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Country Strategic Plans
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El Salvador Country Strategic Plan (2017–2021)

Duration	1 April 2017–31 December 2021
Total cost to WFP	USD 88,811,554
Gender and age marker	2A

* <https://www.humanitarianresponse.info/system/files/documents/files/gm-overview-en.pdf>

Executive Summary

El Salvador has made significant progress in reducing food insecurity, chronic malnutrition, poverty and inequality in the past five years. However, food insecurity and malnutrition, natural disasters, gender inequality, slow economic growth, high public debt and a high homicide rate remain persistent challenges.

The Government is responding to these challenges with the Five-Year Development Plan (2014–2019) and the Secure El Salvador Plan. These plans focus on social protection measures related to access to basic services and food production, with a limited focus on nutrition. The Government is seeking WFP's cooperation in strengthening the national food security and nutrition framework, the social protection system, nutrition programmes, assistance to smallholders, and resilience-building.

This Country Strategic Plan articulates WFP's proposed support to El Salvador to improve food security and nutrition between 2017 and 2021. It is designed to assist the Government and partners in achieving the following outcomes:

- Strategic outcome 1: The most vulnerable households have access to effective, productive and nutrition-sensitive social protection by 2021.
- Strategic outcome 2: Food-insecure smallholder farmers and their organizations in El Salvador sustainably increase their productivity and income by 2021.
- Strategic outcome 3: Targeted populations and communities in the most food-insecure areas have increased resilience to climate change by 2021.
- Strategic outcome 4: Targeted people affected by rapid- and slow-onset disasters have access to food all year.

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- Strategic outcome 5: National and subnational institutions have strengthened capacity to manage food security and nutrition policies and programmes by 2021.

All the proposed outcomes, will strengthen government implementation capacities, while WFP shifts its focus from direct food assistance to policy and planning advice, and capacity development. The strategic outcomes are aligned with the Government's plans, the United Nations Development Assistance Framework and Sustainable Development Goals 2 and 17.

A strategic review of food security and nutrition in El Salvador conducted by a national research institute identified opportunities for improving food and nutrition security in the country. Consultations and analyses of comparative advantages determined which of the country's needs WFP is best positioned to address. These processes incorporated feedback from various stakeholders including beneficiaries, the Government, other United Nations agencies, civil society, the private sector and academia. A mid-term review of the Country Strategic Plan will be conducted in 2019 to inform the adjustment of targets, resource needs and forecasts if necessary.

Draft decision*

The Board approves El Salvador Country Strategic Plan (2017–2021) (WFP/EB.1/2017/7/4) at a total cost to WFP of USD 88.8 million.

* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document issued at the end of the session.

1. Country Analysis

1.1 Country Context

1. El Salvador is Central America's smallest and most densely populated country. Of a total population of 6.4 million people, 62 percent live in urban areas. Approximately 2 million Salvadorans live in the United States of America. The homicide rate in the country is among the highest in the world.
2. El Salvador has made significant progress in reducing food insecurity, chronic malnutrition, poverty and inequality in the past five years. However, food insecurity and malnutrition, along with natural disasters, gender inequality, slow economic growth, high public debt and a high crime rate, are persistent challenges.
3. A national zero hunger strategic review was undertaken by the Latin American Faculty of Social Sciences in coordination with the National Council for Food and Nutrition Security (CONASAN).¹ The following sections are based on the findings of the review and related consultations.

1.2 Progress Towards SDG 2

Progress on SDG 2 targets

4. *Access to adequate food all year long.* While food insecurity decreased during the past decade, Salvadorans – especially women in rural eastern areas – still lack economic access to a nutritious and diverse diet.² A cost-of-diet analysis found that 23 percent of households nationally and 43 percent in the east could not afford a nutritious diet.³
5. *End malnutrition.* The prevalence of stunting in children under 5 decreased from 19 percent in 2008 to 14 percent in 2014.⁴ This decrease is welcome progress, but stunting prevalence is higher among the most vulnerable rural population groups. Acute malnutrition remains low at 2 percent. The average diet in El Salvador is characterized by high carbohydrate intake and low protein consumption. The prevalence of anaemia is 10 percent among women of reproductive age and 26 percent among young children. Overweight and obesity affect 60 percent of adults and 6 percent of children under 5.⁵
6. *Smallholder productivity and incomes.* Of the country's economically active population 14 percent are farmers, 95 percent earn less than USD 200 per month, and 82 percent are subsistence smallholders producing staple grains. Recurrent droughts and insecurity exacerbate food insecurity and malnutrition among the rural population. Farmer organizations often do not provide adequate services to their members, particularly women, who are disadvantaged in access to land.⁶ Although the Government's agriculture budget is among the lowest in Latin America, the Ministry of Agriculture regularly distributes seeds and fertilizers to farmers.
7. *Sustainable food systems.* El Salvador is affected by frequent earthquakes, volcanic eruptions, droughts and floods. Droughts in 2015 and 2014 caused cumulative damage worth USD 185 million. Further droughts and floods resulting from El Niño are expected in the coming years. Of the country's arable land, 3,500 km² is suitable for irrigation, but only 9 percent was irrigated in 2013. Between 1980 and 2013, import dependence rose from 11 to 87 percent for rice, from 5 to 13 percent for beans, and from 3 to 32 percent for maize. All wheat consumed in the country is imported. Since 2009, changes in agriculture policy have resulted in decreased dependence on imports of staple foods, particularly maize.

¹ Latin American Faculty of Social Sciences. 2016. Diagnosis of the Food and Nutrition Situation in El Salvador.

² Multiple Purpose Household Survey, 2014.

³ WFP. 2016. Fill the Nutrient Gap – Nutrition Situation Analysis Framework and Decision Tool.

⁴ National Health Survey, 2014.

⁵ Institute of Nutrition of Central America and Panama, 2014.

⁶ Inter Press Service. April 2016: ipsnews.net/2016/04/land-tenure-still-a-challenge-for-women-in-latin-america.

Macroeconomic environment

8. Slow economic growth and high public debt limit the Government's ability to expand social protection programmes. Gross domestic product (GDP) grew by 2 percent a year over the last five years and is expected to remain stagnant in the coming years, further reducing national capacity for increasing expenditure.⁷ El Salvador is highly dependent on remittances and the economy of the United States of America. High rates of crime and violence threaten social development, impede human rights, limit economic growth, increase the cost of doing business and discourage investment and job creation.⁷ However, despite these socio-economic constraints, El Salvador's gross national income per capita increased by 16 percent between 2009 and 2014,⁸ reflecting the Government's efforts to achieve more equitable growth.

Key cross-sector linkages

9. El Salvador ranked 116th on the Human Development Index,⁹ putting the country in the medium human development category. Between 1985 and 2014, its Human Development Index score increased by 36 percent.⁹ Major investments in social protection helped to reduce the poverty rate from 37 to 35 percent between 2010 and 2015, and improve the Gini index of income inequality from 0.48 in 2008 to 0.37 in 2015.¹⁰ Progress was also made in gender equality: the country ranked 91st on the Gender Inequality Index in 2015.⁸ The mortality rate of children under 5 is 17 per 1,000, and multidimensional poverty affects 35 percent of the population.¹¹
10. Poverty rates are 39 percent in rural areas, and 33 percent in urban areas, with a rural–urban income gap of 41 percent.¹² The gender gap in incomes is 16 percent, reaching nearly 20 percent in rural areas; 48 percent of women participate in the formal labour market compared with 79 percent of men.⁸ Youth unemployment is 14 percent versus 7 percent for all age groups.¹² Two out of three economically active Salvadorans work in the informal sector, increasing to 72 percent among economically active women.¹³

1.3 Hunger Gaps and Challenges

11. The strategic review identified areas requiring improvement to achieve the targets of Sustainable Development Goal (SDG) 2. Specifically, there is need to:
- strengthen the capacity of CONASAN to implement a coordinated food security and nutrition policy at the national and subnational levels, and enhance its engagement with non-governmental organizations (NGOs), civil society and the private sector;
 - integrate nutrition into poverty reduction and social protection programmes, and increase the focus on improving productivity and livelihoods in the long term;
 - leverage the Government's limited budget for social protection programmes to reach the people in greatest need through more effective and efficient targeting, cost-optimization of transfers and supply chains;
 - improve monitoring and evaluation of food security and nutrition at the national and subnational levels to enhance evidence-based policy and programme decisions;
 - address gender inequalities, which may impede poverty reduction, food security and nutrition;

⁷ Economist Intelligence Unit. October 2016. El Salvador Country Outlook.

⁸ United Nations Development Programme (UNDP), 2015. Human Development Report El Salvador.

⁹ UNDP, 2015. Human Development Index.

¹⁰ General Directorate of Statistics and Censuses (DIGESTYC). 2015. Multiple Purpose Household Survey.

¹¹ Technical and Planning Secretariat of the Presidency (STPP) and DIGESTYC. 2015. Multidimensional Measurement of Poverty.

¹² DIGESTYC. 2015. Multiple Purpose Household Survey.

¹³ United Nations World's Women 2015: Trends and Statistics:
http://unstats.un.org/unsd/gender/downloads/worldswomen2015_report.pdf

- help smallholder farmers to increase their productivity and adapt to climate change, support extension workers by introducing best practices for climate-resilient agriculture, and link smallholder farmers to strategic grain reserves; and
- improve coordination among entities working on climate change adaptation, risk management and emergency preparedness and response.

