
2022 S.L. Gimbel Foundation COVID-19 Large Food Grant Application

Part A

Included in this attachment:

- Completed Grant Application Form (cover sheet, narrative), budget page and budget narrative and sources of funding, financial analysis page
- Episcopal Relief & Development's 2021 operating budget and the previous year's (2020) actual expenses
- Part IX of Episcopal Relief & Development's 990 form (2020)
- Copy of Episcopal Relief & Development's 2021 Final Report
- Copy of Episcopal Relief & Development's current 501(c)(3)



**2022 S.L. Gimbel Foundation
COVID19- Large Food Grant
Application
Maximum Request: \$1million**

Internal Use Only:
Grant : _____

Organization / Agency Information

1) Organization/Agency Name: Episcopal Relief & Development		
2) Physical Address: 815 Second Avenue		City/State/Zip New York, NY 10017
3) Mailing Address: 815 Second Avenue		City/State/Zip New York, NY 10017
4) CEO or Director: Robert W. Radtke		Title: President & CEO
5) Phone: 212.518.0518	6) Fax: 212.687.5302	7) Email: president@episcopalrelief.org
8) Contact Person: Emily Bloom		Title: Director, Institutional Partnerships
9) Phone: 610.639.4003	10) Fax: 212.687.5302	11) Email: ebloom@episcopalrelief.org
12) Web Site Address: https://www.episcopalrelief.org/		13) Tax ID: 73-1635264

Program / Grant Information

Interest Area:

14) Program/Project Name: Reducing COVID-19 Food Insecurity in Central America			15) Amount of Grant Requested: \$1,000,000 \$999,182
16) Total Organization Budget: \$20,398,029	17) Per 990, Percentage of Program Service Expenses (Column B/ Column A x 100): 78.54%	18) Per 990, Percentage of Management & General Expenses Only (Column C/ Column A x 100): 7.10%	19) Per 990, Percentage of Management & General Expenses and Fundraising (Column C+D / Column A x 100): 14.36%
20) Purpose of Grant Request (one sentence): The goal of the project is to alleviate hunger in marginalized communities in El Salvador, Guatemala and Honduras through the provision of staple ingredients for 5,254,560 1-million meals to 20,000 people within 5,676 5,300 households across the three countries of El Salvador, Guatemala and Honduras.			
21) Program Start Date (Month and Year): April 1-February 1, 2022		22) Program End Date (Month and Year): March January 31, 2023	
23) Gimbel Grants Received: List Year(s) and Award Amount(s) 1) December 2020 to December 2021: \$989,975			

Signatures

24) Board President / Chair: (Print name and Title) Teri Lawver, Board Chair	Signature: 	Date: 3/25/22 4/12/2022
25) Executive Director/President: (Print name and Title) Robert W. Radtke, President & CEO	Signature: 	Date: 3/25/22 4/12/2022

2022 S.L. Gimbel Foundation Fund APPLICATION

Narrative

Please provide the following information by answering **ALL** questions (I to IV), **12 Font, One Inch Margins**. Use the format below (I to IV). Type your complete answers to the question directly below the question. Please do not delete the questions/instructions/examples and provide clear, specific, and concise answers.

I. Organization Background

A) What are the history, mission and/or purpose of your organization?

Established in 1940, Episcopal Relief & Development is the compassionate response of The Episcopal Church to human suffering in the world. Episcopal Relief & Development partners with local ecumenical, interfaith, and broader grassroots networks to reach marginalized urban and rural communities around the world. Together, we develop and implement evidence-based strategies that address local challenges, facilitating the constant flow of information to ensure that programs can adapt as realities and best practices change to ensure community-led resilience. Under normal conditions, our interventions are designed to positively impact the lives of women, children, and smallholder farmers struggling with a changing climate. During disasters and complex crises, our established partnerships and long-standing and trusted relationships with communities facilitate rapid response efforts that get relief to marginalized populations.

As an independent 501(c)(3) organization, the agency reaches more than 3 million people in nearly 40 countries each year, through integrated programs that fight poverty, hunger and disease. This integrated approach helps transform root causes into sustainable solutions for long-lasting benefits for millions of vulnerable people. These programs help families and communities strengthen their health, wellbeing and resilience, contributing to the achievement of the Sustainable Development Goals.

B) How long has the organization been providing programs and services to the community?

Episcopal Relief & Development's long-standing partnerships in the Northern Triangle region of Central America facilitate rapid response during emergencies. Beginning in the early 2000s, Episcopal Relief & Development worked with the Dioceses in El Salvador, Guatemala and Honduras to establish agencies within the Church focused on community development. These implementing partners identify and build on existing assets in communities to create locally-driven solutions to challenges. In 2021, Episcopal Relief & Development partnered to distribute over 4 million meals to marginalized families across El Salvador, Guatemala, Honduras and Nicaragua in partnership with the S.L. Gimbel Foundation.

El Salvador: Episcopal Relief & Development has partnered with the Anglican Episcopal Church - Diocese of El Salvador since 2001 to implement an integrated development program focused on food security, economic growth, disaster risk reduction, health and trauma awareness and resilience.

Guatemala: Episcopal Relief & Development and the Anglican Episcopal Church of Guatemala's Diocesan Development office have partnered since 2005 to respond to natural disasters and post-disaster rebuilding as well as community development programming focused on food security, economic development and women.

Honduras: Episcopal Relief & Development has partnered with the Diocese of Honduras and the Agencia Anglicana para el Desarrollo de Honduras (known as Aanglidesh), the local church's development agency, since 1999. Aanglidesh's programming drives food security, economic development and education initiatives in poor and marginalized communities.

C) What are some of your past organizational accomplishments (last three years)?

Since the declaration of the COVID-19 pandemic on March 11, 2020, Episcopal Relief & Development has partnered with 59 partner organizations across 40 countries, to reach 2,860,610 people (151,848 across Central and Latin America) through emergency response and resilience interventions.

Through our network of faith partners, our work focused on locally-led interventions that utilize existing community networks and relationships to facilitate rapid mobilization and distribution of life-saving inputs. Initial emergency response efforts focused on COVID-19 prevention and control messaging campaigns using a variety of contextually-appropriate platforms from pamphlets and radio to WhatsApp and social media as well as distribution of personal protective equipment (PPE) and water, sanitation and hygiene (WASH) related activities. Following global lockdowns, emergency response focused on combating the secondary impacts of the pandemic through food and cash transfers to rapidly and safely secure resources for households in need. Additionally, activities addressed the social impact of the pandemic, particularly the rise in violence against women and children and further marginalization of vulnerable groups (geographically isolated, indigenous groups, female/elder/child-headed households). Partners worked with faith leaders and service providers to provide resources to survivors of violence such as access to shelters, psychosocial services and legal support.

In Central America, Episcopal Relief & Development and its implementing partners in El Salvador, Guatemala, Honduras and Nicaragua served 28,430 people across 6,649 households through the distribution of 4,468,610 meals. The project operated in 308 communities through 474 community volunteers with 94% of the 6,429 households meeting two or more of the identified vulnerability criteria (i.e., single/female-headed households, households caring for individuals with health problems or disabilities, households with principle earnings from the informal economy, households with livelihood income lost due to COVID-19 and/or 2020 Hurricanes). Data collected shows that household food expenditures decreased at endline in all four countries by an average of 33% and monthly household savings increased in all four countries by 163%. This respectively represents household savings of \$18.80 in El Salvador, \$13.70 in Guatemala, \$11.40 in Honduras and \$28 in Nicaragua.

II. Project Information:

A) Statement of Need

Specify the community need(s) you want to address and are seeking funds for. Include demographics, geographic characteristics of the area or community to be served, community conditions and income level. Include relevant statistics.

As the crisis deepens, pre-existing inequalities have only become exacerbated across El Salvador, Guatemala and Honduras. Continuing emergency response efforts are needed to support hard-to-reach populations and geographies that do not have access to country schemes either due to geography or personal status (social exclusion, migrant workers, refugees). With limited vaccine availability in rural communities, the COVID-19 pandemic is still devastating Central America communities. COVID-19 secondary impacts continue to deepen, particularly rising food insecurity

due to loss of household livelihoods and income. An effective emergency response therefore continues to require community-level efforts to lift-up marginalized and vulnerable households, mobilize relief food supplies and build resilience to mitigate longer-term secondary impacts. Faith leaders and institutions are vital partners to the global community in its efforts to address the current food insecurity. Episcopal Relief & Development and its implementing partners continue to take an inclusive approach to emergency response and resilience efforts to ensure access and equitable engagement of marginalized, often invisible, populations.

Episcopal Relief & Development and its implementing partners recognize that natural disasters will continue in the region and global health crises, such as COVID-19, could become more common in Central America. Our partners are looking to leverage synergies between short-term emergency response projects and longer-term development programs to better support poor and marginalized communities. As a result of the 2021 project funded by the S.L. Gimbel Foundation, implementing partners expanded to new communities, building relationships with community leaders and government representatives and positioning the project to implement interventions in the future.

Under the propose grant, project communities will align to those engaged during the 2021 grant, which were identified based on poverty levels, unemployment rate, geographic characteristics and health indicators and include 18 new communities in El Salvador. These include:

- Guatemala: 102 rural and peri-urban communities in the Northeast, Western Highlands and Center South regions of the country.
- Honduras: 128 rural communities in Comayagua, Atlántida, Santa Barbara, Yuscarán, Francisco Morazán, Omoa, Intibuca, Danlí, Puerto Cortés, Valle de Sula, Copán, Comayagua, and Maya
- El Salvador: 61 rural communities (48 continuing and 18 new communities) in Ahuachapán, Santa Ana, Sonsonate and Usulután

In addition, the project will focus on households that meet two or more of the identified vulnerability criteria. This includes households experiencing job/economic loss due to COVID-19 and/or the 2020 hurricanes; single-parent & female-headed or senior-headed households; households caring for individuals with health problems or disabilities; and/or households with principal earnings from the informal economy.

B) Project Description

Describe your food distribution program.

1. What are the specific activities of the food program?
2. How do you identify/qualify those in need?
3. How often is the food distribution offered (before COVID and now)?
4. How many people will be served by the food distribution program (children, youth, adults, seniors) that is being considered for the Gimbel Foundation request and the total program?
5. Please explain how you keep track of number of people served.

The goal of the project is to alleviate hunger in marginalized communities in El Salvador, Guatemala and Honduras by providing staple ingredients for **5,254,560** ~~4.1 million~~ meals to 20,000 people within **5,676** ~~5,300~~ households across the three countries of El Salvador, Guatemala and Honduras. This will be achieved through emergency distribution of food provisions to those in acute need. The emergency distribution of food bags will ensure that **5,676** ~~5,300~~ vulnerable households can meet their immediate nutritional needs and position households for longer-term resiliency and food security.

