



## UN Development Programme

### El Salvador - San Salvador

**Award ID:** 00059340

**Award Title:** A New Social Contract: Second Generation Agreements for

**Start Year:** 2010

**End Year:** 2012

**Implementing Partner (Executing Agency):** UNDP

Budget (US\$) as of Last Revision on 20-January-2011		
Donor	Fund	Amount
UNDP	04000 TRAC (Lines 1.1.1 and 1.1.2)	10,171.57
UNDP	11888 Country Co-Financing CS	149,616.42
UNDP	20004 DGTTF-NATIONAL, REGIONAL L	350,000.00
NOR	30000 Programme Cost Sharing	107,377.10
<b>Total Budget ( 2010 and Beyond )</b>		<b>617,165.09</b>
<b>Total Expenditure ( 2009 and Prior )</b>		<b>0.00</b>
<b>Award Total</b>		<b>617,165.09</b>
<b>Unprogrammed/Unfunded</b>		<b>0.00</b>

**Responsible Party (Implementing Agent):** UNDP

**Revision Type:** Substantive Revision 1

#### Brief Description:

Se ha revisado el documento de proyecto para reflejar una cambios sustantivos al documento que se detallan en el adjunto a la revisión. Así como cambios en el presupuesto, de la siguiente manera:

1. Incremento de \$107,377.10 proveniente del Gobierno de Noruega, que coadyuvarán al funcionamiento de la Secretaría Técnica del CES.
2. Incremento de \$200,000 que han sido aprobado por el DGTTF para apoyar el funcionamiento de la secretaría técnica del CES.
3. Incorporación de \$10,171.57 provenientes de la fuente de fondos TRAC (04000) y \$149,616.42 provenientes del fondo 11888 Intereses de CS esta contribución será para cubrir los costos de 2010 correspondientes al apoyo y acompañamiento técnico de los Coordinadores de áreas de PNUD al CES.
4. Para el manejo financiero de los fondos provenientes de la fuente de Costos Compartidos (Noruega e Intereses 11888) se abrirá la ACTIVITY4, ya que no se puede manejar en conjunto con otros tipos de fondos. No obstante el Proyecto mantiene los mismos 3 resultados originales. Se abrirá la ACTIVITY5 para el manejo de los fondos TRAC.
5. Se reprograman remanentes de saldos del año anterior al presupuesto de 2011.

3/11/2011



**UN Development Programme**  
El Salvador - San Salvador

Agreed by:

Richard Barathe R.R. a.i.

A handwritten signature in black ink, appearing to be 'Richard Barathe', written over a large, empty oval shape that serves as a placeholder for a stamp or seal.

Agreed by:

Agreed by:

Agreed by:



## Annual Work Plan

El Salvador - San Salvador

Award Id: 00059340

Award Title: A New Social Contract: Second Generation Agreements for

Year: 2010

Report Date: 1/24/2011

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr	Amount US\$	
00074175	A New Social Contract: Second	1-DIALOGUE SPACES	1/3/10		UNDP	20004	UNDP	61100	Salary Costs - NP Staff	34,410.69
						20004	UNDP	62100	Recur Payroll Costs - NP Staff	10,249.29
						20004	UNDP	63500	Insurance and Security Costs	2,236.77
						20004	UNDP	65100	After Service Insurance	1,864.80
						20004	UNDP	71200	International Consultants	14,664.00
						20004	UNDP	71300	Local Consultants	0.00
						20004	UNDP	71400	Contractual Services - Individ	5,607.56
						20004	UNDP	72500	Supplies	0.00
						20004	UNDP	73100	Rental & Maintenance-Premises	0.00
						20004	UNDP	74200	Audio Visual&Print Prod Costs	0.00
		2-SOCIAL SECTORS	1/3/10		UNDP	20004	UNDP	74500	Miscellaneous Expenses	3,452.00
						20004	UNDP	75700	Training, Workshops and Confer	0.00
						20004	UNDP	71300	Local Consultants	0.00
						20004	UNDP	71600	Travel	33,801.94
						20004	UNDP	72100	Contractual Services-Companies	294.00
						20004	UNDP	72200	Equipment and Furniture	2,490.58
						20004	UNDP	72300	Materials & Goods	57.15
						20004	UNDP	72400	Communic & Audio Visual Equip	385.95
						20004	UNDP	72800	Information Technology Equipm	9,090.00
						20004	UNDP	73100	Rental & Maintenance-Premises	1,356.67
3-KNOWLEDGE MANAGEM	1/3/10		UNDP	20004	UNDP	73500	Reimbursement Costs	6,196.33		
				20004	UNDP	74500	Miscellaneous Expenses	2,684.00		
				20004	UNDP	73100	Rental & Maintenance-Premises	3,077.93		
SUPPORT TO CES			UNDP	20004	UNDP	74500	Miscellaneous Expenses	267.90		
				04000	UNDP	74500	Miscellaneous Expenses	10,171.57		
SUPPORT TO SECRETARI			UNDP	11888	UNDP	74500	Miscellaneous Expenses	139,828.43		
				11888	UNDP	75100	Facilities & Administration	9,787.99		
<b>TOTAL</b>										<b>291,975.55</b>
<b>GRAND TOTAL</b>										<b>291,975.55</b>



## Annual Work Plan

El Salvador - San Salvador

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Year: 2011

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Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr	Amount US\$	
00074175	A New Social Contract: Second	1-DIALOGUE SPACES	1/3/10		UNDP	20004	UNDP	71200	International Consultants	13,500.00
						20004	UNDP	71300	Local Consultants	10,000.00
						20004	UNDP	71400	Contractual Services - Individ	53,637.75
							UNDP	73100	Rental & Maintenance-Premises	0.00
							UNDP	74200	Audio Visual&Print Prod Costs	17,000.00
							UNDP	74500	Miscellaneous Expenses	1,000.00
							UNDP	75700	Training, Workshops and Confer	2,125.00
			2-SOCIAL SECTORS		1/3/10		UNDP	71300	Local Consultants	25,000.00
							UNDP	75700	Training, Workshops and Confer	4,687.44
			3-KNOWLEDGE MANAGEM		1/3/10		UNDP	71300	Local Consultants	11,000.00
							UNDP	71600	Travel	5,000.00
			SUPPORT TO SECRETARI				NOR	30000	Local Consultants	10,400.00
							NOR	30000	Contractual Services - Individ	52,038.00
							NOR	30000	Rental & Maintenance-Premises	7,500.00
							NOR	30000	Audio Visual&Print Prod Costs	2,520.00
							NOR	30000	Miscellaneous Expenses	11,894.43
							NOR	30000	Facilities & Administration	7,024.67
					NOR	30000	Training, Workshops and Confer	16,000.00		
<b>TOTAL</b>										
<b>GRAND TOTAL</b>										
<b>250,327.29</b>										
<b>250,327.29</b>										



**Annual Work Plan**

El Salvador - San Salvador

Award Id: 00059340

Award Title: A New Social Contract: Second Generation Agreements for

Year: 2012

Report Date: 1/24/2011

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr	Amount US\$	
00074175	A New Social Contract: Second	1-DIALOGUE SPACES	1/3/10		UNDP	2004	UNDP	71300	Local Consultants	20,000.00
						2004	UNDP	71400	Contractual Services - Individ	26,862.25
						2004	UNDP	73100	Rental & Maintenance-Premises	18,000.00
		3-KNOWLEDGE MANAGEM	1/3/10		UNDP	2004	UNDP	71300	Local Consultants	7,000.00
					UNDP	2004	UNDP	71600	Travel	3,000.00
<b>TOTAL</b>										
<b>GRAND TOTAL</b>										
<b>74,862.25</b>										
<b>74,862.25</b>										

**Project Title:** A New Social Contract: Second Generation Agreements for Democratic Governance in El Salvador.

**UNDAF Outcome:** G3: Political system at national and local level strengthened

**Expected CP Outcome:** 1.2: Improved capacity of the system of political representation to guarantee the functioning of a democratic system in which all citizens participate.

**Expected CPAP Output:** 1.2.1: Political dialogue fostered

**Implementing partner:** United Nations Development Program - El Salvador.

**Narrative**

Critical situation of the country urgently calls out for a new social contract that consolidates the advances in governance, thus contributing to reinstate a scenario of economic growth, development and pacific living conditions. Aware of this necessity in October 2009, President Funes created the Social and Economic Council (CES, by its acronym in Spanish) designed to "facilitate dialogue and consensus about public policies related to economic and social agenda".

