



World Food Programme
Programme Alimentaire Mondial
Programa Mundial de Alimentos
برنامج الأغذية العالمي

Executive Board
Annual session
Rome, 20–24 June 2022

Distribution: General	Agenda item X
Date: 9 March 2022	WFP/EB.A/2022/X-X/X/DRAFT
Original: English	Operational matters – Country strategic plans For approval

Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

Draft El Salvador country strategic plan (2022–2027)

Duration	1 July 2022–30 June 2027
Total cost to WFP	USD 129 202 890
Gender and age marker*	3

* <https://gender.manuals.wfp.org/en/gender-toolkit/gender-in-programming/gender-and-age-marker/>.

Executive summary

El Salvador's moderate but steady advancement towards food security and prosperity has been curbed by high levels of malnutrition, gender inequality and violence. Low purchasing power, a result of both low income and limited job opportunities matched with high food prices and insufficient national production, represents an important food security and nutrition challenge that hampers food access and availability. The country's exposure to climate variability and other disaster risks is amplifying existing vulnerabilities. Despite all these challenges, the Government has identified initiatives to overcome them.

Significant national investments in infrastructure and the reduction of violence are positive indicators of fruitful collaboration to eradicate hunger and malnutrition. WFP will support El Salvador in strengthening human capital and resilience, thereby contributing to the country's prosperity and reducing incentives for irregular migration. WFP will harness its role as an enabler of change to assist food-insecure populations, transform discriminatory gender social norms and establish efficient, equitable and inclusive food systems that can increasingly cater to the country's food production needs. Emergency preparedness and response, disaster risk management, anticipatory action and community-based adaptation will strengthen adaptive capacity to face new slow- and rapid-onset shocks.

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This country strategic plan articulates WFP's proposed support for El Salvador from 2022 to 2027. It is designed to assist the Government and partners in achieving the following outcomes:

- *Strategic outcome 1:* Crisis-affected communities and people in conditions of vulnerability, with an emphasis on women, at-risk young people and returnees, meet their food and nutrition needs at all times and have their well-being and social cohesion enhanced.
- *Strategic outcome 2:* The Salvadoran population can rely on resilient, efficient, equitable and inclusive food systems and capacities that favour decent work, production, functioning markets, local consumption and climate change adaptation.
- *Strategic outcome 3:* National institutions have strengthened capacities to address the root causes of hunger through an integrated, inclusive and shock-responsive social protection system.
- *Strategic outcome 4:* Government partners, United Nations agencies and international and national NGOs are supported with supply chain and cash transfer services and technical assistance.

WFP will continue to build the Government's capacity and strengthen its leadership through advocacy and technical support. Working closely with other United Nations entities, non-governmental organizations, academia and the private sector, WFP will harness synergies to address medium- and long-term development objectives. This country strategic plan will adopt a social and behaviour change communication strategy with the aim of developing and implementing community-tailored actions to transform gender relations and improve the nutrition, well-being and resilience of people in conditions of vulnerability.

WFP will offer services to humanitarian and development partners, ensuring that gender, nutrition and protection needs are prioritized. A gradual handover, informed by regular monitoring exercises, will allow resources to be optimized while leadership by national institutions, communities and individuals is strengthened.

Draft decision*

The Board approves the El Salvador country strategic plan (2022–2027) (WFP/EB.A/2022/X-X/X) at a total cost to WFP of USD 129,202,890.

* 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. The smallest and most densely populated country in Central America, El Salvador has a population of 6.3 million people, with 464,154 Salvadorans officially living abroad.^{1, 2} In El Salvador, 61.7 percent of the population (53.8 percent women) resides in urban areas and almost one fifth are between the ages of 20 and 29.³ In this highly urbanized setting, unemployment, inadequate living conditions, gang violence and insecurity represent the biggest challenges to social development and economic growth and are among the main drivers of migration.⁴
2. Rural poverty has decreased significantly since 2014, led by a shift in the agriculture sector towards higher-paying jobs⁵; nevertheless, the number of people at risk of poverty due to economic shocks has increased, as clearly seen during the first months of the coronavirus disease 2019 (COVID-19) pandemic. As a result, informal jobs among the poorest are extremely common and on the rise. The latest Human Development report noted an inequality adjusted Human Development Index score of 0.529⁶ and a Gini index score of 0.35.⁷ Improvements in poverty and equality have been accompanied by a 2 to 3 percent yearly rise in gross domestic product (GDP), currently at USD 24.64 billion.⁸
3. For decades, migration to North America has caused a significant loss of human capital and an increase in family separation and school dropouts. Still, the desire to migrate is on the rise and is higher than in Honduras and Guatemala, with 52 percent of respondents in a 2021 study indicating an intent to migrate in the next year. An estimated 73,000 Salvadorans have attempted to migrate each year in the past five years, leading to an estimated annual cost of USD 450 million. One third of migrants who attempt the journey end up returning, either voluntarily or involuntarily.⁹ Returnees may face stigmatization and precarious economic conditions and be exposed to extortion and violence, which leads many to again attempt to migrate.¹⁰
4. Adding to a high earthquake hazard level, El Salvador has been directly affected by extreme weather events in the past 30 years, with storms, floods and droughts threatening people's lives and causing significant economic losses.¹¹ The country ranks 28th in the Global Climate Risk Index and is particularly affected by the *El Niño-La Niña* phenomena, which affect agricultural production and livelihoods to a greater extent within the Central American Dry Corridor.¹² Deforestation, water and ecosystem degradation and unequal access to land are other important factors contributing to low local food production and diversification.

¹ World Bank Group. [The World Bank in El Salvador: Overview](#). (Website.)

² 53.3 percent women and 46.7 percent men. Government of El Salvador, Directorate-General for Statistics and the Census. 2021. [Multi-purpose Household Survey 2020](#). (Available in Spanish only.)

³ *Ibid.*

⁴ Oxfam. 2019. [El Salvador: The Migration Mosaic](#).

⁵ World Bank Group. 2021. [Poverty and Equity Brief, Latin America and the Caribbean: El Salvador](#). April 2021.

⁶ United Nations Development Programme. [Human Development Report 2020](#).

⁷ Dirección General de Estadística y Censos. 2020. [Multi-purpose household survey, 2019](#).

⁸ World Bank Group. [GDP: El Salvador](#). (Website.)

⁹ Soto, A. and others. 2021. [Charting a New Regional Course of Action: The Complex Motivations and Costs of Central American Migration](#).

¹⁰ Piotr P. 2021. [Migration from El Salvador to the U.S.: A Background Brief](#). (Website.)

¹¹ United States Agency for International Development. 2017. [Climate Change Risk Profile: El Salvador](#).

¹² Van der Zee, A. and others. 2012. [Study of the Characterization of the Central American Dry Corridor: Volume I](#). (Available in Spanish only.)

5. The territorial control plan launched by the Government in 2019 has led to a moderate improvement in security in the country but violence, including homicide, persists, with young males from urban areas most at risk, both as victims and perpetrators. It is estimated that between 20,000 and 35,000 young Salvadorans belong to youth gangs (*maras*), pushed by the limited employment opportunities.¹³ Averaging better than its neighbouring countries, El Salvador ranked 85th in the 2019 Gender Inequality Index,¹⁴ yet women face significant challenges in political participation, employment, wages and financial inclusion. In 2019, 37.1 percent of families were headed by women. Further, 39.4 percent of women had no income of their own, almost three times the rate for men.¹⁵ Currently, the average labour force participation rate for women in El Salvador is less than 50 percent.¹⁶

1.2 Progress towards the 2030 Agenda for Sustainable Development

6. Prior to the COVID-19 pandemic, El Salvador had achieved significant progress in reducing poverty and hunger, improving maternal and child health, enhancing educational coverage, quality and infrastructure and approving regulatory frameworks that foster equality. Among the country's main accomplishments are the creation of the National Council for Sustainable Development and commitments on women's economic autonomy and policies on gender equality in public such as the national policy on joint social responsibility for care.¹⁷
7. In 2020, the pandemic and consecutive tropical storms significantly hampered progress towards Sustainable Development Goals (SDGs) 1, 2, 5 and 10. The pandemic alone caused estimated increases of 9.8 percent in extreme poverty and 3.3 percent in moderate poverty, despite the implementation of government emergency social protection programmes.¹⁸ By November 2020, 75 percent of households faced significant reductions in income due to the impact of restrictions on informal jobs and agricultural labour.¹⁹ The sharp economic contraction caused a loss of more than 10 years of progress in women's labour market participation.²⁰

1.3 Progress towards SDGs 2 and 17

Progress on SDG 2 targets

8. *Access to food.* In El Salvador, 8.5 percent of the population is undernourished and 47.1 percent suffers from moderate or severe food insecurity.²¹ Financial poverty is one of the main challenges hindering access to healthy and nutritious food. Single parent female-headed households are most affected in urban areas while male-headed

¹³ Organization for Economic Cooperation and Development. [Key Issues affecting Youth in El Salvador](#)". (Website.)

