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## EL SALVADOR DEVELOPMENT PROJECT NUMBER 200932

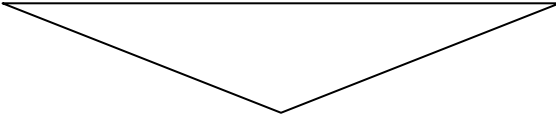
<b>Title: Cooperativism, Resilience and Markets: Promoting access to markets for resilient smallholder farmers</b>	
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Number of beneficiaries	7,000
Duration of project	01 February 2016 – 31 January 2018
Gender Marker Code	2A
WFP food tonnage	n.a.

Cost (United States dollars)	
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Food and Related Costs	n.a.
Cash and Vouchers and Related Costs	US\$ 469,520
Capacity Development & Augmentation	US\$ 1,958,325
DSC	US\$ 347,162
ISC	US\$ 194,250
<b>Total cost to WFP</b>	<b>US\$ 2,969,258</b>

<b>EXECUTIVE SUMMARY</b>
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El Salvador is one of the countries most affected by climate change. It ranks 14<sup>th</sup> in the 2016 Global Climate Risk Index and 10<sup>th</sup> in the 2015 World Risk Report. The country has been hit by four subsequent droughts over the last four years. While the Government addresses the resulting food and nutrition insecurity with humanitarian funds and WFP support, these short term interventions cannot adequately tackle the structural problems that result in the population's high vulnerability.

This DEV responds to the Government request to work with the communities on the structural causes of their vulnerability to climate change and to support the adjustment of rural livelihoods to enhance the resilience of the population. Guided by the corporate Resilience Policy, this DEV will function as a two-year bridge enabling WFP to implement resilience-building activities until the approval of the Country Strategic Plan, which will include resilience as one of its pillars.

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The DEV addresses Strategic Objective 3 of WFP's Strategic Plan 2014-2017 and is aligned to Sustainable Development Goals (SDG) 2 while also contributing to SDGs 1, 12 and 13. It supports communities in the eastern departments of the country, where severe droughts have led to high levels of food insecurity.

Through this DEV, WFP will introduce climate change adaptation practices, such as increased rainwater capture, use of efficient small-scale irrigation technology, soil conservation and the diversification of production systems. This will reduce smallholder producers' dependence on the increasingly erratic rainfall and allow them a stable income even in times of moderate drought.

WFP will coordinate its activities with the central government, local authorities and civil society and align them with ongoing programmes. WFP will partner with the Food and Agriculture Organization of the United Nations (FAO) and the Inter-American Institute for Cooperation on Agriculture (IICA) to implement activities with a focus on agricultural production, including training for women who participate in farmer field schools of the government's *Ciudad Mujer* programme.

The global "Food for Assets Impact Evaluation" and the "Decentralized Operational Review on El Salvador Cash Based Transfers" informed the design of the DEV. WFP also builds on the experience and lessons learnt from the implementation of purchase-for-progress (P4P) activities and the subsequent trust fund 200815 (ProFarmers) to develop community stores for the marketing of smallholders' produce.

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## SITUATION ANALYSIS

1. El Salvador is the most densely-populated country of the Americas with a population of 6.4 million. While its Human Development Index of 0.666<sup>1</sup> indicates medium development, 37.2 percent of the total population lives in poverty and 9.3 percent in extreme poverty<sup>2</sup>. In rural areas, this prevalence increases to 43.7 and 13.2 percent, respectively. Malnutrition is a major problem: 19 percent of children aged 3 to 59 months are stunted.<sup>3</sup> In 36 out of 262 municipalities, over 29 percent of children under 5 suffer from chronic undernutrition.<sup>4</sup> While at national level the prevalence of chronic undernutrition has declined to 14 percent, acute malnutrition has increased to 2.1 percent.<sup>5</sup> The prevalence of anaemia among infants of both sexes in the group of the 12 to 17 months old is 42 percent.
2. Over the past decade, low economic growth and high levels of violence created a vicious cycle. The level of gang violence peaked in 2015, making El Salvador one of the most murderous countries in the world. With violence expanding to drought-affected rural communities, vulnerable populations often resort to migration as a coping strategy. A recent WFP study has shown that in nine percent of households at least one family member migrated during the last six months. The propensity to migrate is twice as high for households experiencing severe food insecurity. Migration flows target the major cities and often the United States.
3. The agricultural sector represents 12 percent of GDP and gives employment to nearly 20 percent of the population. The country increasingly depends on imports for staple grains (maize, beans and rice), and also for fruits and vegetables. The agricultural census of

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<sup>1</sup> UNDP Human Development Report, 2015.