Key **activities** include:

Activity 1.1. Household selection and volunteer training: Partners will work across 291 communities, including 273 served under the 2021 emergency food relief initiative and 18 new communities in El Salvador. Approximately 98% of the proposed **5,676** ~~5,300~~ households will continue from the 2021 project, which used set vulnerability criteria to register families. The endline results of the 2021 project found 94% of the households met two or more of the identified vulnerability criteria so priority will be given to these households under the proposed 2022 project. **Criteria for new household selection** will be similar to 2021 and include households experiencing job/economic loss due to COVID-19 and/or the 2020 hurricanes; single-parent & female-headed or senior-headed households; households caring for individuals with health problems or disabilities; and/or households with principal earnings from the informal economy. Of the anticipated **20,000** ~~5,300~~ **people reached**, the project estimates 50% female, 20% children and 6% seniors.

The project will utilize the existing network of 299 **volunteers** made up of clergy, local church members, diocesan staff, savings group members and health promoters engaged in 2021 under the S.L. Gimbel Foundation project. Volunteers were trained to support household registration and data collection, food bag packing/verification and coordination of food relief distributions. Under the proposed project, volunteers would receive refresher trainings of COVID-19 prevention and protocol, as well as an additional training and job aids in order to disseminate a basic nutrition education lesson to recipient households while they wait in line at distribution points. A frequent coping mechanism of marginalized and food insecure households is a reduction in diversity and balance in their meals. Thus, this year simple nutrition education tools, such as a plate with balanced-diet serving sizes and food group images used in El Salvador in 2021, will be shared with volunteers to promote better nutritional combination and preparation of the food in the relief distributions.

Episcopal Relief & Development and our implementing partner staff will be responsible for execution of Activity 1.1, which is funded through our agency and a family foundation.

Activity 1.2: Food procurement: The implementing partners have established strong working relationships with local supermarket vendors and negotiated prices and price stability that supported this activity under the 2021 project. Under the proposed 2022 project, Episcopal Relief & Development and its implementing partners will continue to work through these established networks to maximize efficiency and cost effectiveness. Contracts with these established and 'preferred' vendors will be drawn up to ensure price stability across the year.

A significant learning from the 2021 project was the need to both increase and standardize a set of staple commodities in the food bag. This learning was gleaned from a comparison of 2021 baseline/endline results across countries, and with an attention to the caloric intake and nutritional recommendations for an average household. In 2021, endline data showed that the largest reduction of 40% in household 'food' expenditures was seen in El Salvador where households received a generous 184 meals per bag (i.e., twice as much as in Guatemala). Additionally, following the final 2021 distributions, 95% of households in El Salvador responded yes to having enough food or money to buy food as a result of the food distributed, whereas in Guatemala the data showed only 76% responding yes. Therefore, in 2022 Episcopal Relief & Development and implementing partners propose that the minimum number of meals per food bag increase from 92 to **240** ~~220~~ to encourage better coping and resiliency results and strengthen the impact across all three countries. A sample of the proposed food bag minimum contents and minimum quantities is shown below:

2022: Proposed Food Bag		
	Item	Minimum Quantity
1	Rice	15 lbs
2	Corn Flour	10 lbs
3	Beans	20 lbs
4	Sugar	5 lbs
5	Oil	2 ltrs
6	Milk Powder	4 lbs
7	Salt	3 lbs
8	New Protein (tuna , sardines, sausage or other)	
9	other cultural preference, e.g., pasta	
10	other cultural preference, e.g., tomato paste	
11	other cultural preference, e.g., cereal	
12	other cultural preference, e.g. coffee	
Target Meals		240 220
Total Avg. Cost		\$58.33/bag \$50/bag

Episcopal Relief & Development and our implementing partner staff will be responsible for execution of Activity 1.2, which is funded by the S.L. Gimbel Foundation and a family foundation.

Activity 1.3: Commodity management and distribution: Partners will leverage existing relationships with transportation companies and truck drivers to transport food/food bags to distribution sites. The supermarkets contracted under Activity 1.2 will also be contracted to prepare the household food bags on site for collection and transport to distribution locations. El Salvador intends to conduct three distributions (one every four months), Guatemala and Honduras intend to conduct four distributions (one every three months), for a total of **11 distributions** over the life of the project. This reduction in distributions is offset by an increase in the number of meals in each bag.

Episcopal Relief & Development and our implementing partner staff will be responsible for execution of Activity 1.3, which is funded through our agency and a family foundation.

Activity 1.4: Monitoring and reporting: Partners will register all new households using the **registration form** created under the 2021 project and update the form for continuing households. Key shifts in continuing households are likely to relate to the number of people within the household (i.e., shifts attributed to births, migration, deaths, etc.) and current employment and livelihood vulnerabilities. At food distribution sites, staff and volunteers will collect household demographic information through registration **surveys**, starting with the initial distribution to establish a baseline for new households. At the end of the project, the team will conduct an **endline** evaluation to assess changes in household patterns of expenditure, saving and coping with scarcity as compared to the original baseline and end- (now mid-) line evaluations of 2021.

Episcopal Relief & Development and our implementing partner staff will be responsible for execution of Activity 1.4, which is funded through our agency and a family foundation.

Additional programming funded by Episcopal Relief & Development and a private foundation:

To complement the emergency food response project described above, Episcopal Relief & Development and its implementing partners are investing in resiliency programming as part of a broader initiative to alleviate hunger and malnutrition in marginalized and specific households in Central America.

The impact of the 2021 emergency food relief program in Nicaragua demonstrated the important role of short-term disaster relief in meeting urgent needs of the household. As a direct result of food relief, recipient households reported saving on average \$28 per month and many invested this money into their farms and other income generating activities. These additional activities catalyzed sustainable agriculture in the area. Results showed that when people have savings and additional support, they can plan for critical investments in their income generating activities and identify and purchase needed inputs. Through emergency relief and livelihood investments, households strengthened their economic opportunities and resilience.

In 2022, with funding from Episcopal Relief & Development and a private foundation, our work in Nicaragua transitioned from food relief to a focus on strengthening the resilience of 1,419 households through improved sustainable agriculture techniques, access to capital, and investments in clean water. The project will take a climate-smart agricultural approach that utilizes field-level experimentation and peer exchange to engage 752 farmers and 235 women gardeners. The initiative will engage 41 farmers in plantain value chain development, construct 188 microdams and equip households with 282 water purification systems. Additionally, the project will invest in 150 women entrepreneurs, providing training, mentorship and access to capital to start or grow their business.

Building on the success of the 2021 Nicaragua program, which utilized short-term food relief to strengthen household investments in longer-term economic and health outcomes and ‘graduate’ from emergency status in 2022, Episcopal Relief & Development will work with its implementing partners in El Salvador, Guatemala and Honduras to strengthen their organizational capacity and model to support longer-term community resilience and help communities transition out of emergency status. These interventions will be funded by Episcopal Relief & Development.

Key 2022 activities include the provision of health and psychosocial services in El Salvador and investing in Savings and Loan groups in El Salvador, Guatemala and Honduras using Episcopal Relief & Development’s Savings with Education (SwE) model. The SwE methodology is a highly replicable member-led savings approach, typically integrated with simple, relevant, high-impact education sessions, that brings basic financial activities, including savings and lending to people, particularly women, indigenous people and geographically isolated populations, who lack access to finance services. This model creates cohesive member-led groups that are self-managed, self-determined, and empowering.

Through our efforts in 2022, we anticipate a gradual transition from emergency response in El Salvador, Guatemala and Honduras in 2023 with increased investment in activities that

strengthen at-risk households' ability to weather future shocks by prioritizing critical investments in livelihood and health interventions.

C) Project Goal, Objective, Activities and Expected Outcome

1. **Note: Objective, Outcome and Evaluation must all be based on the SAME QUANTIFIABLE CRITERIA (for example, “number served, or acres improved”). This quantifiable criteria should refer to the grant amount you are requesting from the Gimbel Foundation only and not the total program.**

State ONE GOAL, ONE OBJECTIVE, ONE OUTCOME. USE NUMBERS AND DO NOT USE PERCENTAGES.

2. **State ONE project goal. The Goal should be an aspirational statement, a broad statement of purpose for the project.**
3. **State One Objective.** The Objective should be specific, measurable, verifiable, action-oriented, realistic, and time-specific statement intended to guide your organization’s activities toward achieving the goal. **Specify the activities** you will undertake to meet the objective and number of participants for each activity.
4. **State One Outcome.** An outcome is the individual, organizational or community-level change that can reasonably occur during the grant period as a result of the proposed activities or services. What is the key anticipated outcome of the project and impact on participants? State in a quantifiable and verifiable term.
5. **Evaluation:** How will progress towards the objective (per above) be tracked and outcome measured?

Provide specific information on how many individuals will be evaluated (should be the same number as in the objective and outcome), how you will collect relevant data and statistics that meet your objective and validate your expected outcome, in a quantifiable manner, as you describe your evaluation process.

BELOW IS AN EXAMPLE OF GOAL, OBJECTIVE, OUTCOME AND EVALUATION: Objective, Outcome and Evaluation should align and should be written in a linear format, using actual numbers, and data that are quantifiable and verifiable. Do not use percentages)

STATE THE GOAL, OBJECTIVES, AND OUTCOME

GOAL: Enhance and supplement the diet of food insecure families and children in Mariposa County with healthy, fresh food each month to improve their health and wellbeing.

OBJECTIVE: Distribute at least **500,000 meals of healthy, fresh food to 15,000 residents in need.**

ACTIVITIES:

- 1) Purchase fresh produce and other food items not provided by existing local farm and USDA sources to support 15,000 food distribution participants monthly.
- 2) Continue to promote monthly food distribution program through community partners across the county.
- 3) Input monthly food distribution data into USDA database system.

OUTCOME: We expect to **provide 500,000 meals to 15,000 food insecure county residents**, increasing their healthy food intake and habits.

EVALUATION: Using the USDA’s tracking system we will generate reports on the number of food insecure children and families we have served. We will track our role in **providing 500,000 meals feeding 15,000 food insecure individuals** and account for additional success or lower numbers of individuals served.

WRITE YOUR RESPONSES HERE AND Use the following format for your goal, objective, respective activities and expected outcome:

GOAL: To address hunger in marginalized communities in El Salvador, Guatemala and Honduras.

OBJECTIVE: To provide staple ingredients for **5,254,560 4.1 million** meals to 20,000 people within **5,676 5,300** households across the three countries of El Salvador, Guatemala and Honduras.

ACTIVITIES:

1. Household selection and volunteer training;
2. Procurement of **5,254,560 4.1 million** meals through local vendors;
3. Distribute **21,894 18,500** food bags through 11 distributions (i.e., a distribution every 3-4 months); **and**
4. Monitoring and reporting.

OUTCOME: Provide **5,254,560 4.1 million** meals to 20,000 people within **5,676 5,300** households to reduce household expenditures on food and invest a portion of the savings in livelihood-focused activities that build future household resiliency.

EVALUATION: As described under Activity 1.4, teams will register **5,676 5,300** households and use data collection sheets to track the distribution of **5,254,560 4.1 million** meals to 20,000 people served under this grant. Data will also be collected and used to evaluate shifting household demographics and how household funds are diverted as a result of the food distributions. In addition to diversion to household essentials, the teams will track how funds are invested in resiliency-building activities such as livelihood capitalization/re-capitalization and home repairs.

D) Timeline

Provide a timeline for implementing the project. The start date and end date should be the same dates on the cover page.

The project start date is: **April 1, February 1, 2022**

The project end date is: **March 31 January 31, 2023**

Include timeframes for specific activities, as appropriate.

