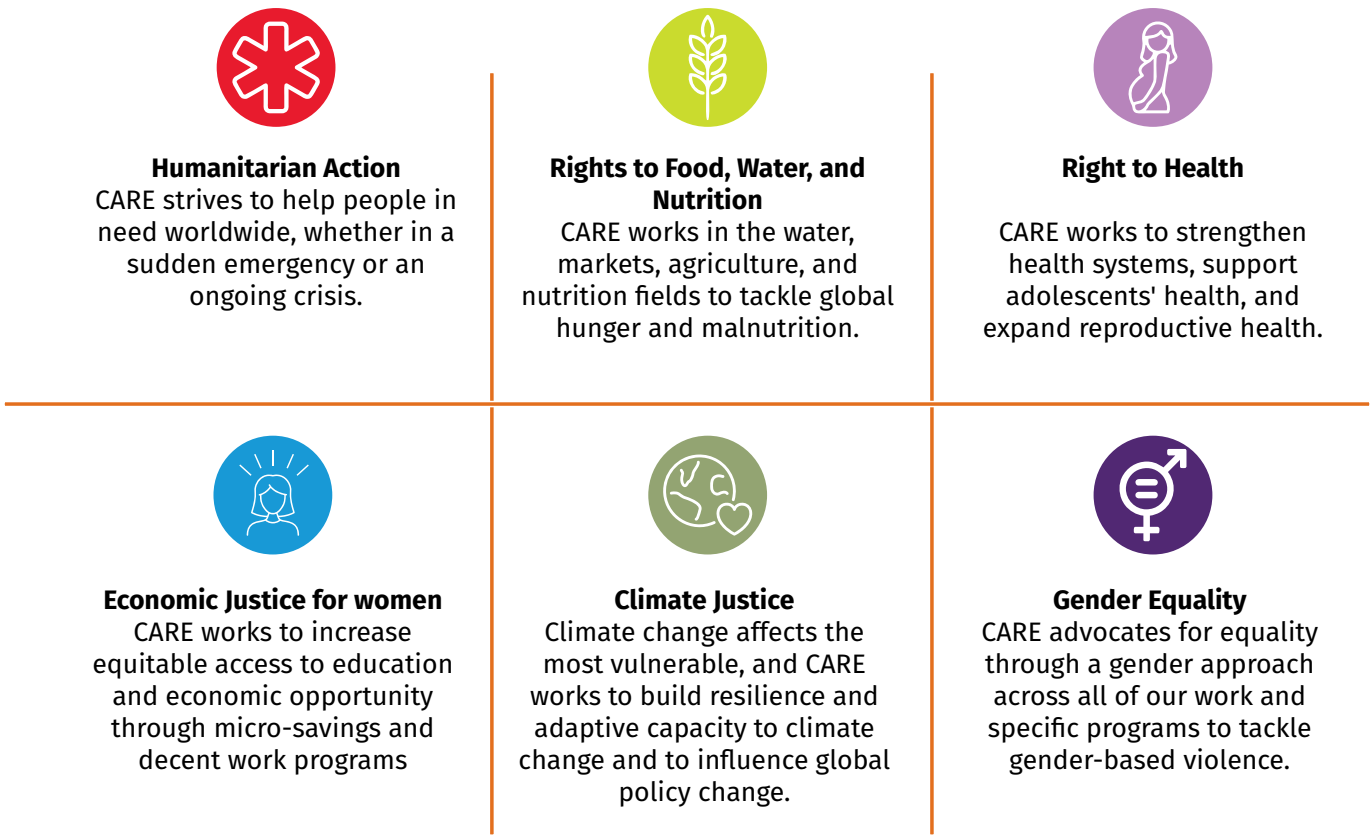
**Building agency:** CARE works with individuals to raise awareness, self-esteem, confidence, and aspirations to change their world and provides the knowledge, skills, and abilities to do so.

**Changing relations:** Change is more likely to last if the people around us support it. CARE works to address the inequality that persists in intimate relations, families, social and political networks, markets, and community or citizen groups.

**Transforming structures:** Discrimination and exclusion can be perpetuated through laws, policies, social norms, and customs. These structures can affect how individuals from different genders are expected to behave and participate in the social, economic, and political spheres. CARE advocates against discriminatory laws and supports new laws and policies to reduce discrimination. In addition, it collaborates with communities and power holders to critically reflect on and transform the norms and practices that perpetuate injustice.

CARE and its partners have committed to globally supporting a minimum of 200 million people from the most vulnerable and excluded communities to overcome poverty and social injustice by 2030 through the six impact areas in Figure 1.

**Figure 1 CARE International Impact Areas**



In addition, CARE will rely on three impact drivers for the next four years –gender equality, local leadership, and global scale. These impact drivers are at the core of accelerating our work and transformation to achieve our impact objectives.

**Figure 2: Change Drivers**

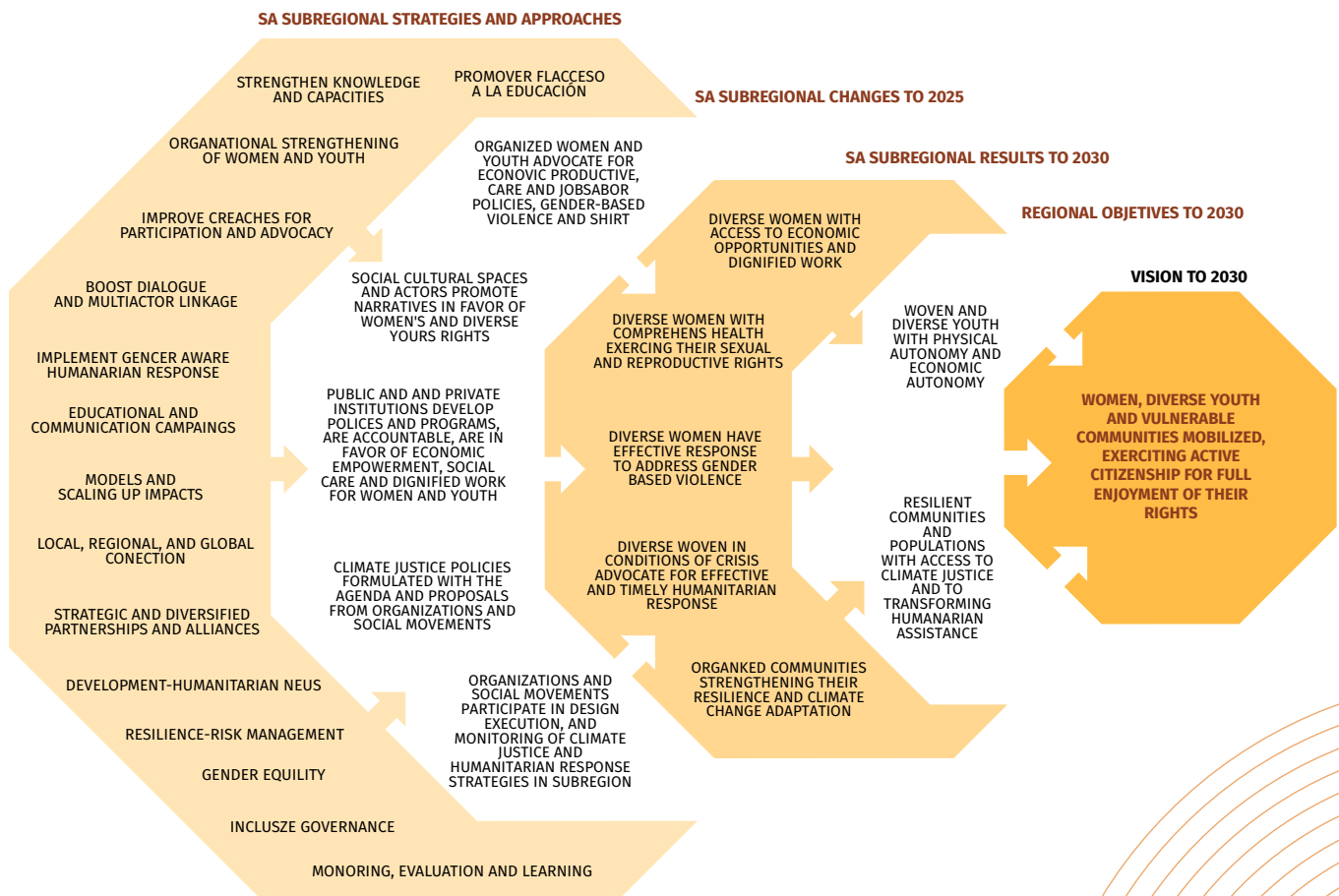


This CARE International strategic framework allows the CARE Colombia office to develop its programmatic strategy through its theory of change, programs, and strategies to implement in the next five years to ensure an effective contribution to achieving the organization's global goals through 2030.