<sup>2</sup> Multiple Purpose Household Survey, EHPM 2014.

<sup>3</sup> National Family Health Survey, 2008.

<sup>4</sup> WFP/USAID, *El Salvador Hunger Map*, 2011.

<sup>5</sup> National Health Survey, 2014.

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2007/08 registered 390,000 agricultural producers, of which 82 percent were classified as smallholder farmers. These farmers rely almost exclusively on rain-fed agriculture, which renders them extremely vulnerable to climate change related events. Less than three percent of agricultural land gets irrigated.<sup>6</sup> While agriculture represents one of the main sources of livelihood of the population<sup>7</sup>, cash crops occupy the most fertile grounds and are largely produced for export.

4. The average price of the nine most common food items in the 2014 rural food basket was USD 131. In the first eleven months of 2015, the average price increased to USD146. This represents an 11 percent increase, mostly driven by the high prices of beans, meat, sugar and flour<sup>8</sup>.
5. El Salvador is also highly vulnerable to natural disasters. It is ranked 10<sup>th</sup> in the 2015 World Risk Report and 14<sup>th</sup> in the 2016 Global Climate Risk Index. The effects of climate change are felt all over the country: according to the Ministry of Environment and Natural Resources, only one extreme event per decade occurred in the 1960s and 70s, but eight such events per decade in the 2000s. In 2011, the Tropical Depression 12-E affected almost 317,000 households.
6. Since then, four consecutive droughts have hit the country. An assessment on the effects of the 2014 drought, conducted by WFP in collaboration with the El Salvador National Council on Food and Nutrition Security (CONASAN) in November 2014, revealed that 65 percent of the staple grain producers in the affected areas suffered crop losses with more than 17,000 staple grain producing households becoming moderately or severely food insecure<sup>9</sup>.
7. The 2015 drought has proven even worse: in the initial phase of the rainy season (from June through August), the country experienced three periods of severe drought of up to 24 consecutive days without rain. Strongest hit was the eastern part of the country, which forms part of Central America's Dry Corridor. In 2015, 66 percent of subsistence farmers in the affected areas reported a total harvest failure<sup>10</sup>. Cash crops that are important income sources for landless labourers, were substantially affected as well. The 2016 coffee harvest is expected to be the lowest ever and the sugar cane harvest is expected to be 20 percent lower than last year. Cattle herders struggle with the lack of pasture and water which has resulted in increased costs of keeping their cattle alive. An initial EFSA conducted in June 2015 concluded that the drought affected 825,000 people and rendered 192,000 food insecure<sup>11</sup>. Food insecurity is expected to increase further.
8. While agriculture represents an important source of livelihood for both men and women, only 11 percent of producers are women. These rural women face fundamental challenges ranging from lack of formal education (60 percent of the illiterate population 34 years of age or older in rural areas are women<sup>12</sup>) to lack of awareness of personal rights and of empowerment. This often leads to the generation of high levels of gender inequality. On the 2014 Gender Inequality Index, El Salvador ranks 91<sup>st</sup> of 155 countries<sup>13</sup>. In addition, although at the national level poverty rates are higher for men compared to women (37.3 percent and 37.1 percent, respectively), in rural El Salvador poverty rates are higher for

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<sup>6</sup> *Bulletin of the National Information and Management System for Irrigation, Ministry of Agriculture and Livestock*, 2014.

<sup>7</sup> WFP, *Livelihood zones of El Salvador*, 2010.

<sup>8</sup> General Directorate of Statistics and Census, 2015.

<sup>9</sup> WFP/CONASAN, *Drought Impact Food Security Assessment*, 2014

<sup>10</sup> MAG, *Drought related crop damage and loss assessment for basic grains*, 2015.

<sup>11</sup> WFP, *Initial analysis of the impact of the drought on food security in Guatemala, El Salvador and Honduras*, 2015.

<sup>12</sup> EHPM(2014)

<sup>13</sup> UNDP Human Development Report (2015).

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women (43.9 percent compared to 43.4 percent for men) Female participation in the labour market is 47.8 percent compared to 79.0 for men. Only 27.4 percent of parliamentary seats are held by women, and merely 36.8 percent of adult women have reached at least a secondary level of education compared to 43.6 percent among men. For every 100,000 live births, 69 women die of pregnancy related complications, while the adolescent birth rate is 76 births per 1,000. According to Al Jazeera, El Salvador is "one of the most dangerous countries in the world" for women because of the "[e]ndemic levels of sexual abuse and gender based violence"<sup>14</sup>.