This dialogue space needs to be consolidated through the strengthening of a dynamic Secretariat to support the Council operations. In that sense, the project is aimed at strengthening the Secretariat to support an inclusive dialogue and the celebration of agreements, through (1) its establishment and operationalization, (2) strengthening technical and dialogue capacities of the sectors represented; particularly unions and social sectors; and (3) the generation of knowledge and quality information to nurture dialogue and public policy proposals.

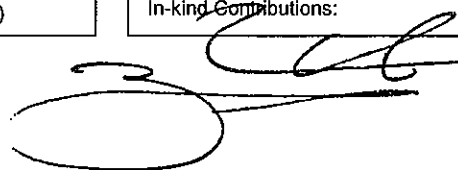
This contribution is expected to be made by attaining three outputs in four key areas:

- **Production of information:** Production of necessary information and analysis on the issues that are discussed by the Council in order to guarantee the quality of the discussions and a decision making process based on strong technical elements and considering gender mainstreaming.
- **Capacity building:** An opportunity for Technical Secretariat of the Presidency staff members to strength their management capabilities to promote democratic governance, including their knowledge about gender mainstreaming. The same is true for the sectors that participate in the CES.
- **Promotion of meetings:** Facilitation and coordination of the study and discussions spaces of the council.
- **Executive management:** Operational facilitation of the Council.

To this end, four main activities anticipated are: (1) thematic essays and studies on topics of the CES' agenda; (2) implementation of a Goals Module from a Management System; (3) facilitation of CES's meetings; and (4) technical assistance to the CES Executive Secretariat and to the social sectors representation.

Programme Period:	2007-2012
Key Result Area (Strategic Plan):	1.1; 2.1 and 2.2
Atlas Award ID:	00059340
Output Project ID:	00074175
Start date:	April 2010
End date:	March 2013
PAC meeting date:	
Management Arrangement:	Direct Implementation Modality (DIM)

Estimated annualized budget: \$	
Total resources required:	\$ 1,800,700.00
Total allocated resources:	\$ 617,165.09
• Regular:	\$
• Other:	
o DGTTF 2010	\$ 150,000.00
o DGTTF 2011	\$ 200,000.00
o NORWAY	\$ 107,377.10
o TRAC	\$ 159,787.99
Unfunded budget:	\$ 863,534.91
In-kind Contributions:	\$ 320,000.00



Agreed by UNDP:

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**United Nations Development Program  
Country: El Salvador  
Project Document  
(First Substantive Project Revision)**

The following is a revised copy of the Project Document titled "A New Social Contract: Second Generation Agreements for Democratic Governance in El Salvador." In order to properly reflect any changes from the original, all changes are marked in bold at the beginning of each chapter.

## I- Situation Analysis

**Moved from chapter II to chapter I are the following sections: direct and indirect beneficiaries, exit strategy, related projects and lessons learned. Chapter I also includes a new section, (1.2), titled Structure and Function of the CES.**

### 1.1. General Context

Lack of capacity to build country-level consensus among key stakeholders has historically been the rule, rather than the exception in El Salvador. Moreover, for different reasons, there is a generalized lack of trust in institutions which represents a barrier for building strong interpersonal and social connections.

The many challenges that El Salvador faces today demands the removal of such barriers. The international experience shows how other countries have created successful institutions for the purpose of building consensus on key national issues. The Netherlands, Spain, Ireland, are among the many countries that have succeeded in the creation of dialogue spaces with the participation of government, civil society, unions, and private sector.

In 2010 El Salvador celebrated 18 years from the Peace Agreements that ended the 12-year civil war. A new generation of agreements with the participation of civil society is needed and UNDP' objective is to support the consolidation of democratic governance, which requires a new way to build consensus on key national issues. Participation and inclusion of different sectors, particularly those that have been traditionally excluded from public policy discussions, are key for achieving this goal.

The critical situation of the country urgently calls out for a new social contract that consolidates the advances in governance, thus contributing to reinstate a scenario of economic growth, development and pacific living conditions. Aware of this necessity in October 2009, President Funes created the Social and Economic Council (CES, by its acronym in Spanish) designed to "facilitate dialogue and consensus about public policies related to economic and social agenda". This Council reflects an important conclusion of the Peace Agreements.

This aspiration has significant relevance in the current historic and sociopolitical context of El Salvador. The triumph of the left wing party FMLN in the presidential election of March 2009 is an unprecedented event in the country' history and has opened the opportunity for strengthening democracy. The orientation of the current Administration has created the expectation, among different sectors and stakeholders, of the creation of new social participation spaces. This is why the CES represents an extraordinary opportunity in this new era. In his inaugural speech the President promised a new way of making public policies, and the CES is the vehicle for that purpose. The objective of the current Administration is to institutionalize this dialogue mechanism and to design and implement better public policies by incorporating the perspective of different social sectors.

It is a good sign that private sector (usually representing large and medium size firms in El Salvador) has showed interest and commitment to actively participate in the CES. This sector now recognizes the importance of more open participation and inclusion of other sectors in the discussion of public policies.



For the first time there is a government plan that responds to an inclusive approach. However, the Government's current budget covers only 50% of this plan therefore requiring additional resources to implement various social policies considered. This is only possible if this Fiscal agreement is achieved with the participation of different sectors of society.

This project supports the accomplishment of the key area 1.1 addressed to promoting development strategies that contribute to the advance of the MDGs; as well as the areas 2.1 and 2.2 to strengthen the dialogue spaces that enable the organized civil society participation in the formulation, implementation and monitoring process of public policies in matters of economic reactivation, poverty struggle, MDG and citizens' security. The project supports the achievement of the MDG 1 "ERADICATE EXTREME POVERTY & HUNGER", through the Fiscal Agreement that is necessary for the Government in order to finance the inclusive social policies considered in the National Strategic Plan 2010-2014.

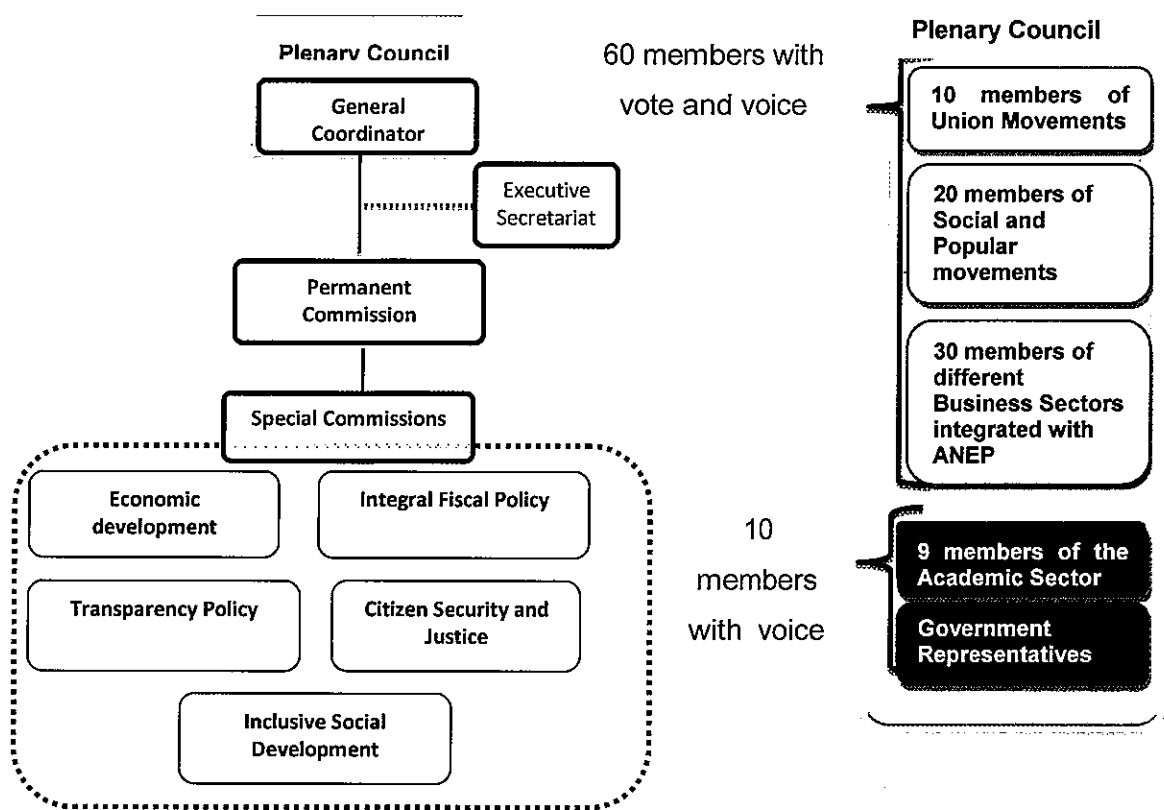
There were previous experiences in dialogue instances in El Salvador, but they were short lived and even when in some occasions produced relevant recommendations, their impact was very modest. Nonetheless, the CES should take those experiences into account, as well as, many of the proposals made in the past should be valuable inputs for the CES. In summary, in spite of the historical and current difficulties, the CES seems to represent -for the first time- a dialogue space in which the different sectors are willing to invest effort and time in order to contribute to a more open and balanced debate of El Salvador key challenges and opportunities

It is important to mention that the National Human Development Reports consistently have pointed out the need to create a broad dialogue space; and to that extent the UNDP support to the CES is consistent with this objective.