¹⁴ United Nations Development Programme. 2020. [Human Development Report 2020: The next frontier: Human Development and the Anthropocene](#).

¹⁵ Gender Equality Observatory for Latin America and the Caribbean. [Indicators: People without incomes of their own](#). (Website.)

¹⁶ Permanent Secretariat of the General Treaty on Central American Economic Integration. 2020. [Economic autonomy of women in Central America: Progress and challenges](#); *Policy brief N° 26*. (Available in Spanish only.)

¹⁷ Economic Commission for Latin America and the Caribbean. 2019. [Regional progress report on the Montevideo Strategy for Implementation of the Regional Gender Agenda within the Sustainable Development Framework by 2030](#).

¹⁸ Cepeda, J. and others. 2021. [The impact of the COVID-19 crisis, and its emergency response programmes, on poverty and inequality in Guatemala, El Salvador, and Honduras](#).

¹⁹ Integrated Food Security Phase Classification. 2020. [El Salvador: analysis of acute food insecurity by the IPC for the period November 2020–August 2021](#). (Available in Spanish only.)

²⁰ Economic Commission for Latin America and the Caribbean. 2021. [Special report COVID-19 No. 9: The economic autonomy of women in a sustainable recovery with equality](#).

²¹ Food and Agriculture Organization of the United Nations and others. 2021. [The State of Food Security and Nutrition in the World 2021](#).

households have the highest rate of multidimensional poverty in rural areas.²² Moreover, multidimensional poverty is concentrated in households with children (33.8 percent), almost twice as high as in childless households (17.4 percent).

9. *End malnutrition.* In recent years El Salvador has achieved modest progress in the reduction of malnutrition.²³ However, the high cost of nutritious foods and the lack of cold chain infrastructure has contributed to a shift in dietary patterns towards increased consumption of ultra-processed shelf-stable foods. Moreover, inadequate infant feeding practices contribute to the prevalence of malnutrition, with 46 percent of infants under 6 months of age exclusively breastfed and 86 percent of children 6–23 months of age receiving insufficiently frequent meals.²⁴ This has caused stunting to decline significantly (albeit inequitably) while overweight and obesity have reached epidemic proportions, affecting 38.4 percent of school-age children²⁵ and 65.2 percent of adults.²⁶
10. *Smallholder productivity and incomes.* Between 2015 and 2020, El Salvador suffered from the driest spell on record, losing USD 22 million in basic grains, vegetables and fruits to tropical storms in 2020 alone. Climate projections suggest that coffee, maize and bean production will continue to decline.²⁷ The dependence of rural communities on livestock and rainfed agriculture increases their vulnerability to climate variability and change. In recent years, reduced agricultural production and household incomes have made education-related costs²⁸ less affordable in rural areas, triggering a rise in school dropouts. Unequal access to land and financing instruments limit women’s engagement in productive and income-generation activities, affecting their autonomy.
11. *Food systems.* Current food systems have been leaning towards increased monoculture production, mainly of cash crops like sugarcane. The country depends significantly on food imports, especially vegetables (93.2 percent of the quantity consumed), cereals (62.5 percent) and beef (46.3 percent). Other staple foods (beans and corn) are also largely imported; however, the country produces 97.7 percent of the eggs and fresh milk consumed, importing only 2.3 percent. A lack of domestic demand for fresh, sustainably-produced food contributes to a weak link between local farmers and consumers.

Progress on SDG 17 targets

12. *Capacity strengthening.* El Salvador has a comprehensive sustainable food systems road map that highlights commitment to zero hunger through three priorities: responsible and sustainable consumption to reduce malnutrition and non-communicable diseases; promotion of more competitive, inclusive, gender-oriented and sustainable agriculture; and mitigation of the impacts of climate change and other crises.

²² United Nations Development Programme and Food and Agriculture Organization of the United Nations. 2016. [Food and nutrition security: The path to human development](#). (Available in Spanish only.)

²³ The report on a 2017 study on the cost of the double burden of malnutrition was a key document for data and targeting. See WFP and Economic Commission for Latin America and the Caribbean. 2019. [The cost of the double burden of malnutrition: Social and economic impact in El Salvador](#). (Available in Spanish only.)

²⁴ *Ibid.*

²⁵ World Health Organization. 2013. [Global school health survey: Results: El Salvador, 2013](#). (Available in Spanish only.)

²⁶ Government of El Salvador, Ministry of Health, National Institute of Health. 2015. [National survey of chronic non-communicable diseases in the adult population of El Salvador](#). (Available in Spanish only.)

²⁷ United States Agency for International Development. 2017. [Climate Risk Profile: El Salvador, 2017](#).

²⁸ Education-related cost refers to school supplies, internet services and overall equipment for virtual classes.

13. *Policy coherence.* Three of the government's priority working areas, namely, social welfare, economic reactivation and public security address food security, nutrition, gender equality and women's empowerment. The current alignment between the executive and legislative branches promises coherent implementation of food security policies.
14. *Diversified resourcing.* Foreign investment in El Salvador stood at 17.9 percent in 2020, 5 percent less than the world average. As a lower-middle-income country, El Salvador is no longer a priority development aid recipient for traditional donors. Social welfare investment, including in partnership with international financial institutions, is key to the achievement of the SDGs.²⁹
15. *Enhanced global partnership.* The country's fiscal constraints as a result of the COVID-19 crisis and a considerable foreign debt of above 90 percent of GDP require increased national and international partnerships, especially with the private sector, civil society and academia.

1.4 Hunger gaps and challenges

16. WFP's zero hunger strategic review for 2017–2022, the 2021 common country assessment and partner consultations highlight the following main challenges to the achievement of zero hunger:
 - *Lack of employment opportunities.* Irregular migration is largely caused by a lack of decent work opportunities. In 2019, 1.46 million non-agricultural workers over 16 years of age obtained informal jobs. Only 35 percent of workers are covered by contributory social protection, with women being at a bigger disadvantage because they have less access to formal employment.³⁰
 - *Natural events and food systems.* The unprecedented increase in climate-related events over the last 50 years represents an important hurdle for the achievement of food security. The cultivation of monocrops, land tenure inequality, low wages and low engagement of young people further compromise the resilience and sustainability of agricultural production.
 - *Double burden of malnutrition.* Low access to healthy diets and obesogenic food environments are accelerators of the double burden of malnutrition. Evidence shows that in 2017 the cost of malnutrition represented 10.3 percent of El Salvador's GDP (USD 2.56 billion). Approximately two thirds of that cost is currently attributable to undernutrition; however, given the nutritional transition in the country, it is estimated that 98 percent of the cost will be linked to overweight and obesity by 2081.³¹
 - *Gender inequality in the distribution of productive and reproductive work.* Women's economic autonomy is threatened by longstanding cultural norms around women's use of time and their productive and reproductive responsibilities. Weekly time dedicated to unpaid care work is much higher for women than for men (37 hours compared to 16).³² This disparity is an important barrier to women's equal participation in the labour market and access to economic resources that would give them more autonomy.

²⁹ The Global Economy.Com. [El Salvador: Capital investment, percent of GDP](#). (Website.)

³⁰ 35 percent men, 34 percent women. Government of El Salvador, Directorate-General for Statistics and the Census. 2021. [Multi-purpose Household Survey 2020](#). (Available in Spanish only.)

³¹ WFP and Economic Commission for Latin America and the Caribbean. 2019. [The cost of the double burden of malnutrition: Social and economic impact in El Salvador](#). (Available in Spanish only.)

³² Gender Equality Observatory for Latin America and the Caribbean. [Indicators: Total work time](#). (Website.)

- *Inclusive social protection.* High levels of vulnerability to natural, economic and socio-political shocks regularly strain the national social protection system, which is still limited in coverage. Data-driven decision making and monitoring are still relatively weak due to a lack of adequate instruments and processes, especially for the management of disaggregated data for the effective targeting of vulnerable people.