9. In 2012, the Government Secretariat of Social Inclusion (SIS) launched an inter-institutional programme named *Ciudad Mujer* aimed at creating multipurpose centers where women benefit from specialized services to ensure their fundamental rights. In the six *Ciudad Mujer* centers currently operating in El Salvador, women can participate in trainings concerning sexual and reproductive health, prevention of sexual violence and care for its victims, economic empowerment and promotion of rights.

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## PAST COOPERATION AND LESSONS LEARNED

10. The country strategy of WFP El Salvador for 2012-2016 has three pillars: social protection and nutrition; disaster risk mitigation; and smallholder agriculture and market development. As there is currently no country programme, WFP implements all activities through trust funds and the regional protracted relief and recovery operation (PRRO) 200490. These include the *Progresando* and *Nutrimos* trust funds in the area of social protection, the regional PRRO in the area of disaster risk mitigation, the P4P pilot initiative and the subsequent ProFarmers project to support smallholder farmers and market development.
11. The P4P initiative aimed at improving the livelihoods of smallholder farmers of staple grain. Its experiences were consolidated and institutionalized in the ProFarmers project, launched in cooperation with the Ministry of Agriculture and Livestock (MAG). It links farmers to formal markets and supports them in efforts to capture a larger share of the added value by selling packaged, processed and branded food. WFP is also developing the capacity of technical units of the MAG to integrate this approach into national institutions. Building on the successes of P4P in reducing gender gaps, both ProFarmers and this DEV have been designed to contribute in reducing gender inequalities and empower women, notably through capacity development activities.
12. WFP is currently providing food assistance to the most vulnerable groups, such as disaster-affected populations, subsistence farmers pregnant and lactating women, and children under two years of age.
13. In 2014, the CO shifted from distributing food to cash-based transfers (CBT) using value vouchers. This modality was piloted in July 2014 under the regional PRRO prior to its roll-out by the *Progresando* and *Nutrimos* trust funds.
14. Both the "Decentralized operational review of the El Salvador CBT" conducted in September 2015 and the PRRO evaluation have shown that beneficiaries use the vouchers to purchase eggs, dairy products, meat, vegetables and staple grains. CO monitoring data confirmed that the use of vouchers significantly contributed to beneficiaries' dietary diversity.

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<sup>14</sup> Al Jazeera 7 June 2013.

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15. Given the high levels of gang violence and extortion, protection considerations and do-no-harm principles informed the design of programmes relying on CBT. As indicated in the “Decentralized operational review of the El Salvador CBT”, the use of vouchers instead of in-kind transfers provides beneficiaries with a higher degree of physical protection. As in-kind distributions usually occur in municipal facilities or central parks, whenever gang members are present, police intervention is required to protect beneficiaries. Vouchers, however, attract less attention since they can be redeemed in supermarkets or smaller shops. WFP had previously considered the option of providing cash to beneficiaries, but did not opt for this modality in view of high levels of extortion in El Salvador that demand enhanced beneficiary protection. Importantly, no cases of gender based violence related to the use of the voucher have been reported thus far. Three key elements contribute to ensuring that vouchers do not trigger increases in intra-household violence. Information, education and traditional customs. WFP, either directly or through cooperating partners, begins all voucher distribution operations by informing beneficiaries of the use they can make of the voucher (i.e. tied to food items, cannot be used to purchase cigarettes or alcohol). In terms of education, trainings are provided to beneficiary on how best to use the value of the voucher to diversify their diet and obtain the most nutritious food items. Finally, traditionally in El Salvador, the woman purchases food items and makes decisions over the household's diet. Therefore, by using a voucher which is tied to food purchases, as opposed to cash, women are protected from possible threats or acts of violence by men for the possession/use of the CBT.
  16. The 2014 standard project report of the PRRO 200490 and the PRRO evaluation highlighted that current FFA interventions last not long enough to generate measurable sustainable change within communities. Therefore, this DEV seeks to complement emergency preparedness, response and recovery activities of the PRRO with activities aimed at strengthening the long-term resilience of communities and reducing thereby the extent of future need for food assistance.
  17. Following the FFA impact evaluation results<sup>15</sup>, WFP also intends to address key factors of the medium and long-term success of FFA activities, such as asset functionality, clear definition of the asset maintenance plans and responsibilities of community members. WFP will implement its interventions in concentrated action areas in order to avoid geographical scattering of activities and to encourage replication by neighbouring communities.
  18. The intervention is based on WFP's three-pronged approach of Integrated Context Analysis, Seasonal Livelihood Programming and Community Based Participatory Planning. This methodology places communities, people and partners at the centre of planning, using converging analyses, consultations, and consensus building on multisectoral actions at three different levels.
  19. Past experiences informed WFP's current partnership strategy in the country. Activities will rely on comprehensive partnerships both at institutional/political level (central and local authorities) and at technical and operational levels (NGOs, UN agencies, other international organizations). This will enhance project efficiency and effectiveness, allow for complementary activities, enhance credibility and contribute to institutional strengthening and sustainability.