## **1.2 Structure and operation of CES**

In addition to the General Coordinator, who represents the Government of El Salvador, the Council is composed of representatives from the social, business and academic sectors (76% men and 24% female). At the request of the President of El Salvador, UNDP has acted as the Executive Secretariat for the first two years, which was reflected in the Executive Order authorizing the creation of the CES.

## Structure of the CES



**The Plenary Council:** Comprising all the counselors under the direction of the General Coordinator and assisted by the Executive Secretariat.

**General Coordinator:** Directs, coordinates and represents the Council. Convene meetings of plenary Council and Permanent Commission.

**Commission:** Comprised of the coordinators of various sectors represented in the CES. It is chaired by the General- Coordinator with the support of the Executive Secretariat.

**Executive Secretariat:** Provides technical and administrative assistance to the Council. For the initial phase, this responsibility has been assigned to UNDP.

**Special Commissions:** Consists of equal numbers of representatives from social movements, popular and trade unions, in addition to representatives of the business sectors. These commissions also have participation from intellectuals and members of the government.

During a strategy meeting, held in November 2010 by the Permanent Commission of the CES, the different sectors agreed on a request providing an extension of UNDP in the role of Executive Secretariat. For UNDP it is important that this time is considered as a transition which involves the strengthening of the secretariat for its institutionalization.

The Government of El Salvador reaffirmed its commitment to support the operation of the CES by providing a fund that has been already allocated within the budget of 2011. This contribution is essential as it would enable the establishment of the council's own facilities

for the functioning of the CES and the consolidation of the Executive Secretariat staff as well as support for the operation of the social sectors.

Thus, UNDP will not only continue to provide specialized technical support at the highest level for the operation of the Executive Secretariat, but also advance the process of recruitment and training of a team that will assume this important responsibility at the end of the management period that has been assigned to UNDP.

Given this role, UNDP has a defined operating structure within the institution which is detailed in Section 2.1 (Project Organizational Structure).

### 1.3 Project Goal and strategies

It is needed to consolidate this dialogue space through the definition of a structure with a dynamic Secretariat to support the Council operations. In that sense, the project is aimed at creating and strengthening a mechanism for inclusive dialogue and celebration of agreements, through (1) its establishment and operationalization, (2) strengthening technical and dialogue capacities of the sectors represented; particularly union and social sectors; and (3) the generation of knowledge and quality information to nurture dialogue and public policy proposals.

This contribution is expected to be made by attaining three outputs in four key areas:

- Production of information: Production of necessary information and analysis on the issues that are part of the Council's agenda in order to guarantee the quality of the discussions and a decision making process based on strong technical elements and that takes into account gender mainstreaming.
- Capacity building: An opportunity for Technical Secretariat of the Presidency staff members to strength their management capabilities to promote democratic governance, including their knowledge about gender mainstreaming. The same is true for the sectors that participate in the CES.
- Promotion of meetings: Facilitation and coordination of the study and discussions spaces of the council.
- Executive management: Operational facilitation of the Council.

To this end, four main activities anticipated are: (1) thematic essays and studies on topics of the CES' agenda; (2) implementation of a Goals Module from a Management System; (3) facilitation of CES's meetings; and (4) technical assistance to the CES Executive Secretariat and to the social sectors representation.

Highlights of these activities: The structuring and implementation of a goals module from a Management System with the UNDP SIGOB Regional Project (specifically the goal module to follow up on the working plan of the CES), along with the production of information and political analysis with the UNDP PAPEP regional and local projects. Finally, project implementation will be carry on through coordinated work between the areas of Democratic Governance and Human Development and MDG, from the country office.

The funds provided the DGTTF and the UNDP office are the seed capital that will help to start the process. It has been reflected in the Annual Work Plan with detailed information about funding source, including in-kind contributions that reflect the UNDP office investment. As part of the exit strategy, this project has a two years vision and it will be used as a resource mobilization tool, including Government contributions, in order to consolidate the Council and the Executive Secretariat to be assumed by a national actor when the project ends.

### 1.4 Direct and indirect beneficiaries

The senior beneficiary for this project is the Technical Secretariat of the President Office, considering it has the main responsibility as CES General Coordination. Nevertheless, all

the Council members will be direct beneficiaries too with the strengthening of their abilities to discuss, negotiate and build agreements. Salvadoran society is the indirect beneficiary having a new form to elaborate public policies related with social and economic issues, where the several interest have been considered.

### 1.5 Exit strategy

According to the Presidential Decree for CES constitution, UNDP will assume the Executive Secretariat for two years, which will be extended for a similar period at the request of the sectors that comprise the CES. The objective of this project is to assure: a consolidate the role of the Executive Secretariat, strengthening of the CES members, and develop a proposal to address the institutionalization for CES. It includes developing a learning strategy with workshops and advisors to the social sectors, and negotiation with Technical Secretariat to create a specific budget for CES operations, since the end of the first year.

### 1.6 Related Projects

The project will coordinate with other ongoing UNDP initiatives, particularly with projects of the Governance office and Human Development and MDG office. The project will also have the support of regional UNDP projects.

In this sense, the PAPEP project represents a valuable tool for identifying the challenges and opportunities. With the support of PAPEP a round of in-depth surveys have been conducted with the participation of members of the different sectors represented in the CES. The purpose of the interviews has been to identify the visions, objectives and expectations regarding the CES, which is helping to have a better understanding of potential areas or agreements as well as potential conflictive issues.

Likewise, this project has the support from the Democratic Governance Cluster - Regional Bureau for Latin America - which provides for specialized technical assistance in political dialogue.

### 1.7 Lessons learned

In the last few years, UNDP El Salvador has participated in important citizen dialogue and negotiation processes geared towards the creation of agreements on priority issues for the strengthening of governance, advancement of human development and Millennium Development Goals achievement.

The Program has served as Technical Secretariat for the National Commission on Public Safety and Social Peace, composed of representatives of all political parties, universities, trade-unions and churches. The Commission's mandate was to contribute to the development of public policy proposals aimed towards the prevention and reduction of violence, delinquency and insecurity, based on a rigorous technical analysis. In addition, the Commission elaborated a consensus document with inputs to establish the basis of a Comprehensive Public Safety Public Policy, which will allow for advances in the achievement of better coordination and effectiveness of initiatives seeking to reduce violence, delinquency and insecurity.

UNDP has also served as Executive Secretariat for the Multidisciplinary Commission for study, analysis and recommendation of mitigating the adverse effects generated by the economic situation. ". The Commission was composed of a Group of 28 citizens with different occupations, from different sectors of society, and different political affiliations. The Commission assumed as a challenge studying from different angles of the national economic environment in the Framework of a global situation and it formulated a consensus for public policy incorporating concrete measures to protect the population.