1.4 Country Priorities

Government

12. The Five-Year Development Plan (2014–2019) for a Productive, Educated and Secure El Salvador¹⁴ envisions a prosperous, fair, inclusive, solidary and democratic country with opportunities for well-being for everyone. This plan integrates the National Plan for Food Security and Nutrition (2013–2016),¹⁵ which promotes an integrated multi-sector approach to food security and nutrition, and the National Plan for Development, Protection and Social Inclusion (2014–2019).¹⁶ The Five-Year Development Plan is complemented by the Secure El Salvador Plan,¹⁷ which addresses violence and poverty, and the National Climate Change Plan.¹⁸
13. The Five-Year Development Plan (2014–2019) focuses on production and access to food (objective 1), and social protection (objectives 3 and 5). Other priorities include public–private partnerships (objective 2) and institutional strengthening (objective 11).
14. CONASAN comprises representatives of the Ministry of Health (MINSAL), the Ministry of Agriculture and Livestock (MAG), the Social Investment Fund for Local Development (FISDL), the Technical and Planning Secretariat of the Presidency (STPP) and other entities as needed. STPP is in charge of planning the country’s Universal Social Protection System while FISDL is responsible for implementing conditional cash-transfer programmes, including the Programme for Temporary Income Support and community solidarity programmes (SCP). In 2015, conditional transfers reached the poorest 6 percent of the population.
15. The Ministry of Health implements most of El Salvador’s nutrition activities. The supplementary feeding programme (SFP) of WFP, the Ministry of Health and FISDL reached 82 percent of municipalities in 2016. The programme relies on fortified foods in targeted municipalities, depends on several funding sources and is not always tailored to the contributing factors of malnutrition.
16. The Ministry of Agriculture and Livestock regularly distributes maize and bean seeds and fertilizer to farmers, and there are plans to expand irrigation coverage.
17. National laws and regulations promoted by the Government and harmonized at the regional level by the Central American Integration System mandate the fortification of sugar with vitamin A, salt with iodine, and pasta, maize and wheat flours with iron and vitamin B complex. El Salvador is the fourth Latin American country to join the Scaling Up Nutrition (SUN) movement.¹⁹
18. This Country Strategic Plan (CSP) builds on Government’s work and significant achievements in the areas of poverty reduction, food security, improved nutrition, social protection, social inclusion, gender parity, climate change adaptation and institutional strengthening at the national and local levels.

¹⁴ Government of El Salvador. 2014. Five-Year Development Plan (2014–2019).

¹⁵ CONASAN. 2012. National Strategic Plan for Food and Nutrition Security (2013–2016).

¹⁶ STPP. 2013. National Plan for Development, Protection and Social Inclusion (2014–2019).

¹⁷ National Council for Citizen Security and Coexistence. 2015. Secure El Salvador Plan.

¹⁸ Ministry of Environment and Natural Resources. 2015. El Salvador National Climate Change Plan.

¹⁹ SUN Movement. 2016. [Annual Progress Report 2016](#).

United Nations and other partners

19. The United Nations Development Assistance Framework (UNDAF) 2016–2020 focuses on: i) basic goods and services; ii) decent work and livelihoods; iii) consensus, democratic governance and public policies; iv) resilience; and v) co-existence in a safe environment. El Salvador’s status as a United Nations “Delivering as One” country facilitates integrated multi-sector collaboration between the United Nations country team and the Government.
20. On 15 December 2015, the Government and the United Nations signed a memorandum of understanding²⁰ for implementing the 2030 Agenda for Sustainable Development in line with the Five-Year Development Plan.
21. WFP, the Food and Agriculture Organization of the United Nations (FAO), and the United Nations Children’s Fund, (UNICEF), the Pan American Health Organization (PAHO) and CONASAN collaborate on the capacity strengthening project Promoting Children’s Food and Nutrition Security. WFP also contributes to the Joint United Nations Programme on HIV/AIDS (UNAIDS) on assessing the food security and nutrition of people living with HIV. NGOs such as the Salvadorian Foundation for Health, and Plan International partner WFP on nutrition activities.
22. Recent evidence on the links among migration, violence, livelihoods, food security and nutrition has encouraged donor contributions in support of government food and nutrition security programmes.²¹

2. Strategic Implications for WFP

2.1 WFP’s Experience and Lessons Learned

23. WFP’s Country Strategy 2012–2016 focused on strengthening institutions and filling gaps in the coverage of government food security and nutrition programmes, including support to drought response. WFP’s capacity in policy and programming are widely recognized. For example, WFP designed an innovative model for ensuring that vulnerable populations have access to regionally produced nutritious foods using commodity vouchers redeemable at local shops, thus making these foods available to everyone. WFP is also innovative in its support to smallholder farmers’ participation in food systems through programmes promoting horizontal and vertical integration among farmers.
24. Lessons learned during 2012–2016 – including from external evaluations²² – highlight the need to: i) maintain a diverse portfolio that ranges from technical assistance to direct implementation of food assistance, especially in response to disasters; ii) strengthen advocacy and coordination for transferring WFP’s operational expertise to partners; and iii) diversify partnerships and explore new opportunities for supporting food security and nutrition, especially through public–private partnerships.
25. Consultations with partners on WFP’s comparative advantages have highlighted WFP’s: i) capacity for rapid and cost-effective implementation; ii) strong partnerships with food security and nutrition actors; iii) credibility; iv) ability to advise on the design of cross-sector and multi-partner policies and programmes; v) ability to reach remote communities; and vi) programmes utilizing findings from vulnerability analysis and mapping, and monitoring and evaluation.

²⁰ [Government of El Salvador – United Nations Memorandum of Understanding](#)

²¹ WFP. 2015. *Link between Food Insecurity and Migration*.

²² Krieger, D. 2014. *Impact Evaluation Report: The Impact of P4P on Farmer Organisations and Smallholder Farmers in El Salvador*; WFP. 2016. Central America Protracted Relief and Recovery Operation 200490: Restoring Food Security and Livelihoods for Vulnerable Groups Affected by Recurrent Shocks in El Salvador, Guatemala, Honduras and Nicaragua: An Operation Evaluation.

2.2 Opportunities for WFP

26. The strategic review identified areas in which WFP is well positioned to provide support. These areas include:
- supporting government in assisting vulnerable populations affected by crisis and in emergency preparedness and coordination;
 - strengthening the institutional framework for food security and nutrition, and facilitating multi-sector responses and decentralized food security and nutrition programming;
 - enhancing government efforts to improve the efficiency, effectiveness and equity of its social protection programme by making the programme more nutrition-sensitive;
 - contributing to achievement of the Government's objective for improving food security, nutrition and gender equality, and addressing concerns related to violence, migration and security;
 - supporting government and community efforts to mitigate climate risks and implement adaptation measures;
 - assisting government institutions in building evidenced-based monitoring and evaluation systems; and
 - promoting South–South cooperation for food security and nutrition.

2.3 Strategic Changes

27. WFP will maintain flexibility in providing technical assistance and complementing government responses through innovative approaches to crisis response and support to the development of productive, shock-responsive and nutrition-sensitive social protection systems.
28. WFP will help the Government to improve the cost effectiveness of its programmes through enhanced implementation mechanisms and targeting approaches. It will leverage its partnerships to facilitate joint actions by the Government, civil society, the private sector and international organizations.
29. WFP will continue building an efficient and effective platform for cash-based transfers (CBTs) to stimulate local economies, small businesses and community-based entrepreneurship. Whenever possible, WFP transfers will be channelled through government platforms.
30. WFP will build on its strength in data collection and analysis and its capacity to provide food assistance to assist partners in filling knowledge gaps and contributing evidence of food insecurity and malnutrition. It will take into account the different needs of women, men, girls and boys.
31. WFP will include nutrition-sensitive activities in its portfolio, promote behaviour change and women's empowerment by leveraging its partnerships, particularly with the private sector.
32. As women and girls are particularly vulnerable to violence²³ and food insecurity, WFP will prioritize their protection in all its activities according to its regional gender strategy and the country office's gender action plan. Special attention will be given to the gender gap in incomes and women's protection needs, especially in urban areas with high levels of violence.

²³ Organisation for Economic Co-operation and Development (OECD). 2016. El Salvador Report.