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<sup>15</sup> WFP, *Impact Evaluation Synthesis, Synthesis Report of the Evaluation Series on the Impact of Food for Assets (2002 – 2011) and lessons for building livelihoods resilience*, 2014.

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## STRATEGIC FOCUS OF THE DEVELOPMENT PROJECT

20. The project addresses Strategic Objective 3 of WFP's Strategic Plan 2014-2017: "Reduce risk and enable people, communities and countries to meet their own food and nutrition needs".
21. The project advances outcome 2 "Decent work and sustainable livelihoods for the population contribute to productive and inclusive growth" and outcome 4 "The population is resilient to disasters, environmental degradation and the adverse effects of climate change" of the recently presented United Nations Development Assistance Framework (UNDAF) for El Salvador 2016–2020.
22. The project is aligned with the Zero Hunger Challenge launched by the UNSG in 2012 and to SDG 2 ("End hunger, achieve food security and improved nutrition and promote sustainable agriculture"). While primarily focused on SDG 2, contributions will clearly also be made to SDG 1, SDG 12 and SDG 13.
23. In this framework, the project is intended to contribute to the Government's five-year development plan for 2014-2019, the strategic plan 2014-2019 of the Ministry of Agriculture and Livestock, as well as the National Climate Change Strategy (2013) of the Ministry of Environment and Natural Resources' (MARN). The DEV will also provide a programmatic vehicle to engage with WFP's regional programme "Building Resilient Communities and Municipalities in the Dry Corridor of Central America" and the regional resilience alliance for the Dry Corridor of Central America.
24. In line with priorities 2 and 3 of the country strategy, the general objective of the project is to contribute to sustainable food and nutrition security of vulnerable smallholder farmers in selected municipalities of the departments of Morazán, Usulután, La Paz, San Miguel and San Vicente. That includes women who participate in the "economic autonomy" module of the Government programme to support and empower women (*Ciudad Mujer*).
25. In El Salvador, WFP has identified two main challenges that have to be addressed to build resilience and reduce vulnerability to food and nutrition insecurity: one pertains to the supply, the other to the demand for agricultural produce. By addressing both, WFP expects to obtain the following outcomes for its project beneficiaries:
  - Enhanced resilience for vulnerable smallholder farmers and women participating in the "economic autonomy" module of the Government *Ciudad Mujer* programme by enabling them to use irrigation, diversify crops and increase yields; and
  - Increased market and business opportunities for smallholder farmers and their farmer organisations.
26. The area of intervention was selected jointly with MAG and MARN. Selection relied on vulnerability criteria, using the Hunger Map produced in collaboration by WFP and the National Council for Food and Nutrition Security (CONASAN), the WFP Trend Analysis of 2013, and MARN maps highlighting drought-prone areas, inadequate land use, and the areas most affected by deforestation and soil degradation. Communities in these departments have been selected jointly with MAG and MARN. The intervention will build on past WFP interventions and complement current government projects. To select the participating communities and households, specific criteria have been defined. For resilience-building activities, these include the ownership of land where production activities are carried out, the proximity to main roads (to enable transportation of produced goods from the farm to the markets), the contiguity (or proximity) of parcels in order to operate in 'concentrated action areas', and a strong will on behalf of farmers and the community to participate in the project.

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27. The project will provide CBT to 1,200 vulnerable smallholder farmers in order to encourage their participation in trainings on nutrition, household economics, post-harvest practices, agricultural commercialization and resilience-building practices. These trainings will be provided by WFP and partners with specific expertise (e.g. IICA, FAO). Beneficiaries will also engage in long-term asset creation activities, including climate change adaptation practices such as increased rainwater capture, use of efficient small-scale irrigation technology, soil conservation, post-harvest handling and diversification of production systems. This will reduce vulnerability to the effects of adverse climatic events, enhance food security, and improve livelihoods. In order to build smallholder farmers' resilience, assistance by CBT will be complemented by the transfer of equipment and supplies, such as water reservoirs, small-scale irrigation kits, improved seeds, and inputs for livelihood diversification. Results of SLP and CBPP will inform the scheduling of activities. Among the 1,200 participants, the DEV aims at working with 360 female and 840 male. These estimates correspond to an optimistic scenario in terms of female participation since, in El Salvador, agriculture activities are predominantly undertaken by men. WFP will partner with IICA and SIS to train 800 women participating in farm schools within the "economic autonomy" module of the *Ciudad Mujer* programme. Training of trainers workshops will be conducted enabling selected women to receive formal training on best agricultural practices for building resilience that they will then transmit in the centers to other women. Moreover, IICA will produce manuals for both the newly instructed trainers and for the women receiving the trainings at the *Ciudad Mujer* centers. The trainings and the written support materials will enable these women to diversify their income, thus increasing their resilience to adverse shocks. Women participating in the *Ciudad Mujer* programme will be implementing their newly acquired skills directly in the *Ciudad Mujer* centers. In these, women are provided with a plot of land on which they work both individually and cooperatively to produce agricultural products that are then destined to their (and their households') consumption as well as to sell in markets. The project will thereby strengthen the government's flagship initiative to reduce gender inequality and foster women's economic empowerment in rural areas.
28. The project will also provide trainings and equipment for the establishment of community stores, owned, managed and operated by the community members. These community stores shall also benefit 2,500 farmers involved in other value chains, such as aquaculture, poultry, fruits, livestock, and dairy. It will develop eight existing community stores run by the farmer organization COMUS, and establish a logistics centre for the procurement, storage and distribution of goods that will be sold at the community stores. An estimated ten additional community stores will be developed in the proximity of the districts where the farmlands of the 1,200 smallholder farmers are located. This will create a network of community stores owned and run by farmer organization members and their families and entail building infrastructure and providing equipment such as refrigeration units, solar panels, cash registers, among others. This investment will be co-financed by WFP and the farmer organizations. The self-sustaining community stores will enable smallholder farmers, including the women participating in (or graduated from) the farm schools of the *Ciudad Mujer* programme to sell their surplus production and allow 3,500 community members to acquire agricultural and non-agricultural products at fair prices.
29. Particular attention will be paid to women and youth, whether members of the farmer organizations themselves or children or spouses of male members of farmer organizations. In El Salvador, the situation in rural areas is particularly precarious for women and youth. Most of the work on the farm is carried out by older men. Youth (women and men) often search for better opportunities away from the farm, which leads to urban migration or even to emigration. This DEV seeks at creating opportunities for women and youth (both female and male) in rural areas. Approximately 200 individuals, 50 percent of which women, will participate in trainings to develop their capacity to manage and work in

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community stores. Trainings will include topics such as management, logistics, inventory management, negotiation, marketing, environment sensitivity, nutrition, etc. These will be provided by specialized consultants in close consultation with the WFP Training Officer and the Agribusiness Officer.

30. The approach for strengthening smallholder farmers' market access and the sale of produce to community members at fair prices will rely on four key elements. First, WFP's experience of linking smallholder farmer organizations to formal markets (P4P and ProFarmers). Second, WFP's experience in working with the communities where the project will be implemented. Third, the project will benefit from a full time Agribusiness Officer and from external consultants for the definition of business models/plans for the community stores (including logistics for the procurement and flow of produce from smallholder farmers to the community stores). Fourth, WFP intends to build on the experience that partners such as the IICA, FAO, JICA and the Clinton Foundation-supported local initiative *Acceso Oferta Local*.
31. To further expand market opportunities for smallholder farmers, strategies will be explored in partnership with the Government to link production to the demand for agricultural produce of the national school feeding programme.
32. The DEV project intends to benefit 16,200 individuals, of which 7,000 will receive CBT and/or capacity building:
  - 1,200 households of vulnerable smallholder farmers (6,000 individuals) will obtain CBT in exchange for their participation in trainings (FFT) and asset creation activities (FFA);
  - 800 women will participate in the "economic autonomy" module of the *Ciudad Mujer* centers and receive trainings to replicate resilience-building practices in their communities; and
  - 200 individuals (of which at least 50 percent women) will be trained to work in and/or manage community stores (capacity development activities).
33. The 9,200 indirect beneficiaries will include household members of the trainees of the *Ciudad Mujer* centers, smallholder farmer households producing and selling goods to the community stores, and 3,500 community members benefitting from the improved offering of local stores in their communities.