2 Strategic implications for WFP

2.1 Achievements, lessons learned and strategic changes for WFP

17. During the implementation of the country strategic plan (CSP) for 2017–2021, WFP's focus gradually shifted towards national capacity strengthening and advocacy, contributing to the humanitarian-development-peace nexus. The shift was informed by, among other things, decentralized evaluations of the *El Niño* response, a gender thematic evaluation and the 2021 evaluation of the CSP.
18. WFP supported capacity strengthening for emergency preparedness and response, including ongoing support during the COVID-19 pandemic and tropical storm emergencies. WFP worked with the Ministry of Agriculture and Livestock to strengthen its capacity through a South-South and triangular cooperation pilot project involving the development of an e-commerce platform connecting small vegetable producers with markets.
19. WFP's interventions shifted from separate nutrition-specific programming, emergency response and resilience building to increasingly integrated interventions that provide community capacity strengthening in early recovery, with nutrition- and gender-sensitive actions mainstreamed across activities.
20. Since 2016 WFP has strengthened community resilience and reduced the impact of climate change in the Dry Corridor, incorporating innovations such as drought-resistant crops, solar panels and water collection and irrigation systems. WFP has also worked with technical partners and financial service providers to design and implement a parametric index insurance product aimed at building financial resilience in the face of disasters.
21. In 2019, WFP began assisting at-risk young people in urban settlements and returnees through training and certification in gastronomy, art, digital skills and entrepreneurship to increase employability, retain human capital, prevent irregular migration and promote women's autonomy. In 2021, a pilot project was launched on the use of social cohesion indicators to measure progress in the context of resilience interventions.
22. WFP has strengthened smallholder farmers' competitiveness and linkages to markets, enabling associations to sell maize and beans in formal markets. To reduce micronutrient deficiencies, WFP has implemented a successful pilot project for biofortified maize production, enabling smallholder farmers to sell their produce to the school feeding and health programme led by the Ministry of Education.
23. WFP has increasingly partnered with the private sector. In 2021, a Scaling Up Nutrition business network was launched, raising awareness of the importance of malnutrition prevention and reduction as an investment in the country's human capital. Crucially, WFP supported a 2017 study on the double burden of malnutrition, placing the issue on the public agenda and fostering the development of dedicated public policies.

2.2 Alignment with national development plans, the United Nations sustainable development cooperation framework and other frameworks

24. The CSP is aligned with the government's main national plans under the umbrella of the *Cuscatlán Plan* and more specifically with the social development plan for 2019–2024, which identifies important economic, social and gender inequality challenges and aims to address issues of climate vulnerability, poverty, food insecurity and migration.

25. The United Nations sustainable development cooperation framework (UNSDCF) for 2022–2026 aligns with the national development priorities of well-being, economic transformation, security and democracy. WFP will contribute to the UNSDCF through the implementation of programmes that increase resilience to climate change, stimulate sustainable production, support inclusive and equitable social protection, increase employability and foster social cohesion and women's empowerment.
26. WFP is the partner of choice for the emergency monitoring of food security, leads the implementation of the humanitarian response plan on behalf of the multisectoral cash-based transfer group. It also leads the logistics cluster and the emergency telecommunications cluster and co-leads the food security cluster with the Food and Agriculture Organization of the United Nations (FAO).

2.3 Engagement with key stakeholders

27. This CSP is a result of a comprehensive consultative process. Findings and information from the common country assessment, the zero hunger strategic review and the 2021 United Nations food systems summit were complemented through consultations with beneficiaries³³ to identify needs and support behaviour change in order to achieve the desired programme objectives. Strategic CSP consultations enabled a focus on synergies between WFP's strategy and national and ministerial strategies.
28. Consultations with the United Nations country team, non-governmental organizations (NGOs),³⁴ academia, the private sector and key donors contributed to strengthening and fostering partnerships. WFP also actively engaged in the development of the UNSDCF and held bilateral consultations with other United Nations entities on strategic alignment.

3 WFP strategic portfolio

3.1 Direction, focus and intended impacts

29. This CSP is aimed at increasing access to food through emergency preparedness and response, early action and human capital development; strengthening food systems for increased local food availability and consumption; supporting the government's long-term investment in social protection; and providing WFP services to humanitarian and development partners.
30. WFP will continue to support populations exposed to multiple crises through emergency preparedness and response and early recovery activities, complementing national leadership. While addressing immediate needs, WFP aims to improve diet quality and reduce inequality in access to food, thus reducing the incentive for violence, criminal activity and migration and transforming social gender norms to promote social cohesion and societal well-being.
31. WFP will also focus on increasing the scale and competitiveness of local production, encouraging the effective use of climate-smart methods, supporting sustainable use of resources and implementing financial mechanisms. Through a "whole of society" approach, WFP will prioritize the improvement of market systems and supply chains between urban and rural areas, from producer to consumer, promoting the consumption of nutritious food through food education and fostering access to decent work.

³³ During the process of CSP development, WFP held focus group consultations with people affected by multiple crises; women and young entrepreneurs; young people who certified in gastronomy, art and theatre; women and men on the Communal Civil Protection Commission; and adult and young women and men agricultural producers.

³⁴ NGOs include those working on women's rights, such as *Voces Vitales* and *Colectiva Feminista* for Local Development.

32. Contributing to strong global partnerships and cooperation, WFP will work with the Government to strengthen its leadership in disaster risk management and social protection and will provide services to other humanitarian and development actors. Actions to transform gender relations will be mainstreamed throughout the development, implementation and monitoring of CSP activities to ensure the engagement of women, men, girls and boys in ways that advance gender equality. WFP will strengthen its social and behaviour change communication (SBCC) strategy, translating the findings from formative research into actionable measures to promote improved behaviour concerning the production, selection and consumption of nutritious food.

3.2 Strategic outcomes, focus areas, expected outputs and key activities

Strategic outcome 1: Crisis-affected communities and people in conditions of vulnerability, with an emphasis on women, at-risk young people and returnees, meet their food and nutrition needs at all times, enhancing their well-being and social cohesion

33. WFP in coordination with the national emergency operations centre will complement government and partner emergency response efforts to meet the food and nutrition needs of diverse crisis-affected populations in conditions of vulnerability. Along with providing emergency food assistance, WFP will contribute to early recovery efforts when conditions allow, implementing community-level actions for livelihood reconstruction and early productive reintegration of crisis-affected populations, also contributing to SDGs 1, 3 and 5. By linking early recovery interventions with those considered under CSP activities 4 and 5, WFP will support strengthening of the humanitarian-development-peace nexus and shock-responsive social protection, reducing incentives for irregular migration and violence and fostering social cohesion through a gender- and conflict-sensitive approach.
34. To prevent malnutrition, WFP in coordination with the Directorate General of Civil Protection will provide emergency food assistance to crisis-affected populations, taking into consideration the nutritional needs of vulnerable groups. In addition, WFP will provide capacity strengthening relevant to gender- and nutrition-sensitive emergency preparedness and response and transfer modality optimization, coordinating with national and regional mechanisms and offering its expertise in vulnerability analysis and mapping, innovative digital solutions and disaster risk financing. The implementation of actions under WFP's SBCC strategy will complement food assistance to help crisis-affected populations make informed food purchasing decisions, use healthier methods for food preparation and ensure that food is shared equitably within households, improving their food education and consumption habits.

Focus area

35. Strategic outcome 1 is focused on crisis response.

Alignment with national priorities

36. This outcome aligns with UNSDCF outcomes E1, E2, E3, E4 and E5; the national civil protection and disaster prevention and mitigation plan; the social development and protection law; and the social development plan for 2019–2024, specifically results 1, 2, 6 and 7; the national policy on integral support for early child development "*Crecer Juntos*"; national youth policy (2010-2024) and the general youth law; the agricultural innovation ecosystem plan; the digital identity pillar of the digital agenda El Salvador 2020–2030; the law on equality, equity and eradication of discrimination against women.

Expected outputs

37. Strategic outcome 1 will be achieved through one output linked to activity 1 and one output linked to activity 2:
- 1.1 People in vulnerable conditions affected by multiple shocks meet their specific food and nutrition needs through gender- and nutrition-sensitive programming, supporting early recovery and strengthening social cohesion.
 - 2.1 National and subnational institutions and communities benefit from enhanced knowledge, capacity strengthening and coordination relating to the design of anticipatory action strategies for risk reduction and management with a resilient approach.

Key activities

Activity 1: Provide immediate nutrition-sensitive food assistance to crisis-affected populations to meet their essential needs and facilitate relief and early recovery

38. WFP will provide timely assistance, primarily through unconditional cash-based transfers (CBTs), to food-insecure and malnourished households affected by crises. In-kind food or nutrition-specific assistance will be provided when CBTs are not feasible or suitable. For populations in conditions of greater vulnerability, such as pregnant and lactating women and girls and children under 5 WFP will complement the food basket with supplementary nutritious foods to prevent acute malnutrition and anaemia. Food assistance will be complemented by SBCC measures aimed at improving food practices and decisions regarding the purchase and consumption of nutritious foods, increasing the participation of women and girls in household decision making and transforming discriminatory practices in food distribution and consumption.
39. During the early recovery phase, WFP assistance will wherever possible, be complemented by capacity strengthening actions to increasingly enable crisis-affected people to restore their livelihoods and assets and re-enter labour markets, with a specific focus on food-insecure women, children in early childhood, people with disabilities, returnees and at-risk young people in urban and peri-urban areas. Thus, food assistance will be linked to vocational training programmes and certification aimed at supporting the development of technical and human skills in areas such as gastronomy, hospitality and financial literacy or areas that promote greater access to productivity-enhancing social protection schemes and financial services. WFP will also strive to contribute to women's economic autonomy, fostering actions that transform social norms, especially with regard to women's use of time in caregiving work.

