

# Final Report

**Name of the country:** El Salvador

**Project number (Atlas):** 00074175

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

**DGTF edition (year):** 2011

**Implementation period:** March/2011- December/2012

## **PROJECT PERFORMANCE**

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<p><b>Reasons if progress below target</b></p>	<p><b>Results Achieved</b></p> <p>1.1.1 The Executive Secretariat is operating at an independent office giving support to the members of the ESC in achieving the goals of creating a culture of dialogue within the sectors, reaching consensus on the nation's major problems requiring analysts' Secretariat</p> <p><b>Executive Secretariat</b></p>	<p><b>Activities undertaken</b></p> <p>1.1 Conformation and Installation of the Executive Secretariat</p> <p>1.2 Develop a communication strategy</p> <p>1.3 Operation of the Council</p>	<p><b>Purpose and expected output</b></p> <p>1. Establishment and operation of spaces for dialogue between social actors, trade unions, businesses and government sectors.</p> <p>At least 3 proposals presented by the members of the Council to be discussed as part of the agenda of the ESC.</p>	<p><b>Outcome areas under UNDP 2008-2011 strategic plan</b></p> <p>Civic engagement of civil society organizations, voluntary associations, trade unions, political parties and private sector organizations enables all people to influence public policy processes and to hold governments into account.</p>
<p><b>Reasons if progress below target</b></p>	<p>1.2.1 The communication strategy has been developed with important results: the ESC has gained a prominent position in the public media and it has been recognized as a major player in the political, economic and social development issues. Other important result is that a website was designed and has been already launched. Other products are the quarterly newsletters and that the ESC has been mentioned on at least 10 news items with a positive take on ESC. The Council has also shared information through the social networks, and an annual report was published, as well as 5 press releases. ESC also published a document on the theme of Superior Education and Development.</p> <p>1.3.1 During this period, there has been a lack of governmental presence and involvement with the Council's work. The Government submitted to the Council 1 legislative proposal for consultation, related to the Development and Promotion of Micro and Small Businesses, to which the ESC responded effectively, with a set of recommendations (Advisory report) on the consultation, which was approved by consensus of all the participating sectors. The government received the Council's recommendations and considered up to 90% of them in a new legislative proposal.</p> <p>1.3.2 A third strategic planning process was developed which included workshops with each sector and a strategic meeting with the Permanent Commission. This process has resulted in the draft of a proposal with recommendations to improve the Council's work and its institutional strengthening. This proposal should be finished and approved by the President in the first quarter of 2013. The proposal consists of a new constitutional decree for the ESC, and makes reference to other sectors that might broaden the scope of work towards a nation plan. The ESC held a general assembly during the first semester in order to present an update of the activities being developed by the special committees and the Executive Secretariat.</p> <p>1.3.3 Special commissions discussed the consultations received, with an average of 10 meetings in which the various sectors represented in the ESC participated.</p>	<p>1.3.1 During this period, there has been a lack of governmental presence and involvement with the Council's work. The Government submitted to the Council 1 legislative proposal for consultation, related to the Development and Promotion of Micro and Small Businesses, to which the ESC responded effectively, with a set of recommendations (Advisory report) on the consultation, which was approved by consensus of all the participating sectors. 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**<sup>1</sup> Please state under which of the following nine outcome areas your project falls into:**

1. Civil society, including civil society organizations and voluntary associations, and the private sector contribute to the MDGs in support of national planning strategies and policies
2. Electoral laws, processes and institutions strengthen inclusive participation and professional electoral administration
3. Access to information policies support accountability and transparency
4. National, regional and local levels of governance expand their capacities to reduce conflict and manage the equitable delivery of public services
5. Legislatures, regional elected bodies, and local assemblies have strengthened institutional capacity, enabling them to represent their constituents more effectively
6. Effective, responsive, accessible and fair justice systems promote the rule of law, including both formal and informal processes, with due consideration of the rights of the poor, women and vulnerable groups.
7. Strengthened capacities of national human rights institutions
8. Strengthened national, regional and local level capacity to mainstream gender equality and women's empowerment in government policies and institutions
9. Strengthened national, regional and local level capacity to implement anti-corruption initiatives