**UNDP'S participation in the aforementioned processes contributed to its positioning as an important reference in guaranteeing the dialogue process and agreement development. In interviews conducted under the PAPEP Project framework to support the Economic and Social Council, different social and entrepreneurial sectors expressed UNDP is a reference of vital importance as a guarantee to these processes, as well as in technical support and neutrality.**

# I. ANNUAL PROJECT WORK PLAN

Year: 2010

EXPECTED OUTPUTS	ACTIVITIES	CALENDAR 2011				RESPONSIBLE ENTITY	BUDGET PLANNING Itemized Budget	FUNDING SOURCE				TOTAL AMOUNT
		Q1	Q2	Q3	Q4			TRAC & 11888	DGTTF 2010	OTHER CONTRIBUTIONS	UNFUNDED BUDGET	
<p>1. Space for dialogue composed of social, trade union, business and government sectors, established and operating.</p> <p><b>Baseline:</b> Economic and Social Council, convened, launched and first meeting for its establishment held.</p> <p><b>Indicators:</b> Regular meetings planned and conducted with the presence of different sectors convened / members of the Council. # of meetings prepared effectively Issues of country's political economic and social agenda, discussed and agreements in respect celebrated. Perception indicators from Council members about CES relevance.</p> <p><b>Targets:</b> At the end of 2011, relevant issues of the country's political economic and social agenda, have been discussed and reached agreements on, at least, 2 of them, between representatives of the different key social sectors of the country that are members of the Economic and Social Council. Majority of the council considered CES is relevant for country At least 3 technical proposals presented by Executive Secretariat to be discussed within the council.</p> <p><b>Related CP Outcome:1.2</b></p>	1.1 Operation of the Executive Secretariat:					UNDP-SV	Activity Subtotal	0.00	89,247.00	157,350.00	0.00	246,597.00
	- Coordinating Council's Executive Secretariat	X	X	X	X		71400 National personnel	0.00	59,000.00	85,350.00	0.00	144,350.00
	- Technical and administrative management of the Council	X	X	X	X		72500 Stationary and other office supplies	0.00	4,000.00	2,000.00	0.00	6,000.00
	- Communications Management of the Council	X	X	X	X		73100 Rental and services	0.00	16,500.00	0.00	0.00	16,500.00
	- Technical assistance	X	X	X	X		74500 Miscellaneous	0.00	9,747.00	0.00	0.00	9,747.00
	- Installation expenses	X	X	X	X		71200 International Consultants	0.00	0.00	70,000.00	0.00	70,000.00
	- Operating expenses	X	X	X	X		71300 National consultants	0.00	0.00	0.00	0.00	0.00
	1.2 Develop a communication strategy						Activity Subtotal	0.00	5,000.00	0.00	0.00	5,000.00
	- Technical assistance		X	X	X		74200 Document reproduction cost	0.00	2,500.00	0.00	0.00	2,500.00
	- Council's website (design and maintenance)		X	X	X		74200 Communication cost	0.00	2,500.00	0.00	0.00	2,500.00
- Edition, design and printing communication documents (work plan, annual report, press statements, etc.)		X	X	X			0.00	0.00	0.00	0.00	0.00	
1.3 Operation of the Council:						Activity Subtotal	0.00	16,244.00	57,500.00	0.00	73,744.00	

<p><b>2. Social sectors members of the Council, strengthened.</b> <b>Baseline:</b></p> <p><b>Indicators:</b> Number of proposals presented by social sectors # of members from Council with gender mainstreaming knowledge improved</p> <p><b>Targets:</b> At the end of 2011, social sectors provide inputs through technical documents to be discussed within the council</p> <p>At the end of 2011 social sectors provide inputs through technical documents to be discussed within Council.</p> <p>At least 50% of the council members increased their knowledge in gender mainstreaming.</p> <p><b>Related CP Outcome : 1.2</b></p>	Organizing and conducting a workshop for strategic planning.	X	X	X	X	X		75700 Training, workshops & Conf	0.00	8,744.00	57,500.00	0.00	66,244.00	
	- Organization and facilitation of the plenary sessions of the Council and those of special committees		X	X	X	X		71300 National consultants	0.00	7,500.00	0.00	0.00	7,500.00	
	<b>2.1 technical assistance for each of the groups that comprise the social sector of the Council for items to be part of the Council agenda considering gender mainstreaming</b>							UNDP-SV	Activity Subtotal	0.00	8,853.00	0.00	0.00	8,853.00
	- Technical Assistance		X	X	X	X		71300 National consultants	0.00	8,853.00	0.00	0.00	8,853.00	
	<b>2.2 Workshops and seminars for each social sector represented in the Council:</b>							UNDP-SV	Activity Subtotal	0.00	12,684.00	0.00	0.00	12,684.00
	- Organizing and conducting meetings and technical workshop for each sector	X	X	X	X	X		75700 Training, workshops & Conf	0.00	10,000.00	0.00	0.00	0.00	10,000.00
								74500 Miscelaneos	0.00	2,684.00	0.00	0.00	0.00	2,684.00
	<b>3.1 Studies and other inputs for Council's discussions including specific issues related woman situation</b>							UNDP-SV	Activity Subtotal	0.00	159.56	0.00	0.00	159.56
								74500 Miscelaneos	0.00	159.56	0.00	0.00	0.00	159.56
	<p><b>3. Knowledge and quality information to nurture dialogue and construction of public policy proposals, generated.</b> <b>Baseline:</b></p> <p><b>Indicators:</b> Types and quantity of agreements based in technical proposals</p> <p># Studies that includes gender mainstreaming</p> <p><b>Targets:</b> At the end of 2011, the Council's discussions and celebration of agreements around the political, economic and/or social issues of the national agenda are made on the basis of proposals technically based and considering gender mainstreaming.</p>	<b>3.2 Participation in international meetings and conferences; and knowledge sharing:</b>						UNDP-SV	Activity Subtotal	0.00	0.00	0.00	0.00	0.00
<b>3.3 Project systematization:</b>							UNDP-SV	Activity Subtotal	0.00	0.00	0.00	0.00	0.00	
Coordination and technical assistance to thematical groups of CES by UNDP coordinators and programme officers.								71600 Travel	0.00	0.00	0.00	0.00	0.00	
								UNDP-SV	Activity Subtotal	150,000.00	0.00	0.00	0.00	150,000.00
										150,000.00	0.00	0.00	0.00	150,000.00
<b>SUBTOTAL</b>									<b>150,000.00</b>	<b>132,187.56</b>	<b>214,850.00</b>	<b>0.00</b>	<b>487,037.56</b>	
<b>UNDP FEE (7%)</b>									<b>9,787.99</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>9,787.99</b>	
<b>TOTAL</b>									<b>159,787.99</b>	<b>132,187.56</b>	<b>214,850.00</b>	<b>0.00</b>	<b>506,825.55</b>	

Year 2011:

EXPECTED OUTPUTS	ACTIVITIES	CALENDAR 2011				RESPONSIBLE ENTITY	BUDGET PLANNING	FUNDING SOURCE				TOTAL AMOUNT	
		Q1	Q2	Q3	Q4			DGTTF 2010	NORWAY	DGTTF 2011	UNFUNDED BUDGET		
<p><b>1. Space for dialogue composed of social, trade union, business and government sectors, established and operating.</b></p> <p><b>Baseline:</b> Economic and Social Council established, 5 special commissions created, and regular meetings developed with irregular presence of different sectors.</p> <p><b>Indicators:</b> # of meetings planned and developed with the presence of the majority of members of the Council.</p> <p>Council's agenda with relevant issues of country's political economic and social agenda discussed and agreed by council's members.</p> <p>Perception indicators from Council members about CES relevance.</p> <p><b>Targets:</b> At the end of 2011, the Council's agenda has been developed, and reached 2 resolutions (dictamen by its name in Spanish) - as a Council- about relevant issues. The majority of the council members considered CES is a relevant space of dialogue for the country. Council's web site was designed according to the communication strategy plan. <b>Related CP Outcome:</b></p>	1.1 Operation of the Executive Secretariat:					UNDP-SV	Itemized Budget	DGTTF 2010	NORWAY	DGTTF 2011	UNFUNDED BUDGET	336,219.75	
	- Coordinating Council's Executive Secretariat	X	X	X	X			Activity Subtotal	1,000.00	68,932.00	67,137.75	200,150.00	
	- Technical and administrative management of the Council	X	X	X	X			71400 National personnel	0.00	52,038.00	53,637.75	185,150.00	290,825.75
	- Communications Management of the Council	X	X	X	X			72500 Stationary and other office supplies	0.00	0.00	0.00	0.00	0.00
	- Technical assistance	X	X	X	X			73100 Rental and services	0.00	7,500.00	0.00	0.00	7,500.00
	- Installation expenses	X	X	X	X			74500 Miscellaneous	1,000.00	9,394.00	0.00	0.00	9,394.00
	- Operating expenses	X	X	X	X			71200 International Consultants	0.00	0.00	13,500.00	0.00	13,500.00
	1.2 Develop a communication strategy						UNDP-SV	Activity Subtotal	2,000.00	2,520.00	15,000.00	2,000.00	19,520.00
	- Technical assistance	X	X	X	X			74200 Document reproduction cost	2,000.00	1,520.00	15,000.00	2,000.00	18,520.00
	- Council's website (design and maintenance)		X	X	X			74200 Communication cost	0.00	1,000.00	0.00	0.00	1,000.00
	- Edition, design and printing communicational documents (work plan, annual report, press statements, etc.)		X	X	X			Activity Subtotal	0.00	0.00	0.00	0.00	0.00
	1.3 Operation of the Council:						UNDP-SV	Activity Subtotal	2,125.00	7,500.00	10,000.00	100,000.00	117,500.00
	- Organizing and conducting a workshop for strategic planning.	X	X	X	X			75700 Training, workshops & Conf	2,125.00	0.00	0.00	0.00	0.00