Activity 2: Strengthen emergency preparedness and response capacity at the community and institutional levels

40. WFP will provide technical assistance and capacity strengthening and collaborate with technical institutions involved in civil protection, disaster prevention and mitigation to improve early warning systems; improve and accelerate food security and nutrition and gender-sensitive analysis, including the use of sex-, age- and disability-disaggregated data; implement innovative technologies that enable the Government to access quality data for informed decision making; and foster collaboration on preparedness and response by stakeholders in various sectors, including international financial institutions, to support shock-responsive social protection.

Partnerships

41. WFP will work closely with the United Nations country team; the Ministry of the Interior and Territorial Development, the Ministry of Environment and Natural Resources and the Directorate General of Civil Protection; the First Lady's Office and the Ministry of Agriculture

and Livestock; civil society organizations; departmental, municipal and communal civil protection structures; relevant United Nations entities; and NGOs. WFP will coordinate with the Ministry of Local Development, the Salvadoran institute for the development of women, the national youth institute (*Instituto Nacional de la Juventud*), the national commission for micro and small enterprises (*Comisión Nacional de la Micro y Pequeña Empresa*), the Ministry of Foreign Affairs and the Ministry of Tourism, as well as academia and the private sector.

Assumptions

42. This outcome is premised on the assumption that the intervention capacity of national institutions is maintained or increased, that national authorities commit to strengthening and financing mechanisms that address the needs of people in conditions of vulnerability and that policies for gender equality continue to be promoted, in compliance with international commitments.

Transition/handover strategy

43. The capacity-strengthening component provides for a gradual transition from WFP direct implementation to national ownership by 2027, after which WFP will provide assistance based on need. WFP is relying on the current commitment of national institutions to adopt the proposed model. At the community level, WFP's SBCC strategy will focus on creating an equitable and sustainable environment for social change and advancing on gender equality so that communities adopt and sustain new behaviours over time.

Strategic outcome 2: The Salvadoran population can rely on resilient, efficient, equitable and inclusive food systems and capacities that favour decent work, production, functioning markets, local consumption and climate change adaptation

44. WFP aims to foster resilient, efficient, equitable and inclusive food systems, prioritizing the inclusion of small producers and associations, young people and women and strengthening intergenerational social cohesion. To enable people in conditions of vulnerability to adapt and reduce their vulnerability to shocks and climate change and thus contribute to SDG 13, WFP will promote innovative natural resource management and community-based adaptation. In addition, CBTs, financial services and microinsurance pay-outs will contribute to ensuring food security in times of crisis, acting as a safety net that will prevent the use of negative coping mechanisms and foster production.
45. WFP will support connections among food system actors, including linkages between smallholder farmers and the school feeding and health programme, and will encourage the diversification of production and strengthening and shortening of supply chains where possible. WFP will strengthen the skills of food-insecure women, children in early childhood, people with disabilities, returnees and at-risk young people in urban, peri-urban and rural areas to facilitate access to formal jobs and promote entrepreneurship, thus contributing to SDGs 1 and 8. Adopting a nutrition-sensitive approach, WFP will promote the consumption of local foods to improve people's health and increase resilience to shocks. Through nutrition-sensitive interventions, WFP will promote diverse, nutritious and local diets, simultaneously increasing resilience to shocks.
46. Contributing to increasing resilience through gender equality, WFP will use SBCC to support women's economic autonomy and the redistribution of housework and care responsibilities, striving to increase the participation of rural women in productive activities and decision making. This will reduce the amount of time women spend in unpaid care work while strengthening their capacity for entrepreneurship and income-generating activities.

Focus area

47. Strategic outcome 2 is focused on resilience building.

Alignment with national priorities

48. This strategic outcome is aligned with UNSDCF outcomes E2, E4 and E5 and the priorities set out in the following national plans:
- 2019–2024 Cuscatlán
 - national environmental policy (2012)
 - national climate change plan (2015)
 - general youth law (2013)
 - third national communication to the Conference of the Parties of the United Nations Framework Convention on Climate Change (2018)
 - national climate change strategy (2013)
 - agricultural rescue master plan (2020–2024)
 - social development plan (2019–2024)
 - national food and nutrition security policy (2018–2028)
 - national youth policy (2010–2024)
 - national tourism plan 2030

Expected outputs

49. Strategic outcome 2 will be achieved through two outputs linked to activity 3 and three outputs linked to activity 4:
- 3.1 Communities and producers benefit from enhanced capacity to produce nutritious foods in a sustainable and climate-smart manner, diversifying livelihoods and incomes, strengthening social cohesion and fostering the inclusion of women, young people and people with disabilities in productive activities.
 - 3.2 Communities and producers benefit from resources and capacities to implement integrated climate-risk management strategies that protect their livelihoods.
 - 4.1 Food systems actors, with emphasis on young people, women, people with disabilities, returnees and associative groups in rural, urban and peri-urban areas, benefit from capacity strengthening and training to improve their employment and income opportunities and their competitiveness in an inclusive, scalable and efficient associative mode.
 - 4.2 National institutions, producers and associative groups benefit from capacity and knowledge strengthening that enhance their ability to protect their assets and improve food quality, safety, logistics processes, storage and food processing for food security and nutrition.
 - 4.3 Women in all their diversity benefit from social and behaviour change and have economic autonomy, food security and improved nutrition as a result of access to decent work and the right to manage their time.

Key activities

Activity 3: Empower food-insecure communities to adopt improved and inclusive climate risk management and adaptation practices, as well as services to enhance production and resilience against shocks and stressors

50. WFP will support communities in building, restoring and maintaining productive assets for climate-smart livelihoods and intergenerational knowledge transfer, thus reducing incentives for irregular migration. Promoting social cohesion in rural areas, WFP will engage

young people as users of innovations for climate-smart livelihoods, including agricultural, renewable energy and food processing technologies. Under this activity, WFP will implement climate-risk management activities, fostering the development of climate information services and access to risk transfer mechanisms. In addition, harnessing diverse methodologies such as water harvesting and solar-powered systems, WFP will support the scale-up of community-based adaptation actions, linking to early recovery activities under activity 1. WFP will promote crop diversification through community gardens, individual vegetable plots and macro tunnels and greenhouses cultivated with a variety of vegetables, promoting biofortified maize and sorghum, fruit and nutritious crops like quinoa.

51. WFP aims to continue to invest in climate services and forecast-based financing, including microinsurance, to prevent the use of negative coping mechanisms during crises and will use an SBCC approach to support the development and improvement of context-tailored climate information for early warning and seasonal forecasts. WFP will work with the Government and communities to anticipate the impacts of weather events before they hit, helping to improve the quality of forecasts and developing the triggers, standard operating procedures and financial mechanisms that will reduce the need for post-disaster emergency assistance, complementing actions under activity 2.

Activity 4: Strengthen the production, management and marketing capacities of urban and rural communities, including consumers, and their interaction with food environments

52. This activity complements efforts under activity 3 by supporting the improvement of market systems and supply chains linking urban and rural areas through private sector partnerships, training, SBCC and access to decent work. To address the inadequate production of local and fresh foods, WFP will support farmers in the production of surpluses, benefiting local communities and contributing to the scale-up of production. In addition, WFP will support community savings groups and financial literacy, focusing on fostering women's autonomy and financial inclusion and providing training tailored to the needs of specific farmer groups (women, young people and people with disabilities).
53. WFP will promote linkages between local producers and national urban markets through its local and regional food procurement policy and partnership with private sector actors. Through this activity, WFP will contribute to inclusive national and regional agricultural value chains, shortening the link between local producers and consumers and fostering income generation through entrepreneurship, job creation and increased capacity to market. Finally, WFP plans to procure biofortified maize and sorghum from supported smallholder farmer cooperatives on behalf of the Ministry of Education, Science and Technology and to partner with selected buyers in institutional and other markets to promote more inclusive bean procurement systems. A value chain analysis will be conducted to identify opportunities to support specific food system actors.

Partnerships

54. WFP will work with the Ministry of Environment and Natural Resources, the Ministry of Agriculture and Livestock, the Directorate General of Civil Protection, the Ministry of Tourism, FAO, the International Organization for Migration, the United Nations Entity for Gender Equality and the Empowerment of Women and the United Nations Development Programme. Partnerships with private sector actors will support the incorporation of small producers into value chains and the scalability of national production. WFP plans to engage with the Secretariat for Innovation of the Presidency of El Salvador and the Ministry of Local Development to promote innovative technological approaches.

Assumptions

55. This strategic outcome is based on the assumption that national budgetary allocations for climate change adaptation and food production will remain constant or increase and that there will be political will to collaborate on joint initiatives with multi-country and multi-annual funding.

Transition/handover strategy

56. WFP will contribute directly to national plans and programmes, providing direct assistance and coordinating with the Government to strengthen capacities. The country's current debt level will delay a full handover, but WFP will seek opportunities for partial handover to communities and relevant institutions such as the Ministry of Agriculture and Livestock.