3. WFP's Strategic Orientation

3.1 Direction, Focus and Intended Impacts

33. The 2017–2021 CSP outlines WFP's support to El Salvador in achieving zero hunger. It is aligned with the UNDAF, the Five-Year Development Plan (2014–2019), the Secure El Salvador Plan, the National Plan for Food Security and Nutrition (2013–2016), the National Plan for Development, Protection and Social Inclusion (2014–2019), and the National Climate Change Plan. The CSP may be realigned with government priorities following the presidential elections in 2019.
34. The CSP supports the Government and its partners in achieving the following outcomes:
- *Strategic outcome 1:* The most vulnerable households have access to effective, productive and nutrition-sensitive social protection by 2021 (SDG target 2.2).
 - *Strategic outcome 2:* Food-insecure smallholder farmers and their organizations in El Salvador sustainably increase their productivity and income by 2021 (SDG target 2.3).
 - *Strategic outcome 3:* Targeted populations and communities in the most food-insecure areas have increased resilience to climate change by 2021 (SDG target 2.4).
 - *Strategic outcome 4:* Targeted people affected by rapid- and slow-onset disasters have access to food all year long (SDG target 2.1).
 - *Strategic outcome 5:* National and subnational institutions have strengthened capacity to manage food security and nutrition policies and programmes by 2021 (SDG 17.9).
35. All strategic outcomes focus on strengthening government services; strategic outcomes 1 to 4 correspond to activities to be carried out by WFP in cooperation with the Government. WFP will gradually scale down direct food assistance, emphasizing advocacy and capacity development, innovation, pilot projects and integrated activities. The CSP will improve the Government's ability to plan and implement effective, cost-efficient and well-targeted policies and programmes.
36. WFP will prioritize assistance to the most food-insecure people, especially children aged 6–23 months and pregnant and lactating women. Special attention will be given to adolescent girls and young girls and boys affected by insecurity, and smallholder farmers in food-insecure areas or affected by violence. Innovative strategies for communicating with beneficiaries will be linked to inclusive, productive, and gender- and nutrition-sensitive social protection programmes. Throughout the food system, WFP will support the Government in: i) increasing the availability and affordability of nutritious foods in the market; ii) ensuring access to nutritious foods for the most vulnerable people through social protection programmes; and iii) creating demand for healthy and nutritious foods and contributing to the prevention of micronutrient deficiencies, stunting, overweight and obesity by promoting behaviour change.
37. In addition to being nutrition-sensitive, WFP's strategic outcomes are intended to have positive effects on national food systems – benefiting smallholder farmers as producers, sellers, and consumers. Based on its strategic outcomes, WFP will advocate for, build capacity for, and advise partners on sharing innovative best practices, with gender equality integrated into all plans and processes. Activities are designed to be included in national responses to achieve sustainable impacts.

3.2 Strategic Outcomes, Expected Outputs and Key Activities

Strategic outcome 1: The most vulnerable households have access to effective, productive and nutrition-sensitive social protection by 2021

38. WFP will build on its experience in the provision of CBTs to pregnant and lactating women, children under 2, adolescents and vulnerable young women and men to support a more integrated, gender- and nutrition-sensitive national social protection system. WFP will assist the Government in expanding access to social protection programmes through a strengthened and more efficient CBT platform to improve targeting, programme design and monitoring of

conditionalities to ensure that objectives related to productivity, gender-empowerment and nutrition are met.

39. Broader efforts through both the public and private sectors will raise awareness about good nutrition, dietary diversity and healthy lifestyles at the household level, ensuring the engagement of both women and men in preventing micronutrient deficiencies and reducing stunting, overweight and obesity.
40. This outcome is aligned with outcome 5 of the Five-Year Development Plan (2014–2019), Inclusion and social protection to achieve people's well-being, target M.5.3 Extreme poverty reduced by 3 percent, and UNDAF outcomes: 1 Basic goods and services, 2 Decent work and livelihoods, and 5 Coexistence in a safe environment.

Focus areas

41. Strategic outcome 1 focuses on root causes, supporting the Government's social protection system to address food insecurity and malnutrition through behaviour change and technical support.

Expected outputs

42. This outcome will be achieved through six outputs:
 - Pregnant and lactating women, and children aged 6–23 months receive CBTs for specialized nutritious foods available in shops nationwide.
 - Adolescents and young women and men exposed to violence and criminality and vulnerable to food and nutrition insecurity participate in productive targeted programmes and benefit from CBTs.
 - Healthy dietary practices, nutrition and hygiene training are mainstreamed into all programmes, with messages and delivery tailored to different groups of women, men, girls and boys.
 - The national social protection system is nutrition-sensitive and some programmes include income-generating activities.
 - The national social protection system has a single registry of beneficiaries and uses targeting criteria that integrate poverty and malnutrition data.
 - The national social protection system is cost-effective, efficient, equitable and can be leveraged during major emergencies.

Key activities

43. *Activity 1: Provide technical assistance to enhance the social protection system (Strategic Result 2: Improve nutrition; Corporate Activity Category 9: Institutional capacity strengthening).* WFP will provide technical assistance to: i) strengthen El Salvador's social protection system and facilitate temporary expansions in response to shocks; ii) improve targeting; iii) strengthen monitoring and evaluation systems; iv) ensure gender-transformative and nutrition-sensitive programming; and v) support people affected by disasters, HIV-affected families and other vulnerable populations.
44. *Activity 2: Complement government transfers to pregnant and lactating women, and children under 2 (Strategic Result 2: Improve nutrition; Corporate Activity Category 6: Malnutrition prevention).* Given the Government's financial constraints, WFP will continue to provide direct nutrition-focused transfers to targeted population groups. These transfers will be channelled increasingly through the national social protection system. The 2016 census of malnutrition – weight for height and height for age – in primary schools will provide up-to-date data on children's nutrition status at the municipal level. The findings of this census will be available in the first quarter of 2017, and will inform the geographic targeting of areas in which a nutrition component will be added to the conditional cash transfers provided by FISDL. Households at the highest risk of malnutrition will be targeted and municipalities with high stunting levels will continue to receive blanket supplementary feeding. WFP and the World Health Organization (WHO) will support the Ministry of Health in reviewing the nutrient content and composition of

nutritious foods provided to children aged 6–23 months and pregnant and lactating women through government supplementary feeding programmes. The objective of these reviews is to select the right product for preventing micronutrient deficiencies and stunting while mitigating the risk of increasing overweight and obesity.

45. *Activity 3: Support government transfers to adolescents and young women and men (Strategic Result 2: Improve nutrition; Corporate Activity Category 1: Conditional resource transfers).* WFP will support the Government in targeting adolescents and young women and men exposed to violence and criminality for conditional CBTs linked to nutrition-sensitive and age-appropriate productive programmes. These programmes will be context-specific to address the protection needs of beneficiaries, particularly girls and women. This activity will provide nutrition behaviour change and training in social skills to equip young people for future job opportunities. It will also create community assets through the rehabilitation of public spaces and the creation of urban community vegetable gardens, which will provide participants with additional income. This will enable vulnerable groups to improve their livelihoods and graduate from the programme by sustainably enhancing their food security and nutrition while mitigating the risk of overweight and obesity. This activity is aligned with the Secure El Salvador Plan, which identifies poverty and food insecurity as the major causes of criminality, and contributes to government efforts to break the vicious cycle of poverty and violence.

Strategic outcome 2: Food-insecure smallholder farmers and organizations in El Salvador sustainably increase their productivity and income by 2021.

46. This outcome focuses on supporting the Ministry of Agriculture and Livestock in providing services to smallholder organizations and their members throughout the country who are at risk of food insecurity. Based on lessons learned from the Purchase for Progress pilot programme,²² activities for strategic outcome 2 will expand WFP’s work with food-insecure smallholder farmers by enhancing smallholder organizations’ capacity to obtain access to markets and address the diverse needs of women and men farmers. Farmers will be selected according to the Government’s definition of smallholders.²⁴ Targeting will prioritize smallholder farmers who have limited access to markets, are vulnerable to climate change, and are members – or potential members – of farmer organizations. In partnership with the other Rome-based agencies, WFP will support the formation of smallholder organizations; provide training on best practices in management and marketing; and provide technical assistance in developing and implementing business plans and ensuring equal participation and decision-making by women and men. WFP will support risk reduction and risk transfer schemes linked with the national social protection system.
47. WFP will also support government efforts to increase food availability in markets, particularly in food-insecure areas. Through farmer associations, WFP will improve smallholder farmers’ access to formal public and private markets in response to the demand for nutritious and affordable food, with activities designed to ensure equal access by women and men smallholders. In partnership with the Government, WFP will build capacity and ensure full national ownership of the processes, methods and technical knowledge needed to support farmer organizations throughout the country.
48. This outcome is aligned with the Five-Year Development Plan (2014–2019) outcome 1 Work with dignity and ensure inclusive growth, target M.1.2 Self-sufficiency in staple foods increased by an average of 85 percent; and UNDAF outcome 2 Decent work and livelihoods.

²⁴ The Ministry of Agriculture and Livestock’s 2007–2008 Agricultural Census defined a smallholder as, “a farmer who consumes the majority of his/her production and sells the surplus production in order to meet subsistence needs. He/she mainly sows basic grains, breeds some animals (for production, draught or transport) and harvests some fruit trees.”

Focus areas

49. The focus areas for this strategic outcome are resilience building for women and men smallholder farmers at recurrent risk of food insecurity; market access; and risk reduction.

Expected outputs

50. This outcome will be achieved through two outputs:
- The Ministry of Agriculture and Livestock and its agricultural extension body the National Centre for Agriculture and Forestry Technology have trained personnel and improved policy and programme frameworks for increasing smallholder farmers' productivity and ensuring inclusive and equitable access to markets.
 - Farmer organizations improve their support to food-insecure smallholder farmers and sell increasingly to formal markets.