Year 2012:

EXPECTED OUTPUTS	ACTIVITIES	CALENDAR 2011				RESPONSIBLE ENTITY	BUDGET PLANNING		TOTAL AMOUNT
		Q1	Q2	Q3	Q4		DGTF 2011	UNFUNDED BUDGET	
<p>1. Space for dialogue composed of social, trade union, business and government sectors, established and operating.</p> <p><b>Baseline:</b> Economic and Social Council established, 5 special commissions created, and regular meetings developed with irregular presence of different sectors.</p> <p><b>Indicators:</b> # of meetings planned and developed with the presence of the majority of members of the Council.</p> <p>Council's agenda with relevant issues of country's political economic and social agenda discussed and agreed by council's members.</p> <p>Perception indicators from Council members about CES relevance.</p> <p><b>Targets:</b> At the end of 2012, the Council's agenda has been developed, and reached 3 resolutions (dictamen by its name in Spanish) - as a Council- about relevant issues. The majority of the council members considered CES as a relevant space of dialogue for the country. Council's web site is been maintenance according to the communication strategic plan.</p> <p><b>Related CP Outcome:</b></p>	1.1 Operation of the Executive Secretariat:					UNDP-SV	44,862.25	297,534.91	342,397.16
	- Coordinating Council's Executive Secretariat	X	X	X	X		26,862.25	230,534.91	257,397.16
	- Technical and administrative management of the Council	X	X	X	X		0.00	10,000.00	10,000.00
	- Communications Management of the Council	X	X	X	X		18,000.00	42,000.00	60,000.00
	- Technical assistance	X	X	X	X		0.00	0.00	0.00
	- Installation expenses	X	X	X	X		0.00	0.00	0.00
	- Operating expenses	X	X	X	X		0.00	15,000.00	15,000.00
	1.2 Develop a communication strategy					UNDP-SV	0.00	2,000.00	2,000.00
	- Technical assistance		X	X	X		0.00	2,000.00	2,000.00
	- Council's website (design and maintenance)		X	X	X		0.00	0.00	0.00
	- Edition, design and printing communicational documents (work plan, annual report, press statements, etc.)		X	X	X		0.00	0.00	0.00
	1.3 Operation of the Council:					UNDP-SV	20,000.00	26,000.00	46,000.00
	- Organizing and conducting a workshop for strategic planning.		X	X	X		0.00	10,000.00	10,000.00
- Organization and facilitation of the plenary sessions of the Council and those of special committees		X	X	X		20,000.00	16,000.00	36,000.00	

<p><b>2. Social sectors members of the Council, strengthened.</b></p> <p><i>Baseline:</i> 0 proposals presented by social sectors</p> <p><i>Indicators:</i> Number of proposals presented by social sectors based on technical ground. Proposals presented by social sectors containing gender mainstreaming. Number of workshops and seminars about relevant issues related to the Council's agenda, addressed to the social sectors.</p> <p><i>Targets:</i> 4 proposals presented by social sectors, based on technical ground, with their inputs to be discussed within the council Proposals presented by social sectors included specific chapters for improve woman situation. 10 workshop and seminars about relevant issues related to the Councils agenda, with the social sector members participation.</p> <p><i>Related CP Outcome : 1.2</i></p>	<p><b>2.1 technical assistance for each of the groups that comprise the social sector of the Council for items to be part of the Council agenda considering gender mainstreaming</b></p> <p>- Technical Assistance</p>						100,000.00
		X	X	X	X		100,000.00
	<p><b>2.2 Workshops and seminars for each social sector represented in the Council:</b></p> <p>- Organizing and conducting meetings and technical workshop for each sector</p>	X			X		20,000.00
							20,000.00
	<p><b>3. Knowledge and quality information to nurture dialogue and construction of public policy proposals, generated.</b></p> <p><i>Baseline:</i> 0 proposals generated by the Council.</p> <p><i>Indicators:</i> Number of studies and proposals developed by the Council about important issues identified by each sector. # Studies that includes gender mainstreaming</p> <p><i>Targets:</i> At the end of 2012, the Council has developed at least 2 studies about important issues identified by each sector. Studies include gender mainstreaming</p>						0.00
	<p><b>3.1 Studies and other inputs for Council's discussions including specific issues related woman situation</b></p>						0.00
	<p><b>3.2 Participation in international meetings and conferences; and knowledge sharing.</b></p>						68,000.00
	<p><b>3.3 Project systematization:</b></p> <p>Coordination and technical assistance to special commission of CES by UNDP coordinators and program officers.</p>						68,000.00
							33,000.00
							33,000.00
							611,397.16
							0.00
							611,397.16

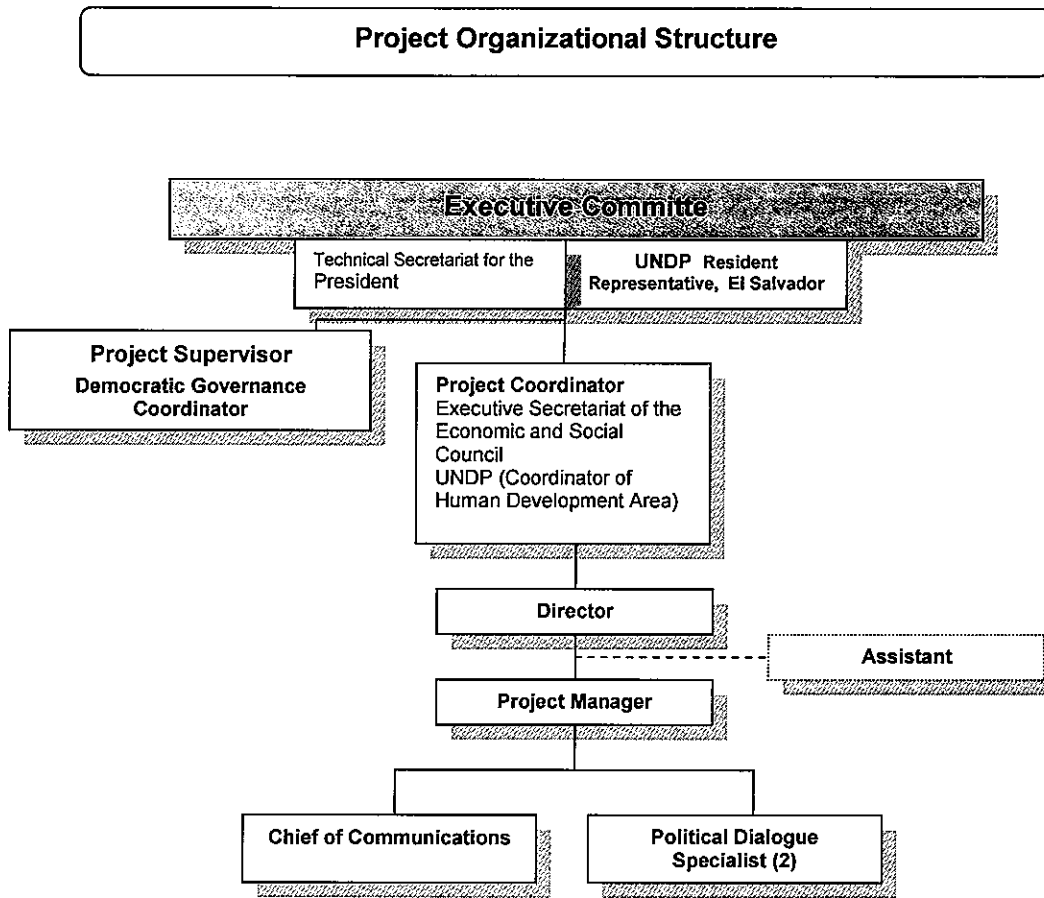
**PROJECT TOTAL**

**1,800,700.00**

## II. PROJECT ADMINISTRATIVE ARRANGEMENTS

Section 2.1 of Chapter II is completely replaced with the following:

### 2.1 Project Organizational Structure



**The Executive Board** is the group responsible for making by consensus, management decisions, including recommendation for UNDP (implementing partner) approval and project plans and revisions. In order to ensure UNDP's ultimate accountability, the Board's decisions on the project should be made in accordance with standards that shall ensure management for development results, best value for money, fairness, integrity, transparency and effective international competition. The Project reviews by this group are made at designated decision points during the running of the project, or as necessary when raised by the Project Coordinator. Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation in them. Furthermore, it is responsible for ensuring that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the projects and external bodies. In addition, it approves the appointment and responsibilities of the Project Coordinator and any delegation of its Project Assurance responsibilities.