Strategic outcome 3: National institutions have strengthened capacities to address the root causes of hunger through an integrated, inclusive and shock-responsive social protection system

57. WFP will provide technical assistance to the Government to enhance identification and targeting processes and support comprehensive care for people in vulnerable conditions. Complementing efforts to prevent food insecurity and malnutrition in all its forms,³⁵ WFP will promote healthy eating habits and local production, access to and the high quality of nutritious foods, including through school feeding, thereby also contributing to SDG 1.
58. WFP will provide capacity strengthening to institutions aimed at enabling them to enhance policies, plans, projects and initiatives in the area of integrated, inclusive and shock-responsive social protection through a gender- and nutrition-sensitive lens, with emphasis on the national policy on integral support for early child development, *Crecer Juntos* (growing together). Thus, WFP will continue to lend its expertise on food security and nutrition policy and evidence-generation for decision making. In line with its 2022 gender policy, WFP will strengthen national and local partner capacity to ensure inclusivity and equitability.

Focus area

59. Strategic outcome 3 is focused on root causes.

Alignment with national priorities

60. This outcome is aligned with UNSDCF outcomes E1 and E5; national priorities set out in the social development plan for 2019–2024, specifically results 1, 2 and 7; the national policy on integral support for early child development, *Crecer Juntos*; the road map for sustainable food systems; and the national health plan.

Expected outputs

61. Strategic outcome 3 will be achieved through two outputs:
- 5.1 National institutions benefit from improvements in their coverage and quality and integrated and sustainable strategies are more inclusive, equitable and sensitive to food security and nutrition before, during and after a shock or crisis.
 - 5.2 National institutions implementing assistance programmes reach and serve the populations in the most vulnerable conditions, benefiting from the use of registration and monitoring tools for service delivery, evidence-generation and accountability.

³⁵ Result 2 of the social development plan for 2019–2024.

Key activity

Activity 5: Provide technical assistance to strengthen institutional capacity and social protection systems, enhancing inclusivity to meet the differentiated food and nutrition security needs of people and communities in conditions of vulnerability

62. WFP will support national institutions with technical assistance aimed at improving inclusiveness in order to meet the food security and nutrition needs of people and communities in conditions of vulnerability through the social protection system, including through the social registry and emergency preparedness and response mechanisms. WFP will support the strengthening of information systems to monitor food security and nutrition indicators, contributing to informed decision making. WFP and the Ministry of Local Development will jointly manage resources to increase social protection for people in vulnerable conditions. WFP will support the Ministry of Education, Science and Technology in strengthening the national school feeding and health programme as a social protection tool. This will include contributions to the strengthening of supply chains, programme monitoring and knowledge management based on gap assessments that will enable better decision making. Working jointly with the Ministry of Health, FAO and other United Nations entities, WFP will support the implementation of the health and nutrition pillar of the national policy on integral support for early child development, *Crecer Juntos*, focusing on strengthening the national nutrition strategy at the community level, improving the process of diet diversification, and designing nutrition education strategies. These efforts will be aligned with the national healthy and sustainable school feeding strategy and the country's commitments in connection with the work of the School Meals Coalition established in connection with the 2021 United Nations food systems summit to ensure that every child has the opportunity to receive a healthy and nutritious meal in school by 2030, which include increasing the funding for and coverage of school meals and increasing nutritional intake.
63. WFP will implement SBCC and gender approaches in schools and the education community, such as training and awareness sessions for women and girls and their households and the education community, to achieve an environment that promotes behaviour change. This will focus on transforming unequal gender norms and fostering healthy eating habits and practices and equitable intrahousehold food allocation. WFP will also incorporate messaging on gender-based violence and develop campaigns for the elimination of gender-based violence. WFP's work on the national school feeding and health programme will include, as under strategic outcome 4, the linking of producers to institutional markets and the promotion, production and consumption of fortified foods.
64. WFP will support the strengthening of the policy and regulatory framework; effective implementation of the national food security and nutrition policy and incorporation of nutrition-sensitive approaches into policy and evidence-generation processes; promotion of inclusive food environments; monitoring and prevention of anaemia; and capacity building for food fortification and biofortification, including quality and process certification. WFP will also facilitate South-South and triangular cooperation at the regional and national levels to promote knowledge exchange and resource mobilization efforts.

Partnerships

65. WFP will coordinate with the Office of the President, the Office of the First Lady, the government cabinet and the relevant above-mentioned ministries, as well as the United Nations country team. WFP will cultivate alliances with development partners, including associations, academia and the private sector to facilitate joint programming, resource mobilization and resource complementarity.

Assumptions

66. This outcome is based on the assumption that there will be a conducive environment for the transformation of the social protection system, including regulatory stability, enabling conditions for actors with competence in social matters and continued public social spending at the level sustained in recent years. In addition, it is assumed that WFP will receive sufficient funding to implement activities under the root causes focus area.

Transition/handover strategy

67. WFP will strengthen capacity across the entire public policy cycle at the individual and institutional levels and support inter-institutional processes for promoting synergies and optimizing the use of resources. A gradual handover is foreseen as the Government increases its leadership, as well as a partial handover of the SBCC strategy once there is a thorough understanding of the benefits of the proposed changes.

Strategic outcome 4: Government partners, United Nations agencies and international and national NGOs are supported with supply chain and cash transfer services and technical assistance

68. WFP will use its expertise and proven capacity in emergency response, supply chain management and information technology to provide services that enhance national government programmes and support United Nations partners and NGOs.

Focus area

69. Strategic outcome 4 is focused on resilience building.

Alignment with national priorities

70. This outcome aligns with UNSDCF outcomes E1 and E5; national priorities set out in the agricultural rescue master plan; the social development and protection law; and the national health plan.

Expected outputs

71. Strategic outcome 4 will be achieved through one output linked to activity 6, one output linked to activity 7 and one output linked to activity 8:
- 6.1 National institutions and humanitarian community partners benefit from WFP's CBT platform and are better able to reach and serve the populations in conditions of vulnerability or crisis.
 - 7.1 National institutions and humanitarian community partners benefit from WFP food procurement services and are better able to provide food assistance to populations in conditions of vulnerability or crisis.
 - 8.1 National institutions and humanitarian community partners benefit from WFP services, supply chain support and technical assistance and are better able to reach populations in conditions of vulnerability or crisis, increasing the quality of social protection and assistance programmes.

Key activities

Activity 6: Provide cash-based transfer platform services to government partners, United Nations agencies and national and international non-governmental organizations to meet the essential needs of targeted populations

72. WFP will manage the relationship with existing financial service providers and retailers to ensure that transfer management and reporting comply with corporate regulations. WFP will strengthen the capacity of these commercial partners to be efficient and effective,

promoting specific measures for the targeting of people in conditions of vulnerability, including women, children in early childhood, young people and people with disabilities.

Activity 7: Provide food procurement services to government partners, United Nations agencies and national and international non-governmental organizations to meet the essential needs of targeted populations

73. WFP will provide food procurement services to ensure cost-effective and efficient use of national resources based on WFP policies and procedures. WFP will prioritize local markets to procure from smallholder farmers, ensuring compliance with food quality and safety standards of practice. For other upstream and downstream supply chain advisory services, WFP will develop agreements with requesting partners.

Activity 8: Provide logistics and non-food item procurement services to government partners, United Nations agencies and national and international non-governmental organizations for the delivery of social protection

74. WFP will provide context-specific logistics and procurement services for non-food commodities and other services, based on an analysis of common needs and priorities.

Partnerships

75. WFP will strengthen the implementation of partner programmes, thereby complementing the contributions of traditional donors and contributing to WFP's financial stability in the medium term. WFP will expand its current network of commercial partners to extend its geographic reach to remote areas, improve delivery cost and efficiency, diversify risk and improve value for money.

Assumptions

76. This outcome is based on the assumption that WFP's supply chain capacity will not be disrupted and its digital corporate platforms will face no major obstacles. In addition, it is assumed that effective technical and political coordination by social protection actors will continue, that the Government's budget allocations to social protection programmes will remain stable or increase and that the country's digital network in remote areas will have adequate connectivity.

Transition/handover strategy

77. WFP will provide services to institutions and other partners that require them; however, it will also work with the Government to strengthen its capacity by establishing a joint strategy for specific services based on the key areas identified herein. Other areas of service provision will be determined and may be managed through third parties or jointly. Thus, WFP will carry out a partial handover where possible and will continue to provide services and technical assistance after the end of the CSP term.

4 Implementation arrangements

4.1 Beneficiary analysis

78. The CSP will serve communities that are most exposed and vulnerable to natural and economic shocks, climate change, gender inequality, violence and food insecurity in rural, peri-urban and urban areas. Geographic targeting will be based on the results of the regular Integrated Food Security Phase Classification exercise, WFP's food insecurity and nutrition monitoring and the Government's geographic priorities. Beneficiaries will be managed through WFP's SCOPE beneficiary and transfer management platform and government beneficiary registration mechanisms. SBCC actions will be mainstreamed across interventions to target all beneficiaries of the CSP.

79. Activity 1 will target crisis-affected populations and groups suffering from food insecurity in urban and rural areas through general distribution and early recovery actions for smallholder farmers affected by extreme climate events and people affected by socioeconomic shocks; fortified foods for pregnant and lactating women and girls, infants and children under 5 to prevent acute malnutrition, targeted in accordance with the national policy on integral support for early child development, *Crecer Juntos*;³⁶ and food assistance and capacity strengthening for young people, returnees, internally displaced persons and women in urban and peri-urban areas.
80. Activities 3 and 4 will target farmers and their associations, women, young people and communities, both in urban and rural areas, to build, restore and maintain productive assets for climate-smart livelihoods and strengthen food systems.
81. Under activities 2 through 8, WFP will reach direct and indirect beneficiaries through capacity strengthening actions to support national programmes and partners and through service delivery offered to government institutions and humanitarian and development actors. There may be an overlap in the beneficiaries of activities 1 and 4.

³⁶ Covering 96 municipalities.

TABLE 1: BENEFICIARIES BY STRATEGIC OUTCOME AND ACTIVITY (2022–2027)										
Strategic outcome	Activity	Beneficiary group	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total	
1	1	Girls	10 260	19 498	18 431	17 362	16 169	7 698	89 418	
		Boys	10 639	20 223	19 112	18 002	16 765	7 982	92 723	
		Women	28 266	53 219	50 405	47 595	44 467	21 543	245 495	
		Men	22 435	42 378	40 110	37 842	35 322	17 017	195 104	
		Total	71 600	135 318	128 058	120 801	112 723	54 240	622 740	
	2 (CS)	Girls	-	-	-	-	-	-	-	-
		Boys	-	-	-	-	-	-	-	-
		Women	225	673	523	673	648	385	3 127	
		Men	675	2 017	1 567	2 017	1 942	1 155	9 373	
		Total	900	2 690	2 090	2 690	2 590	1 540	12 500	
2	3	Girls	348	1 073	1 073	1 073	1 073	1 073	5 713	
		Boys	365	1 125	1 125	1 125	1 125	1 125	5 990	
		Women	931	2 871	2 871	2 871	2 871	2 871	15 286	
		Men	756	2 331	2 331	2 331	2 331	2 331	12 411	
		Total	2 400	7 400	7 400	7 400	7 400	7 400	39 400	
	3 (CS)	Girls	-	-	-	-	-	-	-	-
		Boys	-	-	-	-	-	-	-	-
		Women	383	972	972	972	972	972	5 243	
		Men	467	1 188	1 188	1 188	1 188	1 188	6 407	
		Total	850	2 160	2 160	2 160	2 160	2 160	11 650	
	3 (CS)	Girls	-	-	-	-	-	-	-	-
		Boys	-	-	-	-	-	-	-	-
		Women	1 000	2 650	2 650	2 650	2 650	2 650	14 250	
		Men	1 000	2 650	2 650	2 650	2 650	2 650	14 250	
		Total	2 000	5 300	5 300	5 300	5 300	5 300	28 500	
	4 (CS)	Girls	-	-	-	-	-	-	-	-
		Boys	-	-	-	-	-	-	-	-
		Women	75	150	150	150	150	75	750	
		Men	50	100	100	100	100	50	500	
		Total	125	250	250	250	250	125	1 250	
Total			77 875	153 118	145 258	138 601	130 423	70 765	716 040	
Total (without overlap)			76 425	144 600	136 800	130 200	122 100	62 925	152 197	

Abbreviation: CS = capacity strengthening.

4.2 Transfers

Food and cash-based transfers

82. WFP will determine suitable transfer modalities and ration sizes based on sectoral assessments, integrating gender analysis to cater to the diverse food security and nutrition needs of targeted populations. Importantly, WFP will continue to assess the suitability of implementing CBTs, taking into consideration the minimum expenditure basket analysis, market functionality index, essential needs assessments and monthly food price monitoring results. In-kind assistance will be distributed in emergencies when shocks affect food availability in markets. To enhance food assistance, WFP will consolidate and scale up successful nutrition-sensitive responses that consider food security, dietary diversity, protection needs, local government priorities and partner capacity.

TABLE 2: FOOD RATION (g/person/day) AND CASH-BASED TRANSFER VALUE (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY												
	Strategic outcome 1											Strategic outcome 2
	Activity 1											Activity 3
Beneficiary type	People in conditions of vulnerability				Shelters	Children under 5 and pregnant and lactating women and girls		Women and young people				Men, women and young people
Modality	Food	CBTs	Value voucher	Commodity voucher	Commodity voucher	Food	Commodity voucher	CBTs	Value voucher	CBTs	Value voucher	CBTs
Cereals: maize and rice	245					245						
Pulses: beans	70					70						
Oil	24.5					24.5						
Salt	3.5					3.5						
Sugar						0						
Super Cereal						42						
Total kcal/day	1 471					1 469						
% kcal from protein	12					12						
Cash-based transfers (USD/person/day)		1	1		15		0.167	1	1	1	1	1
Number of feeding days per year	90	90	90		10	180	180	120	120	180	180	90

TABLE 3: TOTAL FOOD AND CASH-BASED TRANSFER REQUIREMENTS AND VALUES		
Food type/cash-based transfer	Total (mt)	Total (USD)
Cereals	1 438	760 339
Pulses	411	499 655
Oil and fats	144	257 115
Mixed and blended foods	53	61 383
Other	21	5 112
Total (food)	2 066	1 583 604
Cash-based transfers		56 209 800
Total (food and cash-based transfer value)	2 066	57 793 404

4.3 Partnerships

83. In collaboration with the Government of El Salvador, WFP will continue to support social protection and climate change adaptation, linking food systems actors and producers with local, regional and national markets to ensure greater food availability. Specifically WFP will:
- continue to strengthen its relationship with the Ministry of Health and the First Lady's Office through the national policy on integral support for early child development, *Crecer Juntos*;
 - strengthen logistical capacity for emergency response, in partnership with the Directorate General of Civil Protection and the Ministry of Local Development;
 - partner with the Ministry of Tourism on young people's training and placement;
 - provide technical assistance to the Ministry of Education, Science and Technology to improve the overall management of the national school feeding and health programme;
 - deliver climate change adaptation actions within the framework of an ecosystems approach to production, together with the Ministry of Environment and Natural Resources;
 - focus on smallholder agriculture risk transfer with the Ministry of Agriculture and Livestock within the framework of the agricultural rescue master plan;
 - support resilient local infrastructure efforts in coordination with the General Directorate of Municipal Works;
 - partner with the Salvadoran Institute for the Advancement of Women, the Ministry of Local Development and the national commission for micro and small enterprises on women entrepreneurship.
 - coordinate beneficiary selection criteria with the Office of the Presidential Commissioner for Operations and the Cabinet of the Government.
 - partner with the national youth institute to respond to the needs of people in vulnerable conditions, with a focus on women, young people at risk and returnees.
84. WFP will strengthen its relationship with NGO partners, academia, the private sector and other United Nations entities, including FAO and the United Nations Development Programme, to promote joint actions, diversifying its portfolio of opportunities and funding to augment resources.

5 Performance management and evaluation

5.1 Monitoring and evaluation arrangements

85. WFP will ensure comprehensive monitoring and evaluation across all CSP interventions, considering gender and age, evidence-generation, transparency and accountability to donors and beneficiaries. Based on corporate monitoring standards, strategies will be implemented to measure indicators of results, outputs, processes and contributions to the achievement of the SDGs as established by the UNSDCF for 2022–2026.
86. WFP's overall monitoring plan includes annual baseline data collection, post-distribution monitoring and a final evaluation. WFP will conduct a mid-term review to inform operational decision making, support learning and guide adjustments to ongoing programmes. WFP will plan and budget for the continuous monitoring of food security and nutrition in the country and will implement emergency food security assessments as needed, in partnership with government entities. A decentralized evaluation of food systems will be carried out by 2025 and a centralized CSP evaluation by 2026.
87. A gender-responsive and participatory monitoring plan will enable WFP to assess programme implementation, its varying impact on women, men, girls and boys and contributions to gender equality and empowerment. A baseline survey will reveal any gender gaps, which will be addressed through specific actions. Beneficiaries will have access to WFP's complaint and feedback mechanism.

5.2 Risk management

Strategic risks

88. This CSP will come into effect during the last two years of the current government's term, which could affect programme continuity. Close engagement with technical counterparts may limit its impact, although pressure on government finances may still affect activities involving WFP. Access barriers based on gender inequalities and discriminatory sociocultural norms and practices may limit equal gender participation; WFP will strive to adapt its interventions to limit such risks. A high degree of climate vulnerability may limit progress on meeting the CSP objectives. WFP will work with decision makers at the national and local levels and beneficiaries to strengthen capacity in disaster risk management, emergency preparedness and response and resilience building, adopting an anticipatory action approach.
89. With the launch of Bitcoin, there are opportunities to reduce transaction costs and increase financial inclusion. However, misinformation, currency fluctuation and a potential inflationary effect on the price of goods linked to the adoption of Bitcoin as legal tender in September 2021 may negatively affect people in times of crisis or devaluation, as well as the Government's own ability to implement programmes. To minimize risks, WFP will continue to rely on the United States dollar.