Key activities

51. *Activity 4: Provide technical assistance to the Ministry of Agriculture and Livestock and the National Centre for Agriculture and Forestry Technology (Strategic Result 3: Increase productivity; Corporate Activity Category 9: Institutional capacity strengthening).* WFP will continue working with the Ministry of Agriculture and Livestock, including its agribusiness unit and agricultural cooperatives unit, and the National Centre for Agriculture and Forestry Technology to enhance the knowledge, competitiveness and market access of food-insecure women and men smallholder farmers and their associations. Capacity development activities will include training for staff of the Ministry of Agriculture and Livestock and the National Centre for Agriculture and Forestry Technology, and the establishment of inclusive platforms for promoting best practices and policies for equal access to public procurement, extension services and agricultural subsidies.
52. *Activity 5: Strengthen the production, management and marketing capacities of food-insecure smallholder farmers and their organizations (Strategic Result 3: Increase productivity; Corporate Activity Category 7: Smallholder agricultural market support).* WFP will focus on enhancing the knowledge, competitiveness and market access of smallholder farmers and their organizations, ensuring that activities are tailored to the contexts, needs and priorities of women and men smallholder farmers and their organizations. WFP will train farmer organizations on best practices in management and marketing to develop their capacities for sustainable production, management, sales, post-harvest handling and manufacturing, and improve their access to private and public markets. In addition, WFP will support smallholder farmers in improving their production methods and adopting climate-smart agricultural practices to enhance their competitiveness. Through its partnerships with the ministries of health and education, WFP will advocate for local procurement from smallholder farmers to supply national social protection programmes.

Strategic outcome 3: Targeted populations and communities in the most food-insecure areas have increased resilience to climate change by 2021.

53. This outcome focuses on increasing the resilience and enhancing the livelihoods of the most vulnerable people through food assistance for assets, helping smallholders to adapt to the changing climate. To achieve this outcome, WFP will work with partners that bring complementary resources and technical capacities to implement context-appropriate income generation and capacity development activities. WFP will prioritize the participation of women in productive activities to increase the number of women smallholder farmers – women currently comprise only 12 percent of small agricultural producers.²⁵
54. WFP will contribute to El Salvador's progress in human development and promote climate-resilience and sustainable development in target communities through technical assistance and ecofriendly inputs and assets. Its approach will combine productive investments, knowledge management and community participation to achieve sustainable, equitable and

²⁵ Ministry of Agriculture and Livestock. 2009. Agricultural Census 2007–2008.

long-term impacts. Building on the Rome-based agencies' expertise, WFP will maximize the impact of these activities in line with the agencies' joint framework for collaboration on strengthening resilience for food security and nutrition.²⁶

55. WFP will collaborate with the Ministry of Agriculture and Livestock, the Ministry of Environment and Natural Resources, the Secretariat of Social Inclusion (SIS) – including its flagship programme Ciudad Mujer – FAO and the Inter-American Institute for Cooperation on Agriculture. The participation of local governments, NGOs and community development associations will ensure sustainability and may encourage national and local authorities to replicate the approach in other communities.
56. This outcome is aligned with Five-Year Development Plan (2014–2019) outcome 7 Living safely, target M.7.1 Reduce by 1 percent the loss in GDP caused by climate change effects, and UNDAF outcome 4 Resilience.

Focus areas

57. Strategic outcome 3 focuses on building resilience and adaptation to climate change.

Expected outputs

58. This outcome will be achieved through four outputs:
 - The links between climate change and food insecurity and malnutrition are analysed to identify vulnerabilities and appropriate adaptation measures at the national and local levels.
 - Climate information is disseminated and used for decision-making.
 - Climate-resilient livelihood assets are restored or created.
 - Food-insecure smallholder farmers enhance their adaptive capacity through knowledge-sharing and the adoption of improved climate-resilient agricultural practices.

Key activities

59. *Activity 6: Enhance government capacity to assist the population in adapting to climate change (Strategic Result 4: Sustainable food systems; Corporate Activity Category 12: Analysis, assessment and monitoring).* The interaction between climate change and food security will be analysed to identify vulnerabilities and appropriate adaptation measures at the national and local levels. WFP will work with partners to provide food-insecure smallholder farmers with access to better-quality information and empower them to make better farming choices. This will ensure that women and men smallholders and their communities are informed and engaged through effective communication. Meeting this objective will involve strengthening government capacity for monitoring and analysis, developing information products adapted to farmers' needs, and developing low-cost and inclusive information dissemination tools.
60. *Activity 7: Empower food-insecure smallholder farmers to adopt improved, sustainable agricultural practices (Strategic Result 4: Sustainable food systems; Corporate Activity Category 2: Asset creation and livelihood support).* Smallholder farmers in degraded micro-watersheds who are at risk of food insecurity will be assisted through an inclusive and participatory approach to building resilience through the rehabilitation and development of low-risk, sustainable livelihoods. This activity will enhance smallholders' ability to adapt to climate change, with the ultimate goal of improving their food security and nutrition. WFP will partner the Government, donors, academia and other United Nations agencies on improving soil and water conservation and management practices, and promoting crop diversification and reforestation among smallholders affected by climate change. WFP's three-pronged approach will guide programme design and implementation. Integrated context analysis will be used to target priority geographic areas. Seasonal livelihood programming will be used to design multi-year, multi-sector operational plans with seasonal and gender lenses. An integrated community-based participatory planning approach will be employed in the design, planning and

²⁶ WFP, FAO and the International Fund for Agricultural Development (IFAD). 2015. *Strengthening Resilience for Food Security and Nutrition*

implementation of actions to increase smallholder farmers' productivity and resilience through soil conservation, crop diversification, water management and complementary activities.

Strategic outcome 4: Targeted people affected by rapid- and slow-onset disasters have access to food all year long

61. Work towards this outcome builds on WFP's support to the Government's disaster response capacity over the past decade.²⁷ WFP will continue to complement government work in providing food assistance and facilitating the early recovery of men, women, boys and girls affected by sudden- and slow-onset disasters, working with other countries in the region when appropriate. WFP's emergency situation analysis will consider disaster trends and historic data, and emergency response planning – in consultation with the Government and other partners – will rely on WFP tools such as the three-pronged approach.
62. Activities in pursuit of this outcome include relief and early recovery components supported by evidence-based planning and WFP's Emergency Preparedness Capacity Index analysis; they should not last more than six months. The focus on early recovery will ensure that assistance is geared as early as possible to building long-term resilience, facilitating integration into the Government's social protection system or other programmes implemented by WFP and partners to enhance resilience. WFP will progressively reduce direct food assistance while strengthening communities' resilience to shocks through national social protection programmes. Both the relief and the early recovery components are in line with WFP's broader approach to strengthening government capacity for disaster preparedness and response in ways that safeguard people's access to food. To achieve this, WFP will collaborate with the Ministry of Governance and Territorial Development, the Secretariat for Vulnerability, the General Directorate for Civil Protection and the Secretariat for Social Inclusion.
63. This outcome is aligned with National Development Plan Outcome 7 Living safely, target M.7.2 Increase by 20 percent the number of at-risk municipalities with access to early warning systems, and UNDAF outcome 1 Basic goods and services.

Focus areas

64. The focus area of strategic outcome 4 is crisis response for the most vulnerable women, men, girls and boys affected by emergencies.

Expected outputs

65. This outcome will be achieved through five outputs:
 - Targeted beneficiaries affected by shocks receive food or CBTs.
 - Assets are created or restored to support immediate recovery and rehabilitation.
 - National contingency plans and early warning systems are strengthened.
 - Government institutions are strengthened and supported in providing effective emergency response.
 - Protocols are designed to enable the monitoring and evaluation of emergency preparedness and response.

Key activities

66. *Activity 8: Provide technical assistance to government institutions to strengthen emergency preparedness and response, including early warning and monitoring and evaluation systems for security and nutrition (Strategic Result 1: Access to food; Corporate Activity Category 11: Emergency preparedness).* WFP will strengthen the Government's capacity to conduct vulnerability analysis and mapping linked to gender-sensitive monitoring and evaluation processes. WFP will work with CONASAN, the Ministry of Governance and Territorial Development, the Secretariat for Vulnerability, the Secretariat for Social Inclusion and the General Directorate for Civil Protection to: i) support the development and improvement

²⁷ WFP. 2016. Evaluation of Central America Protracted Relief and Recovery Operation 200490.

of early warning systems; ii) promote the use of information systems to strengthen food security and nutrition analysis, including gender- and age-disaggregated data; and iii) implement innovative technologies that give the Government access to quality data in a timely and cost-efficient manner. WFP will also support the implementation of monitoring and evaluation systems for emergency response to ensure that evidence is generated to inform decision-making and optimal resource allocation in emergencies.

67. *Activity 9: Complement government transfers to the most vulnerable households affected by disasters to facilitate relief and early recovery (Strategic Result 1: Access to food; Corporate Activity Category 1: Unconditional resource transfers).* WFP will work with the Government to provide direct food assistance through transfers of food, vouchers and cash. WFP will complement government transfers targeting the most vulnerable and food-insecure households and population groups, including pregnant and lactating women, and children aged 6–23 months. The choice of modality will depend on assessments of effectiveness, markets, gender and protection issues and cost efficiency. Through food assistance for assets, WFP will promote asset creation activities to stimulate early recovery, rebuild livelihoods and reduce long-term vulnerability to food insecurity and malnutrition.