<p>under UNDP strategic plan 2008-2012</p> <p>Civic engagement, through civil society organizations, voluntary associations, trade unions, political parties, and private sector organizations, enables all people to influence public policy processes and to hold governments into account</p>	<p>2. Social sectors members of the Council, strengthened</p> <p>2.1 Technical assistance provided to each of the groups that compose the social sector of the Council where gender mainstreaming is considered.</p> <p>2.2 Social Sectors discussed, developed and presented their observations and recommendations, with technical support, to prepare the different documents and recommendations reports. The Executive Secretariat supported the social sectors through the recruitment of consultants and the through logistical support for discussion meetings. All sectors selected topics to be discussed as part of the ESC's agenda. The topic chosen by the Academic sector is superior education for Development, in which an in-depth investigation by 5 consultants is being carried out. The Secretariat, published a document setting out the experiences of international experts who participated in a public forum related to the topic. The Social Sectors are still working on their proposals and the topics chosen by them are Territorial Development and Nutritional Security. The Union Sector held a forum with international experts regarding the Pension System; they are still working to present a definite proposal to the Permanent Commission of the ESC. Regarding the legislative proposal on the Development and Promotion of Micro and Small Businesses, all sectors participated and delivered their recommendations. All the proposals contained specific recommendations for improving the situation of women.</p>	<p>3. Increased knowledge and generated relevant and useful information to nurture dialogue and the construction of public policy proposals.</p> <p>3.1 Studies and other inputs for Council's discussions including specific issues related to the situation of women in the country</p> <p>3.2 Participation in international meetings and conferences; knowledge sharing</p> <p>3.3 Project systematization:</p>	<p>3.1.1 Specific studies and workshops were developed to provide relevant inputs to the legislative proposals submitted for discussion, as well as to ESC's topics of interest. Among these were three forums with international specialists on the subjects of the Pension System, University Education for Development, and Transparency.</p> <p>3.2.1 In coordination with other donors, in 2012 ESC became a member of the International Association of Economic and Social Councils (AICESIS), in order to learn more about of the functioning of dialogue mechanisms and to have the opportunity to exchange experiences and knowledge with other ESCs. A delegation of ESC's counsellors participated in AICESIS General Assembly held in Rio de Janeiro, Brazil. This visit was highly productive and allowed the members of the delegation to gain a better understanding of the need to institutionalize the national dialogue. It was highly beneficial considering its importance in making public policy decisions.</p> <p>3.3.1 Workshops were conducted in which members could express their insights and general views on the Council as well as a discussion of the challenges that lie ahead.</p>	<p>3. At the end of 2012, the Council has discussed and celebrated the agreements reached on subjects relevant to the economic and/or social issues that included reference to gender mainstreaming.</p> <p>3.1.1 Studies and other inputs for Council's discussions including specific issues related to the situation of women in the country</p> <p>3.2.1 In coordination with other donors, in 2012 ESC became a member of the International Association of Economic and Social Councils (AICESIS), in order to learn more about of the functioning of dialogue mechanisms and to have the opportunity to exchange experiences and knowledge with other ESCs. A delegation of ESC's counsellors participated in AICESIS General Assembly held in Rio de Janeiro, Brazil. This visit was highly productive and allowed the members of the delegation to gain a better understanding of the need to institutionalize the national dialogue. It was highly beneficial considering its importance in making public policy decisions.</p> <p>3.3.1 Workshops were conducted in which members could express their insights and general views on the Council as well as a discussion of the challenges that lie ahead.</p>
<p>Reasons if progress below target</p>				

**CUMULATIVE RESOURCES UTILIZED 2012**

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DGTTF resources: \$74,862.25  
 Government of Norway \$8,548.26  
 Government of El Salvador \$584,191.79

**PROJECT PERFORMANCE—MAIN CHALLENGES**

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Internal factors:

- Lack of political will from the Council's members to discuss and/or take decisions regarding the relevant political, economic and social issues on the national agenda.
- Discredit and/or loss of confidence in the Council, its form of integration, organization, objectives, and government leadership.
- Private Sector withdrawal from the Council.

External factors:

- Funding
- Restructuring of the members within the ESC
- New Decree of the ESC constitution
- National political situation
- Pre-election year

**PROJECT PERFORMANCE—MAIN OPPORTUNITIES**

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- The Government's commitment to strengthen the ESC as a space for democratic dialogue for public policy, including more funds approved for the Council's operation.
- The commitment of different sectors to continue participating in the ESC despite the difficulties of finding common proposals between sectors who have traditionally represented opposing positions.
- The continuous contribution of the Norwegian Government to the ESC's funding as well as the search for new donors.
- The technical capacity of the academic sector has been a great support for the Executive Secretariat
- The exchange of international experiences (which took place Brazil) led to great improvements in knowledge.
- The ESC becoming member of AICESIS is an opportunity to strengthen relationships with other ESCs around the world.
- Confidence in the neutrality and technical capacity of UNDP to facilitate the work of the Executive Secretariat.