#### 4.1.2 Alignment with the LAC Regional Strategic Framework

CARE Colombia's strategy also aligns with the 2021–2030 LAC Regional Strategy, whose theory of change includes everyday actions for Peru, Ecuador, and Colombia, potentially expanding through partners in Venezuela and Brazil. In South American countries, the regional strategy has prioritized work in two sectors (protection and sexual and reproductive health), including the systemic integration of the gender approach in emergencies. Therefore, in the first phase, from 2021 to 2023, work related to risk management and humanitarian responses with a gender approach will continue to strengthen. In the second phase –from 2023 to 2025, we will continue to implement initiatives in these two fields, seeking the Double Nexus and scaling up sub-regional programming in the economic justice and health sectors, namely in sexual and reproductive rights and other gender justice areas. Implementation of the second phase will depend on analyzing external and internal capabilities and conditions.

Figure 3: South America Sub-Regional Theory of Change





The South American sub-regional theory of change is as follows:

- 1. If women and girls, including those affected by crisis and in human mobility, increase their knowledge of their rights, strengthen their organizational and advocacy capacities on national and sub-regional policies related to economic development, labor rights, care systems, gender-based violence, sexual and reproductive rights, and their rights to humanitarian responses and climate justice, and
- 2. If organizations and social movements support and accompany women and girls, advocating and monitoring policies development essential to their physical and economic autonomy, quality humanitarian responses, and adaptation to climate change, and
- 3. If communication spaces, actors (institutional, community, etc.), and artistic-cultural expressions promote narratives in favor of women, girls, and diverse youths' rights in development contexts, in conditions of crisis and human mobility, and
- 4. If public and private institutions–nationally and sub-regionally–incorporate in their policies and programs proposals for gender equality, justice, economic, violence-free life, sexual and reproductive rights, accountability, and
- 5. If public and cooperation institutions–nationally and sub-regionally–develop policies for climate change adaptation and mitigation for governments and the private sector, informed by the agenda of organizations and social movements in the region, then
- 6. Conditions for women and girls, including those affected by crises and in human mobility, to access and benefit from opportunities for social and economic development, to work in dignified conditions, to live free from violence, and to have access to and participate in effective and transformative humanitarian and climate change adaptation responses will be generated.
- 7. In addition, through the contribution of other social, political, economic, and cooperation actors, women and girls can exercise their rights to economic and physical autonomy, resilience, and climate justice.

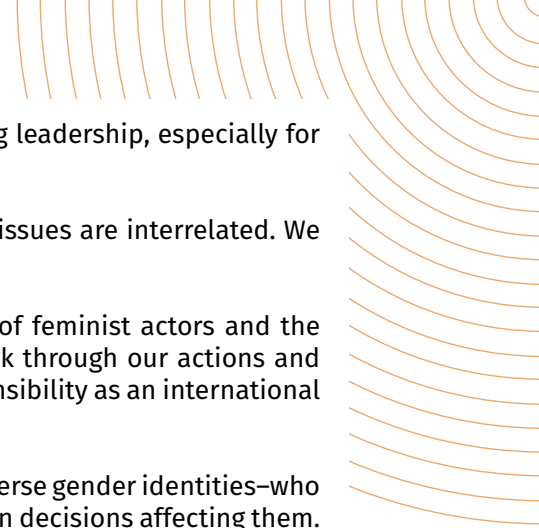
CARE Colombia's strategy will align with the regional LAC strategy regarding the impact population with which it expects to work and with the changes expected sub-regionally concerning humanitarian assistance, economic justice for women, climate justice, and peacebuilding.

## 4.2 External Alignment

### 4.2.1 Feminist Principles

CARE's programmatic strategy will be based on feminist principles, seeking to achieve gender equality through actions that promote more egalitarian and inclusive societies:





**Power distribution:** Addressing unequal power dynamics and promoting leadership, especially for women and people of diverse gender identities.

**Personal is political:** Social, institutional, and personal transformation issues are interrelated. We recognize that there are no personal issues.

**Feminism is a local and global movement:** We recognize the diversity of feminist actors and the importance of not undermining/duplicating/underestimating their work through our actions and policies. We embrace the localization approach and recognize our responsibility as an international actor advocating to tackle gender inequality.

**Nothing about us without us:** Ensure allies, women, and individuals of diverse gender identities—who are impacted by programs and campaigns—participate fully and directly in decisions affecting them. Facilitate spaces in which they can speak for themselves.

**Without gender justice, there is no economic, social, or environmental justice:** Eliminating all forms of exclusion and oppression requires recognizing that social and economic progress are interrelated. In other words, it implies rethinking collective well-being regarding positive rights—full participation, emancipation, and absolute recognition of individuals.

**Diversity and inclusion:** We celebrate and encourage diversity. Thus, we question all forms of discrimination—internally and in the communities with which we work. We understand that there are no isolated problems and that all individuals are on an equal footing—being different does not detract an individual from their value.

**Security:** We promote safe work environments that include physical and emotional safety in physical and virtual spaces where sexual harassment, abuse, exploitation, and bullying—either outside or inside the workplace—are not tolerated in any way.

**Care and solidarity:** We understand that promoting personal well-being and the practice of self-care is a political act to ensure respect for human rights and the rights of others, in addition to promoting work efficiency and sustainability. Our commitment is to care for, respect, support, and inspire others in solidarity.

**Free development:** We embrace the freedom of all people to articulate opinions and ideas without fear of retaliation, sanctions, or censorship. We value autonomy as the ability to act independently and make decisions, understanding the responsibility that this entails.

**Elimination of all gender-based violence:** We recognize gender violence as one of the most common and persistent violations of human rights worldwide. We will promote alliances with feminist and women's rights organizations and youth and men to transform social norms and collective imaginaries that reproduce and normalize violence. We hold duty bearers accountable for compliance with international norms and developing, expanding, and evaluating laws and policies to address gender-based violence. We support survivors in their recovery process.

#### 4.2.2 2030 Sustainable Development Goals

CARE Colombia's programmatic strategy will align with the following seven Sustainable Development Goals (SDGs). This alignment provides a common global framework and set of commitments that shape the evidence base and a shared platform for discussing the results with other actors.



## **SDG 1 –No Poverty in all its forms everywhere**

Globally, the number of people living in extreme poverty dropped from 36% in 1990 to 10% in 2015. However, the pace at which this change is occurring is slowing, and the COVID-19 crisis threatens decades of progress in the fight against poverty. New research published by the United Nations University –World Institute for Development Economics Research warns that the economic consequences of the global pandemic could increase poverty worldwide to 500 million more people, or 8% more of the world's total population. For the first time in 30 years, since 1990, poverty has increased worldwide.

## **SDG 2 –Zero hunger:**

After decades of steady decline, the number of hungry individuals (measured by the prevalence of undernutrition) slowly rose again in 2015. The world is not on track to reach the goal of zero hunger by 2030. If recent trends continue, the number of people affected by hunger will exceed 840 million by 2030.

## **SDG 5 –Achieve gender equality and empower all women and girls:**

Gender equality is a fundamental human right and one of the essential foundations for building a peaceful, prosperous, and sustainable world. Despite these achievements, many challenges persist. Discriminatory laws and social norms remain pervasive. Women are still underrepresented at all levels of political leadership, and 1 in 5 women and girls—between the ages of 15 and 49—reported having experienced sexual or physical violence from an intimate partner. In addition, the COVID-19 pandemic has led to a sharp increase in violence against women and girls. With the lockdown measures, many women had to live with their abusers and face challenges accessing protection services.

## **SDG 8 –Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all:**

Sustained inclusive economic growth drive progress, create decent jobs for all, and improve living standards. The COVID-19 pandemic has disrupted billions of lives and jeopardized the global economy. In 2020, even before the COVID-19 outbreak, one in five countries –home to billions of people living in poverty, were likely to see their per capita income stagnate or decline. Today, the economic and financial shocks stemming from COVID-19 disrupt already tepid economic growth and exacerbate heightened risks from other factors (United Nations, 2015).



### SDG 10 –Reduced inequalities:

Inequality within and between countries is a continuing cause for concern. Despite some positive signs toward reducing inequality in some dimensions, such as the reduction of income inequality in some countries and preferential trade status benefiting low-income countries, inequality persists. COVID-19 has intensified existing inequalities and has affected the poor and the most vulnerable communities more than anyone else. Moreover, it has exposed the economic inequities and fragile social safety nets, leaving vulnerable communities withstanding the worst of the crisis. At the same time, social, political, and economic inequalities have heightened the effects of the pandemic.

### SDG 13 –Take urgent action to combat climate change and its impacts:

2019 was the 2nd-hottest year and marked the end of the hottest decade (2010-2019) ever recorded. In 2019, carbon dioxide (CO2) and other greenhouse gases in the atmosphere rose to record levels. After the global economy begins to recover from the pandemic, emissions are expected to return to higher levels.