Strategic outcome 5: National and subnational institutions have strengthened capacity to manage food security and nutrition policies and programmes by 2021

68. WFP's inputs help to create a stronger institutional framework for addressing the multi-dimensional challenges of food insecurity and malnutrition.
69. This outcome is aligned with Five-Year Development Plan (2014–2019) outcome 11. The Government supports people's well-being and democratic governance, target M.11.4 100 percent of government entities have mechanisms and institutional frameworks enabling people's participation in public policies, and UNDAF outcome 3 Consensus, democratic governance and public policies.

Focus areas

70. The focus of strategic outcome 5 is on addressing the root causes of food insecurity and malnutrition by strengthening national institutional capacities.

Expected outputs

71. This outcome will be achieved through four outputs:
- CONASAN has strengthened capacity for coordinating food security and nutrition activities.
 - Food security and nutrition councils are established in the municipalities most affected by malnutrition and food insecurity.
 - A coordination platform for the public and private sectors is established under the umbrella of the SUN Business Network.
 - The Government is engaged in South–South cooperation to improve food security and nutrition.

Key activities

72. *Activity 10: Strengthen the capacity of CONASAN at the national and subnational levels (Strategic Result 5: Capacity strengthening; Corporate Activity Category 9: Institutional capacity strengthening).* WFP will support the efforts of CONASAN to implement the Food Security and Nutrition Policy at the subnational level. This activity will assist the Government in understanding food security and nutrition challenges, improve coordination among cooperating partners and ensure timely policy decisions at all levels.
73. *Activity 11: Share best practices and knowledge through South–South and triangular cooperation and the SUN Business Network (Strategic Result 5: Capacity strengthening; Corporate Activity Category 9: Institutional capacity strengthening).* WFP will support the Government's efforts to increase cooperation effectiveness by facilitating South–South cooperation through the sharing of knowledge on social protection, food security and nutrition, and adaptation to climate change. WFP will also support government efforts to remain active in

the SUN Movement by creating a public–private forum on food security and nutrition. The SUN Business Network will develop a road map of nutrition-sensitive actions – including behaviour change communication – to address the double burden of malnutrition through an integrated public–private approach.

3.3 Transition and Exit Strategies

74. Each strategic outcome has a capacity-strengthening component that enables a gradual transition from direct implementation by WFP to full national ownership. Each outcome will be implemented jointly with the Government and other partners. Limited resources and fiscal constraints may limit the Government’s ability to take full ownership by 2021.
75. WFP may continue to provide operational support while addressing capacity gaps to ensure full government ownership, coordination and management of food security and nutrition programmes.

4. Implementation Arrangements

4.1 Beneficiary Analysis

76. Estimates of beneficiary numbers are based on factors such as recurrence and severity of natural hazards, prevalence of food insecurity, land degradation, vulnerability to climate change and livelihood type. For each intervention, a targeting exercise will be carried out with government institutions, local authorities, community leaders and other United Nations agencies. Qualitative analysis will be used to evaluate the social and gender context, including the local culture and potential impacts of the intervention. The target groups of smallholder farmers for strategic outcomes 2, 3 and 4 will not overlap. Where there is geographic overlap in targeting, the country office will avoid duplication of assistance by registering beneficiaries in SCOPE, WFP’s beneficiary and transfer management platform.
77. The country office will utilize WFP’s situation analysis and planning tools, relying on the three-pronged approach in consultation with the Government and other major partners. This will ensure that women, men, girls and boys have equal opportunities, equitable access to resources and equal voice in household and community decisions. Integrated context analysis will be used to provide information for targeting priority geographic areas.
78. Beneficiary registration will utilize information management tools such as SCOPE, complemented by government beneficiary data. Transfers for strategic outcomes 1, 2, 3 and 4 will be based on the needs of an average household of five members. Table 1 shows beneficiaries receiving cash-based or food transfers, or participating in training and awareness-raising activities.
79. Work towards each strategic outcome includes capacity strengthening of government institutions. The following tables do not include the numbers of government employees benefiting from these capacity development activities.

TABLE 1: FOOD AND CASH TRANSFER BENEFICIARIES BY STRATEGIC OUTCOME AND ACTIVITY				
Strategic outcome	Activity	Women/girls	Men/boys	Total
1	2. Support government transfers to pregnant and lactating women, and children under 2	63 000	27 000	90 000
	3. Support government transfers to adolescents and young women and men	23 450	23 450	46 900
2	5. Strengthen the production, management and marketing capacities of smallholder farmers and their organizations	128 275	121 725	250 000
3	7. Provide food assistance for assets to increase climate resilience	56 925	46 575	103 500
4	9. Complement government transfers to the most vulnerable households affected by disasters	188 250	173 750	362 000
	9. Provide food assistance for asset creation to facilitate early recovery of households	114 138	105 358	219 496
TOTAL		574 038	497 858	1 071 896

4.2. Transfers

Food and Cash-Based Transfers

TABLE 2: FOOD RATIONS AND CASH-BASED TRANSFER VALUES BY STRATEGIC OUTCOME AND ACTIVITY (g/person/day)			
Strategic outcome 1	The most vulnerable households have access to effective, productive and nutrition-sensitive social protection by 2021		
	Activity 2	Activity 3 livelihoods	Activity 3 training
	Pregnant and lactating women, and children aged 6–23 months	Youth	Youth
	CBTs and food	CBTs	CBTs
SuperCereal plus	100	n/a	n/a
Total kcal/day	410	n/a	n/a
% kcal from protein	16	n/a	n/a
CBTs (USD/person/day)	0.24	0.50	1.50
Number of feeding days (per year)	365	365	90

TABLE 2: FOOD RATIONS AND CASH-BASED TRANSFER VALUES BY STRATEGIC OUTCOME AND ACTIVITY (g/person/day)	
Strategic outcome 3	Targeted populations and communities in the most food-insecure areas have increased resilience to climate change by 2021
	Activity 7
	Smallholder farmers
	CBTs
CBTs (<i>USD/person/day</i>)	0.50
Number of feeding days per year	90
Strategic outcome 4	Targeted people affected by rapid- and slow-onset disasters have access to food all year
	Activity 9
	Food-insecure households
Cereals	400
Pulses	60
Oil	25
Salt	5
Sugar	0
SuperCereal	60
Total kcal/day	2 087
% kcal from protein	n/a
Cash (<i>USD/person/day</i>)	0.50
Number of feeding days per year	90*

* The estimated annual average for Activities 9 and 10 combined is 180 days (90 days on average per activity).

TABLE 3: TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUE		
Food type/CBT	Total (mt)	Total (USD)
Cereals	4 187	2 867 985
Pulses	628	992 272
Oil and fats	262	519 415
Mixed and blended foods	938	929 834
Other	52	16 222
TOTAL (food)	6 067	5 325 728
CBTs		41 275 066
TOTAL	6 067	46 600 794

80. If transfers are required, CBTs will be prioritized because they are the most efficient and effective modality for ensuring households' access to a nutritious and diversified diet, based on gender and protection considerations. CBTs allow savings compared with in-kind food distributions. Distributions of food will be limited to emergency responses where food is not available in markets.

81. Nutritious foods such as SuperCereal plus will be provided in kind or using commodity vouchers. Commodity vouchers will be prioritized whenever SuperCereal plus or its equivalent is available in the market; in-kind transfers will be used in municipalities where SuperCereal plus is not available.
82. WFP will support the National Centre for Agriculture and Forestry Technology, in developing the capacity of smallholder farmers and their cooperatives to diversify production, in collaboration with FAO. Capacity development will focus on the production of nutritious foods and will support smallholders' integration into markets to stimulate local purchases and nutrition-sensitive interventions.

Capacity Strengthening Including South–South Cooperation

83. WFP's main focus will be on strengthening national and local capacities with regard to social protection systems, smallholder farmers' competitiveness and market access, information systems, and assessments for improving climate change-related analysis, vulnerability analysis and mapping, and monitoring and evaluation of food security and nutrition programmes.
84. At the country and regional levels, WFP will facilitate the sharing of experiences, knowledge, skills and best practices to end hunger and improve food security and nutrition. It will promote South–South and triangular cooperation, focusing on Latin American countries and including the Rome-based agencies and the United Nations Office for South–South Cooperation. WFP will work with CONASAN to disseminate lessons learned through the SUN Movement in El Salvador to other countries and ensure that best practices from other countries are adapted to El Salvador. WFP will engage with the private sector to encourage innovation and will work with CONASAN to establish a SUN Business Network. It will facilitate collaboration among government institutions, United Nations agencies and local research institutions to build an evidence base for activities aimed at achieving zero hunger.

4.3 Supply Chain

85. WFP's El Salvador country office will continue building on its innovative supply chain approach. Access to staple and nutritious foods will be enabled through CBTs in partnership with national and local private-sector retailers, ensuring equitable profits for businesses owned and managed by women and men.
86. Partnerships with local financial institutions will be strengthened to maximize the effectiveness of the CBT platform and – eventually – provide additional services to the Government and other partners.
87. WFP will continue to use its logistics capacity to distribute food in the early stages of emergency response and to supply non-food items to support resilience-building. Local food procurement will be prioritized to link smallholder farmers to large national retailers – the main buyers of staples such as maize and beans.