This group has two functions:

- **Executive:** The UNDP Resident Representative shall chair the group as the highest authority in the implementing entity.
- **Consultative,** representing the interests of those who will ultimately benefit from the project. The consultative function will be carried out by Technical Secretariat of the President Office as the Senior Beneficiary, whose primary function within the Board is to ensure the realization of project outcomes from the perspective of project beneficiaries (see annex A, "Decreto Ejecutivo de creación del CES")

This committee shall be the focal point for making management decisions on each outcome of the project at the request of the Project Coordination committee. As for the coordination and monitoring mechanisms, the Project Coordination committee will be responsible to the Executive Commission.

**The Coordinator of the Democratic Governance Area from UNDP will act in the Project Assurance role,** supports the project Board by carrying out objective and independent supervision and oversight. This function ensures appropriate project management, guaranteeing attainment of the expected outcomes. Given that Project Assurance has to be independent of the Project Coordinator, the Board cannot delegate any of its responsibilities to the Project Coordinator.

**The Coordinator of the Human Development Area from UNDP will act as the Project Coordinator,** has the authority to run the project on a day-to-day basis on behalf of UNDP within the constraints laid down by the Board. The Project Coordinator's prime responsibility is to ensure that the project produces the outcomes specified in the project document, to the required standards of quality and within the specified constraints of time and cost. UNDP appoints the person who shall function as the Project Coordinator based in term of reference that includes specific issues related with gender mainstreaming. Project Coordinator has to define a coordination mechanism with UNDP gender area.

The director and manager will lead the project supporting staff, which will be appointed by UNDP. The director and manager will have the responsibility for implementing the proposed activities and compliance goals. They will monitor quality control and evaluation of project activities, as well as report to the Coordinator of the Execution Unit.

## 2.6 Administrative Arrangements

The project is part of the new country programming that began in early 2007 and that the Ministry of Foreign Affairs, representing the Government of El Salvador, acts as National Coordinating Counterpart. The programmatic and financial accountability is the responsibility of UNDP.

The Government of El Salvador through the Ministry of Foreign Affairs, instance that will be considered the National Coordination Counterpart, has overall responsibility for the activities supported by United Nations. Their responsibility is for the overall achievement of results pursued through United Nations support to country.

In particular, the Ministry of Foreign Affairs as the National Coordinating Counterpart would act in consultation with UN agencies in El Salvador, to coordinate external assistance and determine the management arrangements for the projects and programs.

Based on the context in which this project is being implemented, it is considered to be politically sensitive. Thus, in consideration of Section IV (6.2) of the Country Programme Action Plan 2007-2011 (CPAP), which regulates the circumstances in which UNDP may implement projects directly, in the present case 6.2(2) establishes that this modality may be used in "politically sensitive

projects, in which the impartiality of UNDP may lead to greater credibility for the attainment of the outcomes, especially with regard to consensus-building and dialogue in the area of democratic governance.”

Based on the foregoing, and considering the impartiality, capacity and experience in similar initiatives that UNDP El Salvador has, the project shall be implemented using the Direct Implementation Modality (DIM).

Also, the President of the Republic, through its Technical Secretary, request to UNDP assume the Executive Secretariat for the first two years.

The national coordinating counterpart is the Ministry of Foreign Affairs.

### **2.7 Funds Management Modality**

The El Salvador UNDP office shall provide oversight to and support for project implementation in accordance with standard UNDP procedures. The funds management modality shall be Direct Payment to suppliers and third parties for obligations contracted in support of the activities agreed in the annual work plans and at the written request of the Project Coordinator who shall be delegated to authorize said outlays.

**UNDP shall make direct payments to the contractors and suppliers for the activities in the framework of the Program and its documents and in conformity with UNDP regulations, standards and procedures. The nature and scope of the services shall be described in annexes to the Project Document/Annual Work Plan.**

### **2.8 Payment of Taxes**

Through UNDP's privileges, purchasing of goods and services done through the Project shall be exempt from payment of the Value Added Tax (VAT) and import taxes. Notwithstanding the foregoing, this does not exempt project personnel paid with project funds, nor the consultants or businesses contracted for the delivery of goods and services, of their fiscal obligations to the competent Government authority.

### **2.9 Purchasing and Contracts**

All contracts for personnel, services, works and procurement entered into in the framework of the present project shall follow the purchasing and contracts rules described in the UNDP Program and Operations Policies and Procedures (POPP). And the resulting documentation for the establishment of said commitments shall be signed by UNDP by virtue of its position as Project Implementing Partner.

### **2.10 Audit Arrangements**

The project shall be executed under the Direct Implementation Modality (DIM), and therefore it shall be subject to the Audit Procedures for DIM projects defined by the UNDP Audit Office (OAPR).

### **2.11 Administrative Costs**

UNDP shall provide the project with the services of supervision, management and quality control. The cost of these services shall be debited from the contribution with regard to the expenditures that the project presents (GMS), which shall be 7% of the scheduled budget and shall be credited directly to UNDP using the off-the-top method.

All the contributions to this project are subject to the UNDP cost recovery policy, which shall be applied to the direct expenditures related to the project in the category of implementation support services (ISS) included directly in the budget.

**With regard to the UNDP cost recovery policy, all country offices (CO) are obligated to recover the cost of service delivery. Following this guideline, Implementation Support Services (ISS) shall be charged for all services rendered.**

#### 2.12 Interest

The interest earned on the financial resources deposited into the project shall be credited to the UNDP shared expense account and used in accordance with the policies that govern its functioning.

#### 2.13 Co sharing

This project aims to contribute to the installation and institutionalization of Economic and Social Council, in this sense is understood to be part of a larger strategy of the UNDP Country Office in El Salvador, oriented to consolidate democratic governance by contributing to the celebration of a second generation accords in order to improved capacity of the political and representation system to guarantee the functioning of a democratic regime in which all citizens participate. Consequently, management will seek to co-fund financing for it, which if achieved may be added to this through revisions of budget, activities or/and results, with the previous consent of the donor, if applicable.

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### **III. MONITORING AND EVALUATION FRAMEWORK**

#### A. Planning

The annual operating plan project work is an instrument that is used to set the goals to be reached in the period determined according to the strategy for maximizing project resources. The activities will be schedule for obtaining the products specified in the results matrix, reflecting the respective inputs and costs.

The project will last 12 months for implementation and 4 months for project closure. Any modification to the agreed project deadline will result in a change in the term of this project through a review of the implementing partner, in agreement with UNDP, make changes to the project at any time and as appropriate, in response to changes in the context of development or to adjust the design and allocation of resources to ensure that the project operates effectively in a changing environment. The changes to the project that do not affect their scope, their determination date or the estimated total cost of the document do not require a signed review, unless such redistribution is in conflict with the financial agreements with donors acquired.

The allowable tolerance of sub-performances in project time and resources will be defined by the Board in extraordinary session, taking into account the agreements with the cooperating.

Revisions may be:

- Changes in the immediate objectives;
- Changes in the activities and results;
- Changes in the institutional framework;
- Extensions, rescheduling, cancellations.
- Other changes that merit special consideration

This project will end: 1) by expiration of the term provided for durability, 2) by meeting their immediate objectives sooner or later than planned, 3) unforeseeable circumstances or force majeure.

The obligations assumed under this project document would remain after its expiration to the extent necessary to permit the orderly conclusion of the activities, the withdrawal of personnel, allocation of funds and assets, closure of accounts between the parties and settlement of contractual obligations stipulated with regard to personnel, contractors, consultants or suppliers, in compliance with UNDP on project closure and recognition of eligible expenses.

If needed, the implementing partner may request the reallocation of financial resources from one budget line to another, provided that does not change the delivery of expected results and that is not higher than 10% of budget. If required to reallocate percentages above 10%, a review of the project shall be conducted.