### SDG 16 –Promote peaceful and inclusive societies:

The number of people fleeing war, persecution, and conflict exceeded 70 million in 2018, the highest figure recorded by the office of the United Nations High Commissioner for Refugees (UNHCR) agency in almost 70 years.

These Sustainable Development Goals will be measured through the CARE International indicators that this strategy has prioritized and described below. In line with the SDGs, the general principle that “all indicators should be disaggregated, where relevant, by income, sex, age, race, ethnicity, migration status, disability, geographic location, or other characteristics” will be adopted.

## 5. CARE COLOMBIA THEORY OF CHANGE

CARE Colombia has proposed the following Vision for the next five years:

**“In 2027, women, children, youth, and vulnerable communities in CARE Colombia's areas of influence have made progress in overcoming the underlying causes of poverty generated by the conflict, humanitarian crises, and socio-economic and environmental impacts through practicing active citizenship and an enabling environment that facilitates access to opportunities for economic justice, climate justice, humanitarian assistance, and peaceful environments to exercise their rights and achieve gender equality.”**

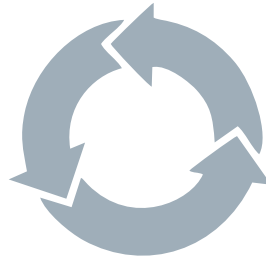
For this purpose, it has aligned its theory of change with CARE International's and the Gender Equality Framework –outlined in the following figure:



**Figure 4: CARE Colombia Theory of Change**

**Building Agency**

Vulnerable communities, especially women and girls, strengthen their capacities for peace-building and equality, access prevention and emergency care services, acquire livelihood access skills, and face the challenges and risks of climate change



**Changing Relations**

Vulnerable communities, especially women and girls, position their voice and leadership and actively participate in family collective and institutional decision-making to promote participatory and inclusive environments.

**Transforming Structures**

Local and national governments, civil society, and private companies design and implement actions to change social norms, guidelines, and policies that facilitate a dignified life and social justice in Colombia.

**51. Assumptions Underlying the Theory of Change**

CARE Colombia's theory of change identifies a series of enabling assumptions that must be in place in a context that favors the implementation of the programmatic strategy:

- a. The political and democratic environment in Colombia favors the enjoyment of fundamental rights and the participation of women in spaces for agreement, decision, and implementation. In addition, it favors social movements, civil society organizations, and implementing partners. Therefore, collaborative workspaces can form to implement projects, amplify the voices and leadership of women and girls, and create advocacy processes that promote fairer and more equitable societies in liaison with the institutional framework.
- b. CARE is an organization that holds social and institutional legitimacy in the country. It strengthens its capacity to partner and ally with organizations and humanitarian response, development, and good governance organizations and institutions seeking to join efforts to transform lives and deliver services, contributing to the priorities established in CARE Colombia's Programmatic Strategy.
- c. CARE Colombia strengthens its program strategy by implementing projects with a double and triple nexus approach. As a result, it is established in the country as a relevant, agile, flexible, and innovative actor in humanitarian assistance and action to address crises and disasters, guaranteeing the application of rights and gender-based approaches.
- d. CARE Colombia strengthens its alliance and partnership strategy to implement actions with local partners, including social movements, organizations networks, and community-based organizations aligned with the specific issues prioritized in its programmatic strategy.
- e. CARE develops and implements a networking and advocacy agenda with local, regional, and national public entities, private companies, and international cooperation entities that promote working under the logic of collective impact by defining common agendas and implementing shared measurement, communication, and mobilization schemes.
- f. CARE influences the private sector to incorporate sustainable development progressively and a shared value approach into its social responsibility strategies and business model, thus, harnessing the market's strength to address the social and environmental challenges in the territories of its areas of influence.



## 6. IMPACT POPULATIONS AND GEOGRAPHICAL LOCATIONS WITH WHICH CARE COLOMBIA WILL WORK IN THE NEXT FIVE YEARS

CARE Colombia has worked since the beginning of its operations with historically excluded populations and in geographical locations underserved by the national government, state institutions, and international cooperation.

During the following years, **CARE will continue to work with populations in vulnerable situations, prioritizing women, girls, and diverse youth:**

- ▶ Women, girls, boys, and youth in vulnerable situations –affected by conflict and violence–especially GBV. (CARE will include in its programming men and boys in vulnerable situations that replicate male chauvinist and patriarchal practices).

People in vulnerable situations (especially women and girls), migrants, refugees, internally displaced individuals, and people suffering the impacts of risks and disasters.

Women and youth in vulnerable situations –impacted by precarious labor policies and limited livelihood access.

Vulnerable rural and peri-urban women and youth facing the challenges and risks of climate change.

Vulnerable rural and peri-urban women and youth facing challenges in accessing food security.

Likewise, CARE Colombia will continue operating in the same geographical areas in which it has worked since 2019 and extend to other vulnerable localities in the same departments. The following figure shows–in red–the areas where CARE Colombia will expand its activities in the following years.

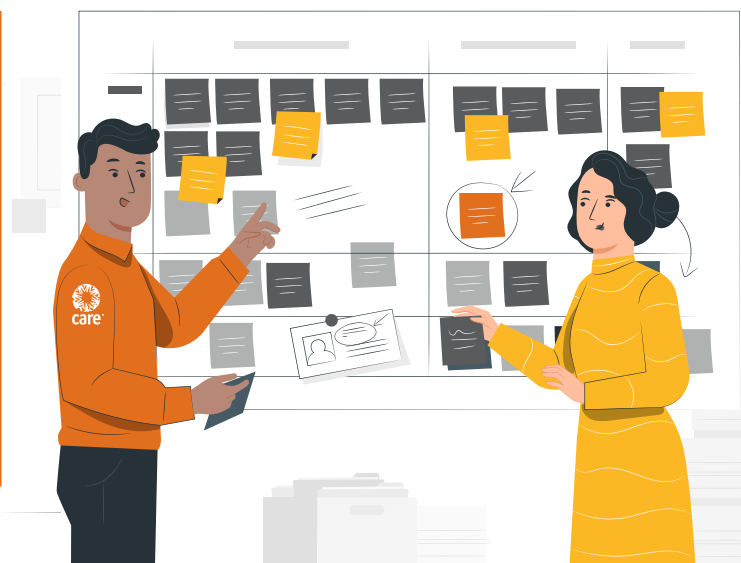
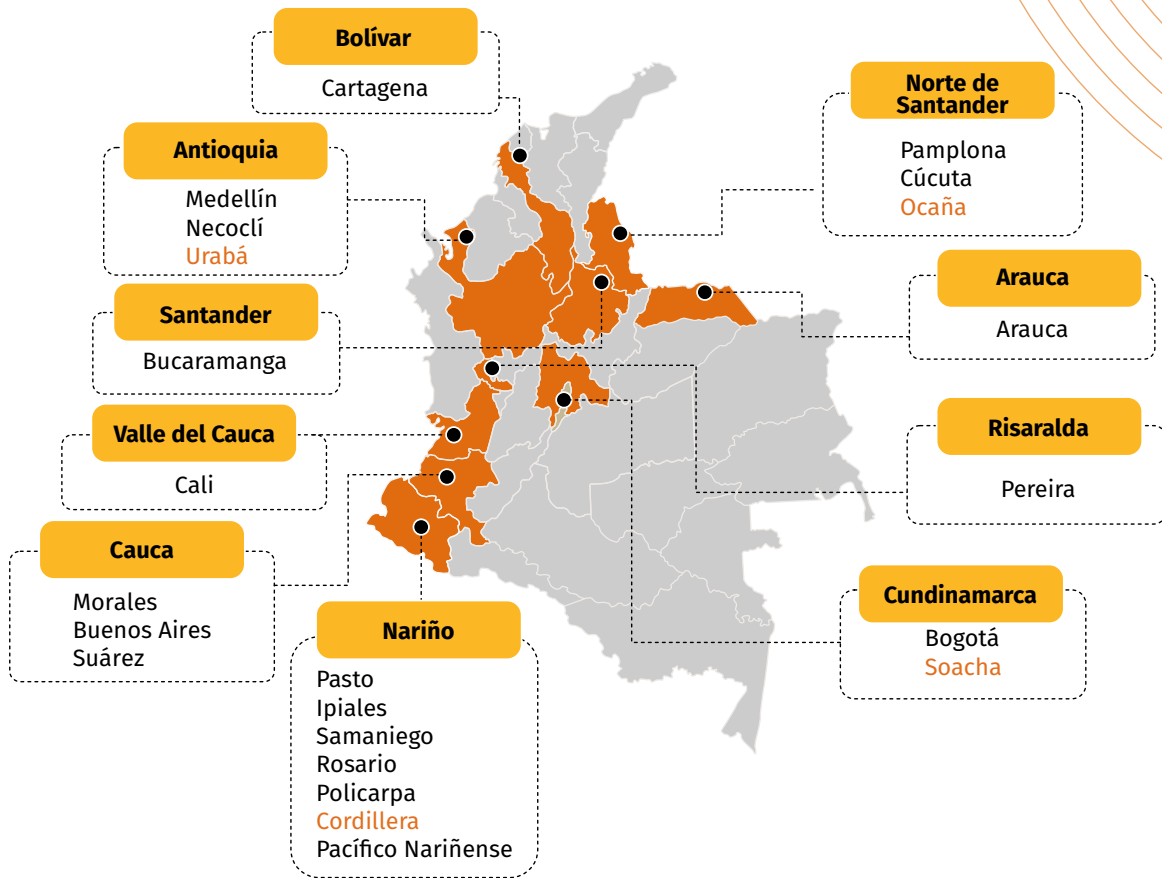