4.4 Country Office Capacity and Profile

88. WFP's strong team in the capital, San Salvador, supervises activities in the country. However, as the most vulnerable areas are in the east, with limited access from San Salvador, the Government will host an additional WFP antenna office in San Miguel, to facilitate coordination with government partners and reduce travel costs.
89. The country office will continue investing in staff development and capacity to ensure that the team is fully equipped to implement the CSP. Knowledge of social protection, agricultural development, rural risk reduction strategies, soil and water management, adaptation to climate change, food markets, vulnerability analysis and mapping, and supply chains will be prioritized and gender will be mainstreamed in all knowledge management and capacity development initiatives. Staff competencies will be enhanced to manage the transition from direct implementation of food assistance to capacity development of government institutions.

4.5 Partnerships

90. WFP's main partner in El Salvador is the Government, with CONASAN as its main counterpart. Other government counterparts include the ministries of foreign affairs, health, agriculture and livestock, environment and natural resources, education, and governance and territorial development, STPP, FISDL, the General Directorate for Civil Protection, and the Secretariat for Social Inclusion including its flagship programme Ciudad Mujer.
91. Through the "Delivering as One" initiative promoted by the United Nations country team, WFP will ensure a coordinated and integrated approach with all United Nations agencies for efficient and effective implementation of the CSP. For each activity, WFP will develop context-specific partnerships with: i) United Nations agencies including UNDP, FAO, UNICEF, the United Nations Population Fund (UNFPA), UN-Women and WHO; ii) international organizations including the Pan American Health Organization, the Inter-American Institute for Cooperation on Agriculture and Oxfam; iii) civil society actors and local NGOs including the Salvadoran Foundation for Health, and women's associations; iv) donors; v) academia; and vi) the private sector, including the media, agribusiness, retail and other sectors involved in establishing a national SUN Business Network.
92. In line with the policy on collaboration among the United Nations Rome-based agencies,²⁸ the country office will continue to work with FAO on coordinating activities and sharing information, best practices and advocacy on achieving zero hunger.
93. To achieve the CSP outcomes, WFP will strengthen cross-sector partnerships. Innovative approaches will be applied with private-sector actors along the food and nutrition supply chain. WFP will play a coordinating role among stakeholders to ensure that the most vulnerable people's nutrition needs are met.

5. Performance Management and Evaluation

5.1 Monitoring and Evaluation Arrangements

94. With the Government and other partners, WFP will develop a monitoring plan that includes indicators to measure outcomes and outputs and is aligned with WFP's Corporate Results Framework (2017–2021) and the Five-Year Development Plan (2014–2019). It will continuously generate evidence for formulating lessons learned and adjusting operations as needed.
95. Indicators will be measured against existing data or new baseline surveys carried out in 2017. All indicators will be disaggregated by gender, age and, if feasible, income and urban or rural residence. Progress will be measured via project reports and national surveys, including WFP-specific studies such as emergency food security assessments.
96. WFP field monitors will carry out beneficiary monitoring based on household interviews and focus group discussions. Field monitors will employ direct observation to measure asset creation and oversee distributions, assessing progress towards food security and nutrition objectives at the individual and household levels. Project outputs will be monitored using WFP's country office monitoring and evaluation tool (COMET). Innovative mechanisms for handling beneficiaries' complaints and feedback will be accessible to diverse groups of women, men, girls and boys.
97. An evaluation of resilience at the regional level will be carried out in 2018, and a decentralized evaluation by 2019. A country portfolio evaluation will be conducted in 2021 in coordination with the regional bureau and the Office of Evaluation to assess progress and create an evidence base for the post-2021 CSP.

²⁸ WFP/EB.2/2016/4-D/Rev.1.

5.2 Risk Management

98. The following risks and mitigating actions have been identified.

Contextual risks

99. Given its geographic location, geological situation and history, El Salvador is at risk of disasters and social and political instability. Activities towards strategic outcomes 1, 2 and 4 comprise direct mitigation measures against these risks. The 2019 elections could lead to policy discontinuity; WFP will mitigate this risk by conducting a mid-term review of the CSP in 2019 and adapting its plans as necessary.
100. El Salvador also has a precarious security situation. In 2015, the country had the highest homicide rate in the world, excluding war zones; this constitutes a constant threat to WFP staff. WFP is mitigating this risk in food and CBT distributions, in collaboration with local partners and the United Nations Department of Safety and Security.

Programmatic risks

101. There is a risk that WFP's staff lack the necessary skills for implementing new initiatives during the shift from direct implementation to capacity strengthening and integration into government programmes. WFP will mitigate this risk by strengthening staff capacities.

Institutional risks

102. Based on trends in official development assistance, there is a substantial risk that funding will fall short of needs. To mitigate this risk, WFP will widen its donor base and advocate for long-term funding arrangements that address hunger as both a cause and a result of poverty. WFP will develop strategies for joint resource mobilization with the Government and other partners.

6. Resources for Results

6.1 Country Portfolio Budget

Strategic outcome	Year 1	Year 2	Year 3	Year 4	Year 5	Total
1	5 502 959	9 740 819	4 564 017	3 948 519	3 003 114	26 759 428
2	582 622	1 345 471	1 096 875	1 032 005	949 695	5 006 668
3	3 384 751	6 350 141	4 564 460	2 989 261	1 704 570	18 993 183
4	8 682 607	7 986 778	7 533 748	6 889 611	6 492 631	37 585 375
5	86 734	152 076	96 700	78 562	52 828	466 900
TOTAL	18 239 673	25 575 285	17 855 800	14 937 958	12 202 838	88 811 554

* WFP has committed to allocating 15 percent of all project funds to activities that promote gender equality by 2020.

6.2 Resourcing Outlook

103. Net official development assistance to El Salvador declined from USD 276 million in 2009 to USD 98 million in 2014,²⁹ and will likely be very limited by the end of 2021. Despite this decline, significant resources are being channelled to poverty reduction, disaster response and resilience in El Salvador as part of violence prevention measures.
104. In recent years, the country office has been expanding its donor base, and has significant support from traditional government donors, foundations and the private sector. Major public donors remain committed to supporting El Salvador's efforts to improve food security and nutrition.

²⁹ Organisation for Economic Co-operation and Development (OECD). 2015. [ODA Receipts and Selected Indicators for Developing Countries and Territories](#).

6.3 Resource Mobilization Strategy

105. A comprehensive resource mobilization strategy has been developed to ensure full funding of the 2017–2021 CSP.
106. The country office will continue to expand its donor base by reaching out to traditional and non-traditional donors including governments, United Nations agencies, inter-governmental funds, international financial institutions, the private sector and foundations.
107. The Government may contribute to implementation of the CSP according to its financial capacities and availability.

ANNEX I

LOGICAL FRAMEWORK FOR EL SALVADOR COUNTRY STRATEGIC PLAN (YEAR 2017–2021)

Items formulated at the country level	Elements from the Strategic Plan	Categories and indicators from the Corporate Results Framework
<p>Country: El Salvador</p> <p>CSP start date: 01/04/2017 CSP end date: 31/12/2021</p>		
LOGICAL FRAMEWORK		
Strategic Goal 1: <i>Support countries to achieve zero hunger</i>		
Strategic Objective 2: <i>Improve nutrition</i>		
Strategic Result 2: <i>No one suffers from malnutrition (SDG target 2.2)</i>		
National SDG targets and indicators: Five-Year Development Plan Outcome 5 – Inclusion and social protection to achieve people’s well-being / Target 5.3 – Extreme poverty reduced by 3 percent		
UNDAF priorities 1: Basic goods and services; 2: Decent work and livelihoods; 5: Safe environment and coexistence		
<p>Strategic outcome 1. The most vulnerable households have access to effective, productive and nutrition-sensitive social protection by 2021</p> <p><i>Nutrition sensitive</i></p>	<p>Alignment to outcome category</p> <p>2.1 Improved consumption of high-quality, nutrient-dense foods among targeted individuals</p> <p>Outcome indicators</p> <p>2.1.1 Proportion of eligible population that participates in programme (coverage)</p> <p>2.1.2 Proportion of targeted population that participates in an adequate number of distributions (adherence)</p> <p>2.1.3 Proportion of children 6–23 months of age who receive a minimum acceptable diet</p> <p>2.1.5 Minimum Dietary Diversity – Women</p> <p>2.3.1 <i>Zero Hunger Capacity Scorecard</i></p>	
<p>Output 1: Pregnant and lactating women and children 6–23 months receive cash-based transfers for nutritious foods made available in stores nationwide</p> <p><i>Output also contributes to SDG 3</i></p>	<p>Alignment to output category</p> <p>A. Unconditional/Conditional resources transferred</p> <p>B. Nutritious foods provided</p>	