Episcopal Relief & Development and its implementing partners are able to rapidly begin distributions should the project be approved by the S.L. Gimbel Foundation. Upon notification of project approval, partners will complete Activity 1.1 related to household selection and volunteer training. The first distributions will begin in **April February** and continue every third to fourth month throughout the year. The endline evaluation administration will take place within four weeks of the final distribution.

E) Target Population

1. Who will this grant serve?
2. How many people will be impacted? Provide a breakdown: Number of Children, Youth, Adults, Seniors.

This grant will serve rural and peri-urban households living in poverty who have been impacted by the coronavirus or the secondary impacts of the COVID-19 pandemic. The 20,000 people reached through this grant live in communities that suffer from climate-related stressors and shocks (flooding and drought), gang violence and limited education and health resources. The population

served also face financial exclusion and limited job opportunities. Of the 20,000 people reached, the project estimates 50% women, 20% children and 6% seniors.

F) Community Partners

1. How does this program relate to other existing projects in the community?
2. Who are your key community partners? Provide a brief description of each key partner and their role(s) in this program.
3. How are you utilizing volunteers?

Episcopal Relief & Development partners with faith agencies based in/around the communities we seek to serve. Our implementing partners are a permanent and influential presence in vulnerable, rural communities and are able to facilitate programs that ensure safety nets are locally-led and sustainable, and that existing community networks and relationships facilitate rapid mobilization and distribution of life-saving inputs and information. Episcopal Relief & Development and its partners have been operating food security and economic development programs in El Salvador, Guatemala and Honduras for almost two decades.

Episcopal Relief & Development will continue to partner with three implementing agencies under the proposed project. While Episcopal Relief & Development plays an accompaniment role, providing technical assistance and support on evidence-based methodologies, programming, monitoring and evaluation, our implementing partners are responsible for community mobilization, program execution and monitoring. Partners include:

- **Agencia Anglicana para el Desarrollo de Honduras (Aanglidesh):** As the Episcopal Church Diocese of Honduras' development agency, their work focuses on economic development, food security, education, nutrition and health. During emergencies, Aanglidesh provides food and water to communities. The organization serves poor and marginalized communities, operating social and agricultural programming that elevates microfinance through Savings with Education groups. Aanglidesh recently added an income-generation component to its kitchen garden initiative where households sell surplus produce. In 2021, Aanglidesh distributed 9,194 food bags that delivered 1,029,728 meals to 2,266 households.
- **Episcopal Church of Guatemala's Diocesan Development Office:** The partner prioritizes agriculture and food security work and micro-finance programming as means to increase savings, resilience against shocks, smooth consumption and increase income potential for households. The Diocesan Development Office has managed its Savings with Education program since 2012, forming over 100 groups. The organization is also well equipped to respond to emergencies, providing food, water and blankets as well as supporting recovery efforts, such as housing rebuilds. In 2021, the Diocesan Development Office distributed 17,035 food bags that delivered 1,567,220 meals to 2,791 households.
- **Episcopal Church of El Salvador:** Since the 1990s, the church has provided disaster relief and, over the past two decades, transitioned to longer-term development programming focused on health and agriculture. Under its food security program, the Episcopal Church of El Salvador provides agricultural training, focusing on crop planting and maintenance, conversation and soil improvement and agricultural administration. Through their Savings with Education groups, the partner focuses on improving the household economy by facilitating group-managed savings and loan activities. In 2021, the Episcopal Church of El Salvador distributed 2,864 food bags that delivered 526,976 meals to 726 households.

The project will also partner with local supermarkets, transportation companies and truck drivers under the food procurement, commodity management and distribution activities.

The project will utilize the existing network of 299 volunteers, including clergy, church members, diocesan staff, health promoters and savings group members. The volunteers will support food procurement, packaging (as needed), household registration and data collection and distributions.

G) Use of Grant Funds

How will you use the grant funds? This answer should align with the specific activities previously outlined in C) Project Goal, Objectives, Activities and Expected Outcomes

Funds provided by the grant will be used to purchase food in El Salvador, Guatemala and Honduras to directly contribute to the achievement of the project outcome which is to provide staple ingredients for **5,254,560** ~~4.1 million~~ meals to 20,000 people within **5,676** ~~5,300~~ households across the three countries. The allocation of funding is outlined in the budget narrative provided in Section V: Project Budget and Narrative on page **13** ~~12~~.

III. Project Future

A) Sustainability

Explain how you will support this project after the grant performance period. Include plans for fundraising or increasing financial support designated for the project.

Episcopal Relief & Development is engaging a family foundation to co-invest in the larger food security initiative in Central America to complement the S.L. Gimbel Foundation's commitment to emergency food relief. This co-funding will support community development programming in El Salvador, Guatemala and Honduras, which promotes livelihood investments through savings and loan activities across all three countries as well as nutrition and health-related interventions in El Salvador.

Episcopal Relief & Development's Savings with Education (SwE) methodology is a highly replicable savings-led microfinance program integrated with simple, relevant, high-impact training in health, business, and money management. The methodology brings basic financial services, including savings and lending to people, particularly women, indigenous peoples, and geographically isolated populations, who lack access to finance and is a vibrant driver of social cohesion and earnings generation in economically struggling communities, providing an important insurance mechanism for families experiencing economic shocks. The SwE model creates sustainable and cohesive member-led groups that are self-managed, self-determined, and empowering. This is a core part of Episcopal Relief & Development's sustainability plan in Central America and will operate in approximately 30% of the targeted 291 food distribution communities in 2022.

IV. Governance, Executive Leadership and Key Personnel/Staff Qualifications

A) Governance

1. Describe your board of directors and the role it plays in the organization.
2. What committees exist within your board of directors?
3. How does the board of directors make decisions?

Board and its role: The Board of Episcopal Relief & Development is vital to the life of the organization. In addition to fiduciary responsibility, the Board shapes the strategy and policies of

the organization to ensure that it is fulfilling its mission to be the hands and feet of Christ in the world according to its program policies.

Each Board member is a steward of the organization and brings his or her gifts of time, talent and treasure to the organization. Members serve a three-year term and are eligible to serve a second term. Attendance is expected at all meetings with certain exceptions. Each member of the Board is asked to make a personal and significant gift according to their personal means each year he or she serves on the Board and they have maintained 100% Board giving since this practice has been put in place.

Committees: Much of the important oversight work of the Board takes place in committees where issues are discussed with the professional staff, policies developed to guide Episcopal Relief & Development's development and where difficult challenges are aired and addressed. Service on committees is a vital and important responsibility of Board members. As set forth in our current bylaws in 2021, the committees were:

- Executive Committee
- Administration and Finance Committee
- Advancement and Communications Committee
- Audit and Risk Committee
- Episcopal Church Programs Committee
- Governance Committee
- Program Committee

Decision-making: The Board of Directors makes its decisions after a full review of any proposed action and an open discussion. The full Board then votes on all matters that are brought to it from Board committees listed above or from the President & CEO. All decisions are recorded in minutes that are approved at the following meeting.

Key to the Board is the Executive Committee which has and exercises all of the powers and authority of the Board of Directors in the management of the business affairs of Episcopal Relief & Development. They set the agenda for meetings and bring forward matters upon which the full Board would vote as described above.

B) Management

1. Describe the qualifications of key personnel/staff responsible for the project.
- 2. What is the CEO/President/Executive Director Salary?**

In partnership with Anglican partner organizations in El Salvador, Guatemala and Honduras, the project will be managed by Episcopal Relief & Development's Vice President of Programs and two Program Officers who have a combined 35 years of experience in grant management and supported by the Senior Manager for Monitoring, Evaluation and Learning who manages monitoring, evaluation and learning (MEL) activities. Partner staff will lead field activities under the leadership of food security specialists as well as staff well versed in MEL and program management.

As stated in our 990, the CEO & President's salary is \$317,752.

2022 S.L. Gimbel Foundation APPLICATION

V. Project Budget and Narrative (Do not delete these instructions on your completed form).

Please provide a detailed line-item budget for your project by completing the budget form below. **The maximum requested amount is \$1,000,000 or 25% of your operating budget, whichever is less, OR the amount on your invitation to apply email.** Delineate your line items requests per example below:

- 90% of total request for the purchase of food items only. (Ex. Total request of \$1,000,000; 90% is \$900,000 for food)
- 10% of total request for **transportation OR for coordination** (Ex. Total request of \$1,000,000; 10% is \$100,000 for transportation)
- Canned tuna will not be funded.

Food items must be delineated (i.e. canned vegetables, soup, pasta, dried beans, rice, etc.). For each food item, indicate the cost per unit (pound, carton, case, etc.) and the quantity. See attached example.

Line Item Request	Line Item Explanation	Support From Your Agency	Support From Other Funders	Requested Amount From Gimbel	Line Item Total of Project
Personnel	Staff costs for the delivery of the project	\$91,652	\$64,043	\$0	\$155,695
Food inputs	Purchase of 18,500 21,894 bags of food (for 4-1 5,254,560 million meals) at an estimated cost of \$50/bag \$58.33/bag , each containing an estimated 220 240 meals (5,254,560/240)*58.33= \$1,277,077	\$7	\$367,979	\$909,091	\$1,277,077
Food Distribution	Total food distribution costs in El Salvador, Honduras, and Guatemala	\$0	\$95,298	\$0	\$95,298
Monitoring, Evaluation, and Learning	MEL costs include regular monitoring in the field and technical support towards quality data entry and data analysis	\$12,834	\$22,250	\$0	\$35,084
Coordination	10% of \$909,091 request	\$10,449	\$54,957	\$90,091 \$90,909	\$156,315
Total for Emergency Food Relief Project		\$114,942	\$604,527	\$1,000,000	\$1,719,469
Additional resilience projects as part of the broader Central America portfolio					
Climate Resilience Project in Nicaragua	Training activities to equip farmers to establish demonstration plots,	\$20,553	\$395,473	\$0	\$416,026

	install micro dams and water filtration systems				
Community Resilience projects in El Salvador, Honduras, Guatemala	Health and psychosocial services, Savings with Education programming	\$458,481	\$0	\$0	\$458,481
TOTALS:		\$593,976	\$1,000,000	\$999,181 \$1,000,000	\$2,593,976

Provide a narrative for the line item Transportation OR Coordination.

Personnel (\$155,695, including \$0 from the S.L. Gimbel Foundation)

Costs include Episcopal Relief & Development’s implementing partner’s salaries in El Salvador, Guatemala, and Honduras required to deliver the project. Additionally, there are costs to cover Episcopal Relief & Development program management staff and leadership to provide technical oversight of the program.

Food Inputs (\$1,277,077, including \$909,091 from the S.L. Gimbel Foundation)

Costs include the procurement of 5,254,560 meals. The average unit cost of a food bag across the three countries is \$58.33, representing an increase in overall quality in food bags in Guatemala and Honduras to meet those provided in El Salvador in 2021. Each food bag will provide an average of 240 meals. Since submission of the proposal in January 2022, Episcopal Relief & Development engaged a family foundation around providing additional financial support to procure additional food inputs. As a result of this planned investment and partner negotiation with food vendors, we anticipate increasing the number of food bags from 18,500 to 21,894.

The request is based on the procurement of 5,254,560 meals at an average of \$58.33 per food bag. Each food bag contains an average of 240 meals. The request was calculated based on the following formula: (total meals/average # meals per bag) * average cost per bag = food procurement request.

- $(5,254,560/240)*58.33= \$1,277,077$

Food Distribution (\$95,298, including \$0 from the S.L. Gimbel Foundation)

Costs include the transportation, vehicle, and fuel expenses associated with the distribution of food in El Salvador, Guatemala, and Honduras.

Monitoring, Evaluation, and Learning (\$35,084, including \$0 from the S.L. Gimbel Foundation)

Costs include regular monitoring of emergency food response in El Salvador, Guatemala, and Honduras and Episcopal Relief & Development’s MEL Manager. The MEL Manager will strengthen the capacity of implementing partners’ staff to collect data and monitor implementation and provide technical support towards quality data entry to ensure that the information is entered correctly for data analysis, evidence-based decision making, as well as adaptive management. Costs include a baseline and endline as well as analysis over the 2021 and 2022 grant periods.

Coordination (\$156,315, including \$90,909 from the S.L. Gimbel Foundation)

Costs include administrative coordination, financial oversight and management, human resources, information technology and other common costs.

Additional resilience programming in Central America

Climate resilience project in Nicaragua (\$416,026)

Costs will cover our implementing partner's (CEPAD) trainings and activities to equip small-holder farmers and women gardeners to establish and maintain production as well as establish an additional 432 demonstration plots. With these funds, CEPAD will also provide 320 plants and 307 kilograms of seeds of different varieties to new farmers and women gardens, to the existing 40 nurseries (one in each community), and to seven new nurseries in the new department of Somoto. The program will train households to construct and manage 188 new micro-dams using complementary local resources and install 282 water purification systems. Additional costs include local staff salaries for delivery and implementation, program monitoring and evaluation, and office expenses and equipment maintenance.

Community resilience projects in El Salvador, Honduras, and Guatemala (\$458,481)

Episcopal Relief & Development funds will support the additional program work in El Salvador, Guatemala and Honduras. This work includes health and psychosocial support, Savings with Education group formation and trainings, as well as capacity strengthening support to our implementing partners.

Episcopal Relief & Development **and a family foundation** will cover all additional costs to deliver on the proposed grant, including field staff costs, logistics management, transportation, fuel, data collection and monitoring and other costs associated with Activity 1.1, 1.3, and 1.4.

2022 S.L. Gimbel Foundation APPLICATION

VI. Sources of Funding: Please list your current sources of funding and amounts.

Secured/Awarded

Name of Funder: Foundation, Corporation, Government, Individual donors, In-Kind, Other (specify)	Amount
Conrad N. Hilton Foundation (2022)	\$192,000.00 \$1,410,000
Trinity Church Wall Street, NYC (2022)	\$400,000.00
Episcopal Health Foundation (2022)	\$200,000.00
UN Trust Fund to End Violence Against Women (2022)	\$173,421
Grand Challenges Canada (2022)	\$19,230.00
Islamic Relief USA (2022)	\$340,000.00
Cain-George Charitable Fund (2022)	\$250,000.00
The Laura Ellen and Robert Muglia Family Foundation (2022)	\$250,000.00

Pending

Name of Funder: Foundation, Corporation, Government, Individual donors, Other (specify)	Amount	Decision Date
Major Donors, Family Foundations, and Donor-Advised Funds (est. 2022)	\$3,950,000	12/31/2022
Episcopal Churches & Dioceses (est. for 2022)	\$2,568,000	12/31/2022
Conrad N. Hilton Foundation (2022)	\$1,218,000	3/15/2022 (secured)

Diversity of Funding Sources: A financially healthy organization should have a diverse mix of funding sources. Complete those categories that apply to your organization using figures from your most recent fiscal year.

Funding Source (2020)	Amount	% of Total Revenue	Funding Source	Amount	% of Total Revenue
Individuals	\$10,746,674	68.5%			
Corporations and Foundations	\$2,432,797	15.5%			
Churches and affiliated organizations	\$2,505,992	16%			

Notes: The diversity of our funding sources that are raised each year (shown in the above table and in our 2020 Annual Report) come from several sectors and via different revenue streams:

- Contributions include gifts from individuals, family foundations, donor-advised funds, bequests as well as Episcopal churches, dioceses and other related groups
- We do not have any galas or special events

- Corp/Foundation grants come from institutional donors and matching gifts from corporations or workplace giving
- Government grants can include multilaterals or US government agencies.
- In February, once all of our 2021 income has been recorded in our systems, we can provide updated % of the diversity of funding as requested.

S.L. Gimbel Foundation APPLICATION

VII. Financial Analysis

Agency Name: Episcopal Relief & Development _____

Most Current Fiscal Year (Dates): From 1/1/2020 **To:** 12/31/2020

This section presents an overview of an applicant organization's financial health and will be reviewed along with the grant proposal. Provide all the information requested on your **entire organization**. Include any notes that may explain any extraordinary circumstances. Information should be taken from your most recent 990 and audit. **Double check your figures!**

Form 990, Part IX: Statement of Functional Expenses

(This should be your recently filed Form 990 and should not be more than 2 years old)

1) Transfer the totals for each of the columns, Line 25- Total functional expenses (page 10)

(A) Total Expenses	(B) Program service expenses	(C) Management & general expenses	(D) Fundraising expenses
\$20,398,029	\$16,020,338	\$1,448,814	\$2,928,877

2) Calculate the percentages of Columns B, C, and D, over A (per totals above)

- Program services (B) – A general rule is that at least 75% of total expenses should be used to support programs
- Management & general administration (C) – A general rule is that no more than 15% of total expenses should be used for management & general expenses
- Fundraising (D) – A general rule is that no more than 10% of total expenses should be used for fundraising

(A) Total Expenses	(B) Program service expenses	(C) Management & general expenses	(D) Fundraising expenses
	Columns B / A x 100	Columns C / A x 100	Columns D / A x 100
Must equal 100%	78.54%	7.10%	14.36%

3) Calculate the difference between your CURRENT year budget for management & general expenses and your previous management & general expenses per your 990 (Column C)

Percentage of Organization's <u>Current</u> Total Budget used for Administration: 7.8%	Column C, Management & general expenses per 990 above: 7.10%	Differential: 0.7%
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If the differential is above (+) or below (-) **10%**, provide an explanation:

S.L. Gimbel Foundation APPLICATION

Quick Ratio: Measures the level of liquidity and measures only current assets that can be quickly turned to cash. A generally standard Quick Ratio equals 1 or more.

Cash	+ Accounts Receivables	/Current Liabilities	= Quick Ratio
\$8,691,027	\$3,303,941	\$8,345,102	1.44%

Excess or Deficit for the Year:

Excess or (Deficit) Most recent fiscal year end 12/31/2020:	Excess or (Deficit) Prior fiscal year end 12/31/2019:
(\$1,084,012)	(\$1,821,383)

Notes:

These figures are taken from the audited financial statements and 990 forms for FY 2020 and 2019. FY 2020 expenses include non-cash expenses, including increased post-retirement benefit expense of \$305,834, which reflects changes to our health plan that extends post-retirement health insurance to spouses; and depreciation expense of \$20,404. FY 2019 expenses include non-cash expenses, including bad debt provision of \$74,412; and depreciation expense of \$31,534. FY 2019 expenses include increased post-retirement benefit expense of \$1,192,734, which reflects changes to our health plan that extends post-retirement health insurance to spouses; bad debt provision of \$55,369; and depreciation expense of \$25,223.

VIII. EMAIL TWO PDF files to Gimbel@iegives.org

A. One PDF file of the following, #1 to #5

B. Second PDF file of the following, #6 & #7

#1	Completed Grant Application Form (cover sheet, narrative), budget page and budget narrative (see sample) and sources of funding, financial analysis page	#6	A copy of your most recent year-end financial statements (audited if available)
#2	Your current operating budget and the previous year's actual expenses (see sample Budget Comparison)	#7	A copy of your most recent 990. Please make sure that the Form 990 you submit is no more than two (2) years old.
#3	Part IX only of the 990 form, Statement of Functional Expenses (one page). Please make sure that the Form 990 you submit is no more than two (2) years old.		
#4	For past grantees, a copy of your most recent final report.		
#5	A copy of your current 501(c)(3) letter from the IRS		

SAMPLE Budget Comparison

	Actuals Most Recently Completed Year	Budget Projections Current Year	Variance
	20____	20____	
Income			
Individual Contributions	-	-	-
Corporate Contributions	-	-	-
Foundation Grants	-	-	-
Government Contributions	-	-	-
Other Earned Income	-	-	-
Other Unearned Income	-	-	-
Interest & Dividend Income	-	-	-
Total Income	-	-	-
Expenditures			
Personnel			
Salary CEO – Required	-	-	-
Staff Salary (total)	-	-	-
Payroll Taxes	-	-	-
Insurance - Workers' Comp	-	-	-
Insurance - Health	-	-	-
Payroll Services	-	-	-
Retirement	-	-	-
Total Personnel	-	-	-
General Program/Administrative			
Bank/Investment Fee	-	-	-
Publications	-	-	-
Conferences & Meetings	-	-	-
Mileage	-	-	-
Audit & Accounting	-	-	-
Program Consultants	-	-	-
Insurance Expense	-	-	-
Telephone Expense - Land Lines	-	-	-
DSL & Internet	-	-	-
Website	-	-	-
Office Supplies	-	-	-
Postage & Delivery	-	-	-
Printing & Copying	-	-	-
Miscellaneous	-	-	-
Total General Program/Administrative	-	-	-
Total Expenditures	-	-	-
Revenue Less Expense	-	-	-

**S.L. Gimbel Foundation Fund
Food Grant Application**

III. Project Budget SAMPLE

Project Budget and Narrative (Do not delete these instructions on your completed form).

Please provide a detailed line-item budget for your project by completing the budget form below.

The maximum requested amount is \$1,000,000 or 25% of your operating budget, whichever is less. Delineate your line items requests per examples below:

- 90% of total request for the purchase of food items only. (Ex. Total request of \$1,000,000; 90% is \$900,000 for food)
- 10% of total request for transportation **OR** for coordination (Ex. Total request of \$1,000,000; 10% is \$100,000 for transportation)
- Canned tuna will not be funded.

Food items must be delineated (i.e. canned vegetables, soup, pasta, dried beans, rice, etc.).

For each food item, indicate the cost per unit (pound, carton, case, etc.) and the quantity. See attached example.

Line Item Request	Line Item Explanation	Support From Your Agency	Support From Other Funders	Requested Amount From Gimbel	Line Item Total of Project
Eggs	15 dz/case, \$12/case , 4,000 cases			\$48,000	\$48,000
Fresh Milk	½ gallon 1%, \$2/unit , 196,000 units delivered			\$392,000	\$392,000
Cooking Oil	12 32 oz case, \$23/case , 4,000 cases			\$92,000	\$92,000
Frozen Chicken Breash	75 ind. wrapped breasts/case, \$115/case , 3,200 cases			\$368,000	\$368,000
Coordination	10% of \$1,000,000 total request			\$100,000	\$100,000
TOTALS:				\$1,000,000	\$1,000,000

Annex 2: Budget Comparison of Episcopal Relief & Development's approved 2021 budget and 2020 budget's actual expenses.

Application to S.L. Gimbel Foundation
 Episcopal Relief & Development
 FY 2020 actuals and FY 2021 Budget

	FY 2020 Actuals	Approved FY 2021 Budget	Variance
REVENUE:			
Contributions	\$14,681,636	\$17,880,404	(\$3,198,768)
Bequests	\$1,003,827	\$1,000,000	\$3,827
Government Grants	(\$68,931)	\$0	(\$68,931)
Other Revenue	\$16,073	\$86,500	(\$70,427)
Investment Income - Gain / (Loss) return	\$3,645,839	\$1,000,000	\$2,645,839
Contributed Services - DFMS	\$1,209,815	\$1,383,534	(\$173,719)
TOTAL REVENUE	\$20,488,259	\$21,350,438	(\$862,179)

EXPENSES:

Personnel Services

President & CEO Salary	\$325,000	\$325,000	\$0
Staff Salary	\$5,848,065	\$5,877,659	(\$29,594)
Benefits	\$2,299,503	\$2,496,690	(\$197,187)
			\$0
Consultant Fees	\$1,375,529	\$1,996,759	(\$621,230)
			\$0
Total Personnel	\$9,848,097	\$10,696,108	(\$848,011)

Non-Personnel Expense

Program Distributions	\$8,417,996	\$10,550,249	(\$2,132,253)
			\$0
Resources & References Materials	\$7,395	\$27,858	(\$20,463)
Travel/ Lodging/ Meals	\$169,955	\$593,221	(\$423,266)
Conferences, Workshops, Memberships, Meetings	\$318,155	\$489,145	(\$170,990)
Telecommunications	\$44,638	\$33,225	\$11,413
Ghana Office Rent & Utilities	\$30,756	\$59,270	(\$28,514)
Equipment & Depreciation	\$319,365	\$676,890	(\$357,525)
Office Supplies	\$23,928	\$47,455	(\$23,527)
Printing and Mailing Costs	\$683,185	\$942,943	(\$259,758)
Advertising, Publicity & Promotion Expense	\$161,680	\$143,269	\$18,411
Bank Charges, Legal & Accounting Fees	\$275,748	\$392,115	(\$116,367)
Human Resource - Search Expense	\$31,613	\$20,000	\$11,613
Insurance	\$65,518	\$78,314	(\$12,796)
			\$0
Contingency Expense	\$0	\$19,350	(\$19,350)
Contributed Services Expense	\$1,556,028	\$1,383,534	\$172,494
Total Non-Personnel	\$12,105,960	\$15,456,838	(\$3,350,878)

TOTAL EXPENSES	\$21,954,057	\$26,152,946	(\$4,198,889)
SURPLUS / (DEFICIT)	(\$1,465,798)	(\$4,802,508)	\$3,336,710

PPP Loan	\$0	\$1,207,245	(\$1,207,245)
Expenditures Paid From Net Assets	\$8,563,402	\$4,842,074	\$3,721,328

**Annex 3: Part IX - Statement of Functional Expenses of Episcopal Relief & Development's
2020 990 form.**

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21	2,193,232.	2,193,232.		
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16	6,224,764.	6,224,764.		
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	802,533.	545,615.	123,596.	133,322.
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	5,370,532.	3,552,078.	754,380.	1,064,074.
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	561,667.	394,818.	74,961.	91,888.
9 Other employee benefits	1,313,730.	957,770.	50,950.	305,010.
10 Payroll taxes	424,106.	269,997.	81,447.	72,662.
11 Fees for services (nonemployees):				
a Management				
b Legal	23,875.	23,875.		
c Accounting	124,724.	82,193.	42,531.	
d Lobbying				
e Professional fundraising services. See Part IV, line 17	517,272.			517,272.
f Investment management fees	107,163.		107,163.	
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Sch. O.)	909,856.	854,155.	32,094.	23,607.
12 Advertising and promotion	161,680.	14,149.		147,531.
13 Office expenses	68,566.	53,513.	8,495.	6,558.
14 Information technology				
15 Royalties				
16 Occupancy	30,756.	30,756.		
17 Travel	169,955.	123,142.	26,525.	20,288.
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	318,155.	283,116.	11,203.	23,836.
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	20,404.		20,404.	
23 Insurance	65,518.	48,921.	6,113.	10,484.
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a PRINTING AND MAILING	683,185.	144,292.	93,475.	445,418.
b EQUIPMENT/SOFTWARE/COMP	298,961.	223,590.	12,806.	62,565.
c RESOURCE AND REFERENCE	7,395.	362.	2,671.	4,362.
d _____				
e All other expenses _____				
25 Total functional expenses. Add lines 1 through 24e	20,398,029.	16,020,338.	1,448,814.	2,928,877.
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation.				

Check here if following SOP 98-2 (ASC 958-720)

Annex 4: Copy of Episcopal Relief & Development's most recent final report submitted to the S. L. Gimbel Foundation.

INLAND EMPIRE COMMUNITY FOUNDATION S. L. GIMBEL FOUNDATION FUND

Please complete the form and type your answers directly underneath the questions. Leave one space between numbered questions.

ORGANIZATION INFORMATION

1. Name of your Organization: Episcopal Relief & Development
2. Grant #: 20201860
3. Grant Amount: \$989,975
4. Date Awarded (date on award letter): 28 December, 2020
5. Grant Period (Indicate start date and end date per Grant Agreement): December 23, 2020 to December 23, 2021
6. Location of your Organization (City, State): New York, NY
7. Name and Title of person completing evaluation: Emily Bloom, Director of Institutional Partnerships
8. Phone Number: 855-312-4325
9. Email Address: ebloom@episcopalrelief.org

KEY OUTCOMES AND RESULTS

10. Total number of clients served through this grant funding:
 - A) Per original grant application, what is the estimate number served:
 - December 2020: 45,000 people across 9,000 households
 - April 2021 Modification: 28,000 people across 6,200 households
 - B) Actual number served: 28,430 people across 6,649 households through the distribution of 4,468,610 meals.
11. Describe the project's key outcomes and results based on the goals and objectives. (Include the program accomplishments as a result of the Gimbel grant AND for the entire program. Please make the distinction between the Gimbel funded program accomplishments and the total organizational program, as a whole).

Goal: To alleviate hunger and promote food security in marginalized communities in El Salvador, Guatemala, Honduras and Nicaragua.

Activities: Please find the activity listed in the proposal in *italics* followed by end-of-project progress update.

1. *Community mobilization: Conduct rapid mapping of approximately 138 communities to identify those most in need of food aid and engage in community mobilization efforts with key stakeholders to identify and select eligible households based on established criteria.*

Activity funded by Episcopal Relief & Development. At the start of the project, Episcopal Relief & Development’s four implementing partners in El Salvador (The Anglican Episcopal Church - Diocese of El Salvador), Guatemala (The Anglican Episcopal Church - Diocese of Guatemala), Honduras (Anglican Agency for the Development of Honduras, Aanglidesh, of the Episcopal Church of Honduras), and Nicaragua (Council of Protestant Churches of Nicaragua, CEPAD) conducted rapid mapping of 255 communities and identified a total of 6,427 households most in need of food aid. This represented an increase from the originally planned 138 and required widespread engagement and sensitization of local stakeholders (i.e., members of partners' traditional programs and church and faith-based networks, including clerics and lay leaders), who helped partner teams establish the locally-relevant vulnerability criteria used to identify the most at-risk households.

Following the initial round of food procurement and distribution (May-June), implementing partners found that their engagement and price negotiations with local food vendors enabled them to increase the number of households served. Partners engaged key stakeholders in the registration of an additional 222 households across existing communities as well as 53 new communities. This brought the total number of registered households receiving food relief from 6,427 to 6,649 in a total of 308 communities. Of the total registered households, 94% met two or more of the identified vulnerability criteria (see text box), thus demonstrating stakeholders’ commitment to register and reach the most vulnerable.

Vulnerability Profile for 6,649 households

- Households experiencing job/economic loss due to COVID-19 (80%) and/or the 2020 hurricanes (55%)
- Single-parent & female-headed (35%) or senior-headed (16%) households;
- Households caring for individuals with health problems or disabilities (17%);
- Households with principal earnings from the informal economy (10%).

In October, as planned distribution activities drew to a close, partners in Guatemala, Honduras and Nicaragua identified balances in their food procurement funds and thus decided to conduct one extra distribution serving a sub-set of the 6,649 registered households. To ensure this extra distribution assisted the most vulnerable households, partners turned once again to their local stakeholder networks. Across 41 communities, stakeholders selected a total of 1,349 households (1,249 already registered as well as 100 new in Guatemala) for receipt of the extra' distribution. Stakeholders' sub-set selection criteria targeted vulnerable households with a greater number of children, elderly, persons with disability or chronic illness, and/or an unemployed head.



An elderly man from the community of El Zarzal (Honduras) receives an extra food distribution. Due to his physical handicap, he often faces hunger as he is not able to provide for himself. He shared a sense of “deep gratitude” with the project team in Honduras for helping him in alleviating his suffering.

2. *Volunteer engagement and training: Identify and train volunteers on COVID-19 safety guidelines, food distribution protocols and data collection.*

Activity funded by Episcopal Relief & Development. Throughout the project, a total of 474 volunteers were mobilized to assist partner staff with household registration and food relief distribution, including verifying food bag contents. Volunteers were drawn from partners' networks of clergy and church members as well as participants in traditional development programming across all four countries. Volunteers' engagement was key in remote communities where access is difficult due to poor infrastructure, particularly when roads are impacted by inclement weather. The volunteer network is outlined below:

Country	#	Type	Role(s)
El Salvador	39	Clergy, local church members, diocesan staff, health promoters	Food procurement, packaging, registration, and distribution
Guatemala	85	Local church members (clergy and lay) and some savings group members	Surveys, registration, distribution, receipt confirmations
Honduras	175	Local church members (clergy and lay)	Surveys, registration, distribution, receipt confirmations
Nicaragua	175	Local community leaders, pastors and youth members of CEPAD's Community Development Committees	Support coordination of food relief registration and distribution.
	<u>474</u>		

Since the onset of the project, partners utilized existing volunteer networks and long-standing relationships in project communities and, as distribution began, partners quickly realized the extent to which these relationships were essential to their work, project's success and impact. Partners in all four countries reported a significant growth in trust and cohesion between staff, volunteers, and stakeholders because of the intense, engaged and prolonged interactions the project generated. In Honduras, the project experienced a meaningful growth in trust and relationships with the members of the church local deaneries¹ (*deanatos*). In Guatemala, the partner reported an increased cohesion with local clergy and community leaders who shared appreciation and recognition for the work accomplished. In each country, the accompaniment and subsequent gradual transfer of key project responsibilities from partner staff to local volunteers (lay and community leaders) strengthened the capacity of communities leaders to manage future emergency response and community development projects.



Two Guatemala project staff (at the table) work with a church member from the Zacapa community (standing) to register vulnerable households recipients.

¹ A deanery (or decanate) is an ecclesiastical entity within the Episcopal Church and other churches and correspond to geographical section or area within a diocese. A deanery is either the jurisdiction or residence of a dean who presides at meetings of the lay representatives and clergy of the deanery.

3. Food Procurement: Procure 4 million meals.

Activity funded by S.L. Gimbel Foundation. Upon completion of the project, partners have procured food for 4,468,610 meals, reaching 6,649 households (i.e., 6,549 registered households and 100 additional household only receiving Guatemala's final extra distribution).

In order to ensure food delivery to the project's ambitious household target with the needed quantity of food at lower prices, all implementing partners procured commodities from nationally-based large-scale vendors (supermarkets) rather than smallholder farmers as originally planned. Throughout project implementation, implementing partners across all four countries made significant improvements in food procurement, thus being able to negotiate better prices thanks to deepened relationships with local vendors. This led to improved logistics and efficiency of commodity collection as well as savings. In El Salvador, the supermarkets' employees invited partner staff to call in to place orders ahead of time and access stores before regular business hours to ensure inventory availability and time efficiency in procurement.

Partners largely contracted with supermarkets to prepare the individual household food bags on site for collection and transport to distribution locations across the countries where volunteers and staff would double-check the contents before household distribution. In Guatemala, however, the partner ultimately sped up the process by purchasing and packing the household bags themselves, rather than spending time double-checking the supermarkets packaging process and contents.



Food bags are packed and ready for household distribution to targeted families (Guatemala).

4. *Commodity management and distribution: Coordinate 4 million meals to 6,200 households on a set schedule based on need and distribution size.*

Activity funded by Episcopal Relief & Development. Throughout the project, implementing partners successfully conducted a total of 20 food distributions (5 distributions in both Honduras and Nicaragua, 4 distributions in El Salvador and 6 distributions in Guatemala). This is an increase from the 18 food distributions originally planned.

The distribution process varied by and within countries depending on contextual considerations and communities' accessibility. The growing relationships with supermarket vendors, transportation companies and truck owners facilitated the heavy logistical workload of getting the food bags to their final distribution locations. Similarly, with time, the capacity of project staff and volunteers conducting distributions and managing record-keeping grew in both speed and accuracy.

In September, in order to reduce logistic and time costs, the project in Guatemala combined its planned fifth and sixth distributions, delivering twice the amount of food (2 food bags) to each household. In addition, the cost variance between the general costs of commodities and what was originally budgeted, as well as partners' acquired skill to negotiate prices, resulted in a balance of funds following the completion of final distributions in Guatemala (\$10,795.20), Honduras (\$4,803.69) and Nicaragua (\$23,598.90). Therefore, between October and December, the three partners conducted one additional distribution to a selected sub-set of 1,349 households, thus effectively delivering a total of 1,449 additional food bags (i.e., 865 in Guatemala, 194 in Honduras, and 390 in Nicaragua), corresponding to 237,808 meals.



Beneficiaries receiving two food bags/household during the final "extra" distribution in Oquen village (Guatemala).

5. *Monitoring and reporting: Conduct ongoing monitoring through quantitative and qualitative data collection.*

Activity funded by Episcopal Relief & Development. As previously reported, Episcopal Relief & Development's country-lead Program Officers closely supported implementing partners as they engaged in the arduous task of data collection and data entry of every household as well as data from the baseline (pre-distribution) survey of 935 households.

Subsequently, from September to October, all partners carried out endline data collection targeting the same baseline households surveyed. Ultimately, only 862 households could be reached due to the inability to access certain communities because of COVID-19 outbreaks and government-mandated mobility restrictions, specifically in Nicaragua where the sample size decreased the most.

Country	HHs surveyed at Baseline	HHs surveyed again at Endline
El Salvador	250	232
Guatemala	245	245
Honduras	244	244
Nicaragua	196	141
Total	935	862

Since project inception, a rigorous monitoring and evaluation process was established with the intention to not only capture quantitative and qualitative information, but also strengthen partners' technical capacities. In order to do so, Episcopal Relief & Development invested in “virtually” bringing together all four partners through a webinar aimed at training staff on household registration, effective monitoring and reporting requirements, as well as available project tools. The time invested in capacity building at the onset and throughout implementation resulted in partners reporting a greater sense of ease with endline survey administration. This in part reflects the familiarity households had acquired with the staff and survey questions, as well as partners’ growth in this technical area. For example, in El Salvador, while the baseline surveys were administered exclusively by the partner's Monitoring & Evaluation (M&E) Officer, five diocesan staff joined in to assist with the endline process. In Honduras, staff pivoted to conduct the majority of endline surveys by mobile.

Nicaragua

“The focus group methodology utilized to collect data at endline allowed participants to express themselves through dialogue and interaction, identifying the achievements, impacts, deviations and expectations created by the project. Participants expressed their feelings, emotions, fears and lived experiences, both at the time of the disaster and during the development of the project. Their expressions, contributions and comments allowed us to understand the important psychosocial dimension of the project”.

[CEPAD staff]



CEPAD partner staff conducts focus group discussions in Kilambe (Nicaragua) as part of the project endline data gathering and analysis process.

Episcopal Relief & Development's analysis of baseline and endline data collection results of three key indicators measuring positive household change are as follows:

1- Household expenditure patterns (food, education, healthcare, fuel, farming, other):

Data collected shows that household food expenditures decreased at endline in all 4 countries by an average of 33% (ranging from a minimum of 10.6% in Guatemala to a max of 56.4% in Nicaragua). Total household expenditures reduced by an average of 13.3%, thus representing an overall average monthly saving per household of \$16.80 USD. Data comparison also shows increases in other household expenses such as education (25%), health (9%), fuel (8%) and farming (23%). Qualitative survey responses gathered in all four countries suggest this increase in other important areas is due to households' reduced food expenditures.

2- Household saving pattern:

The baseline-endline findings show that monthly household savings increased in all 4 countries by 163%. This respectively represents household savings of \$18.80 in El Salvador, \$13.70 in Guatemala, \$11.40 in Honduras and \$28 in Nicaragua.

In El Salvador, supply chain disruption as a secondary impact of the COVID-19 pandemic, triggered increased costs in agriculture supplies, tools and equipment. As a result of the food distributions, the partner reported farmers having been able to save in food procurement and using such savings to purchase supplies for the next planting season. Households in El Salvador and other countries have reported using savings to buy medicines, pay for school fees, buy clothes and shoes for their children and repair their houses. Food bag recipients feel they now have more power to make decisions to improve their living conditions. As a result of the food bags received, they do not feel the constant burden to have to decide between buying food or medicines or pay for school fees.

Ermenilda is 62 years old and lives in a village in El Salvador with her daughter and five grandchildren. Thanks to the food distribution, Ermenilda was able to save a total of \$175. With her savings, she was able to buy vegetables, corn, medicines for her family as well as paying outstanding house bills.



3- Household pattern of coping with scarcity:

The baseline-endline surveys administered by the project included questions from the Coping Strategies Index (CSI) used within the humanitarian industry as an indicator of household food security and coping. The CSI questions, for example, asked if, within the past 7 days, the

respondent felt their household had enough food or enough money to buy food. At baseline, over 56% households responded no, while at endline 90% of households responded yes. In Guatemala, however, the improvement at endline was not as high, with 77% of households responding yes. Here, the Diocese expresses concern for the continuing challenge with food insecurity witnessed in the areas where the project operated. This is mainly due to people in vulnerable communities' limited access to jobs and stable employment, as well as reliable transportation to market places.

Overall, the baseline-endline data analysis has revealed both the benefits of the food distribution as well as the peril of households continuing to face food insecurity. For traditional savings program participants in Honduras, the evaluation process highlighted the complementary role of savings in building the household resiliency needed in emergencies. As the 2021 activities draw to a close, implementing partners in Honduras, Guatemala and El Salvador have expressed the desire and need to continue with another year of food distribution alongside their traditional savings and health-focused development programs. They are hoping to target a larger number of vulnerable households following the same selection criteria and expanding to new locations. Nicaragua, on the other hand, by focusing strongly on sustainable agriculture production and investing in renewed relationships with certain communities, seeks to transition its programming towards more widespread resilience efforts.



Elderly couple receives 5th final distribution. They stated: "When we received our 1st provision, we had no food at all" (Honduras).

Objective: In terms of specific quantifiable criteria:

A) Per original grant application:

- Submitted December 2020: Provide **3,342,000 meals to 45,000 people in 9,000 households** through the distribution of emergency food provisions leveraging existing community networks.
- Revised April 2021: Provide **4 million meals to 28,000 people in 6,200 households** through the distribution of emergency food provisions leveraging existing community networks.

B) Actual grant outcome, results, accomplishments:

The project has delivered 4,468,610 meals to 28,430 people within 6,649 households across the four countries of El Salvador, Guatemala, Honduras and Nicaragua. This equates to 32,933 food bags distributed during a total of 20 distributions, with an average of 136 meals per bag at an average cost of \$27.35 per bag. This represents 112% of the revised meal target, 102% of the revised people target and 107% of the revised household target met.

Country	People Reached			People Reached by Age			
	Adjusted Target (4/2021)	Female	Male	Total	Children < 10	Adults 10-64	Seniors 65+
El Salvador	2,700	1,366	1,258	2,624	494	1,902	228
Guatemala	11,250	6,304	5,422	11,726	2,560	8,539	627
Honduras	10,180	5,303	4,853	10,156	2,144	7,255	757
Nicaragua	3,870	1,938	1,986	3,924	879	2,841	204
Total	28,000	14,911	13,519	28,430	6,077	20,537	1,816
		52%		102%	21%	72%	6%

12. Describe any challenges/obstacles the organization encountered (if any) in attaining goals and objectives.

1- COVID-19 surge disrupted implementing partners' project workflow:

In July 2021, the Pan American Health Organization (PAHO) reported a spike in new COVID-19 cases, specifically calling out the Central American countries of El Salvador and Guatemala where deaths also surged.² The outbreak across the whole region made the work of food procurement and distribution more challenging and interfered with partners' ability to monitor and administer endline data collection in Nicaragua and Guatemala. Ultimately, the higher incidence of the virus across targeted communities meant that partner staff were also at higher risk of exposure. A significant number of staff and volunteers in El Salvador, Guatemala and Honduras fell ill from the virus, putting an extraordinary strain on partners' capacity to delivery on the project's timeline as well as on staff morale.

2- Price variability and unavailability of some commodities:

With the COVID-19 surge and relative enhanced restrictions across the region, implementing partners had to cope with availability issues and/or price variations of certain commodities that project households had come to appreciate and expect in their food bags since the first distribution. In Guatemala, for example, the partner reported significant fluctuations in availability of commodities like corn flour, *incaparina* (corn & soy hot cereal mix) and milk. During procurement of commodities for the final distribution, the Nicaraguan partner reported price increases in corn, while Honduras witnessed increases in the cost of vegetable oil and salt. These were mostly due to the pandemic's secondary impacts on global markets that caused shifts in key agricultural items (i.e, fertilizers, fuel, etc.), thus impacting food production and costs.

3- Slow recovery and persistent food insecurity:

Despite the documented contributions the food relief project had on recipient households' economic and food availability (i.e., endline CSI data citing overall improvement from 50% to 90% of households feeling food-secure in prior 7 days), national and municipal infrastructure and markets have yet to fully recover from past and current events. All partners report that the

² <https://www.paho.org/en/news/14-7-2021-new-covid-19-cases-spike-many-countries-americas>

spike in COVID-19 cases and the lingering housing challenge triggered by the 2020 hurricanes continue to impact households' ability to feel food-secure in the long term. According to project data collection results, the number one coping mechanism households continue to rely on in both El Salvador and Guatemala is consuming less nutritious foods, while the second one is reducing the amount of food purchased.

13. How did you overcome and/or address the challenges and obstacles?

1- COVID-19 disrupted implementing partners' project workflow:

Despite unprecedented challenges, implementing partners forged on, paying close attention to adherence to safety protocols, as well as national and municipal advisories. In Honduras, staff illnesses impacted procurement and food bag double-checking, prompting the project team to reschedule their 3rd and 4th distributions as they anticipated cascading effects. In Nicaragua, as to comply with local government safety recommendations, the team delayed their 4th and final distribution by 22 days. In Guatemala, the partner combined its 5th and 6th distribution to reduce movement of staff and volunteers to and within communities. Additionally, when a significant number of staff fell ill, the partner put the distribution schedule on hold for three weeks to allow for staff to recuperate physically and emotionally before re-engaging the remaining communities. In El Salvador, after noticing the pandemic's physical and emotional impact on its staff, the partner decided to close the office for a week to allow needed time for personnel to rest and recover.

2- Price variability and unavailability of some commodities:

Despite national economic fluctuations, the relationships that partners established and sustained with local supermarkets facilitated the continued procurement of commodities. For example, in both El Salvador and Nicaragua, pre-signed agreements between partners and local vendors ensured the stability of prices throughout distributions. As a result, price increases only affected the procurement for the final, 'extra' distributions. In Guatemala, when availability was a challenge, the partner substituted oatmeal for corn flour and provided an extra kilogram of beans in place of *incaparina* (corn & soy hot cereal mix). In addition, when the selected supermarket could not fulfill Guatemala's commodity and price requests for the final, 'extra' distribution, the partner was able to negotiate and purchase from a new vendor, thus containing costs.

3- Slow recovery and persistent food insecurity:

Across all four countries, partners have acknowledged their newly acquired capacities and deeper stakeholder/volunteer relationships resulted from participation in the food relief project. It is upon this strong foundation that El Salvador, Guatemala and Honduras are planning to continue and expand their food relief distribution efforts into 2022. Building upon the learnings that have resulted from this year's work, El Salvador is actively looking at increasing the quantity of food in each bag, thus reducing project logistical investments, as well as enabling households to access more meals across a longer period of time. Additionally, working closely with the wider church, the Episcopal Diocese of El Salvador is in the process of securing a warehousing facility that can provide a safe and conducive environment for commodity storage.

Implementing partners are also considering longer-term agricultural solutions. In Guatemala, the partner is looking at promoting household (kitchen) gardens as well as possibly using deaconry

land for shared household cultivation. In Nicaragua, the partner is looking at expanding their traditional water harvesting and agricultural program as well as promoting learnings from their innovative plantain value-chain work with small-holder farmers.

14. Describe any unintended positive outcomes as a result of the efforts supported by this grant.

Reinforcement of community and sharing of food with neighbors:

In El Salvador and Nicaragua, implementing partners found that beneficiaries took initiative in sharing their food with other families and community members not reached by the project, thus demonstrating solidarity and identification with the needs of other vulnerable households. Recipients expressed gratitude and great satisfaction for having been able to feel closer to their neighbors and promote unity in their community. A Nicaraguan recipient noted: "The project has taught us to be supportive and more humane towards our neighboring brothers who were not direct beneficiaries, managing to share what was received, thus meeting their needs as well."

Increased value of food to households:

The relationships and negotiation skills that partners developed throughout the project resulted in procurement contracts that locked food prices at competitive rates. Targeted households would have been unable to purchase food at such prices because of supply chain and transportation challenges that significantly increase market prices in the rural and remote areas where the project operated. In Honduras and El Salvador, for example, the partners reported that food costs in the targeted areas had risen in such a way that the ultimate food bag would have cost double if purchased by households in the project communities. In Nicaragua, in rural farming communities where drought had impacted both household harvests and food market prices, food bag commodities like grains, salt and oil were rare to find and thus represented a highly valuable item to have.

Strengthened relationships with and within communities and networks:

Partners are witnessing the strengthening of linkages and relationships among communities across all four countries. In addition to new and enhanced relationships with local vendors, the partner in Guatemala saw significant growth in trust among beneficiaries. As previously reported, the baseline collection of personal data was initially not easy with staff and data collectors who encountered refusals when asking families to provide copies of personal documents and information related to their households and land. At endline, the partner reported an increased sense of ease with beneficiaries willingly participating in the project surveys and placing their trust in the process.

Improvements in children's health:

The food relief project is positively impacting targeted households' children health and overall household diet with results that often exceeded partners' expectations. In rural El Salvador where the project operates, the majority of marginalized communities lack diversity in their diets. The food distribution project not only provided balanced and nutritious food bags to each participating household but Dr. Daniella, the project's lead physician, seized the opportunity to raise awareness among the population around the need for varied and nutritious diets to improve overall health outcomes. As such, the partner made it a point to ensure that at least 204 children between the ages of 0 and 12 were screened at baseline and endline. The endline then showed that severe malnutrition had dropped from 3% at baseline to zero at endline, while moderate malnutrition decreased by 7%. Items such as milk were included in the meal bag as they are too expensive for at-risk households to buy, yet constitute a key item for healthy development of young children. One of the food recipients, a mother of three young children said: "I'd love to give my children milk, but it is too expensive. I don't usually have money to buy it. My children usually drink coffee for breakfast because it is cheaper than milk." Dr. Daniella added: "as a doctor, I am proud to hear how communities are better off as a result of this project. School principals are testifying on the improvement seen in school results, and as a physician seeing the level of malnutrition decrease is very impactful."



A child drinks milk received as part of his household's food bag (El Salvador).

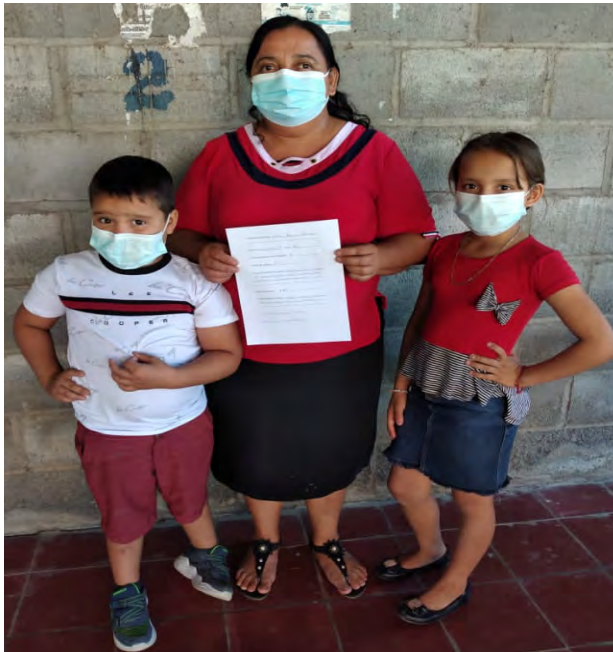
15. Briefly describe the impact this grant has had on the organization and community served.

Community:

1- Increased sense of empowerment and decision-making power:

The project impact at the community-level is seen through the increased sense of empowerment and freedom households finally have in making decisions that could help improve their living conditions. The Aangladesh project team in Honduras reported that some families were finally able to build their savings while others were able to purchase key commodities like clothing and medicines. In El Salvador, examples of empowerment include that of Marta Idalia Tejada, a mother of three, who reported being able to use her savings from the food relief to repair her home, and Ana Lisseth Flores Rivera who reported using her savings to install electrical power into her home. In Nicaragua, Brenda Martínez, a resident of the Jamaica-Matagalpa community said: "The food relief project has had a positive impact on my family. Since then, I have felt tranquility in my home. I have noticed it in my husband and my young children who are very happy to know that there is glass of oatmeal ready for them as they leave for school".

In Nicaragua, CEPAD noted that communities are better prepared to respond to future shocks and emergency situations, thus drawing an initial path from relief towards sustainability and resilience. The community organization, training and formation of community leadership, as well as the incentive and advice the project provided for the production of food to small producers is allowing marginalized communities to own and sustain a livelihood, thus building the foundation for a complementary and more articulated response to future crises and shocks.



Marta Idalia lives with five people in her house, three of whom are her children. With the food distribution savings, Marta was able to buy metal sheets and wood for her house (El Salvador).

2 - Improvements in children's education:

The project's impact on the improvements in children's education is exemplified through the following story from El Salvador: Leonardo is the school principal at the Centro Escolares de Salinas del Potrero in Las Salinas. Upon project completion, Leonardo informed project staff that many of his students report now being able to eat breakfast before coming to school. Leonardo and his school staff no longer have to take money out of their pockets to buy breakfast for students in the morning. "We are seeing that more and more students are better concentrated in class," notes Leonardo, "they are more focused on learning and school results for many of them are also improving." In El Salvador, the project is also seeing an increase in the number of parents who are now able to cover their children's school fees. Because of COVID-19 restrictions, many students were not able to attend classes in person. Families' savings were used by parents to ensure their children were able to connect to the internet in order to attend school virtually and/or access class materials and resources to continue their education.

The Diocese of El Salvador continues to closely engage with schools representatives as key stakeholders, especially for a future iteration of the food relief initiative. In fact, the partner reported that it is school leaders who noted being "awakened" by this first phase of the project and by many unmet needs in their school community, thus offering help in identifying the most vulnerable households under a proposed next phase.

Organization and partners:

1- Teamwork and strengthening of professional project management and M&E skills:

Partners have repeatedly reported on the significant challenges they encountered to carry out aspects of the project, particularly around organizational capacity (i.e., staffing), data collection and M&E functions, as well as effective communication and linkages built with local stakeholder networks, all during evolving pandemic environment. However, managing distributions carried out across large distances and different contexts, navigating food prices and quality negotiations with local supermarkets and overall designing and implementing project logistics for partners not used to large-scale projects, all contributed to the strengthening of important capacities for implementing partners, including Episcopal Relief & Development.

In Honduras, the Aanglidesh team reported having to find a delicate balance between training field officers, rolling out survey questions to households, as well as verifying collected data. Despite initial challenges, the team recognized the ability to leverage each staff members' skills and ability and feels confident in the solid foundation that the process built towards stronger monitoring for future initiatives.

In El Salvador, the Diocese had to significantly expand its team (more than 50% increase in recruitment) in order to deliver on both the food relief project and its regular development programming: "A Pandemic, a new project, new team members; that was scary at first," says Dr. Daniella, "We learned that we had to quickly reorganize our structure to ensure no overlap and that roles and responsibilities were clear for everyone. This project made us realize that human resources are the most important assets any organization can have. We came out better, more organized and a stronger organization as a result of this project."

Similar sentiments were echoed in Guatemala and Nicaragua, where partners recognized enhanced capacities to carry out future initiatives thanks to the experience built through the food relief project. In Guatemala, the Diocese reported that the team feels not only better equipped to implement a more rigorous community mapping, household registration, baseline/endline, and food procurement and distribution, but also that data analysis is informing regular development programming's staffing decisions, and strategies.



Food bag recipients in Guatemala.

In Nicaragua, CEPAD strengthened organizational logistical capacities by creating a purchasing committee for decision-making according to supplier selection criteria. The partner also

reactivated coordination with municipal mayors to facilitate food deliveries in the communities, thereby strengthening local networks' disaster response and opportunity to partner in the future. Similarly, in Honduras, the partner highlighted the importance of efficient communication across many clergy networks towards cooperation of volunteer networks, and not replication.

Upon project completion, Episcopal Relief & Development team has also had an opportunity to reflect upon the project and highlight key areas of impact. For example, Program Officers reported having had the opportunity to engage more regularly with their Central America partners, thus creating a space to instill enhanced faith/trust in the partnerships while working together to overcome both the logistical and time-sensitive constraints associated with starting-up and running a four-country food relief project amidst a pandemic. Episcopal Relief & Development staff invested significant time and effort in transferring coaching and institutional strengthening skills with all implementing partners via virtual and regular check-ins. The project-specific creation of M&E tracking and evaluation tools and database for evaluation reporting, crash-courses on internal controls and procurement compliance standards, and collaborative decision making through peer-learning and in addressing the daily emerging issues and pandemic-related concerns are a few of the accomplishments the Episcopal Relief & Development technical team feels proud of.



Zoom call with Episcopal Relief & Development staff and staff from all four implementing countries on project start-up and Monitoring, Evaluation, and Learning (MEL) training.

BUDGET

16. Please provide a budget expenditure report. Also, provide a budget narrative that explains how the funds were utilized, what was purchased, what were the expenses items based upon the original budget submitted and approved. Use the form below and expand as needed:

Line Item	Line item description	Approved amount from TCF (per the submitted budget)	Actual Expenditure
El Salvador, Guatemala, Honduras, Nicaragua Food inputs	Purchase of 4,000,000 meals at an average cost of \$33.66 per food bag	\$899,976	\$900,685.38
Coordination	10% of \$899,976 request	\$89,999	\$89,289.62
TOTAL		\$989,975	\$989,975

Objective 1: Provide 4,000,000 meals to 28,000 people in 6,200 households through the distribution of emergency food provisions (revised April 2021).

At the end of this grant period, project total expenditures are at \$ 989,975. This corresponds to a total of \$900,685.38 for Food Procurement costs for 4,468,610 meals, distributed via 32,933 food bags at an average cost of \$27.35/food bag, and a total of \$89,289.62 for Coordination costs.

Food procurement costs (\$900,685.38)

At the start of the project, Episcopal Relief & Development conducted a review of all partners' procurement policies and procedures, confirming the existence of good internal control procedures to ensure their well-documented commodity purchases. Episcopal Relief & Development also provided a virtual training and a standard household receipt form that implementing partners completed in duplicate (i.e., one for recipient household and one for partner's records) to ensure transparent and well-documented commodity distributions.

Artículo alimenticio	Unidad de Medida	Cantidad Total en la bolsa/paquete de alimentos
1. Arroz	Libras	50
2. Azúcar	Libras	20
3. Frijoles	Libras	25
4. Maíz	Libras	15
5. Pinolillo	Libras	5
Avena	Libras	5
Cebada	Libras	5
Aceite	Libras	5
10. ...	Galón	1

Lugar de la Distribución (municipio/ comunidad): El Obraje.
Nombre de la cabeza del hogar: Noibeita Noltemi Mercado Gonzales.
¿Tiene teléfono el hogar? (circular la respuesta): SI NO Numero Telefónico: _____
Nombre de la persona que recibe el paquete/bolsa: Noibeita Noltemi Mercado Gonzales Nombre de la persona que distribuye el paquete/bolsa: Juan Palma

Standard food distribution household paper receipt (Nicaragua).

Across the implementation period, each partner conducted a series of distributions timed according to the quantity of food and estimated meals within their respective food bags. Country-specific food bag contents were decided upon by specific local contexts and cultural considerations. Key staples in all bags were rice, sugar, beans, salt and corn. El Salvador's food bag cost was higher because of the inclusion of specialty items for children (hot chocolate, fruit, jam and milk) as well as protein articles (sardines and sausages). Nicaragua's food bag included a more limited number of items at much larger quantities, thus contributing to the most meals per bag (est. at 260).

- In El Salvador, 2,864 bags were delivered across 4 distributions. Each bag distributed contained an estimated 184 meals for a food bag cost of \$78.54.
- In Guatemala, 17,035 bags were delivered across 6 distributions (for the 5th distribution, 100 new households received 2 food bags each). Each bag distributed contained an estimated 92 meals for a food bag cost of \$13.21.
- In Honduras, 9,194 bags were delivered across 5 distributions. Each bag distributed contained an estimated 112 meals for a food bag cost of \$24.53.
- In Nicaragua, 3,840 bags were distributed across 5 distributions. Each bag distributed contained an estimated 350 meals for a food bag cost of \$58.65.



Food bags ready for distribution (Guatemala)

Coordination (\$89,289.62)

At the close of this grant period, coordination costs incurred were for administrative coordination, financial oversight and management, human resources, information technology and other common costs associated with the implementation and management of the project.

In addition, Episcopal Relief & Development covered all additional costs that were incurred to deliver on the project, including field staff costs, logistics management, transportation, fuel, data collection, monitoring and reporting. These costs were associated with Activity 1.1, 1.2, 1.4, and 1.5 as well as program and implementing partners staff costs.

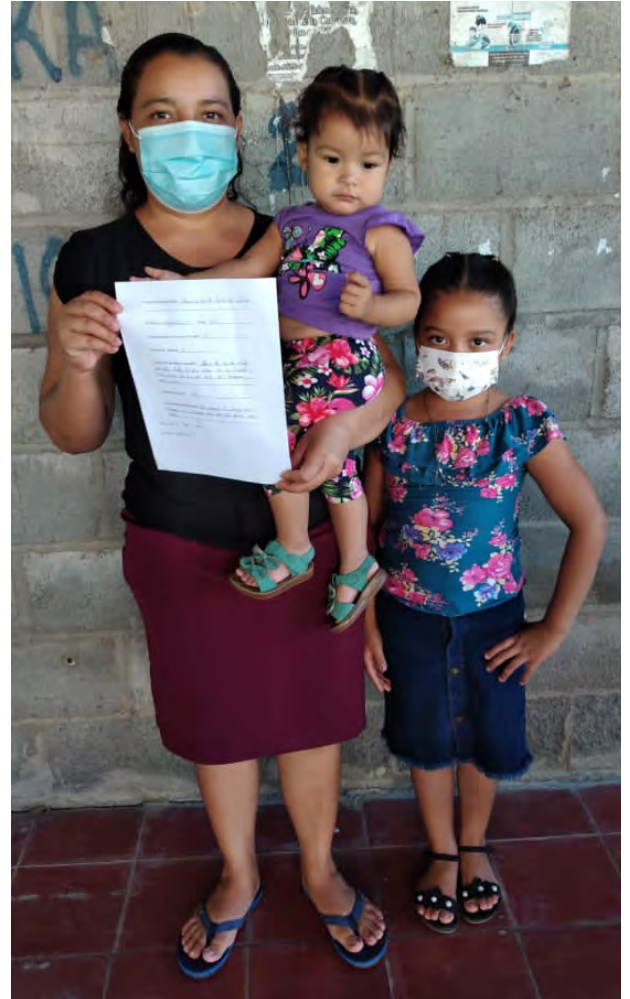
SUCCESS STORIES

17. Please tell us ONE success story.

While the goal of the food relief project was to alleviate hunger in vulnerable communities, endline data as well as stories emerging from the field show that food relief efforts have contributed to unlocking resilience at the household level. At baseline, households reported that on average 50% of their monthly expenditures went to food. At endline, households reported only spending on average 39% on food, or an overall average monthly saving per household of \$16.80. Through these savings, households found the means to meet other necessities such as education or health care, as well as engage in economic recovery and resiliency-building entrepreneurial activities.

In El Salvador, average household food spending decreased from 47% (baseline) to 28% (endline). This data is further illustrated by the following stories from the field:

Maura Liseth Cruz de Salinas is 27 years old and lives with her husband and two children in Salinas del Potrero, El Salvador. When the 2020 hurricane hit her community, Maura's household experienced a significant loss in agricultural livelihood income. During online administration, Maura expressed appreciation for the months of food assistance that enabled her to significantly save as her family's resources were not spent exclusively on household's sustenance. Specifically, Maura was able to purchase a blender for \$75. With her new blender, she has started a small business making and selling fruit drinks. Maura's new business is currently supplementing her husband's reduced agricultural income and helping her household to recover.



Maura with her two daughters (El Salvador).

Ana Ermelinda Umanzor de Ramírez is 42 years old and also lives in Salinas del Potrero, El Salvador. Ana currently lives with her son and her mother. Following the death of her only brother, Ana became the primary caretaker of her mother who lives with chronic kidney disease, hypertension and asthma. The additional caretaking responsibilities put a strain on household resources as her husband was the main provider. As a recipient of the food distributions, Ana declared that she was finally able to start saving. She proudly states that she was able to start her own small business making and selling tamales, a traditional Salvadoran dish. Last month, Ana's husband tragically passed away due to COVID-19 complications. The small business started because of the food relief support became a true resiliency safety-net for Ana and her family. Her small entrepreneurial initiative has helped her to cover the expenses of her late husband's funeral and is now the main source of income for her household.

Annex 5: Episcopal Relief & Development's current 501(3) letter from the IRS.

INTERNAL REVENUE SERVICE

DEPARTMENT OF THE TREASURY

P. O. BOX 2508
CINCINNATI, OH 45201

Date:

JUL 05 2007

Employer Identification Number:

73-1635264

DLN:

17053076837017

EPISCOPAL RELIEF AND DEVELOPMENT

815 SECOND AVE

NEW YORK, NY 10017

Contact Person:

CHRIS BROWN

ID# 31503

Contact Telephone Number:

(877) 829-5500

Public Charity Status:

170(b)(1)(A)(vi)

Dear Applicant:

Our letter dated July 30, 2002, stated you would be exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code, and you would be treated as a public charity, rather than as a private foundation, during an advance ruling period.

Based on the information you submitted, you are classified as a public charity under the Code section listed in the heading of this letter. Since your exempt status was not under consideration, you continue to be classified as an organization exempt from Federal income tax under section 501(c)(3) of the Code.

Publication 557, Tax-Exempt Status for Your Organization, provides detailed information about your rights and responsibilities as an exempt organization. You may request a copy by calling the toll-free number for forms, (800) 829-3676. Information is also available on our Internet Web Site at www.irs.gov.

If you have general questions about exempt organizations, please call our toll-free number shown in the heading.

Please keep this letter in your permanent records.

Sincerely yours,



Robert Choi
Director, Exempt Organizations
Rulings and Agreements

Letter 1050 (DO/CG)