Figure 5: Geographical Locations in which CARE Colombia Will Operate in the Next Five Years



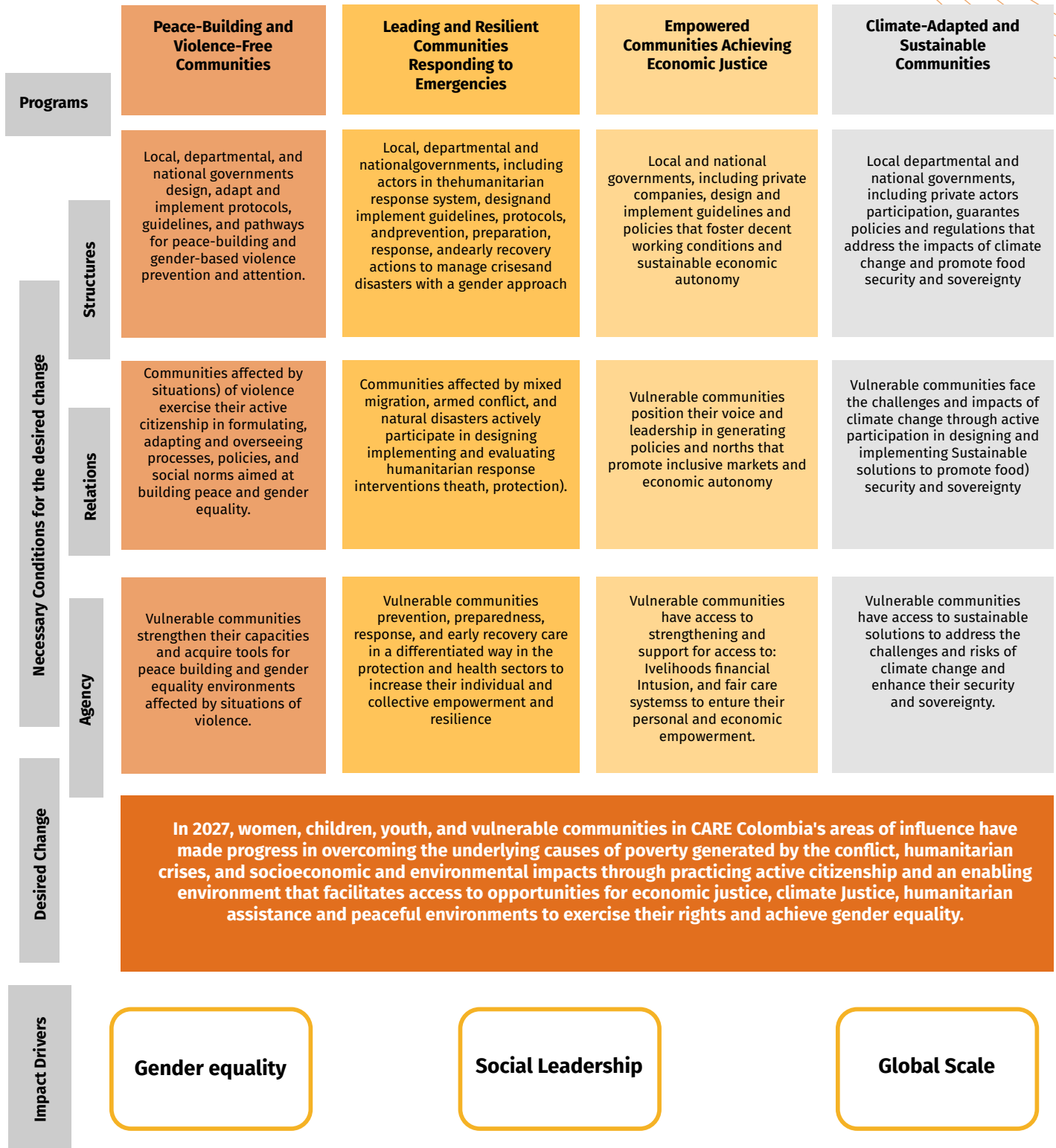
## 7. THEORY OF CHANGE BY PROGRAMS

### 7.1 CARE Colombia Programmatic Alignment

The following four programs respond to CARE Colombia's vision for the next five years (agency, relations, and structures). The following figure shows each program's theory of change (ToC).



**Figure 10: CARE Colombia’s Four Programs Theory of Change**



## 7.1 CARE Colombia Programmatic Alignment

CARE Colombia's four programs align with the 2030 Vision impact areas and the Sustainable Development Goals, as shown in the following chart:

Figure 11: CARE Colombia Programs Aligned to the 2030 Vision and the SDGs



## 8. PROGRAMMATIC AREAS CARE COLOMBIA WILL IMPLEMENT IN THE NEXT FIVE YEARS

### 8.1 Programmatic Areas

To implement CARE Colombia's ToC, we propose to work in four programmatic areas a) Peacebuilding and violence-free communities, b) Communities that are leaders and resilient to emergencies, c) Empowered communities that achieve economic justice, and d) Communities that are sustainable and adapted to climate change.

#### 8.1.1 Building Violence-Free Communities

##### a. Objective

To strengthen the capabilities of individuals affected by the internal conflict, women-led organizations and governmental institutions to promoting social commitment and peace culture building through attention, prevention, and reparation of all types of violence and change in social norms that promote development and a life free of violence.

- **b. Target Population Covered by the Program**

Women, girls, boys, and youth in vulnerable situations affected by conflict and violence, especially GBV.

Men and boys in vulnerable situations that replicate male, chauvinist, and patriarchal practices.

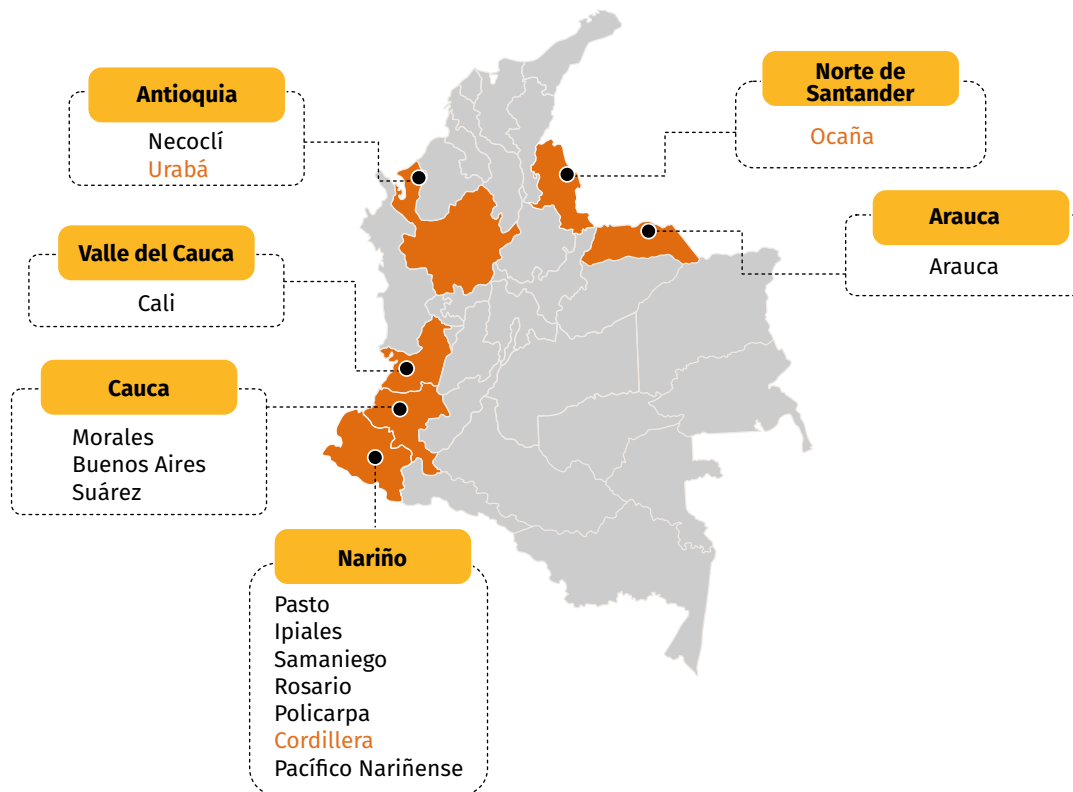
- **c. Goal**

By 2027, 20,000 people will be assisted under this program.

- **d. Program Intervention Locations**

This program will implement projects in the following departments

**Figure 6: Geographical Locations in Which the Building Violence-Free Communities Program Will Operate**



- **a. Subject Lines the Program Addresses**

The program will address the following subject lines to achieve its objective:

- ▶ Education for peace (NEET and young people in the process of reintegration after leaving armed groups)
- ▶ Prevention, care, and redress for individuals forcibly recruited
- ▶ Work on transformative masculinities to change social/cultural norms and behaviors related to patriarchy and chauvinism
- ▶ Prevention and attention to gender-based violence, including women and men, or prevention and attention with a triple nexus approach
- ▶ Strengthen the social fabric for democratization and good governance
- ▶ Advocacy processes in government decision holders for developing actions to address the internal conflict in Colombia



## 8.1.2 Leading and Resilient Communities in Emergencies

### a. Objective

To save lives, preventing and alleviating individuals suffering from humanitarian crises and disasters resulting from the effects of climate change, providing them with access to vital resources such as water, food, medical and protection services, and financial income to meet their basic humanitarian needs. Furthermore, supporting their integration into host communities from a gender equality and protection perspective.

### b. Target Population Covered by the Program

Individuals in vulnerable situations (especially women, girls, and diverse youth), migrants, refugees, internally displaced individuals, and people suffering the risks and disasters impacts.

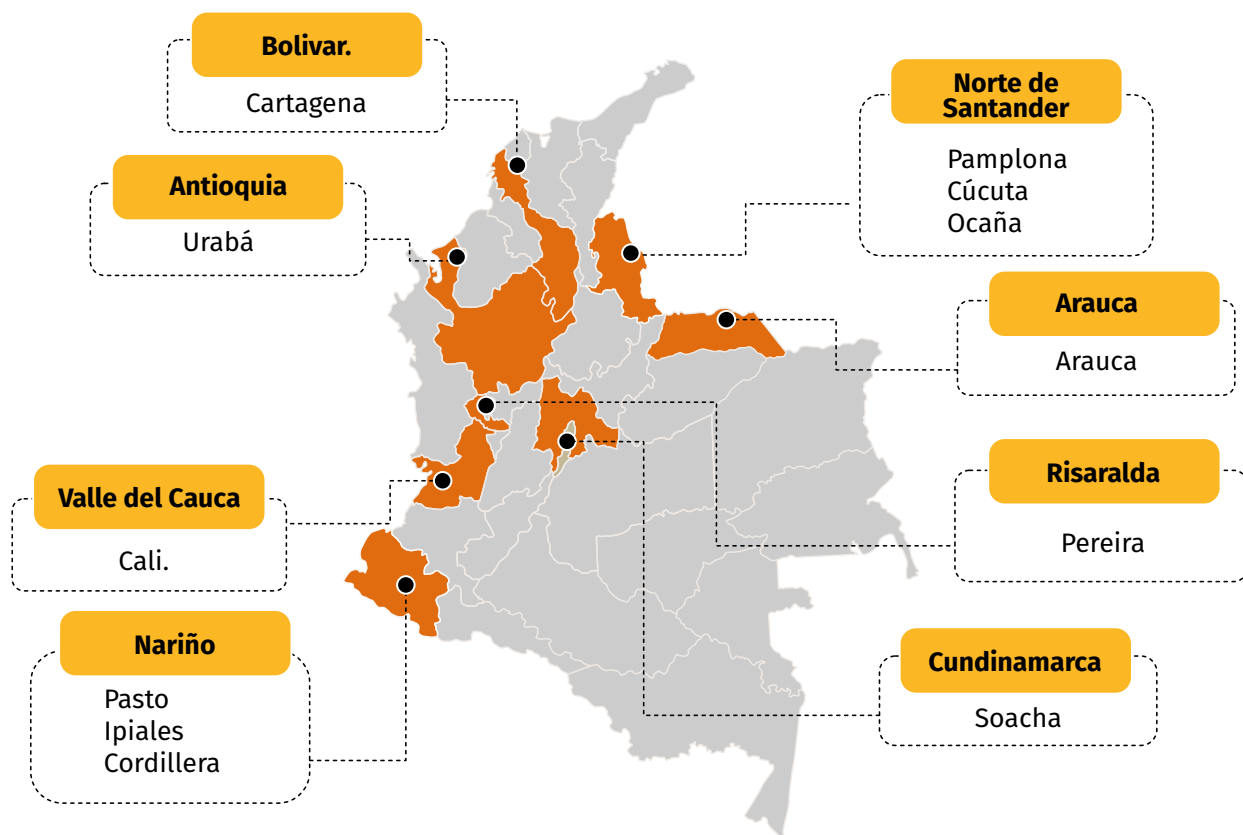
### c. Goal

By 2027, 180,000 people will be assisted under this program

### d. Program Intervention Locations

This program will implement projects in the following departments:

Figure 7: Geographical Locations in Which Leading and Resilient Communities in Emergencies Will Be Involved



### e. Humanitarian Assistance Strategy

CARE is committed to humanitarian principles, needs-based, gender-sensitive and transformative programs, and contributing humanitarian action to the Sustainable Development Goals (SDGs). CARE Colombia and its partners will respond quickly to humanitarian crises, internal conflict, and natural disasters. CARE and partners' programming will provide immediate life-saving assistance primarily related to protection, sexual and reproductive health, livelihoods, and early recovery.

In implementing this initiative, CARE Colombia will use the following approaches:

- ▶ Gender in Emergencies (GiE) approach, providing a perspective aligned with CARE's Gender Equality Framework –creating agencies, transforming structures, and changing relations.
- ▶ In addition, it will implement double and triple nexus initiatives, contributing to alleviating the immediate effects of the crisis and working on the underlying causes of poverty and inequity.
- ▶ Developing Rapid Gender Analysis to identify and implement humanitarian programming addressing the different needs, capabilities, and vulnerabilities of all gender individuals.
- ▶ Gender mainstreaming in all programs, including a commitment to prevent, mitigate and respond to gender-based violence (GBV) and protect the needs of women, girls, and gender-diverse individuals.
- ▶ Transformative gender initiatives such as Women's Leadership in Emergencies and the creation of Savings and Loan Associations (VSLAs) will continue to be implemented.
- ▶ Advocacy actions will be strengthened, contributing to transforming the humanitarian sector toward a more agile, prepared, and responsive system to gender-sensitive humanitarian crises with local and responsible leadership.

- **f. Subject/Strategic Lines the Program Addresses**

The program will address the following subject lines to achieve its objective:

- ▶ Implement the gender equality approach in emergencies, promoting the voice and leadership of women and girls through the Women's Leadership in Emergencies methodology.
- ▶ Address the protection component, focused on preventing and paying attention to gender-based violence and child protection.
- ▶ Address the health component, emphasizing sexual and reproductive health and health issues during emergencies.
- ▶ Address the WASH component, especially promoting hygiene and sanitation actions.
- ▶ Implement actions to recover livelihoods.
- ▶ Promote Integration and social cohesion actions and activities among the migrant population and host communities.
- ▶ Advocate strengthening the local organizations' agendas and human rights ombudspersons to enforce the rights of individuals affected due to crises and disasters.

### 8.1.3 Empowered Communities Reaching Economic Justice

- **a. Objective**

To strengthen the skills of the most vulnerable population to access work opportunities, productive and financial inputs to boost their economic activities, and guarantee their livelihoods by recognizing their labor rights, decent working conditions, and equitable care systems.

- **b. Target Population Covered by the Program**

Women and youth in vulnerable situations affected by precarious labor policies and limited access to livelihoods

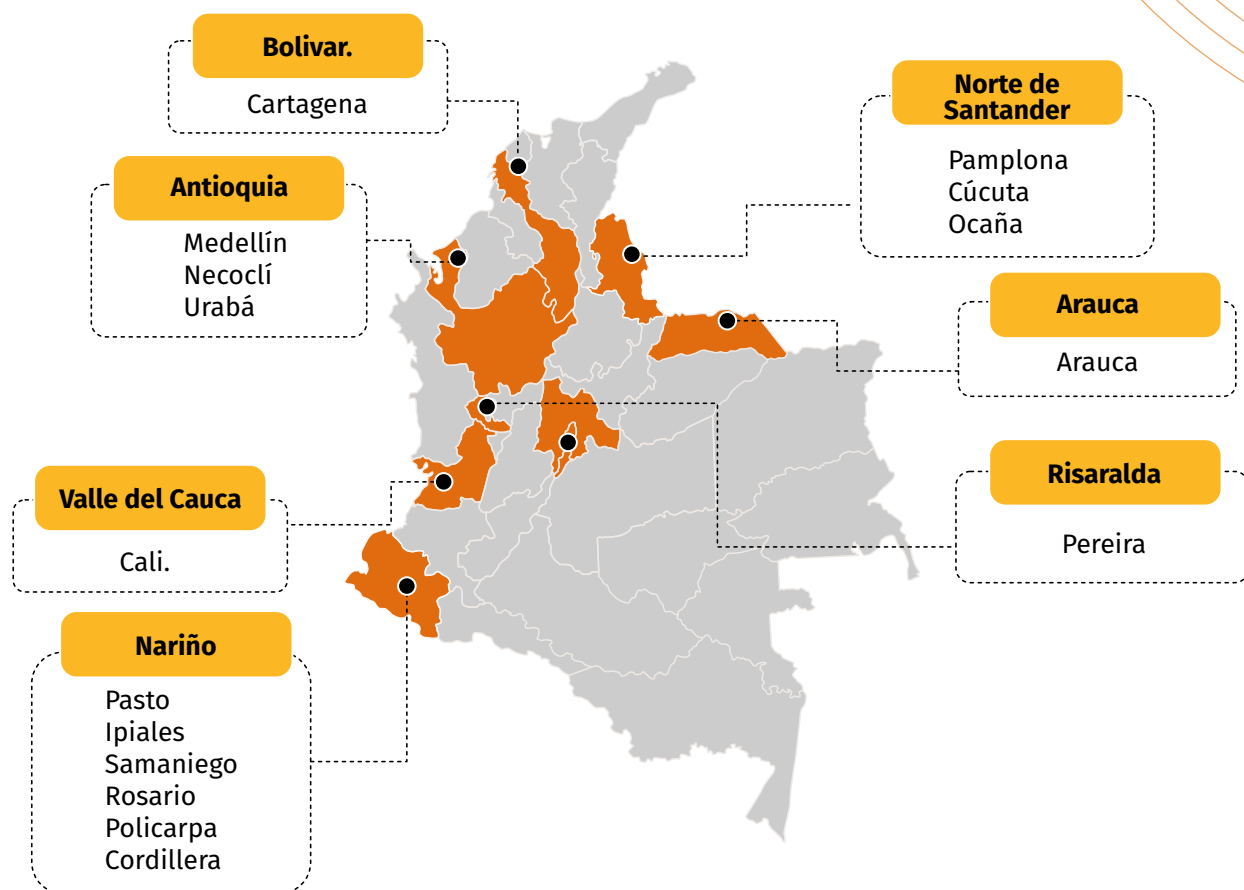
- **c. Goal**

By 2027, 6000 people will be assisted under this program

- **d. Program Intervention Locations**

This program will implement projects in the following departments:

**Figure 8: Geographical Locations Where Empowered Communities Achieving Economic Justice Will Participate in the Program**



**e. Economic Justice Strategy for Women**

CARE defines women's economic justice as fulfilling women's fundamental human rights to economic resources and the power to make decisions impacting their lives. Women's economic justice calls for equitable access to and control over economic resources –including the time and opportunity to engage in economic activities. Yet, more importantly, it calls for changes in discriminatory social norms and economic structures, laws, policies, and practices that marginalize women.

Women's economic justice theory of change proposes:

- ▶ **Agency:** Women have the choice, capacity, and security to identify, demand, and exercise their economic rights and aspirations.
- ▶ **Relations:** Women are empowered in their homes, communities, and workplaces. They can influence, negotiate, and make decisions individually or collectively with men.
- ▶ **Structures:** Power holders, whether formal or informal, work to develop economic systems that are fair and gender equitable.

CARE Colombia and its partners will implement the following actions to promote economic justice for women:

- ▶ It will continue strengthening its relationships with women's rights organizations, trade unions, and other institutions advocating for economic justice for women and learning from them. Then, align the agenda globally and regionally with these organizations' agendas through IGS projects working with Paid Domestic Workers.
- ▶ It will strengthen spaces to raise women's voices and economic decision-making that affect their lives, providing access to spaces for them to challenge and transform the unequal power relations and decision-making structures that deny women's economic rights in their homes, workplaces, markets, and other aspects of their public and private lives.
- ▶ It will expand Village Savings and Loan Association (VSLAs) initiatives as a model for increasing access to and control over resources, and a platform for women to use their collective power to define their priorities, demand their rights, and achieve their goals. In addition, adapt VSLAs in Emergencies (VSLAiE) to combine with cash assistance.

- **f. Subject/Strategic Lines the Program Addresses**

The program will address the following subject lines to achieve its objective:

- ▶ Advocacy to promote public policies and programs that strengthen paid and unpaid care systems
- ▶ Individual empowerment promotion through inclusion processes and financial education for people in a more vulnerable situation
- ▶ Individual and collective economic empowerment promotion through employability, entrepreneurship promotion, community savings and loan associations, and linking people in vulnerable situations, especially women and girls, to the financial system
- ▶ Agroecological production chains strengthening through partnership building
- ▶ Advocacy actions with central and local governments to enforce economic and labor rights

#### **8.1.4 Climate-Adapted and Sustainable Communities**

- **a. Objective**

To support communities and decision makers to address vulnerabilities and major causes related to the adverse effects of climate change, their impact on community food security, and ecosystem degradation.

- **b. Target Population Covered by the Program**

Vulnerable rural and peri-urban women and youth facing the challenges and risks of climate change

Vulnerable rural and peri-urban women and youth facing challenges in accessing food security

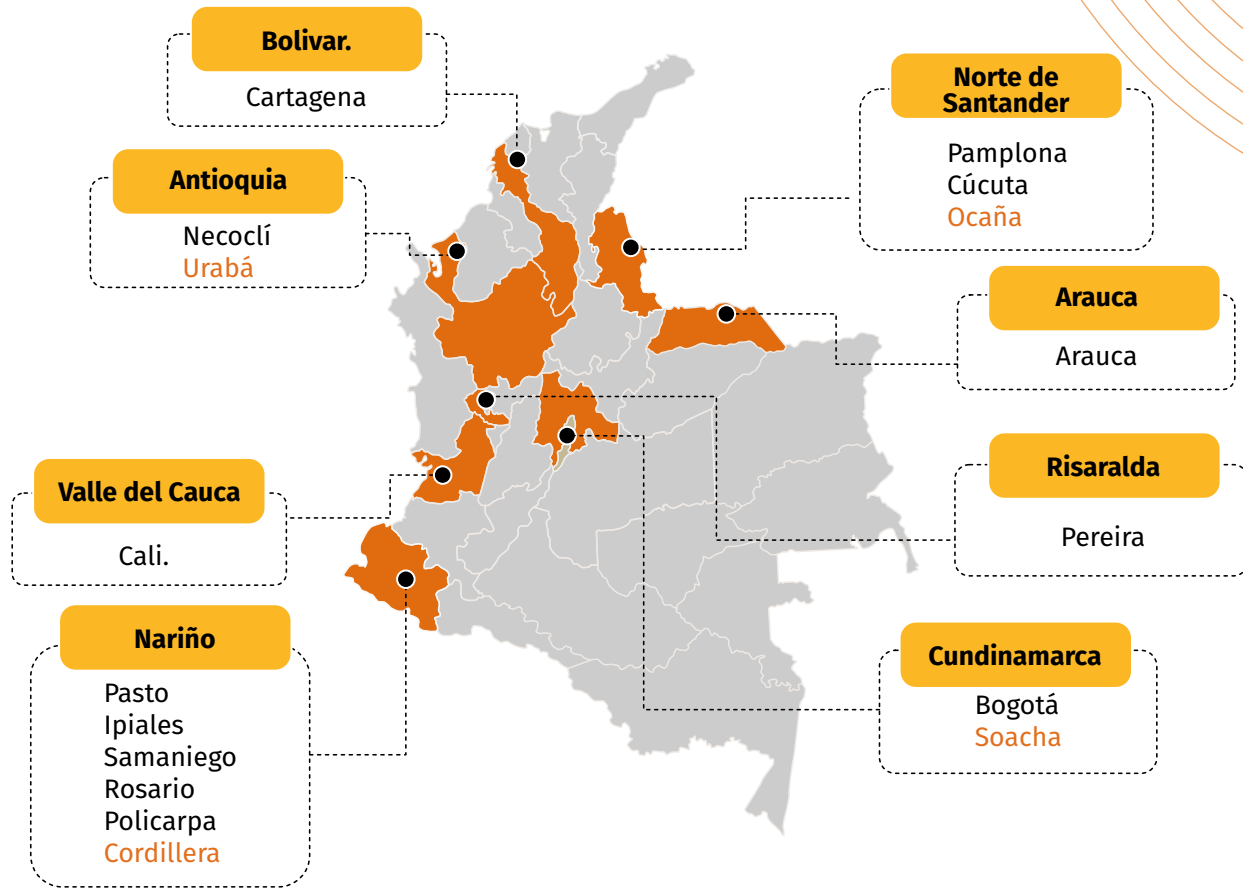
- **c. Goal**

By 2027, 12,000 people will be assisted under this program

- **d. Program Intervention Locations**

This program will implement projects in the following departments:

**Figure 9: Geographical Locations Where Sustainable Communities Adapted to Climate Change Will Participate in the Program**



• **e. Climate Justice Strategy**

For CARE, climate justice represents a future where poor and vulnerable people have achieved greater well-being and enjoy their human rights through increased equality and resilience to climate change.

We will implement this strategy in the Communities program through the following approaches:

- ▶ **Climate change adaptation and disaster risk reduction:** In this approach, communities and local partners develop and monitor their adaptation strategies. This approach fosters strategy ownership and sustainability. In addition, it improves communities' awareness and understanding of climate change so they can create flexible plans and make more contextually appropriate decisions based on the risks they face now and will face in the future. CARE has several tools that will be piloted in CARE Colombia, such as the Climate Vulnerability and Capacity Analysis (CVCA) and the Practical Guide to Participatory Scenario Planning (PSP), which have been successfully tested in LAC.
- ▶ **Sustainable agriculture:** CARE's focus on sustainability in agriculture involves promoting models and practices aiming to protect, restore, and manage natural resources. Therefore, CARE Colombia and its partners will promote agroecology or conservation agriculture projects to promote access to food, water, and nutrition rights. Agroecological approaches can dramatically increase the availability of food locally. Also, it can improve access to food for farmers, staff, and consumers by allowing more nutritious and affordable food. It will also integrate proven models such as the –She Feeds the World model.



- ▶ **Ecosystem conservation/restoration and integrated management of natural resources:** CARE Colombia will work on integrating nature-based solutions, for example, improving soil fertility to increase soil organic matter, increasing the number of multipurpose and other perennial trees in agricultural landscapes, using scarce water resources more efficiently, and providing access to quality seeds and other planting materials suitable for local contexts and resilient to climate change.

CARE will mainstream the gender approach, advocacy, working with social movements, and a closer relationship with the private sector to implement these three strategies.

- **f. Subject/Strategic Lines the Program Addresses**

The program will address the following strategic lines to achieve its objective:

- ▶ Support vulnerable communities in preserving and restoring ecosystems through capacity-building actions for the adoption of climate change mitigation and adaptation measures
- ▶ Actions promotion to access food rights, particularly for vulnerable populations
- ▶ Advocacy actions with central and local governments to enforce territorial and environmental rights

## 9. OPERATIONAL STRATEGY

### 9.1 Program Quality Framework and MEAL –CARE International Indicators

CARE Colombia's programmatic strategy contributes to CARE International's indicators to tell the 2030 organization's impact story. The indicators adopted for this strategy analyze agency, relations, and structures changes, as outlined in the three Gender Equality Framework “umbrella” indicators:

**Table 1: Gender Equality Framework “Umbrella” Indicators**

#### FRAMEWORK INDICATORS

##### AGENCY

# and % of women and girls and other marginalized groups who have increased their agency/ability to act in ways that contribute to gender equality

##### RELATIONS

# and % of individuals of all genders experiencing more equitable gender and empowerment relations (formal and informal)

##### STRUCTURE

# of examples of transformed structures (formal and/or informal) to achieve more gender equality (and, where possible, # and % of individuals of all genders experiencing actual or potential impact from those transformed structures)

On a program basis, each program contributes to the gender equality indicators, impact areas, and impact pathways at scale outlined in the table below:

**Table 2: International CARE Indicators per CARE Colombia Programs**

Programs	Gender Equality	Impact Areas			Scale Impact Pathways
		Humanitarian Action	Climate Justice	Economic Justice for Women	
<b>Building Violence-Free Communities</b>	<p><b>4.</b> # and % of women and girls accessing gender-based violence response services.</p> <p><b>9.</b> % of individuals who report that they can work collectively with others in the community to achieve a common goal.</p>	N/A	N/A	N/A	<p><b>13.</b> % of individuals assisted through/by CARE reporting gender-equitable attitudes toward social norms (GEM scale).</p>
<b>Leading and Resilient Communities in Emergencies</b>	<p><b>4.</b> # and % of women and girls accessing gender-based violence response services.</p> <p><b>8.</b> % of individuals who report high self-efficacy.</p>	<p><b>20.</b> # and % of individuals (as % of people in need, where applicable) who received (directly or indirectly) humanitarian support and/or protection services provided by CARE and its partners, based on quality and life-saving global assistance standards.</p>	N/A	N/A	<p><b>INCLUSIVE MARKET APPROACHES</b>  <b>11.</b> # and % of individuals supported through/by CARE who obtained assistance in the form of cash/vouchers, which is gender sensitive.</p> <p><b>SOCIAL MOVEMENTS/SYSTEMS STRENGTHENING AND SOCIAL RESPONSIBILITY</b>  <b>[14 HUM]</b> # of women (through women-led organizations or women's rights organizations) represented and actively involved in humanitarian decision-making, leadership, and coordination.</p>
<b>Empowered Communities Reaching Economic Justice</b>	<p><b>1.</b> % of the women and girls who report having confidence in their negotiation and communication skills.</p> <p><b>9.</b> % of individuals who report that they can work collectively with others in the community to achieve a common goal.</p>	N/A	N/A	<p><b>30.</b> # and % of women who have increased their capacity to participate equitably in economic activities (AGENCY).</p>	<p><b>INCLUSIVE MARKET APPROACHES</b>  <b>12.</b> # and % of women who are active users of financial services (broken down by informal and formal services).</p> <p><b>SOCIAL MOVEMENTS/SYSTEMS STRENGTHENING AND SOCIAL RESPONSIBILITY</b>  <b>[14 WE]</b> # and % of women who have actively participated in economic decision-making in (a) the household and/or (b) their workplace/community (RELATIONS).</p>
<b>Climate-Adapted and Sustainable Communities</b>	<p><b>8.</b> % of individuals who report high self-efficacy.</p> <p><b>9.</b> % of individuals who report that they can work collectively with others in the community to achieve a common goal.</p>	N/A	<p><b>28.</b> # and % of individuals from all genders who have used their increased capacities to become resilient and adapt to the effects of climate change. [Related to SDG indicator 13.1].</p>	N/A	<p><b>POLITICAL ADVOCACY AND INFLUENCE</b>  <b>STRUCTURAL CHANGE: FORMAL [17 C]</b> # of new, modified, and better implemented climate-relevant and ambitious policies, laws, multilateral agreements, programs, and/or budgets that increase all genders individuals' capacity to adapt to the effects of climate change, promote climate resilience and/or low greenhouse gas emission development.</p>

## 9.2 Impact Drivers

CARE Colombia will focus on three impact drivers for the next four years –gender equality, local leadership, and global scale. These impact drivers are at the core of accelerating our work and transformation to achieve our impact objectives.

### 9.2.1 Gender Equality

According to the World Economic Forum's Global Gender Gap Report, countries where women have fewer freedoms, including economic rights, are also the poorest and most conflictive in the world (WEF, 2018). Gender inequality manifests in discrimination based on sex, gender identities, and other factors resulting in people's exclusion and increased vulnerability. Therefore, CARE Colombia will work to include the gender approach in all its actions, including:

- a. Gender mainstreaming in all projects and initiatives with 60% responsive/transformativa programming in the PIIRS report for each fiscal year.
- b. Actions to prevent and respond to gender-based violence through methodologies that have been successfully tested as care through cash transfers to survivors of gender-based violence
- c. Increase women and girls' voices and leadership in reducing gender gaps by influencing public policies and citizen oversight through proven methodologies and models such as Women's Leadership in Emergencies and She Feeds the World
- d. Promote closer partnerships and relationships with women's movements and women-led organizations to support their political and social agendas
- e. Work on transformative masculinities as an effective strategy to engage men and boys in the fight for gender equality and to change imaginaries, norms, and practices that perpetuate patriarchy and chauvinism.
- f. Provide evidence-based information on gender-differentiated impacts by applying the Rapid Gender Analysis methodology

### 9.2.2 Local Leadership

It is crucial for CARE that its role in a given country is in line with the needs of the context; therefore, CARE will continue to intervene directly in contexts where there is weak governance without an active civil society. However, where civil society is active, CARE's role has to shift to providing advice to governments and strengthening civil society to influence change.