LOGICAL FRAMEWORK

<p>Output 2: Adolescents and young women and men exposed to violence, criminality and vulnerable to food and nutrition insecurity participate in productive programmes and benefit from cash-based transfers <i>Output also contributes to SDGs 1, 3 and 10.</i></p>	<p>Alignment to output category A. Unconditional/Conditional resources transferred C. Capacity development and technical support provided</p>
<p>Output 3: Healthy dietary practices, nutrition and hygiene training are mainstreamed throughout all programmes <i>Output also contributes to SDG 3</i></p>	<p>Alignment to output category C. Capacity development and technical support provided E. Advocacy and education provided</p>
<p>Output 4: The national social protection system is nutrition sensitive and all programmes include income-generating activities <i>Output also contributes to SDGs 1, 3 and 10</i></p>	<p>Alignment to output category C. Capacity development and technical support provided I. Policy engagement strategies developed/implemented J. Policy reform identified/advocated K. Partnerships supported M. National coordination mechanisms supported</p>
<p>Output 5: The national social protection system has a unique registry of beneficiaries and uses targeting criteria that integrate poverty and malnutrition data <i>Output also contributes to SDGs 1 and 10</i></p>	<p>Alignment to output category C. Capacity development and technical support provided I. Policy engagement strategies developed/implemented J. Policy reform identified/advocated K. Partnerships supported M. National coordination mechanisms supported</p>
<p>Output 6: The national social protection system is cost-effective, efficient and can be leveraged during major emergencies <i>Output also contributes to SDG 16</i></p>	<p>Alignment to output category C. Capacity development and technical support provided I. Policy engagement strategies developed/implemented J. Policy reform identified/advocated K. Partnerships supported M. National coordination mechanisms supported</p>
<p>Activity 1: <i>Provide technical assistance to the social protection system</i></p>	<p>Alignment to activity category 9. Institutional capacity strengthening activities</p>

LOGICAL FRAMEWORK

<i>Activity 2: Complement government transfers to pregnant and lactating women, and children under 2</i>	Alignment to activity category 6. Malnutrition prevention activities
<i>Activity 3: Support government transfers to adolescents and young women and men</i>	Alignment to activity category 1. Conditional resource transfer to support access to food
Strategic Goal 1: Support countries to achieve zero hunger	
Strategic Objective 3: Achieve food security	
Strategic Result 3: Smallholders have improved food security and nutrition through improve productivity and incomes (SDG target 2.3)	
National SDG targets and indicators: Five-Year Development Plan Outcome 1 – Work with dignity and ensure inclusive growth/Target 1.2 – 85 percent average increase of staple foods self-sufficiency production	
UNDAF priority 2: Decent work and livelihoods	
Strategic outcome 2. Food-insecure smallholder farmers and their organizations in El Salvador sustainably increase their productivity and income by 2021 <i>Nutrition sensitive</i>	Alignment to outcome category 3.1 Increased smallholder production and sales Outcome indicators: 3.1.1 Percentage of male/female smallholder farmers selling through WFP-supported farmer aggregation systems 3.1.3 Value and volume of pro-smallholder sales through WFP-supported aggregation systems 3.1.4 Percentage of WFP food procured from pro-smallholder farmer aggregation systems, disaggregated by sex of smallholder farmer and type of programmes 3.1.9 Percentage of targeted smallholder farmers reporting increased production of nutritious crops, disaggregated by sex of smallholder farmer <i>3.3.1 Zero Hunger Capacity Scorecard</i>

LOGICAL FRAMEWORK

<p>Output 1: The Ministry of Agriculture and Livestock and its agricultural extension body CENTA have trained personnel and improved policy and programme frameworks focused on increasing smallholder farmers' productivity and inclusive and equitable access to markets</p> <p><i>Output also contributes to SDGs 1, 3, 8, 10, 12, 13 and 15</i></p>	<p>Alignment to output category</p> <ul style="list-style-type: none"> C. Capacity development and technical support provided I. Policy engagement strategies developed/implemented J. Policy reform identified/advocated K. Partnerships supported L. Infrastructure and equipment investments supported M. National coordination mechanisms supported
<p>Output 2: Farmer organizations improve their support to smallholder farmers and increasingly sell to formal markets</p> <p><i>Output also contributes to SDGs 12 and 13</i></p>	<p>Alignment to output category</p> <ul style="list-style-type: none"> C. Capacity development and technical support provided D. Assets created K. Partnerships supported L. Infrastructure and equipment investments supported
<p>Activity 4: Provide technical assistance to the Ministry of Agriculture and its agricultural extension body CENTA</p>	<p>Alignment to activity category</p> <ul style="list-style-type: none"> 9. Institutional capacity-strengthening activities
<p>Activity 5: Strengthen the production, management and marketing capacities of smallholder organizations and their members</p>	<p>Alignment to activity category</p> <ul style="list-style-type: none"> 7. Smallholder agricultural market support activities
<p>Strategic Goal 1: Support countries to achieve zero hunger</p>	
<p>Strategic Objective 3: Achieve food security</p>	
<p>Strategic Result 4: Food systems are sustainable (SDG target 2.4)</p>	
<p>National SDG targets and indicators: Five-Year Development Plan Outcome 7 – Live safely / Target 7.1 – Reduce by 1 percent GDP loss due to climate change effects</p>	
<p>UNDAF priority 4: Resilience</p>	

LOGICAL FRAMEWORK

<p>Strategic outcome 3. Targeted populations and communities in the most food-insecure areas have increased resilience to climate change by 2021 <i>Nutrition sensitive</i>¹</p>	<p>Alignment to outcome category 4.1 Improved household adaptation and resilience to climate and other shocks Outcome indicators: 4.1.1 Food consumption score, disaggregated by sex of household head 4.1.2 Coping strategy index 4.1.3 Food expenditure share 4.1.4 Proportion of the population in targeted communities reporting benefits from an enhanced livelihoods asset base 4.1.5 Proportion of the population in targeted communities reporting environmental benefits 4.1.6 Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks 4.1.7 Food consumption score – Nutrition</p>
<p>Output 1: The links between climate change and food and nutrition insecurity are analysed to identify vulnerabilities and appropriate adaptation approaches at the national and local levels <i>Output also contributes to SDG 13 and 16</i></p>	<p>Alignment to output category C. Capacity development and technical support provided K. Partnerships supported M. National coordination mechanisms supported</p>
<p>Output 2: Climate information is disseminated and used for decision-making. <i>Output also contributes to SDGs 13 and 15</i></p>	<p>Alignment to output category C. Capacity development and technical support provided K. Partnerships supported M. National coordination mechanisms supported</p>
<p>Output 3: Climate-resilient and livelihood assets are restored or created. <i>Output also contributes to SDGs 12, 13 and 15</i></p>	<p>Alignment to output category A. Unconditional/Conditional resources transferred C. Capacity development and technical support provided D. Assets created G. Linkages to financial resources and insurance services facilitated</p>
<p>Output 4: Smallholder farmers enhance their adaptive capacity through knowledge sharing and the adoption of improved, climate-resilient practices. <i>Output also contributes to SDGs 12, 13 and 15</i></p>	<p>Alignment to output category C. Capacity development and technical support provided G. Linkages to financial resources and insurance services facilitated</p>

¹ Nutrition-sensitive interventions will be defined during the implementation of the CSP

LOGICAL FRAMEWORK

Activity 6: Support government capacity to help the population to adapt to climate change	Alignment to activity category 12. Analysis, assessment and monitoring activities
Activity 7: Empower smallholder farmers to adopt improved, sustainable agricultural practices	Alignment to activity category 2. Asset creation and livelihood support activities
Strategic Goal 1: Support countries to achieve zero hunger	
Strategic Objective 1: End hunger by protecting access to food	
Strategic Result 1: Everyone has access to food (SDG target 2.1)	
National SDG targets and indicators: Five-Year Development Plan Outcome 7 – Living safely/Target 7.2 – Increase by 20 percent the number of municipalities most at risk with access to early-warning systems	
UNDAF priority 1: Basic goods and services	
Strategic outcome 4. Targeted people affected by rapid- and slow-onset disasters have access to food all year long <i>Nutrition sensitive</i>	Alignment to outcome category 1.1 Maintained/enhanced individual and household access to adequate food Outcome indicators: 1.1.1 Food consumption score 1.1.2 Coping strategy index 1.1.5 Minimum dietary diversity – Women 1.1.6 Food consumption score – Nutrition 1.3.1 <i>Zero Hunger Capacity Scorecard</i> 1.3.2 Emergency preparedness capacity index
Output 1: Targeted beneficiaries affected by shocks receive food or cash-based transfers <i>Output also contributes to SDG 1</i>	Alignment to output category A. Unconditional/Conditional resources transferred B. Nutritious foods provided
Output 2: Assets are created or restored to support immediate recovery and rehabilitation <i>Output also contributes to SDGs 1 and 3</i>	Alignment to output category C. Capacity development and technical support provided D. Assets created E. Advocacy and education provided

LOGICAL FRAMEWORK

<p>Output 3: National contingency plans and early-warning systems are strengthened <i>Output also contributes to SDG 16</i></p>	<p>Alignment to output category C. Capacity development and technical support provided I. Policy engagement strategies developed/implemented J. Policy reform identified/advocated K. Partnerships supported L. Infrastructure and equipment investments supported M. National coordination mechanisms supported</p>
<p>Output 4: Government institutions are strengthened and supported to provide effective emergency response. <i>Output also contributes to SDG 16</i></p>	<p>Alignment to output category C. Capacity development and technical support provided I. Policy engagement strategies developed/implemented J. Policy reform identified/advocated K. Partnerships supported L. Infrastructure and equipment investments supported M. National coordination mechanisms supported</p>
<p>Output 5: Protocols are designed to enable the monitoring and evaluation of emergency preparedness and response <i>Output also contributes to SDG 16</i></p>	<p>Alignment to output category C. Capacity development and technical support provided I. Policy engagement strategies developed/implemented J. Policy reform identified/advocated K. Partnerships supported M. National coordination mechanisms supported</p>
<p>Activity 8: <i>Provide technical assistance to government institutions to strengthen emergency preparedness and response, including early warning and monitoring and evaluation systems for food security and nutrition.</i></p>	<p>Alignment to activity category: 11. Emergency preparedness activities</p>
<p>Activity 9: <i>Complement government transfers to the most vulnerable households affected by disasters to facilitate relief and early recovery</i></p>	<p>Alignment to activity category 1. Unconditional resource transfers to support access to food</p>