Operational risks

90. Activities under this CSP will be evaluated using the corporate safeguards tool to identify potential direct and indirect social and environmental risks. WFP will support counterparts with capacity building to ensure compliance and prompt action. Insecurity and organized crime may affect the timeliness of the operations of WFP and its partners and their ability to deliver a principled humanitarian response. WFP will mitigate this risk by institutionalizing community acceptance strategies and operationalizing engagement with local community leaders.

Fiduciary risks

91. To mitigate the risk of fraud and abuse WFP will continue to build capacity in ethics and standards of conduct in accordance with corporate guidelines, conduct information campaigns and provide beneficiaries with access to complaint and feedback mechanisms to ensure appropriate prevention and action. United Nations and WFP standard operating procedures and risk management frameworks will be used to mitigate potential health, safety and security risks connected to COVID-19.

5.3 Social and environmental safeguards

92. The design and implementation of all CSP activities will take into consideration corporate guidelines for environmental and social standards in operations, ensuring that negative impacts on people, communities and the natural environment are avoided or mitigated. Specifically, WFP will protect natural resources by promoting their efficient use to avoid exceeding regenerative capacity, especially in relation to soil and water conservation. To safeguard biodiversity and ecosystems, WFP will ensure that activities do not interfere with critical habitats or protected areas. Accordingly, WFP will encourage sustainable resource and waste management, such as through the reduced use of agrochemicals and promotion of solar energy to power irrigation systems. Based on an anticipatory action approach, WFP's interventions will take climate risks into account and seek to reduce communities' exposure and vulnerability.
93. WFP will continue to explore actions to reduce greenhouse gas emissions and promote efficient resource use and waste management in its operations, including by optimizing lighting systems, separating waste and using renewable energy. Further, WFP will promote social standards by ensuring that human rights are respected and protected in all activities, implementing campaigns against gender-based violence and promoting gender equality through tailored SBCC. WFP will protect the safety, health and security of stakeholders at all times in its programmes, operations and supply chains and will ensure that stakeholders, including affected populations, have easy access to information and are able to provide feedback on WFP programmes.

6 Resources for results**6.1 Country portfolio budget**

94. The budget for this CSP is USD 129,202,890, reflecting continued efforts in emergency preparedness and response and a growing programmatic portfolio in resilience and capacity strengthening. The budget allocation is 71 percent to crisis response under strategic outcome 1, 22 percent to resilience building under strategic outcomes 2 and 4 and 7 percent to root causes under strategic outcome 3. Gender-specific and gender-sensitive activities account for 27 percent of the budget.

TABLE 4: COUNTRY PORTFOLIO BUDGET (USD)								
Strategic outcome	Activity	Year 1 2022	Year 2 2023	Year 3 2024	Year 4 2025	Year 5 2026	Year 6 2027	Total
1	1	9 643 539	18 327 151	17 572 975	16 659 479	16 055 114	7 946 379	86 204 636
1	2	426 575	1 229 527	969 582	1 169 345	946 874	435 412	5 177 315
2	3	1 018 760	2 213 585	2 239 083	2 230 651	2 272 576	1 582 716	11 557 370
2	4	455 193	1 149 380	1 169 724	1 170 316	1 189 370	670 381	5 804 365
3	5	950 951	1 758 507	1 736 623	1 729 293	1 760 733	912 656	8 848 764
4	6	549 594	993 829	1 000 240	1 004 622	1 024 235	556 684	5 129 204
4	7	612 663	1 091 227	1 099 170	1 107 937	1 125 329	613 994	5 650 320
4	8	83 326	136 853	172 404	173 372	176 924	88 037	830 916
Total		13 740 602	26 900 058	25 959 800	25 245 015	24 551 156	12 806 259	129 202 890

6.2 Resourcing outlook and strategy

95. From 2018–2021 focus areas in resourcing varied according to changes in context: crisis response funds increased, resilience building funds diminished and root causes funds were insufficient. Based on historical trend analysis, it is expected that 70 percent of the country budget portfolio can be resourced based on the funding streams of current and anticipated partnerships. In the event of a funding shortfall, strategic outcomes 1 and 2 will be prioritized.
96. During the CSP formulation process, WFP held meetings with donors, the Government, the private sector, academia and United Nations partners to receive feedback and recommendations. Representatives of international financial institutions expressed commitment to supporting economic reactivation during and after the COVID-19 pandemic, including with regard to resilient agriculture and infrastructure and job creation for population groups in conditions of vulnerability. These findings have been incorporated into the CSP funding strategy.

ANNEX I**LOGICAL FRAMEWORK FOR EL SALVADOR COUNTRY STRATEGIC PLAN (2022–2027)****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**

Strategic outcome 1: Crisis-affected communities and people in conditions of vulnerability, with an emphasis on women, at-risk young people and returnees, meet their food and nutrition needs at all times, enhancing their well-being and social cohesion

Outcome category: Maintained/enhanced individual and household access to adequate food

Nutrition-sensitive

Focus area: crisis response

Assumptions

The capacity of national institutions is maintained or increased.

National authorities commit to strengthening and financing mechanisms to address the needs of vulnerable groups and policies for gender equality continue to be promoted in compliance with international commitments.

Outcome indicators

Consumption-based coping strategy index, reduced CSI

Emergency preparedness capacity index

Food consumption score – nutrition

Minimum dietary diversity for women

Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening

Proportion of children 6–23 months of age who receive a minimum acceptable diet

Proportion of target population that participates in an adequate number of distributions (adherence)

Activities and outputs

1. Provide immediate nutrition-sensitive food assistance to crisis-affected populations to meet their essential needs and facilitate relief and early recovery (URT: Unconditional resource transfers to support access to food)

1.1 People in vulnerable conditions affected by multiple shocks meet their specific food and nutrition needs through gender- and nutrition-sensitive programming, supporting early recovery and strengthening social cohesion. (A: Resources transferred)

1.1 People in vulnerable conditions affected by multiple shocks meet their specific food and nutrition needs through gender- and nutrition-sensitive programming, supporting early recovery and strengthening social cohesion. (B: Nutritious foods provided)

1.1 People in vulnerable conditions affected by multiple shocks meet their specific food and nutrition needs through gender- and nutrition-sensitive programming, supporting early recovery and strengthening social cohesion. (D: Assets created)

1.1 People in vulnerable conditions affected by multiple shocks meet their specific food and nutrition needs through gender- and nutrition-sensitive programming, supporting early recovery and strengthening social cohesion. (E*: Social and behaviour change communication delivered)

2. Strengthen emergency preparedness and response capacity at the community and institutional levels (EPA: Emergency preparedness activities)

2.1 National and subnational institutions and communities benefit from enhanced knowledge, capacity strengthening and coordination relating to the design of anticipatory action strategies for risk reduction and management with a resilient approach. (A: Resources transferred)

2.1 National and subnational institutions and communities benefit from enhanced knowledge, capacity strengthening and coordination relating to the design of anticipatory action strategies for risk reduction and management with a resilient approach. (C: Capacity development and technical support provided)

2.1 National and subnational institutions and communities benefit from enhanced knowledge, capacity strengthening and coordination relating to the design of anticipatory action strategies for risk reduction and management with a resilient approach. (G: Linkages to financial resources and insurance services facilitated)

Strategic Objective 3: Achieve food security**Strategic Result 4: Food systems are sustainable**

Strategic outcome 2: The Salvadoran population can rely on resilient, efficient, equitable and inclusive food systems and capacities that favour decent work, production, functioning markets, local consumption and climate change adaptation

Outcome category: Improved household adaptation and resilience to climate and other shocks

Nutrition-sensitive

Focus area: resilience building

Assumptions

National budgetary allocations for climate change adaptation and food production will remain constant or increase and there will be political will to collaborate on joint initiatives that receive multi-country and multi-annual funding

Outcome indicators

Food consumption score – nutrition

Livelihood-based coping strategy index (percentage of households using coping strategies)

Percentage of WFP food procured from smallholder farmer aggregation systems

Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks

Proportion of the population in targeted communities reporting benefits from an enhanced livelihoods asset base

USD value of funds raised with a climate-risk reduction objective

Value and volume of smallholder sales through WFP-supported aggregation systems

Activities and outputs

3. Empower food-insecure communities to adopt improved and inclusive climate risk management and adaptation practices, as well as services to enhance production and resilience against shocks and stressors (CAR: Climate adaptation and risk management activities)

3.1 Communities and producers benefit from enhanced capacity to produce nutritious foods in a sustainable and climate-smart manner, diversifying livelihoods and incomes, strengthening social cohesion and fostering the inclusion of women, young people and people with disabilities in productive activities (E: Social and behaviour change communication delivered)

3.1 Communities and producers benefit from enhanced capacity to produce nutritious foods in a sustainable and climate-smart manner, diversifying livelihoods and incomes, strengthening social cohesion and fostering the inclusion of women, young people and people with disabilities in productive activities (A: Resources transferred)

3.1 Communities and producers benefit from enhanced capacity to produce nutritious foods in a sustainable and climate-smart manner, diversifying livelihoods and incomes, strengthening social cohesion and fostering the inclusion of women, young people and people with disabilities in productive activities (C: Capacity development and technical support provided)

3.1 Communities and producers benefit from enhanced capacity to produce nutritious foods in a sustainable and climate-smart manner, diversifying livelihoods and incomes, strengthening social cohesion and fostering the inclusion of women, young people and people with disabilities in productive activities (D: Assets created)

3.2 Communities and producers benefit from resources and capacities to implement integrated climate-risk management strategies that protect their livelihoods (A: Resources transferred)

3.2 Communities and producers benefit from resources and capacities to implement integrated climate-risk management strategies that protect their livelihoods (C: Capacity development and technical support provided)

3.2 Communities and producers benefit from resources and capacities to implement integrated climate-risk management strategies that protect their livelihoods (G: Linkages to financial resources and insurance services facilitated)

4. Strengthen the production, management and marketing capacities of urban and rural communities, including consumers, and their interaction with food environments (ACL: Asset creation and livelihood support activities)

4.1 Food systems actors, with emphasis on young people, women, people with disabilities, returnees and associative groups in rural, urban and peri-urban areas, benefit from capacity strengthening and training to improve their employment and income opportunities and their competitiveness in an inclusive, scalable and efficient associative mode (A: Resources transferred)

4.1 Food systems actors, with emphasis on young people, women, people with disabilities, returnees and associative groups in rural, urban and peri-urban areas, benefit from capacity strengthening and training to improve their employment and income opportunities and their competitiveness in an inclusive, scalable and efficient associative mode (C: Capacity development and technical support provided)

4.1 Food systems actors, with emphasis on young people, women, people with disabilities, returnees and associative groups in rural, urban and peri-urban areas, benefit from capacity strengthening and training to improve their employment and income opportunities and their competitiveness in an inclusive, scalable and efficient associative mode (F: Purchases from smallholders completed)

4.2 National institutions, producers and associative groups benefit from capacity and knowledge strengthening that enhance their ability to protect their assets and improve food quality, safety, logistics processes, storage and food processing for food security and nutrition (A: Resources transferred)

4.2 National institutions, producers and associative groups benefit from capacity and knowledge strengthening that enhance their ability to protect their assets and improve food quality, safety, logistics processes, storage and food processing for food security and nutrition (C: Capacity development and technical support provided)

4.2 National institutions, producers and associative groups benefit from capacity and knowledge strengthening that enhance their ability to protect their assets and improve food quality, safety, logistics processes, storage and food processing for food security and nutrition (F: Purchases from smallholders completed)

4.3 Women in all their diversity benefit from social and behaviour change and have economic autonomy, food security and improved nutrition as a result of access to decent work and the right to manage their time (A: Resources transferred)

4.3 Women in all their diversity benefit from social and behaviour change and have economic autonomy, food security and improved nutrition as a result of access to decent work and the right to manage their time (D: Assets created)

4.3 Women in all their diversity benefit from social and behaviour change and have economic autonomy, food security and improved nutrition as a result of access to decent work and the right to manage their time (E: Social and behaviour change communication delivered)

Strategic Goal 2: Partner to support implementation of the SDGs

Strategic Objective 4: Support SDG implementation

Strategic Result 5: Developing countries have strengthened capacity to implement the SDGs

Strategic outcome 3: National institutions have strengthened capacities to address the root causes of hunger through an integrated, inclusive and shock-responsive social protection system

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

Focus area: root causes

Assumptions

There will be a conducive environment for the transformation of the social protection system.

The current regulatory stability and enabling conditions for actors with competence in social matters will continue and public social spending will remain at the levels sustained in recent years

Outcome indicators

Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening

Number of national programmes enhanced as a result of WFP-facilitated South–South and triangular cooperation support

Number of people assisted by WFP, integrated into national social protection systems as a result of WFP capacity strengthening

SABER school feeding national capacity

Activities and outputs**5. Provide technical assistance to strengthen institutional capacity and social protection systems, enhancing inclusivity to meet the differentiated food and nutrition security needs of people and communities in conditions of vulnerability****(CSI: Institutional capacity strengthening activities)**

5.1 National institutions benefit from improvements in their coverage and quality and integrated and sustainable strategies are more inclusive, equitable and sensitive to food security and nutrition before, during and after a shock or crisis (C: Capacity development and technical support provided)

5.1 National institutions benefit from improvements in their coverage and quality and integrated and sustainable strategies are more inclusive, equitable and sensitive to food security and nutrition before, during and after a shock or crisis (I: Policy engagement strategies developed/implemented)

5.2 National institutions implementing assistance programmes reach and serve the populations in the most vulnerable conditions, benefiting from the use of registration and monitoring tools for service delivery, evidence-generation and accountability (C: Capacity development and technical support provided)

Strategic Objective 5: Partner for SDG results**Strategic Result 8: Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs**

Strategic outcome 4: Government partners, United Nations agencies and international and national NGOs are supported with supply chain and cash transfer services and technical assistance

Outcome category: Enhanced common coordination platforms

Focus area: resilience building

Assumptions

There will be no disruption to WFP's supply chain capacity and its digital corporate platforms will face no major obstacles

Effective technical and political coordination by social protection actors will continue

The Government's budget allocations to social protection programmes will remain stable or increase and the country's digital network in remote areas will have adequate connectivity

Outcome indicators

User satisfaction rate

Activities and outputs**6. Provide cash-based transfer platform services to government partners, United Nations agencies and national and international non-governmental organizations to meet the essential needs of targeted populations (CPA: Service provision and platforms activities)**

6.1 National institutions and humanitarian community partners benefit from WFP's CBT platform and are better able to reach and serve the populations in conditions of vulnerability or crisis (H: Shared services and platforms provided)

7. Provide food procurement services to government partners, United Nations agencies and national and international non-governmental organizations to meet the essential needs of targeted populations (CPA: Service provision and platforms activities)

7.1 National institutions and humanitarian community partners benefit from WFP food procurement services and are better able to provide food assistance to populations in conditions of vulnerability or crisis (H: Shared services and platforms provided)

8. Provide logistics and non-food item procurement services to government partners, United Nations agencies and national and international non-governmental organizations for the delivery of social protection (CPA: Service provision and platforms activities)

8.1 National institutions and humanitarian community partners benefit from WFP services, supply chain support and technical assistance and are better able to reach populations in conditions of vulnerability or crisis, increasing the quality of social protection and assistance programmes (H: Shared services and platforms provided)

Strategic Goal 1: Support countries to achieve zero hunger

C.1. Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences

Cross-cutting indicators

C.1.1: Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)

C.1.2: Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements

C.2. Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity

Cross-cutting indicators

C.2.2: Proportion of targeted people receiving assistance without safety challenges

C.2.3: Proportion of targeted people who report that WFP programmes are dignified

C.2.4: Proportion of targeted people having unhindered access to WFP programmes

C.3. Improved gender equality and women's empowerment among WFP-assisted population

Cross-cutting indicators

C.3.1: Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality

C.3.2: Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women

C.3.3: Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity

C.4. Targeted communities benefit from WFP programmes in a manner that does not harm the environment

Cross-cutting indicators

C.4.1: Proportion of FLAs/MOUs/CCs for CSP activities screened for environmental and social risk

ANNEX II

INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOME (USD)					
	Strategic Result 1/ SDG Target 2.1	Strategic Result 4/ SDG Target 2.4	Strategic Result 5/ SDG Target 17.9	Strategic Result 8/ SDG Target 17.16	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	
Focus area	Crisis response	Resilience building	Root causes	Resilience building	
Transfers	74 744 796	12 820 604	6 699 487	9 919 581	
Implementation	4 878 768	2 296 749	1 007 118	848 276	9 030 912
Adjusted direct support costs	6 181 084	1 184 746	602 093	842 582	8 810 505
Subtotal	85 804 649	16 302 099	8 308 699	11 610 439	122 025 886
Indirect support costs (6.5 percent)	5 577 302	1 059 636	540 065		7 177 004
Total	91 381 951	17 361 736	8 848 764	11 610 439	129 202 890

Acronyms

CBT	cash-based transfer
COVID-19	coronavirus disease 2019
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
GDP	gross domestic product
SBCC	social and behaviour change communication
SDG	Sustainable Development Goal
UNSDCF	United Nations sustainable development cooperation framework