In accordance with the planning policies and the procedures described in the UNDP User Guide, the project shall be subject to the following oversight:

#### Within the annual cycle

- Quarterly quality assessment that records progress towards the completion of expected outcomes, using the quality criteria and data collection methods defined in the Quality Management table below.
- An Issues Log shall be activated in Atlas and updated by the Project Coordinator to facilitate tracking and resolution of potential problems or needs for change.
- Based on the initial risk analysis (Annex 1), a Risks Log shall be activated in Atlas and will be regularly updated using the assessment of the context that may affect project implementation.
- Based on the above information recorded in Atlas, Quarterly Progress Reports (QPR) shall be prepared by the Project Coordinator through Project Assurance, using the standard report format available in the Executive Snapshot.
- A Project Lessons-learned Log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.
- A Monitoring Schedule shall be activated in Atlas and regularly updated to track key management actions/events.

#### Annually

- Annual Report. An annual report shall be prepared by the Project Coordinator and shared with the Project Board. As a minimum requirement, the annual report shall consist of the Atlas standard QPR format, covering the whole year with updated information for each above element of the QPR, as well as a summary of outcomes achieved against pre-defined annual targets at the output level.
- Annual Project Review. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to the expected outcomes.



The expected activities may be modified and updated in the Annual Work Plan (AWP) to better reflect the needs of the project. The indicators in the AWP shall measure financial and substantive progress. A joint meeting will be held to prepare and review the final report.

Considering this innovative experience the process will be systematized – it includes activities, strategic moments, methodologies and lessons learned – to be shared through UNDP knowledge management network.

## Quality Management of Project Activity Outcomes

<b>Activity 1 Outcome (Atlas Activity ID)</b>	<i>Space for dialogue composed of social, trade union, business and government sectors, established and operating.</i>	<b>Start Date:</b> <i>01 April 2010</i> <b>End Date:</b> <i>31 March 2013</i>
<b>Objective</b>	<i>Contribute to the creation and maintenance of a permanent and functional space that allows dialogue and the celebration of high-level political agreements.</i>	
<b>Description</b>	<i>Conformation and Installation of the Executive Secretariat, workshop for the definition of the Council's agenda for 2010 and general operating regulations, and facilitation and moderation of the plenary sessions of the Council and those of special committees.</i>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Evaluation Date</b>
<i>Executive Secretariat is operating effectively Workshop products allow preparing strategic and operational plans of the Council for 2010, which makes possible the achievement of the goals agreed for the year.</i>	<i>Planning and minutes for meetings Participant evaluation and satisfaction surveys and products obtained. Evaluations surveys between Council members and between beneficiaries of its work.</i>	<i>July 2010 October 2010 January 2010 April 2011 July 2011 October 2011 January 2012 April 2012 July 2012 October 2012 January 2013</i>

<b>Activity 2 Outcome (Atlas Activity ID)</b>	<i>Social sectors members of the Council, strengthened.</i>	<b>Start Date:</b> <i>01 April 2010</i> <b>End Date:</b> <i>31 March 2013</i>
<b>Objective</b>	<i>Contribute to capacity building for the formulation of public policy proposals technically based, and considering gender mainstreaming, in the different sectors that comprise the Council.</i>	
<b>Description</b>	<i>Hiring specialists to review and/or preparation of support documentation of public policy proposals around the themes of the political, economic and social national agenda considering gender mainstreaming which are discussed in the Council, prepared by the social sectors that comprise it.</i>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Evaluation Date</b>
<i>Socials sectors Traditional excluded from the spaces for dialogue and public policy making process, improve their capacity to formulate and discuss policy proposals with other social sectors, academia and government.</i>	<i>Technical assistance for the formulation of public policy proposals by the own social sector and/or review of the proposals made by the others social sectors comprise in the Council, the government, other stakeholders not comprise in the Council and the Executive Secretariat itself. The proposals will be accompanied in each case for the materials and information that support it, properly referenced, as well as those utilized for explanatory purposes.</i>	<i>July 2010 October 2010 January 2010 April 2011 July 2011 October 2011 January 2012 April 2012 July 2012 October 2012 January 2013</i>

<b>Activity 2 Outcome (Atlas Activity ID)</b>	<i>Knowledge and quality information to nurture dialogue and construction of public policy proposals, generated.</i>	<b>Start Date:</b> <i>01 April 2010</i> <b>End Date:</b> <i>31 March 2013</i>
<b>Objective</b>	<i>Qualify the debate from having substantive elements in the various items on the agenda of the Council.</i>	
<b>Description</b>	<i>Development of studios and other inputs for discussion within the Council, considering gender mainstreaming</i>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Evaluation Date</b>
<i>The discussions and celebration of agreements around the political, economic and/or social issues of the national agenda within the Council are made on the basis of proposals technically based, including gender mainstreaming</i>	<i>The discussions exercises will be based on comparative and/or explanatory materials for each of the proposals submitted.</i>	<i>July 2010 October 2010 January 2010 April 2011 July 2011 October 2011 January 2012 April 2012 July 2012 October 2012 January 2013</i>

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#### **IV. LEGAL FRAMEWORK**

This project document, the CPAP and the AWP are instruments referred to in Article 1 of the Agreement between the Government of El Salvador and the United Nations Development Program, signed on 25 March 1975 and ratified by Legislative Decree No. 261, published in the Official Gazette, issue No. 89, Volume 247, of 16 May 1975.

The present document and the CPAP signed by the Government of El Salvador and UNDP ([http://www.pnud.org.sv/2007/index.php?option=com\\_content&task=view&id=12&Itemid=62](http://www.pnud.org.sv/2007/index.php?option=com_content&task=view&id=12&Itemid=62)) constitute part of the Project Document as referred to in the Standard Basic Assistance Agreement (SBAA), and therefore the provisions of the CPAP are applicable to the present document.

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#### **V. RISK ASSESSMENT**

Four potential political and strategic risks have been identified: (1) lack of political will of the Council's members to discuss and/or take decisions regarding the political, economic and social issues of the national agenda within it; (2) discredit and/or loss of confidence in the Council, its form of integration, organization and objectives, and government leadership; (3) lack of interest or resources available from other donors to support the Council; and (4) lack of political will of the Government to CES institutionalization, including special budget for its operations

If these occur, the impact of the political risks identified tends to be high, and therefore various mitigation measures have been determined. It is important to mention that the implementation of this project will be under the direct supervision of the Resident Representative, who will, in turn, work closely with the Regional PAPEP project for Latin America, which, in turn, will be working with the support of the Department of Political Affairs (DPA) of UN, and also with the UNDP Democratic Governance Cluster, both in New York.

This is accompanied by permanent and monitoring and periodic analysis of the political, economic and social situation, and consequently the potential positioning of key sectors and actors to democratic governance.

It will also seek close and permanent accompaniment to the Council's general coordination and also communications channels with each of the sectors that comprise it.

Likewise, strategic alliances will be ensured that will enable minimizing the risk, along with building bridges that make project implementation viable (partnerships with other regional projects, national and international universities, think tanks, among others).

Other mitigation measures include providing effective and professional advice to the Executive Secretariat of the Council, from each of the areas of expertise of the country office, as from the rest of the UNDP.

As was set forth in the monitoring and evaluation framework, a Risks Log shall be activated in Atlas and will be regularly updated using the assessment of the context that may affect project implementation.

## ANNEX 1: RISK ASSESSMENT MATRIX

<b>Project Title:</b> A New Social Contract: Second Generation Agreements for Democratic Governance in El Salvador	<b>Award ID:</b>
<b>Date:</b>	

#	Description	Date Identified	Type	Impact and Probability	Risk Mitigation Measures	Person In Charge	Person In Charge of Updates	Most Recent Update	Status
1	lack of political will of the Council's members to discuss and/or take decisions regarding the political, economic and social issues of the national agenda within it	From the actual start date of the project	Strategic	P = 3 I: 5	<ul style="list-style-type: none"> <li>- Facilitation of work groups to discuss specific issues and products</li> <li>- Building an strategic agenda, agreed by CES</li> <li>- Development of partnerships with other regional projects, national and international universities, think tanks, among others</li> </ul>	Democratic Governance and Human Development and MDG Areas Coordinators	Program Officers from Democratic Governance and Human Development and MDG Areas		
2	Discredit and/or loss of confidence in the Council, its form of integration, organization and objectives, and government leadership	During project implementation	Political	P = 3 I: 4	<ul style="list-style-type: none"> <li>- Consolidation of Executive Secretariat as the mechanism to facilitate the CES operation</li> <li>- Development of an strategic communication plan and mechanisms</li> <li>- Strengthen members technical capacities</li> </ul>	Democratic Governance and Human Development and MDG Areas Coordinators	Program Officers from Democratic Governance and Human Development and MDG Areas		
3	Lack of interest or resources available from other donors to support the Council	During project implementation	Financial	P = 1 I: 4	<ul style="list-style-type: none"> <li>- Development of a strategic project to funds mobilization</li> <li>- Assurance government commitment to provide resources for CES operation</li> </ul>	Democratic Governance and Human Development and MDG Areas Coordinators	Program Officers from Democratic Governance and Human Development and MDG Areas		
4	lack of political will of the Government to CES institutionalization, including special budget for its operations	During project implementation	Strategic	P = 3 I: 5	<ul style="list-style-type: none"> <li>- Develop of a proposal to address the institutionalization for CES</li> <li>- Develop of a proposal within budget for CES to be included in the Government general Budget</li> </ul>	Democratic Governance and Human Development and MDG Areas Coordinators	Program Officers from Democratic Governance and Human Development and MDG Areas		