LOGICAL FRAMEWORK

Strategic Goal 2: *Partner to support implementation of the SDGs*

Strategic Objective 4: *Support SDG implementation*

Strategic Result 5: *Developing countries have strengthened capacities to implement the SDGs (SDG target 17.9)*

National SDG targets and indicators: Five-Year Development Plan Outcome 11 – The Government supports people’s well-being and democratic governance/target 11.4 – 100 percent of Government entities have mechanisms and institutional frameworks enabling people’s participation in public policies

UNDAF priority 3: Consensus, democratic governance and public policies

Strategic outcome 5. National and subnational institutions have strengthened capacity to manage food security and nutrition policies and programmes by 2021

Alignment to outcome category

5.1 Enhanced capacities of public- and private-sector institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations

Outcome indicator:

5.1.1 Zero Hunger Capacity Scorecard

Output 1: CONASAN has strengthened its coordination capacity for food security and nutrition.

Output also contributes to SDG 16

Alignment to output category

C. Capacity development and technical support provided
I. Policy engagement strategies developed/implemented
J. Policy reform identified/advocated
K. Partnerships supported
M. National coordination mechanisms supported

Output 2: Food security and nutrition councils are established in municipalities most affected by malnutrition and food insecurity

Output also contributes to SDG 16

Alignment to output category

C. Capacity development and technical support provided
I. Policy engagement strategies developed/implemented
J. Policy reform identified/advocated
K. Partnerships supported
M. National coordination mechanisms supported

LOGICAL FRAMEWORK

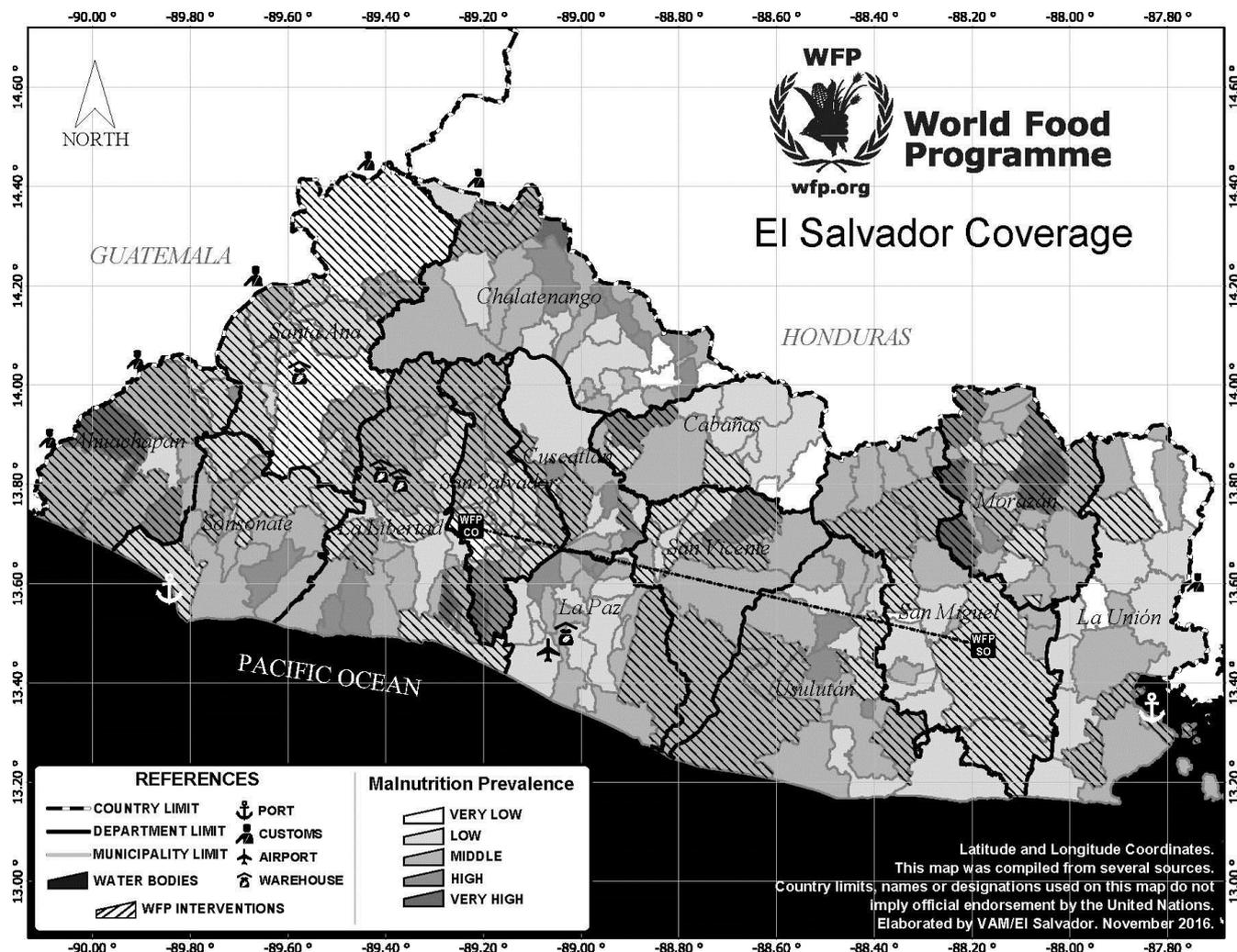
<p>Output 3: A coordination platform for the public and private sectors is established under the umbrella of the SUN Business Network <i>Output also contributes to SDG 16</i></p>	<p>Alignment to output category C. Capacity development and technical support provided I. Policy engagement strategies developed/implemented J. Policy reform identified/advocated K. Partnerships supported M. National coordination mechanisms supported</p>
<p>Output 4: The Government is engaged in South-South cooperation to improve food security and nutrition</p>	<p>Alignment to output category C. Capacity development and technical support provided I. Policy engagement strategies developed/implemented J. Policy reform identified/advocated K. Partnerships supported M. National coordination mechanisms supported</p>
<p>Activity 10: <i>Strengthen the capacity of CONASAN at the national and subnational levels</i></p>	<p>Alignment to activity category 9. Institutional capacity-strengthening activities</p>
<p>Activity 11: <i>Share best practices and knowledge through South-South and triangular cooperation as well as the SUN Business Network</i></p>	<p>Alignment to activity category 9. Institutional capacity-strengthening activities</p>
<p>Cross-cutting results: C1. Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences C2. Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity C3. Improved gender equality and women's empowerment among WFP-assisted population C4. Targeted communities benefit from WFP programmes in a manner that does not harm the environment</p>	

ANNEX II

INDICATIVE COST BREAKDOWN (USD)						
WFP Strategic Results/ SDG targets	Strategic Result 2 (SDG target 2.2)	Strategic Result 3 (SDG target 2.3)	Strategic Result 4 (SDG target 2.4)	Strategic Result 1 (SDG target 2.1)	Strategic Result 5 (SDG target 17.9)	Total
WFP strategic outcomes	1	2	3	4	5	
Focus area	Root causes	Resilience-building	Resilience-building	Crisis response	Root causes	
Transfers	21 274 746	3 684 178	13 745 590	30 680 352	327 651	69 712 517
Implementation	2 916 031	819 955	3 424 210	3 178 206	94 100	10 432 502
Adjusted direct support costs (%)	818 034	174 997	580 839	1 267 960	14 604	2 856 434
Subtotal	25 008 811	4 679 129	17 750 639	35 126 518	436 355	83 001 453
Indirect support costs (7%)	1 750 617	327 539	1 242 544	2 458 857	30 545	5 810 101
TOTAL	26 759 428	5 006 668	18 993 183	37 585 375	466 900	88 811 554

ANNEX III

Malnutrition prevalence and intervention areas of WFP's Country Strategic Plan (2017–2021)



The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of the World Food Programme (WFP) concerning the legal status of any country, territory, city or area or of its frontiers or boundaries.

Acronyms Used in the Document

CBT	cash-based transfer
COMET	country office monitoring and evaluation tool
CONASAN	<i>Consejo Nacional de Seguridad Alimentaria y Nutricional</i> (National Council for Food and Nutrition Security)
CSP	country strategic plan
DIGESTYC	General Directorate of Statistics and Censuses
FAO	Food and Agriculture Organization of the United Nations
FISDL	<i>Fondo de Inversión Social para el Desarrollo Local</i> (Social Investment Fund for Local Development)
GDP	gross domestic product
IFAD	International Fund for Agricultural Development
NGO	non-governmental organization
OECD	Organisation for Economic Co-operation and Development
SDG	Sustainable Development Goal
STPP	<i>Secretaría Técnica y de Planificación de la Presidencia</i> Technical and Planning Secretariat of the Presidency
SUN	Scaling Up Nutrition (movement)
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
WHO	World Health Organization