CARE Colombia is committed to amplifying participants' voices because the best results and impacts come from local leadership that networks and amplifies on national and global stages. Thus, we propose the following actions:

- a. Amplify women and girls' voices and leadership in reducing gender gaps by influencing public policies and citizen oversight using and implementing proven methodologies and models such as Women's Leadership in Emergencies and She Feeds the World
- b. Promote actions of association and closer relationship with women's movements and women-led organizations to accompany their political and social agendas
- c. Channel resources through local partners who have increased their programmatic and administrative capacities with CARE Colombia's support

### 9.2.3 Impact Scalability

CARE believes that the world is no longer on track to achieve Sustainable Development Goals. The combined challenges of poverty, climate change, and conflict increase the needs with an insufficient response from States. Therefore, the world demands better and new solutions; thus, CARE will use its contacts and resources network while motivating other actors, such as civil society and the private sector, to look for proven models and then adopt and widely disseminate them. CARE Colombia will support this approach through the actions identified in the scaling-up pathways.

## 9.3 Scaling up Pathways

CARE International's 2030 Agenda seeks to generate an impact at scale, establishing six pathways to achieve this scaling up. These pathways are complementary. CARE Colombia aligns with the 6 pathways as follows:

**Table 3 Scale Up Pathways CARE Colombia Will Implement for the 2023- 2027 FY**

Pathways	Proven Models Upgrading and Adaptation	Advocacy to Influence Policies and Programs	Promoting Social Norms Change
Concept	<ul style="list-style-type: none"> <li>• Implement innovative approaches and support proven models to scale them.</li> </ul>	<ul style="list-style-type: none"> <li>• Work with alliances and partners to influence changes in project policies, programs and budgets, and other power holders.</li> </ul>	<ul style="list-style-type: none"> <li>• Address discriminatory and harmful social norms in the economic, social, and political spheres through community dialogue and other norm change interventions, including media campaigns.</li> </ul>
CARE Colombia Strategies	<ul style="list-style-type: none"> <li>• Implementation of successfully proven models such as: Gender in Emergencies, Women's Leadership in Emergencies, She Feeds the World</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence-based information generation to promote change, for example, through developing Rapid Gender Analyses</li> </ul> <p>Participation in spaces with decision-makers nationally and locally to promote advocacy</p> <p>Partnering with peer organizations to promote actions, driving national and local policies changes</p>	<ul style="list-style-type: none"> <li>• Promote CARE's theory of change application to work with impact populations, decision-makers, and civil society to promote change in relationships</li> <li>• Create spaces to amplify women, girls, and gender-diverse individuals' voices to hear and validate their voices regarding the changes required to shape inclusive social norms</li> <li>• Conduct educational communication campaigns for behavioral change in development and humanitarian projects</li> </ul>

Pathways	Systems Strengthening and Social Responsibility	Supporting Social Movements	Inclusive Market-Based Approaches
Concept	<ul style="list-style-type: none"> <li>• Patriarchal and exclusionary culture transformation of institutions and supporting them to increase their capacity to provide inclusive, effective, and accountable services</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen social movements and other organizations representing excluded groups, particularly those working for gender equality, to contribute to change through their collective action</li> </ul>	<ul style="list-style-type: none"> <li>• Mobilize the power of markets to contribute to large-scale change in economically and environmentally sustainable ways, respect labor rights, and include the poor and marginalized</li> </ul>
CARE Colombia Strategies	<ul style="list-style-type: none"> <li>• Strengthening decision-makers capacities in law and gender approaches</li> <li>• Accompanying State institutions –rights defenders, for mainstreaming a gender perspective in their interventions</li> </ul>	<ul style="list-style-type: none"> <li>• Accompanying the agendas of women's movements to promote actions that contribute to gender equality</li> <li>• Strengthening organizational processes and advocacy plans for organized women</li> </ul>	<ul style="list-style-type: none"> <li>• Promote CARE's theory of change application to work with impact populations, decision-makers, and civil society to promote change in relationships</li> <li>• Create spaces to amplify women, girls, and gender-diverse individuals' voices to hear and validate their voices regarding the changes required to shape inclusive social norms</li> <li>• Conduct educational communication campaigns for behavioral change in development and humanitarian projects</li> </ul>

## 9.4 Programmatic Quality Drivers

Programmatic quality for CARE is about how CARE's technical teams and partners work to meet the expectations of program participants, partners, donors, and other stakeholders while living up to the organization's principles, standards, and commitments. Since CARE Colombia began operating in the country, it has gradually integrated the ten programmatic quality drivers, some of which have been much more widely implemented than others. This strategy proposes integrating these drivers by the 2025 fiscal year.





**Table 4 Programmatic Quality Drivers CARE Colombia Will Integrate Into its Programming**

Drivers CARE Colombia Has Implemented up to FY22	Drivers CARE Colombia Will Implement Starting FY23–FY25
<p><b>Gender equality and inclusion:</b> We ensure our programs tackle the different needs of people from all genders and contribute to gender equality for all, promoting change in all three dimensions –agency, structure, and relations.</p>	<p><b>Accountability:</b> We proactively seek feedback from the people we serve and our partners, adjusting our programs and how we work in line with our Core Humanitarian Standard commitments.</p>
<p><b>Do no harm:</b> We regularly monitor, analyze and respond to the vulnerabilities, capacities, and needs of people from all genders and mitigate any harm arising from our work, including risks such as harassment, sexual exploitation, and abuse, child abuse, gender-based violence –reinforcing harmful stereotypes for specific groups (LGBTIQ+, individuals with disabilities, etc.), conflict, human rights violations, and/or mismanagement or misuse of sensitive data.</p>	<p><b>Climate and environmental responsibility:</b> We seek to increase individuals' resilience, particularly women and girls, by helping them reduce and adapt to the risks they face, including climate change. We will reduce greenhouse gas emissions or other negative environmental impacts from our programs and offices.</p>
<p><b>Partnership:</b> We develop meaningful relationships with social movements and other civil society organizations (particularly women's rights or women-led organizations), government actors, and the private sector based on mutual trust, equality, and learning.</p>	<p><b>Sustainable impact at scale:</b> We design and implement our programs, contributing to sustainable change and impact at scale, including the sustainable scaling up of innovative, evidence-based initiatives and solutions toward gender equality –including digital technologies use. We contribute through government, private sector and free replication, political advocacy, supporting social movements, systems strengthening and social accountability, addressing social norms, and inclusive market-based approaches.</p>
<p><b>Relevance and consistency:</b> We ensure that our projects and programs support locally led and participatory approaches. We also ensure they consider and contribute to the demands and rights of our impact populations and national, regional, or global priorities and plans relevant to the local context.</p>	<p><b>Effectiveness:</b> We ensure that our programs generate reliable and helpful evidence on their contributions to the SDGs and other national and global priorities. In addition, we also ensure they meet the needs and aspirations of local communities and our impact populations. Finally, we use evidence and learning from local communities, our partners, and CARE's global experience to design new programs that have a more significant impact.</p>
<p><b>Adaptation and learning:</b> Our programs are designed for evidence-based lifelong learning and adaptation to respond to changing contexts and adapt to the needs of our impact populations and the priorities of the partners we work with.</p>	<p><b>Eficacia:</b> Aseguramos que nuestros programas estén encaminados a generar evidencia sólida y útil de sus contribuciones a los ODS y otras prioridades nacionales y globales, así como de satisfacer las necesidades y aspiraciones de las comunidades locales y de nuestras poblaciones de impacto. Utilizamos la evidencia y el aprendizaje de las comunidades locales y la experiencia de nuestros socios y de CARE a nivel global para el diseño de nuevos programas que permitan un mayor impacto.</p>
<p><b>Efficiency:</b> We ensure that our programs are more cost effective and are delivered on time, within committed budgets and targets, and meet donor requirements and the needs of other local stakeholders, so that they adapt to changes in the local context. We hold zero tolerance for fraud and corruption in our programs and offices.</p>	

We will measure the quality drivers detailed above through the following indicators:

**Table 5 Metrics to Evaluate Programmatic Quality Driver Integration.**

Driver	Goals for FY25
Gender equality and inclusion	Gender marker score (80% of development projects will be rated as transformative, and 100% of humanitarian assistance projects will be gender sensitive).
Accountability	Feedback and accountability mechanisms (FAM) in place (developed with at least partial participation of the impact population and able to report on 70% of women and girls' feedback).
Do no harm	Safeguard is included in project activities, budget, and MEAL (at least 50%)
Partnership	At least 70% of projects have activities implemented through partners.
Relevance and consistency	All projects respond to a 2030 vision impact area.
Climate and environmental responsibility	Resilience marker score (all projects include at least a good resilience integration score).
Sustainable impact at scale	All projects include a strategy or pathway to scale.
Adaptation and learning	Eighty percent of the projects include adaptive management actions.
Efficacy	Generating impact evidence (80% of the projects include a minimum of 1 CARE International indicator).
Efficiency	The budget utilization rate is over 80%.

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