<b>TABLE 1: BENEFICIARIES BY ACTIVITY</b>			
<b>Direct beneficiaries</b>			
<b>Activity</b>	<b>Boys/Men</b>	<b>Girls/Women</b>	<b>Total</b>
FFA/T <sup>16</sup>	2,943	3,057	6,000
Ciudad Mujer	-	800	800
Training Community Stores	100	100	200
SUB-TOTAL	3,043	3,957	7,000
<b>Indirect beneficiaries</b>			
Ciudad Mujer (household members of the 800 direct beneficiaries)	1,600	1,600	3,200
Smallholder farmers linked to community stores and their household members	1,400	1,100	2,500
Community Stores	1,750	1,750	3,500
SUB-TOTAL	4,750	4,450	9,200

34. Careful consideration has been paid to the selection of the transfer modality. A feasibility study on the use of CBT in El Salvador was conducted in 2013 to inform of the design of the Regional PRRO. The study concluded that the conditions in El Salvador allowed for the use of CBT in WFP operations. The risk matrix confirmed adequate product availability, good capacity of retailers, satisfactory supply chain, and access to markets. CBT were selected after analysing costs, efficiency, effectiveness, and externalities of different transfer options. Using the omega value, vouchers were deemed more cost-efficient than cash or in-kind assistance. With regards to their nutritional impact, both cash and vouchers were judged more effective than in-kind food transfers, as CBT allow for a more diversified diet including the consumption of vegetables, fruits, eggs, meat and fish and dairy products. The delivery mechanism that has been successfully utilized in past programmes and that is intended to be utilized in the DEV is the *E Voucher E3, Smart Cards - Magnetic strip cards*.
35. The voucher value of USD 0.50 was determined based on project beneficiaries' income gap to purchase a nutritious food basket on the local market. The transfer value is higher than current cash transfers provided by government social protection schemes, but lower than the minimum rural salary of USD 118. This is to prevent labour market distortions.

<b>TABLE 2: FOOD RATION/TRANSFER BY ACTIVITY (g/person/day)</b>	
	<b>FFA/T</b>
Cash/voucher (USD/person/day) <sup>17</sup>	0.496
<b>TOTAL</b>	<b>0.496</b>
Number of feeding days per month	30

<sup>16</sup> 1,200 households (6,000 individuals) will benefit from CBT conditional upon participation in trainings (FFT) and asset creation activities (FFA)

<sup>17</sup> The planned transfer value of 0.496 USD/person/day will be higher for vouchers redeemed at shops offering VAT discount. In these cases, the transfer increases to 0.56 USD/person/day.

36. The CBT amount does not include delivery or other related costs. Vouchers will be distributed during the lean season for a period of three months each year. 600 households will benefit of two years of support and an additional 600 households will be targeted during the second year of the project.

<b>TABLE 3: TOTAL FOOD/CASH AND VOUCHER REQUIREMENTS BY ACTIVITY (USD)</b>	
<b>Activity 1: FFT/A</b>	<b>Total (USD)</b>
Cash/voucher (USD)	401,490
<b>TOTAL</b>	<b>401,490</b>

## **PROGRAMME MANAGEMENT, MONITORING AND EVALUATION**

37. Project activities will be implemented in collaboration with Government institutions, cooperating partners and civil society. WFP will work in close coordination with the General Direction of Forestry, Watersheds and Irrigation and the General Direction of Agricultural Economy of MAG, the MARN and the SIS, as well as with representatives of local government authorities. Government counterparts will not provide financial resources to the project, but designate technical experts for trainings, asset creation and monitoring activities. WFP will seek synergies with organizations such as IICA and FAO, rely on their comparative advantage on implementing field-level trainings and on agricultural production, and count on their experienced trainers to conduct workshops for women in the *Ciudad Mujer* centres. Cooperating partners will contribute financial resources to the project to implement their complementary activities. Civil society involvement will be facilitated through the participation of NGOs, smallholder farmer organizations and community leaders in various project activities, including the beneficiary selection with a focus on women empowerment and youth, the delivery and management of CBT, and the realization of asset creation activities.
38. WFP will ensure overall programme management and hire, in collaboration with its main cooperating partners, a project coordinator who shall be responsible for the coordination of activities between partners.
39. WFP corporate requirements as per the project results framework will guide Monitoring and Evaluation (M&E) of the project. WFP will apply the business rules of the corporate Strategic Results Framework for the measurement of performance indicators, at baseline, mid-term and final stages. Through surveys, regular monitoring and during stakeholder workshops, progress towards capacity building objectives will be assessed.. In partnership with implementing partners, WFP's monitors will carry out regular monitoring activities. All monitors will be trained on the gender policy and on participatory and rural appraisal tools. Project relevance, efficiency, effectiveness, impact, and sustainability will be evaluated using baseline and endline surveys. Periodic M&E reports will build evidence on effective programmatic approaches and inform required follow-up action with partners. Beneficiary feedback, as part of a social accountability, will also inform decision-making. The feedback mechanisms used will ensure that sensitive information is recollected anonymously, which guarantees confidentiality. In addition, when necessary, WFP will promote the use of female only focus groups which enable women to express themselves more freely.

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## **RISK MANAGEMENT**

### **+ Security Risk Management**

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40. The project takes into account the risk of major events occurring (e.g. earthquakes, prolonged droughts, volcanic eruptions). These events have a relatively low probability, but would be of high impact and may therefore affect project objectives. WFP is working with the Government to strengthen preparedness of populations and institutions.
41. The level of violence has been increasing in El Salvador. According to official sources, the number of homicides in 2015 reached 19 per day, making it the world's most violent country if one excludes countries at war. This escalation of violence has led the UN Department of Safety and Security (UNDSS) to elevate the security level from level three (moderate) to level four (substantial) in four departments in the country, namely Sonsonate, Cuscatlán, La Paz and Usulután. WFP implements its projects in compliance with the Minimum Operating Security Standards (MOSS) and in close coordination with UNDSS, which maintains a constant monitoring of the national and local security situation.

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## **APPROVAL**

.....  
Jim Harvey  
Chief of Staff

Date: .....

*Drafted by:* [Alexis Rampa] El Salvador Country Office  
*Cleared by:* [Nils Grede] El Salvador Country Office on [14 December 2015]  
*Reviewed by:* [Vera Mayer] Regional Bureau, 06.01.2016  
*Cleared by:* [name] Regional Bureau on [date]  
*Reviewed by:* [name] Regional Bureau Support (OMO)

## ANNEX I-A

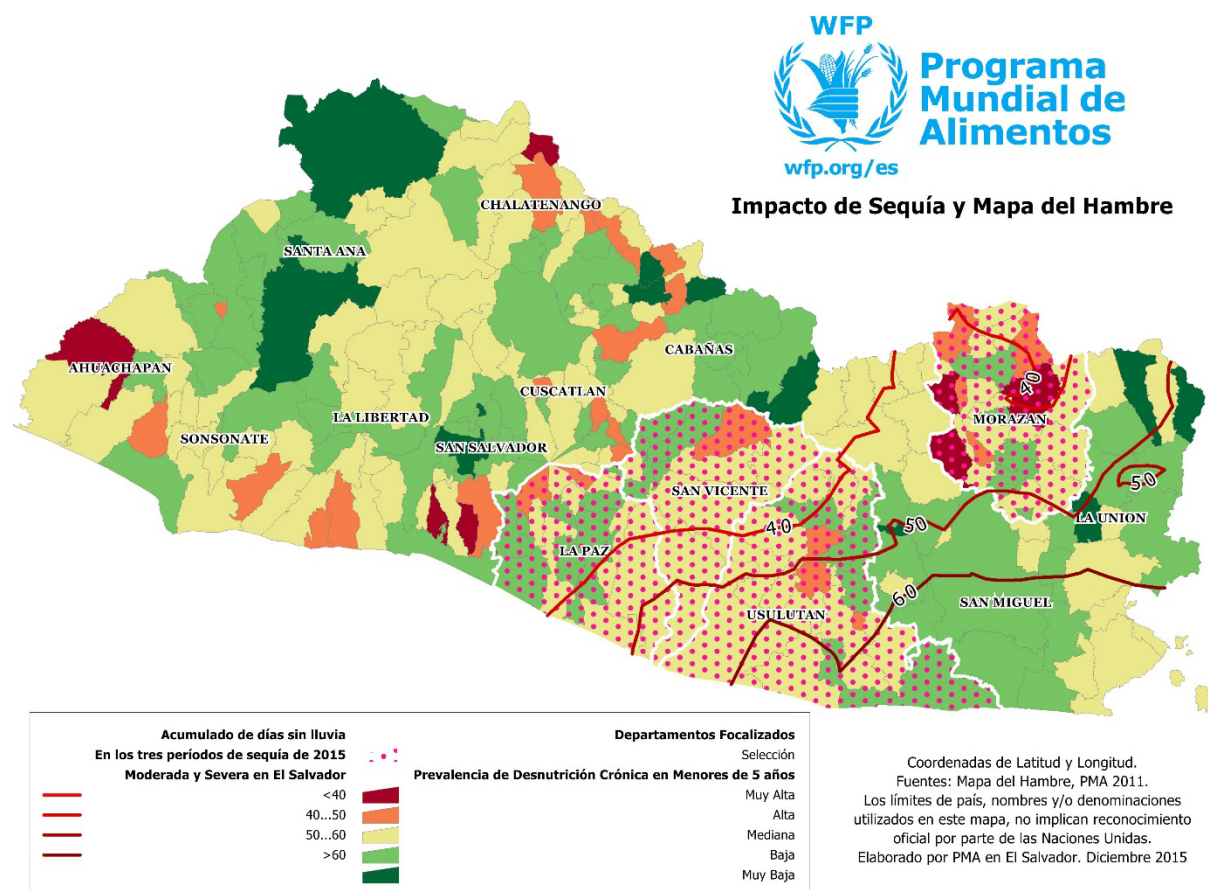
PROJECT COST BREAKDOWN			
	Quantity (mt)	Value (USD)	Value (USD)
<i>Food Transfers</i>			
Cereals	-	-	
Pulses	-	-	
Oil and fats	-	-	
Mixed and blended food	-	-	
Others	-	-	
<b>Total Food Transfers</b>	-	-	
External Transport		-	
LTSH		-	
ODOC Food		-	
<b>Food and Related Costs</b>			-
C&V Transfers		401,490	
C&V Related costs		68,030	
<b>Cash and Vouchers and Related Costs</b>		<b>469,520</b>	
<b>Capacity Development &amp; Augmentation</b>		<b>1,958,325</b>	
<i>Direct Operational Costs</i>			2,427,845
Direct support costs (see Annex I-B)			347,162
<b>Total Direct Project Costs</b>			<b>2,775,007</b>
Indirect support costs (7.0 percent)			194,250
<b>TOTAL WFP COSTS</b>			<b>2,969,258</b>

## ANNEX I-B

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<b>DIRECT SUPPORT REQUIREMENTS (USD)</b>	
<b>WFP Staff and Staff-Related</b>	
Professional staff <sup>*</sup>	81,191
General service staff <sup>**</sup>	103,434
Danger pay and local allowances	-
<b>Subtotal</b>	<b>184,625</b>
<b>Recurring and Other</b>	<b>75,872</b>
<b>Capital Equipment</b>	<b>-</b>
<b>Security</b>	<b>10,688</b>
<b>Travel and transportation</b>	<b>30,978</b>
<b>Assessments, Evaluations and Monitoring<sup>18</sup></b>	<b>45,000</b>
<b>TOTAL DIRECT SUPPORT COSTS</b>	<b>347,162</b>

## MAP



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## **ACRONYMS USED IN THE DOCUMENT**

CBT	Cash Based Transfers
CBPP	Community Based Participatory Planning
CPI	Consumer Price Index
CO	WFP El Salvador Country Office
COMUS	Asociación Coordinadora de Comunidades Unidas de Usulután
CONASAN	Consejo Nacional de Seguridad Alimentaria y Nutricional
DGEA	Dirección General de Economía Agropecuaria
DGFCR	Dirección General Forestal Cuencas y Riego
EFSA	Emergency Food Security Assessment
FAO	Food and Agriculture Organization of the United Nations
FFA	Food Assistance For Assets
FFT	Food Assistance For Training
GDP	Gross Domestic Product
GFD	General Food Distribution
HDI	Human Development Index
ICA	Integrated Context Analysis
IICA	Inter-American Institute for Cooperation on Agriculture
MAG	Ministerio de Agricultura y Ganadería
MARN	Ministerio de Medio Ambiente y Recursos Naturales
MOSS	Minimum Operating Security Standards
NGO	Non-Governmental Organization
P4P	Purchase For Progress
PQD	Plan Quinquenal de Desarrollo
PRRO	Protracted Relief and Recovery Operation
SDG	Sustainable Development Goal
SIS	Secretaría de Inclusion Social
SLP	Seasonal Livelihood Programming
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNDSS	UN Department of Safety and Security
WFP	World Food Programme

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**ANNEX II - Logframe**

**ANNEX IV - [LTSH-matrix](#)**

**ANNEX V - [Project Budget Plan](#)**

**ANNEX VI - [Project Statistics](#)**