## VI. RESULTS AND RESOURCES FRAMEWORK

<p><b>Intended Outcome as stated in the Country Program Results and Resource Framework:</b> 1.2: Improved capacity of the system of political representation to guarantee the functioning of a democratic system in which all citizens participate.</p> <p><b>Outcome indicators as stated in the Country Program Results and Resources Framework, including baseline and targets:</b> No. and representativeness of stakeholder's participants in the process. Agreements reached as a result of dialogue. Perception on initiatives.</p> <p><b>Applicable Key Result Area (from 2008-2011, Strategic Plan):</b> 2.1 Fostering inclusive participation.</p> <p><b>Partnership Strategy:</b></p>			
<p><b>Project title and ID (ATLAS Award ID):</b> Award ID 00059340, Project ID 00074175 A New Social Contract. Second Generation Agreements for Democratic Governance in El Salvador.</p>			
<p><b>INTENDED OUTPUTS</b></p>	<p><b>OUTPUT TARGETS FOR (YEARS)</b></p>	<p><b>INDICATIVE ACTIVITIES</b></p>	<p><b>RESPONSIBLE PARTIES</b></p>
<p><i>Output 1. Space for dialogue composed of social, trade union, business and government sectors, established and operating.</i></p> <p><i>Baseline:</i></p> <p><i>Economic and Social Council established, 5 special commissions created, and regular meetings developed with irregular presence of different sectors.</i></p> <p><i>Indicators:</i></p> <p><i># of meetings planned and developed with the presence of the majority of members of the Council.</i></p> <p><i>Council's agenda with relevant issues of country's political economic and social agenda discussed and agreed by council's members.</i></p> <p><i>Perception indicators from Council members about CES relevance.</i></p> <p><i>Related CP Outcome:</i></p> <p>1.2</p>	<p><b>Targets Year 1:</b></p> <p>At the end of 2011, relevant issues of the country's political economic and social agenda, have been discussed and reached agreements on, at least, 2 of them, between representatives of the different key social sectors of the country that are members of the Economic and Social Council.</p> <p>Majority of the council considered CES is relevant for country</p> <p>At least 3 technical proposals presented by Executive Secretariat to be discussed within the council.</p> <p><b>Targets year 2:</b></p> <p>At the end of 2011, the Council's agenda has been developed, and reached 2 resolutions (dictamen by its name in Spanish) - as a Council- about relevant issues.</p> <p>The majority of the council members considered CES as a relevant space of dialogue for the country.</p> <p>Council's web site was designed according to the communication strategy plan.</p> <p><b>Targets year 3:</b></p> <p>At the end of 2012, the Council's agenda has been developed, and reached 3 resolutions (dictamen by its name in Spanish) - as a Council- about relevant issues.</p> <p>The majority of the council members considered CES as a relevant space of dialogue for the country.</p> <p>Council's web site is been maintenance according to the communication strategic plan.</p>	<p>1.1 Conformation and installation of the Executive Secretariat</p> <ul style="list-style-type: none"> <li>• Coordinating Council's Executive Secretariat</li> <li>• Technical and administrative management of the Council</li> <li>• Technical assistance</li> <li>• Installation expenses</li> <li>• Operating expenses</li> </ul> <p>1.2 Develop a communication strategy</p> <ul style="list-style-type: none"> <li>• Council's website (design and maintenance)</li> <li>• Edition, design and printing communication documents (work plan, annual report, press statements, etc.)</li> </ul> <p>1.3 Operation of the Council</p> <ul style="list-style-type: none"> <li>• Organizing and conducting a workshop for strategic planning.</li> <li>• Organization and facilitation of the plenary sessions of the Council and those of special committees</li> </ul>	<p>National personnel</p> <p>Stationary and other office supplies</p> <p>Rental and services</p> <p>Communications costs</p> <p>Document reproduction cost</p> <p>Miscellaneous</p> <p><b>Subtotal: US\$925,213.91</b></p> <p>Communications costs</p> <p>Document reproduction cost</p> <p>National personnel</p> <p>International Consultant</p> <p>Stationary and other office supplies</p> <p><b>Subtotal US\$26,520.00</b></p> <p>Training, workshops &amp; Conf</p> <p>National Consultants</p> <p><b>Subtotal \$237,244.00</b></p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 2</p> <ul style="list-style-type: none"> <li>- Social sectors members of the Council, strengthened.</li> <li>Baseline: 0 proposals presented by social sectors</li> </ul> <p>Indicators:</p> <ul style="list-style-type: none"> <li>Number of proposals presented by social sectors based on technical ground.</li> <li>Proposals presented by social sectors containing gender mainstreaming.</li> <li>Number of workshops and seminars about relevant issues related to the Council's agenda, addressed to the social sectors.</li> </ul>	<p><b>Targets year 1:</b></p> <ul style="list-style-type: none"> <li>4 proposals presented by social sectors, based on technical ground, with their inputs to be discussed within the council</li> <li>Proposals presented by social sectors included specific chapters for improve woman situation.</li> <li>10 workshop and seminars about relevant issues related to the Councils agenda, with the social sector members participation.</li> </ul> <p><b>Targets year 2:</b></p> <ul style="list-style-type: none"> <li>4 proposals presented by social sectors, based on technical ground, with their inputs to be discussed within the council</li> <li>Proposals presented by social sectors included specific chapters for improve woman situation.</li> <li>10 workshop and seminars about relevant issues related to the Councils agenda, with the social sector members participation.</li> </ul> <p><b>Targets year 3:</b></p> <ul style="list-style-type: none"> <li>4 proposals presented by social sectors, based on technical ground, with their inputs to be discussed within the council</li> <li>Proposals presented by social sectors included specific chapters for improve woman situation.</li> <li>10 workshop and seminars about relevant issues related to the Councils agenda, with the social sector members participation.</li> </ul>	<p>2.1 Technical assistance for each of the groups that comprise the social sector of the Council for items to be part of the Council agenda considering gender mains/reaming.</p> <p>2.2 Workshops and seminars for each social sector represented in the Council, including surveys to measure learning improvement.</p>	<p>Technical Secretariat of the President Office</p>	<p>National consultants Subtotal \$194,253.00</p> <p>National Consultants Training, Workshops &amp; conf. Subtotal \$52,684.00</p>
<p>Output 3</p> <p>3. Knowledge and quality information to nurture dialogue and construction of public policy proposals, generated.</p> <p>Baseline: 0 proposals generated by the Council.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>Number of studies and proposals developed by the Council about important issues identified by each sector.</li> <li># Studies that includes gender mainstreaming</li> </ul> <p>Targets:</p> <ul style="list-style-type: none"> <li>At the end of 2011, the Council has developed at least 2 studies about important issues identified by each sector.</li> <li>Studies include gender mainstreaming.</li> </ul>	<p><b>Targets year 1:</b></p> <ul style="list-style-type: none"> <li>At the end of 2011, the Council's discussions and celebration of agreements around the political, economic and/or social issues of the national agenda are made on the basis of proposals technically based and considering gender mainstreaming.</li> </ul> <p><b>Targets year 2:</b></p> <ul style="list-style-type: none"> <li>At the end of 2011, the Council has developed at least 2 studies about important issues identified by each sector.</li> <li>Studies include gender mainstreaming.</li> </ul>	<p>3.1 Studies and other inputs for Council's discussions, considering gender mainstreaming and including a proposal to CES institutionalization.</p> <p>3.2 Participation in international meetings and conferences ; and knowledge sharing</p> <p>3.3 Project Systematization</p>	<p>Technical Secretariat of the President Office</p>	<p>Miscellaneous Subtotal \$1,159.99</p> <p>Travel Subtotal \$138,000.00</p> <p>National consultants Subtotal \$199,000.00</p>