**RATING ON PROGRESS on PARTNERSHIPS**

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	Strengthened	Somewhat Strengthened	Unchanged
1. Government	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Donors	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Civil society:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
a) Academia	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Unions	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Religious organizations	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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None the less, the ESC faces challenges if it is to become an integrated resource for the country's political life. In 2013, once as the new decree of constitution has been approved, the government's agenda for the ESC's consultation will be complex and long. The integration of new actors as members of the Council and consensus-building are the immediate

the first quarter of 2013. Government of El Salvador have been preparing a proposal for the new conformation of the ESC. This will be presented in bringing a fairer representation of national society within the ESC. Since July 2012, the Executive Secretariat and the restuctured to remain capable of influencing public policy. There is a need for the inclusion of new sectors as well as especially since the withdrawal of the Private Sector from the Council, it has become clear that the Council needs to be One important lesson learned in 2012 is the need to restructure the ESC. During the second semester of 2012, and

guarantor for the proper use of resources allocated to the ESC in its operation.

a national vision. UNDP support extends to the fostering a climate of trust, fairness and transparency, while also working as governments' efforts to consolidate the ESC as the forum for dialogue among key actors in the country under the premise of to provide technical resources and expertise in the field of democratic governance - in particular supporting the seeks to continue projecting this objective image and credibility that characterised the organisation to date. UNDP continues Another positive lesson learned is the important role of the UNDP as a trusted mediator in this dialogue. UNDP

strengthened its counsellors' consensus-building skills through the sharing of experiences with other ESCs.

Salvador has joined the International Association of Economic and Social Councils (AICESIS) and looks forward to participation, as well as increasing motivation to advance and strengthen in the future. Because of this, the ESC of El These activities increase the prospects of the Council and contribute to the realisation of efficient and effective their international counterparts about effective operation and consensus-building - particularly from their Latin American international exchange of ideas with fellow ESCs has been of particular help. National ESC members have learned from A key lesson learned relates to the importance of preparation on issues concerning consensus-building. Here, the

## LESSONS LEARNED

new agreement will be signed for another US\$1,000,000.00 to help fund the operation of ESC. the UNDP to continue for two more years as the Executive Secretariat of the Economic and Social Council and in 2013 a programme and position itself as a trustworthy leader. As a result, the Technical Secretariat of the Presidency requested the continuation of the operation and establishment of the Council. The DGTTF funds allowed the CO to advance in its Other donors, such as the government of Norway and the government of El Salvador provided additional funding for society in the formulation of public policies.

creation of agreements of important political, economic and social issues, including strengthening the participation of civil DGTTF Funds have helped the CO advance its agenda by allowing the achievement of a major goal: democratic governance, reform and modernization of the State. This has been achieved by providing a space for dialogue and for the

**Please indicate how DGTTF funds helped the CO advanced its agenda in Democratic Governance. How did DGTTF funds allow the CO to explore innovative approaches? Did other donors or the government provide additional funding as a result? Did the DGTTF funds allow UNDP to advance the dialogue or garner a leadership position?**

## WAYS IN WHICH DGTTF FUNDED ACTIVITIES WERE CATALYTIC AND INNOVATIVE

d) NGO/CBOs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Private sector	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. UN system	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
6. Other Int. organizations (like IMF, ADB, etc)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
7. Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

challenges for the new year. Similarly, the strengthening of the institutional and procedural mechanisms of cross-sector dialogue and the need to advance the ESC's own agenda will be a challenge. The future of the ESC depends on its ability to develop cross-sectoral consensus.

## **SUPPORT FROM HQ/REGIONAL BUREAUS/REGIONAL SERVICE CENTRES**

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Democratic Governance Cluster, Regional Bureau for Latin America	Hiring of a high-level political dialogue specialist who develops a program to support both the UNDP team and members of the ESC.
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## **GENDER MAINSTREAMING**

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The proposals discussed and developed by the committees of the Council contained specific recommendations for improving the situation of women.

**Prepared by:**

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Title: Programme Officer

Date:

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Name: Roberto Valent

Title: Deputy Resident Representative.

Date:



