



Empowered lives.
Resilient nations.

Solutions catalogue

*Ideas and good practices
for human development*



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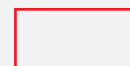
The United Nations Development Programme is the United Nations agency that promotes change and connects countries through know-how, experience and necessary resources for helping countries in their quest to lead better lives. The UNDP is active in 177 countries and territories throughout the world, working with governments and individuals to help to find home-grown solutions to national and international development challenges.



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Resilient nations.*

United Nations Development Programme (UNDP)
El Salvador, 2014
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PRESENTATION

We place in your hands the UNDP Solutions Catalogue that brings together, in a compendious manner, information and expertise relating to a number of initiatives as implemented by our organization in El Salvador, in tandem with our national partners. This is possible thanks to the generous support of agencies that are committed to financing development solutions.

This Catalogue aims to share experiences, methodologies and models that have made it possible for us to address, and indeed help to solve, a variety of problems. This tool also seeks to play its part in ensuring that other countries in Latin America and the world, and that face similar challenges, can find practical solutions that have been tried and tested at grass roots level.

We are talking here about comprehensive solutions in a number of fields ranging from good business practice, providing opportunities for young people in high-risk situations, reducing violence, empowering women, making public investment more efficient, working with civil society organizations in facing the HIV epidemic or natural disasters, public policy making, and creating innovative strategies for fighting poverty.

Pivotal to each of these selected initiatives is the work behind the scenes of a highly-trained technical team and a network of international experts from a further 177 countries and territories who work together to formulate solutions that have as their cornerstone the conviction that the real wealth of any country resides in the potential of its citizens.



Roberto Valent

UNDP Resident Representative and Resident Coordinator of the United Nations System in El Salvador.

El Salvador, June 2014





GROWING YOUR BUSINESS

*Strengthen small businesses,
improve the capabilities of
entrepreneurs.*

Salvadoran micro-enterprises are characterized by low levels of education, informality in business management and the low quality and low productivity of their operations. However, in El Salvador, many companies have found that integrating small and medium-sized businesses as service providers offers opportunities for innovation when establishing business relationships where everyone wins.

To address this need, in 2013 UNDP and the Technical Secretariat of the Presidency, implemented the methodology, “Growing Your Business”, aimed at improving the financial, administrative and productive conditions of small and medium-sized enterprises, turning them into profitable and sustainable businesses.



WHAT DO WE DO?

Preparamos proveedores calificados

We provide solutions to associations and small and medium-sized businesses, so that they are well placed to become suppliers of goods and services for larger companies. We support these enterprises in achieving compliance with requirements in the context of supply chains, such as on-time delivery, quality, price competitiveness, reduction of non-compliant products, inter alia.

Professional back-up

We make possible the comprehensive development of the value chain with greater mutual understanding and monitoring of the behaviour of the process. Those who demonstrate an improvement in standards for suppliers (quality, price, delivery time, service, support, the executive professionalization process and technological modernization) obtain a certification from the purchasing companies.

Human resources training

Our methodology also provides the assistance of specialized consultants.

WHOM DO WE WORK WITH?

Groups, associations and micro-enterprises made up primarily of women and young people who:

- a. Produce goods and services on a limited scale
- b. Have a physical space for engaging in their productive activities
- c. Have received business training and possess basic means of engaging in the activity.

We have also worked in urban municipalities of the Caring Communities Programme, promoting coordination and linkages between public and private institutions at both the national and local levels.

At the territorial level, we work with municipal authorities, governmental institutions operating in the territory (Social Investment Fund for Local Development and the National Commission for Micro and Small Enterprises) and the Ministries of Agriculture, Tourism, Environment, and Natural Resources. Higher education institutions and NGOs, inter alia, have also been active in the implementation process.

WHAT DO WE DO?

“Growing Your Business” is implemented over a period of 10 months and in six stages:

01 *Knowing the supply and demand of the territory.*

This phase consists in developing a research tool to identify opportunities for new suppliers, determining needs relating to procurement, volume, frequency of purchases, prices and alternative production linkages with potential suppliers.

02 *Promoting business relationships*

This phase explains the methodology to the stakeholders that make up a chain (client company, suppliers and institutions). It also demonstrates the benefits to be gained through the improvement of competitive conditions in the domestic market.

03 *Building the business model*

This phase defines the model and introduction of businesses, associations and

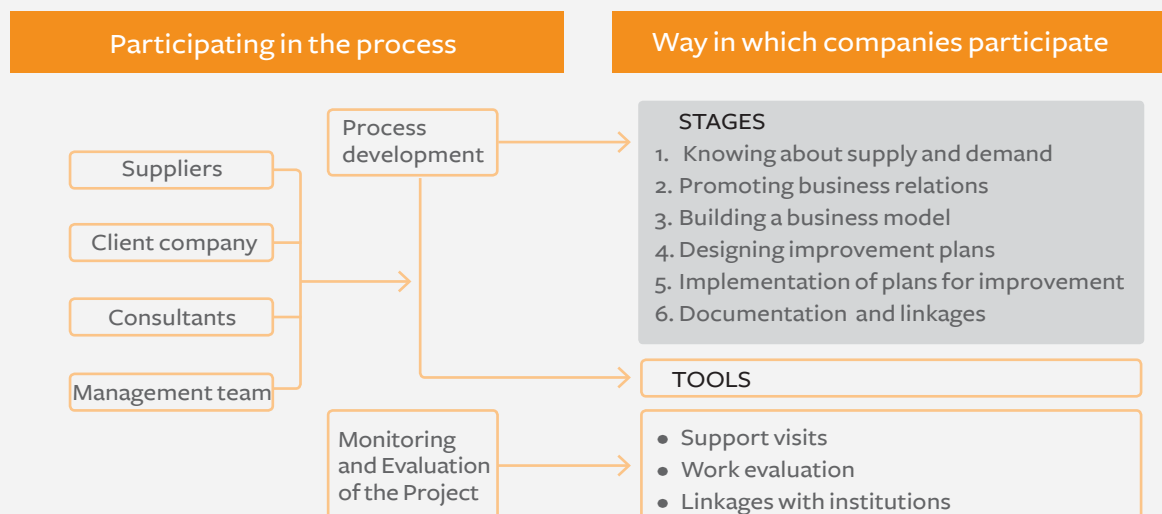
companies to formalization processes. It starts with the implementation of a diagnosis to the supplier, the business model is subsequently built, and last but not least, the firms are introduced to the legal processes.

04 *Designing improvement plans*

Improvement plans for each company or association are designed based on the results of diagnostic assessment and the stage at which business relationships are developed. The suppliers must have in place an assessment by the client company and a diagnostic assessment containing a report on areas for improvement.

05 *Implementing improvement plans*

Courses of action, as suggested in the improvement plans of each company, are implemented. A work plan is developed with weekly programs, in order to develop the foundations that enable companies to run all short-term, medium-term and long-term projects, aimed at improving the competitiveness of each of their businesses.



06

Documenting and linking

The baselines defined in the diagnostic assessment are compared. Analysis of the final results is carried out and conclusions and suggestions are made. This stage includes the linkages of companies with institutions that support small businesses.

HOW DO PEOPLE'S LIVES CHANGE?

“Growing Your Business” benefits people from urban and rural communities who are highly vulnerable and poor, improving their lives through generating employment opportunities and permanent income. These people, who are traditionally marginalized, develop skills for life and work. Women improve their economic independence, and equal status between women and men is fostered, both in business, the community, and the family.

Production and marketing of women's footwear

**SUCCESS STORY****ASSOCIATION:**

Cooperative Association of Mujeres de Esperanza.

LOCATION:

Roldán River Community, Canton of San Marcos Lempa, Municipality of Jiquilisco, Usulután.

ECONOMIC ACTIVITY:

Production and marketing of women's footwear

This economic initiative consists of thirteen female heads of household, who are engaged in the production and marketing of handmade sandals for women, and who were selected by UNDP with a view to implementing the “Grow Your Business” methodology. At the beginning of the implementation, group production was limited to a single product, of low value in the local market, with marginal monthly production volumes and low quality standards.

The initial result of the implemented stages of the methodology are that female entrepreneurs have been linked with a company called GW Calzado in San Salvador, and the second result is that they have begun a process of training, which the lead company (GW Calzado) is providing, with a view to ensuring new styles and product quality. It is anticipated that work will begin with the marketing of fashion footwear for women, particularly ballet shoes and school shoes for girls and boys.



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YOUNG ENTREPRENEURS IN SAFE CITIES

Extend educational and employment opportunities to young people in order to end vicious cycles of violence.

Young people are hardest hit by insecurity in El Salvador. 45 per cent of victims of murders are between 18 and 30-years old, with 9 out of 10 victims being male. El Salvador is among the five countries in the world with the highest youth homicide rates. Indeed, in 2013, the homicide rate in this sector was 75.5 per 100,000 inhabitants.

The lack of employment and educational opportunities are factors that engender youth involvement in various forms of crime. According to the 2013 El Salvador Human Development Report, out of nearly 1.25 million young people, 21 per cent neither study nor work; additionally, 28 per cent of the population between 16 and 25 years old who are part of the workforce fail to continue their education beyond primary school. Against this backdrop, UNDP has developed this programme which provides young people living in at-risk communities with opportunities for productive, social and educational inclusion, thereby playing its part in interrupting vicious cycles of violence.



WHAT DO WE DO?

Individual assistance

Through a process of personalized monitoring, we strengthen the skills of young people to withstand risk factors that they are prone to, and enable them to make use of the opportunities available for development in their family and community environment. Each young person develops a personal work plan which guides the entire process.

Family assistance

We support the restoration process for the bonding of the family, in order to reinforce the authority of parents, especially those below the legal age. This component includes home visits and the establishment of a support group aimed specifically at the mothers (grandmothers, mothers, aunts, wives or girlfriends) of the young participants.

Group assistance

We focus on developing skills in the areas of leadership, responsibility, commitment, conflict resolution, teamwork, dialogue and negotiation.

We also aim to develop an in-depth awareness of issues such as the social construction of gender, self-esteem and assertiveness, stress management, family relationships and domestic violence, sexuality and HIV.

Community action

We promote engagement on the part of families and neighbours in the process of ensuring the social inclusion of young people, carrying out activities to rebuild the social fabric of the community, facilitating the establishment of a relationship of trust between families, institutions, neighbors and the program.

Entrepreneurship

We strengthen their capacities to ensure creation and sustainability of their own businesses. The enterprises work with the production chains methodology of the of the productive chains of the SDP/UNDP Suppliers' Development Programme, to improving competitiveness in the production chains.

Creating opportunities

We facilitate access of young people and inhabitants, of prioritized communities, to health services, education, job markets, recreation, sport and sports, among others. etcetera. The programme provides, inter alia, job training, tutoring and career counselling.

WHOM DO WE WORK WITH?

The programme is aimed at young men and women, between 14 and 29 years old, who have one or more



high-risk behaviors, such as truancy or dropping out of school, discipline problems, gang involvement, participation in violent activities, adolescents who are already fathers or mothers and who, inter alia, have embarked on drug use or who have recently been released from detention.

The experiment was initiated in the Sensunapán, Asturias and El Pino communities in the municipalities of Santa Tecla and Sonsonate, in which 10,500 inhabitants live, and of which 1,630 are involved in the programme, with 180 being young people in situations of risk (22 per cent women) and the rest relatives.

This action is implemented jointly with the Ministry of Justice and Public Security, the Municipal Committee for the Prevention of Violence (CMPV) and municipal governments, in collaboration with other national institutions located in the territory, such as schools, health care facilities, churches and non-governmental and community organizations.

HOW DO WE DO IT?

This is based on the methodology proposed by the National Strategy for Violence Prevention:

01 *Identification of the target population*

A general announcement is made so that heads of families, teachers, pastors of churches and others can refer youth who exhibit high-risk behaviors.

02 *Case study*

An assessment of the personal situation of each youth is made. This process involves a responsible party, preferably a family member, and short term goals are established.

03 *Community integration*

A group process is initiated to develop skills that allow young people to relate better to themselves and with others, so that family and close groups become supportive of young people, encouraging community work.

04 *Fulfilling goals*

Focuses on ensuring that the targets that have been set for young people and their families are met, such as returning to school, participating in alternative options that facilitate access to the labour market or which help them to start their own businesses.

HOW DO PEOPLE'S LIVES CHANGE?

During the first year of implementation, of the 180 young participants 12 per cent returned to school; 65 per cent of them prepared to sit for the academic proficiency examination to determine the grade level to which they can be reinstated; 89 per cent are in the process of starting up a business; and 5 per cent have become employed.

The young participants created 7 companies (vegetables, cultivating tilapia, chillies, two bakeries, shoe shop, maintenance of roads) and 7 micro-enterprises (two selling food, tailoring, upholstery, bicycle rental, car wash and the farming of chickens).

SUCCESS STORY

«My name is Ernesto Rodrigo Pérez, I was born in 1985, my mother was very young and was single when I was born, I studied up until third grade because there was not enough money for my education and, moreover, I no longer wanted to go to school. I felt that the teachers had it in for me. I have two brothers, my mother worked very hard. I admire her because, thanks to her efforts, my family has been able to pull through. Too bad that sometimes, when you feel alone and under pressure, you make decisions that you should not have made, and that have an impact on your life. That 's what happened to me.

«Before participating in the programme, I spent a lot of time on the streets with friends, I learned to smoke, I went to bed late at night and got up very late in the morning, people looked at us as if we were doing something bad, they were afraid of us, and I think I came to enjoy that feeling.

«When I started the programprogramme, it was especially difficult for me to get used to getting up early, to follow the rules that had been set for us, to be on time every day for training. Although the atmosphere was cheerful, I was very sleepy, until I got used to the change; as I say it was really hard but, having nothing else to do, I never stopped attending.

«I try very hard, but this change in my life is not easy. I want to kick the habit of smoking cigarettes and I want to change my vocabulary; I think I am starting to change already in some ways. I want to take care of my family, and that is a great incentive when it comes to my continuing with my studies. I have faith in myself that I will achieve this objective. ».



ENTREPRENEURSHIP WITH A GENDER FOCUS

Enhance the personal and entrepreneurial capacities of women living in precarious urban and rural settlements, and improve their employment options.

In El Salvador, the challenges of working to ensure equality between women and men in some fields continue to be significant. For example, when it comes to doing business, women have more difficulty separating their household economy from their business accounts on account of the socio-economic vulnerability they so often encounter.

Among other constraints faced when starting a business we can add: legal barriers; having less time for housework; and limited access to information for business training and business development. UNDP, in tandem with the National Commission for Micro and Small Enterprises (CONAMYPE), has designed the “Model of Social Entrepreneurship with a Gender Focus”, so as to increase female participation in the workforce and consequently reduce levels of poverty.



WHAT DO WE DO?

Desarrollar emprendimientos

We develop business ventures and we respond to the constraints faced by women, strengthening their personal, business and vocational skills, in order to promote the creation of economic initiatives or self-employed businesses that increase the autonomy and social participation of women.

Reactivate local economies hitherto excluded

We contribute to boosting community settings in rural and urban areas that face extreme poverty and social exclusion, reducing deficiencies and increasing access to resources that enable people to live with dignity.

We build business communities

We manage and connect business initiatives, leveraging the work dynamic that is encountered in precarious urban and rural settlements while guiding the creation of opportunities for individual and collective sources of local revenue.

Implementing alliances among sectors

We promote the partnership of public and private organizations, and between people with various skills and capabilities, so that they can do business.

At the same time, we generate the sensitivity required to address social needs in the territories, by linking support networks.

WHOM DO WE WORK WITH?

We work with people facing higher levels of poverty and social marginalization, with emphasis on the participation of female heads of households and young people of both sexes.

Pre-requisites

- People living in urban and rural settlements in extreme poverty and exclusion.
- Women who are single mothers.
- Heads of household.
- Young men and women over 18 years old.

This methodology has been implemented in the municipalities of San Martín, Ahuachapán, Acajutla and Jiquilisco, and entailing the participation of 900 individuals. The model, designed in 2013, has been implemented through a partnership between the United Nations Development Programme (UNDP) and the National Commission for Micro and Small Enterprises (CONAMYPE).

HOW DO WE DO IT?

We implemented the methodology through four stages that are executed over a period of 12 months. It begins with the identification of the potential demand from the territory in question, and ends with the linkage and coordination with an entrepreneurial ecosystem that operates at the territorial level.

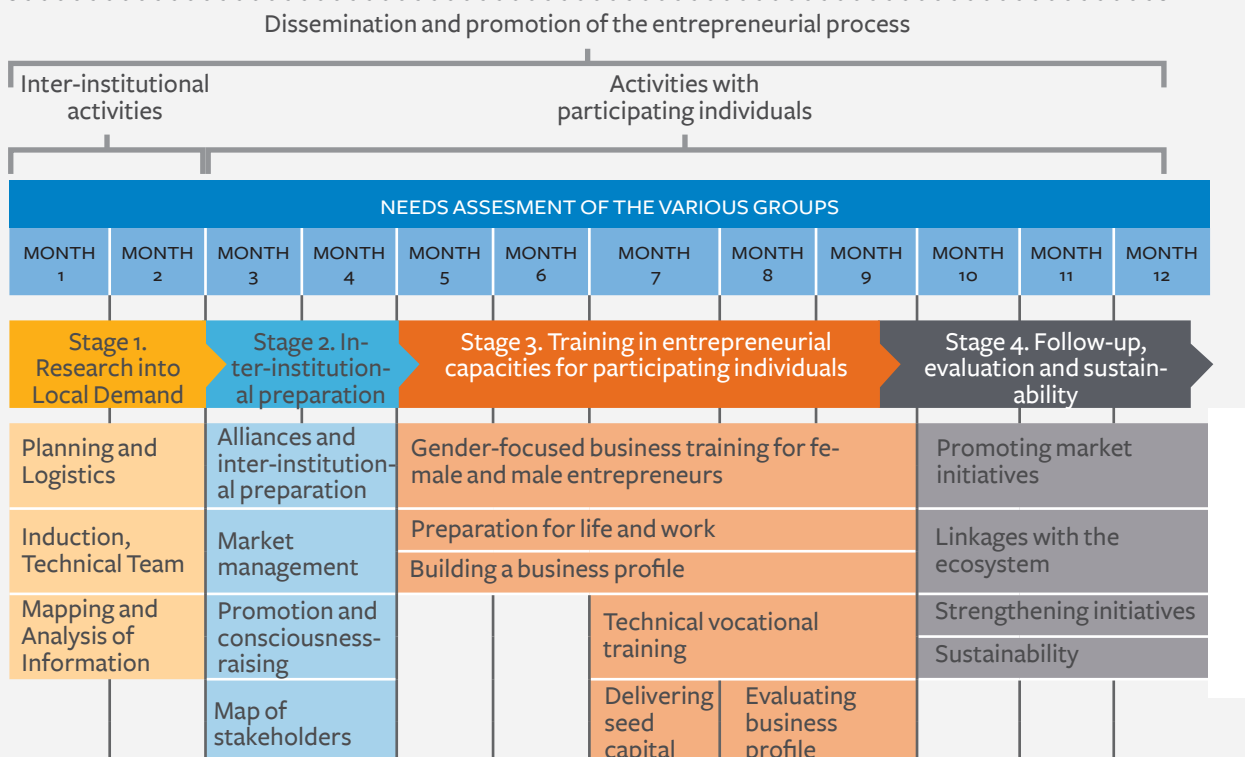
01 *The first step consists in institutional preparation of human and financial resources, and potential female and male entrepreneurs are discovered. This step involves identifying partnerships in the territories, their interaction, and commitment with regard to local development.*

02 *The second step is embodied in the inter-institutional preparation required to disseminate and promote this process nationwide with local stakeholders, and the official announcement of participants in the training process for social entrepreneurship and partnership-based businesses.*

03 *The third stage involves the technical and vocational training of people, encouraging thereby the entrepreneurial spirit of the participants. Participants prepare the profile for the business plan to be submitted for the evaluation required to receive venture capital.*

04 *The fourth stage provides advice regarding business investment and manages the relationship with the Regional Centres for Local Economic Development.*

Intervention process in social entrepreneurship



HOW ARE PEOPLE 'S LIVES CHANGED?

- It increases the capacity of women to interact as agents of change and influence so as to impact the economic development of the territory.
- It leads to the creation of business projects in marginalized communities, stimulates entrepreneurial skills and fosters dedication to social change.
- It creates new networks of female entrepreneurs, laying the groundwork for building dynamic communities that are able to coordinate needs and bring together and recognize key partnerships or alliances in terms of achieving improvements in their territories.
- It strengthens the creative abilities of women to innovate and manage access to venture capital required to start their businesses.
- It contributes, within local institutions and the central government, to the implementation of specialized policies of social entrepreneurship with a gender focus.
- It increases the capacity of women to strengthen the mechanisms involved in overseeing and coordinating support and marketing networks.
- It improves their knowledge regarding the use and development of appropriate technologies that enable these women to become more competitive, efficient and able to meet day-to-day challenges.
- It promotes a new way of thinking about gender equality as a strategy that contributes to poverty reduction.



SUCCESS STORY

NAME OF ASSOCIATION:

Team Graphic

LOCATION:

Canton of Metalfo, Municipality of Acajutla,
Sonsonate

ECONOMIC ACTIVITY:

Silk-screen Printing Group

Four young people, two women and two men, have initiated a silk-screen printing business for promotional products.

Thanks to the Social Entrepreneurship Project with a Gender Focus, the individuals concerned now know how to estimate production costs, apply administrative controls, and improve customer relationships, while being trained in vocational workshops on silk-screen printing techniques. The group of young people recognized that they can better manage operations, not waiting for their customers to come looking for them, but themselves taking the initiative to market new and better-quality products.



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INTENSIVE INVESTMENTS IN EMPLOYMENT PROGRAMME

Promote local labour-intensive models to generate jobs and income among the segment of the population living in poverty; and create measures to ensure equitable access to procurement for micro and small enterprises.

The lack of decent work and poverty continue to constitute socio-economic problems that afflict the Salvadoran population. The national unemployment rate is 5.9 percent and the urban underemployment rate is 27.7 percent according to the Multi-Purpose Household Survey (MPHS) 2013.

To provide a solution to employment and income, primarily for women and youth living in precarious urban neighborhoods, since 2010 the United Nations Development Programme (UNDP) and the International Labour Organization (ILO) have implemented the pilot Employment Intensive Investment Programme (EIIP) in coordination with the Technical Secretariat of the Office of the President.

The programme aims to generate productive employment through investments in public infrastructure, including support for policies that generate decent employment, poverty reduction, promotion of micro and small enterprises and local economic growth.





WHAT DO WE DO?

The EIIP maximizes the use of labour and light equipment, minimizing the use of heavy machinery, ensuring the quality of the work and its competitiveness in terms of costs. In El Salvador, this is implemented through four areas of development.

Generating policy

We promote the hiring of microenterprises, formed of people living in poverty and social exclusion, and this is mainstreamed within policy guidelines for national and local institutions for the implementation of employment-intensive projects.

Training (demand side)

We train technical teams with experience in hiring this type of microenterprises in public entities and we train capacities in other institutions with a view to generate new jobs.

Training (supply side)

We train people who make up the micro-companies participating in the programme. We train new microenterprises or businesses locally, to provide the products and services required for intensive public investment in jobs as required locally.

Financing and guarantee systems

We seek to reduce financial barriers that limit the opportunities for growth of microenterprises.

HOW DO WE DO IT?

01 *Macro level.* Advising the government in the design of public policies and instruments to promote the creation of decent jobs through investments in public infrastructure.

02 *Meso level.* Building capacity in public entities that are considered potential sources of demand and running employment-intensive projects based on public investment.

03 *Micro level.* Developing skills in small and medium-sized companies with potential for offering services to institutions that implement projects related to public investment in infrastructure.

HOW HAS THIS BEEN TESTED?

The EIIP has been replicated successfully in more than 40 developing countries.

To date, in El Salvador more than 40 micro road



maintenance companies have been formed, generating at least 400 decent direct jobs and more than 1,200 indirect jobs related to public investment projects such as:

- Routine maintenance of rural and urban roads
- Irrigation and environmental care
- Construction programmes for housing and rehabilitation
- Construction, rehabilitation and maintenance of schools
- Rehabilitation of infrastructure damaged by disasters
- Health posts and other public facilities, inter alia.

WHOM DO WE WORK WITH?

The EIP in El Salvador was funded by the Grand Duchy of Luxembourg and implemented by the UNDP and ILO.

The Technical Secretariat of the Office of the President (STP), the Ministry of Public Works, Transportation, Housing and Urban Development (MOPTVDU) and the Road Maintenance Fund (FOVIAL) all participated.

Furthermore, the broader implementation process is characterized by the participation of a wide range of stakeholders involved in generating employment, hiring public infrastructure and other related activities, among which may be mentioned:

- Generators of public policy, viz:** Technical Secretariat and Planning of the Office of the President; Ministry of Labour and Social Welfare; Ministry of Public Works, Transportation, Housing and Urban Development; Ministry of Economy and the National Commission for Micro and Small Enterprises, inter alia.
- Institutions that are potential users of public infrastructure building works, viz:** Ministry of Education (MINED), Administrator of Aqueducts and Sewers (ANDA), Autonomous Executive Port Commission (CEPA), among other national public institutions and municipalities.
- Programme participants** as service providers of labour for the construction of the public infrastructure.
- Funders, viz:** the El Salvador Development Bank (Bandesal) and others.
- International cooperation agencies.**

HOW ARE PEOPLE'S LIVES CHANGED?

The implementation of PIIE has allowed people impeded in their access to employment and income, mainly women and young people, to gain access to decent employment, thereby improving their economic and working conditions. It has also boosted local productive networks, reducing levels of poverty, vulnerability and economic and social exclusion.

It benefits people with low job skills, usually in urban and rural communities, and whose job prospects are limited to particular sectors.

SUCCESS STORY

ASSOCIATION:

EL ESPINO ASSOCIATION

LOCATION:

Ahuachapán Municipality

ECONOMIC ACTIVITY:

Routine maintenance of roads.



The El Espino group is a business association comprised of six women and four men, which has, since 2010, been implementing a pilot programme for “Creating road maintenance companies” as a result of the Strategy for Employment-Intensive Programmes developed in the public building works sector.

As part of the assistance provided by the UNDP and ILO, the Group obtained equipment and its members were trained in technical and administrative aspects. To date they have signed contracts with the Road Maintenance Fund (FOVIAL) for projects relating to routine road maintenance. The first contract involved attending every month to a 10 kilometre stretch of the highway between Ahuachapán and the Chinamas border, with a budget consisting of more than \$ 22,000.

The El Espino group generates revenue equivalent to a monthly minimum wage for all its members, including social security; it also earns joint profits which are useful for reinvesting in the purchase of tools and equipment to improve their yields in terms of kilometres assigned.



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MANAGEMENT FOR PREVENTING HIV

Strengthen the capacity of governmental, non-governmental and civil society organizations working in the field of providing a national response to the epidemic.

Between 1984 and 2014, in El Salvador, 30,699 HIV cases were reported, 29.3 percent of which evidenced an advanced stage of AIDS.

While the country has developed a coordinated response regarding the prevention and treatment of HIV, and while there has been a slight decrease in cases—6 per day in 2007 as opposed to 4 in 2013—troubling deficiencies remain in terms of controlling the epidemic.

UNDP, with funding from the Global Fund to Fight AIDS, Tuberculosis and Malaria, has helped to develop a national prevention strategy focused on strengthening the capacity of government agencies and civil society organizations to respond across-the-board to the epidemic.



WHAT DO WE DO?

We facilitate educational processes targeted at various groups of people

We conducted various activities in the area of HIV prevention through the implementation of educational initiatives aimed at specific populations, using interactive methodologies and providing access to knowledge on the part of those constituencies most seriously affected.

Impact on formal education

UNDP has participated in the design of methodologies focusing on HIV prevention at the national level. Through the Ministry of Education, the issue has been incorporated into curricula for young people from junior school to high school.

Strategic alliances

We have facilitated the formation of alliances aimed at HIV prevention in the following areas: non-governmental organizations, women's organizations in rural areas, leaders and community leaders, young people and adolescents who do not attend school.

Tools for study and measurement

We have conducted studies which measure indicators of infection and risk among young people and

those who do not attend school, sex workers and men who have sex with other men (MSM), and to assess the levels of adherence to antiretroviral therapy among people living with the virus.

Institutional mechanisms for protection

We have helped to create reporting mechanisms to protect the interests of those affected with the virus. Standing out, the Office for Reporting Violations of Human Rights in HIV and the LGBTI population of the Ombudsman for the Defense of Human Rights.

WHO ARE THOSE THAT BENEFIT?

Over the last 10 years:

- More than 15,336 women and 8,440 male and female leaders across the country have been trained in HIV prevention.
- 12,401 sex workers have improved their knowledge regarding HIV prevention.
- 21,481 men who have sex with other men (MSM) and “trans” population know the means of transmission for HIV infection.
- 191,707 young people and adolescents at school have knowledge relating to HIV prevention.
- 115,304 young people not attending school

and living in rural and semi-urban areas have been trained in HIV prevention.

- 28,237 women living in the countryside and community leaders know how HIV is transmitted and also understand behavioral changes, gender and human rights.
- 19,904 members of health agencies and service providers have received training.

WHOM DO WE WORK WITH?

- We work with civil society organizations that focus their efforts on populations of sex workers, MSM, women, “trans” population, young people living in rural and semi-urban areas and leaders and community leaders.
- With the Ministry of Health through the National HIV Programme and the Ministry of Education.
- With the National Youth Institute (INJUVE) we have carried out joint activities in the 262 municipalities of the 14 departments of the country, supporting youth networks and public advocacy.
- With the Social Inclusion Secretariat, through the Directorate of Sexual Diversity and the agents of the Citizen Information Offices nationwide.
- We also collaborate with groups of trainers at the Academy of Public Security and Ministry of Labour and the Ombudsman for the Defense of Human Rights to reduce stigma and discrimination against LGBTI people.

HOW IS IT DONE?

01 *Diagnostic Studies.* Diagnostic studies were performed with each target population with the results becoming baselines for the establishment of indicators and objectives to be met during the project.

02 *Definition of strategies for each target group.* The country has in place a network of national stakeholders working in the national response to HIV, taking as a point of reference the coordination mechanism established by the Global Fund (GF). Planning is carried out based on the deficiencies identified in the National Multisectoral Strategic Plan.

03 *Implementation of strategies.* We strengthen the capacity of civil society to improve recruitment processes, development of operational plans, organization of networks and partnerships, content design for operations, training of peer facilitators, evaluation of product quality, and issuance of periodic reports throughout the implementation.

04 *Monitoring and Evaluation.* In tandem with the implementation of projects, monitoring and evaluation are carried out to identify deficiencies, quality, performance and to ensure compliance with indicators and programed goals.

HOW ARE PEOPLE'S LIVES CHANGED?

The training programmes served:

- To reduce the prevalence of HIV among sex workers, decreasing from 5.7 percent in 2008 to 3.14 percent in 2013.
- According to studies, 96 percent of sex workers were trained on correct and strict condom use.
- In the population of men who have sex with other men, a slight decrease in the number of cases can be witnessed. The correct use of condoms in this segment population has reached 58 percent.
- We have helped to reduce AIDS-related mortality through access to Antiretroviral Therapy (ART) and to sustaining treatments for opportunistic infections.
- We have efficiently purchased drugs and reagents related to the HIV epidemic, thereby preventing shortages.
- We have worked on reducing the percentage of children with HIV. HIV-infected children of mothers with HIV decreased from 100 to 20 cases per year.



SUCCESS STORY

“Nobody prepares you to live with HIV”

Irma Hernández, a young architecture student at the University of El Salvador, was planning her wedding with her boyfriend Bryan, having dated him for seven years. However, her dream was nipped in the bud by the death of her boyfriend, as the result of HIV-AIDS. Irma was then tested for HIV at a local clinic. Three days later, she received the result: she was infected with the virus.

As with Irma, every day in El Salvador around 4 cases of HIV-AIDS are diagnosed. Irma began to sense the stigmatization and discrimination at university, in her neighbourhood, and even within her own family.

In 2001, she had to leave university, as the family budget was insufficient, she was not likely to live long, and her father decided not to invest more in her education. But she continued to work, making garments, which is what she had always done to support herself, and she was successful in making progress.

Now Irma is 39 years old and the founder of Asociación Visión Productiva y Positiva de El Salvador (Association for a Productive and Positive Vision of El Salvador), a non-governmental organization that was founded in 2009 with the aim of helping to improve the lives of people with HIV through counselling, lectures and training in areas of prevention and consciousness-raising about the disease.

“Nobody can prepare us to live with HIV, but if the person in question receives training about the illness, he or she is more likely to be able to cope with a diagnosis and face up to the demands of everyday life,” she says.



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SUPPLIERS DEVELOPMENT PROGRAMME

Strengthen the productive capacities of entrepreneurs in charge of micro, small and medium-sized companies, so that they can be more efficient and productive.

In the Salvadoran economy, 90 percent of business establishments are micro-companies, and 99 percent fall into the overall category of small and medium-sized companies. Together, they account for two thirds of national employment. The Suppliers Development Programme (PDP), promoted by UNDP in El Salvador since 2009, promotes and strengthens the entrepreneurial and productive capacities of entrepreneurs at the helm of micro, small and medium-sized businesses.

We offer answers designed to address the strategic requirements of client companies, promoting business professionalization, and fostering best practices in management, operations and communications with suppliers.

In turn, we pursue in businesses the incorporation of technological improvements, teamwork, business integration and partnership practices that favour long-term development and sustainability.



WHAT DO WE DO?

We give back-up and advice over a period of 10-12 months to a group of companies, which we call “the supply chain”, and which consists of a lead company that demands goods and services, and its network of strategic suppliers.

The PDP generates internal dynamics in companies that ensure the continuous improvement of productivity and proper integration into markets.

It puts in place a continuous assessment system that makes it possible to monitor progress in basic areas of business management such as increased sales, fewer rejected items, compliance with delivery times, reduced operating costs and increased productivity. Our philosophy is that market competitiveness cannot be based solely on cheap labour, but rather requires human resources with appropriate levels of productivity and skill.

HOW HAS THIS BEEN PUT TO THE TEST?

The PDP has been working in El Salvador since 2009 through strategic alliances, developing a model co-financed with the participation of companies, trade unions in the private sector, and government institutions and international cooperation agencies.

It has become a successful example of public-private partnerships and how they can be an important factor in terms of stimulating El Salvador’s economic growth.

Between 2009 and 2013, the PDP has participated in 25 chains formed by lead companies in various sectors of economic activity, which have linked some 200 supplier companies.

Some of these companies are associations of small producers and micro-entrepreneurs, located at the base of the corporate pyramid.

32 percent of these companies have increased their sales and boosted their employment rate by 19 percent.

These participating companies have optimized their production processes and, in particular, have been linked to the market through relationships that are more open and better structured, enabling dynamic adaptation to the market. It is a horizontal framework, anchored in a profitability and equity model.

HOW DO WE DO IT?

The development methodology for suppliers consists of six steps:



WHAT DO WE OFFER?

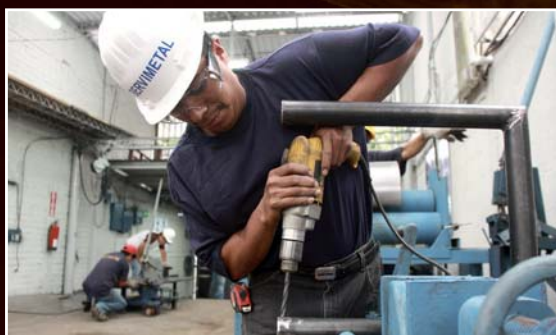
Our aim is to integrate into the cycle of production chains the participation of micro, small and medium-sized businesses as potential and efficient suppliers. We seek to transform business relationships into mutually beneficial partnerships in which fair profits are established for all parties involved, while stimulating the development of inclusive markets that improve business profitability in the production chain.

We work to create mechanisms to promote greater private sector participation in El Salvador's development process and generate investment opportunities and job creation, as well as:

- The development of human capital
- Supply and demand coordination
- The creation of networks of suppliers
- The strengthening of production chains
- Public-private partnerships

STRENGTHS

- The PDP was developed by Nacional Financiera (NAFIN), the Ministry of the Economy, the National Chamber of the Processing Industry (CANACINTRA) and UNDP Mexico. It has been successfully implemented in Mexican companies. UNDP El Salvador adopted it in 2009.
- We have in place a system of monitoring, tracking and implementation consisting of a team of experts.
- We have a web tool to evaluate real-time performance and quality of each of the actions in the field, relating to the companies that make up the assisted production chains.
- We work with a network of 47 accredited consultants in supplier development methodology, to track each chain that consists of a lead company and a network of suppliers consisting of between five and ten small and medium-sized companies.



SUCCESS STORY

NAME OF ASSOCIATION:

Servimetal

LOCATION:

Soyapango, San Salvador

ECONOMIC ACTIVITY

Production of metal structures for the transport of barrels of purified water.

Servimetal specializes in the manufacture of metal structures (“racks”) to transport barrels of purified water and, since its incorporation in 2011 into the Supplier Development Program (PDP), it has improved its revenue and efficiency. It is also part of the suppliers of the production chain of Industrias La Constancia (ILC), one of the largest companies in the country.

Its CEO, Roberto Rodríguez, explained that, before the support received, the working conditions of the company were extremely basic, “There was such a mess on our floor, we had no lighting, space, air or organization.”

Seven months since the application of this methodology, company sales have increased by 100 percent; “Now we have 40 employees, we have four vehicles, state-of-the-art equipment, and we are carrying out operations at two different locations. We produce in greater quantities and can ensure better quality. We are now focused on continuous improvement,” Rodríguez went on to explain.

As part of this improvement, the company has, with regard to working conditions, taken into account protecting the environment, implementing a policy of reducing electricity, and is also changing all its equipment to a type of special non-pollutant welding.



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GOVERNANCE OF WATER

Strengthen dialogue so as to guarantee the population access to water resources and to ensure their quality.

El Salvador is the only country in Central America that is experiencing a situation close to water stress. The availability of water has been estimated at 3,177 m³ per capita (GWP, 2011), the average in the region being 27,720 m³. Only 22 percent is used for human consumption and its distribution is uneven: in rural areas 48 percent of households have access to piped water; and nationally, only 70 percent of households have drinking water and improved sanitation facilities.

In El Salvador 95 percent of surface and ground water is contaminated due to poor agricultural and industrial practices. The problem is compounded by limited education and public awareness with regard to the rational use of water; and the lack of coordination among the various entities involved in water policy, in terms of responsibilities and expertise.

Since 2011, UNDP, through the Water Governance Project, has worked with the government to strengthen legislation, policies and plans that regulate, organize and protect water resources for various uses. This process involved stakeholders and initiatives originating from the grass-roots, civil society, academia and international cooperation agencies.



WHAT DO WE DO?

Strengthening inter-sectoral dialogue

We generate mechanisms for dialogue and inter-sectoral coordination at national level to address water issues and to broker alliances between civil society initiatives, central government institutions, associations, local governments, academia and international cooperation agencies.

Impact on public policies

We support the formulation of legal frameworks and policies that protect water resources, improve drinking water and sanitation for the general public, and ensure sustainable use in agricultural, livestock, aquaculture and energy sectors.

Capacity building

Capacities are enhanced because people and institutions learn and take ownership of the framework for the governance of water and are able to implement policies and sustainably address their needs.

Systematically analyzing experiences

We document the experiences gained in the implementation of projects in order to replicate and scale them up and nurture municipal and national public policies relating to territorial water governance.

Promoting a new management models

We promote a management model that gives a central role to entities or pluralistic groups that encourage participation, consensus and involvement on the part of various sectors, authorities, end-users, administrators and regulators of water resources.

Making the most of financial resources

We act as facilitators to ensure that projects and interventions derive from the needs identified by the people, which in turn facilitates access to technical and financial resources from local government and national and international bodies.

HOW DO WE DO IT?

01 *Community level:* A consultation process is undertaken with communities, encouraging user participation.

02 *Regional micro level:* joint work between municipalities is encouraged and capacities for shared decision-making are strengthened.

03 *Watershed level:* Profiles for projects at the municipal and regional micro level are planned and formulated together with public and private agencies.

04 *National level: the creation of a political authority is promoted to discuss the needs of creating or reforming the legal frameworks, investment planning and implementing relevant public policies.*

05 *International level: exchanges of good practices are promoted, south-south cooperation is strengthened, and alliances are created to co-ordinate technical and financial resources and decentralize technical assistance activities.*

WITH WHOM HAVE WE WORKED?



INTERNATIONAL SPHERE

- Basque Water Agency
- OPEC Fund for International Development
- Stockholm International Water Institute (SIWI)
- UNDP GoAL WaSH Programme
- UNDP PACDE programme
- Global Water Solidarity

NATIONAL SPHERE

- Environment and Natural Resources Ministry
- National Administration of Water Supply and Drains
- Technical Secretariat of the Office of the President
- Public Health and Welfare Ministry
- Ministry of Agriculture and Livestock
- Social Investment Fund for Local Development

TERRITORIAL SPHERE

- End-users
- North-eastern Morazán region
- Microregion of north springs of San Miguel
- Association of Municipalities of the North of Morazán
- System of Local Stakeholders for the Development of the Torola River Basin
- Water boards
- Community Development Associations
- Local, community and municipal suppliers



HOW ARE PEOPLE'S LIVES CHANGED?

- The dialogue at the political level, driven by UNDP, has spearheaded the reform of the Law on Water, which has as its cornerstone sustainability and universal access to water as a human right.
- Applying the model of governance at local level has ensured progress in sustainable access to water quality, since there is greater coordination of national water sector stakeholders with the local level in terms of discussing problems, needs and solutions, which in turn improves conditions and feeds back on public policy.
- Decisions are made by consensus, strengthening the democratic and comprehensive character of the process and allowing for joint management of the problems concerned.
- The commitment and conviction gained among the inhabitants of the beneficiary communities bolsters the participation of end-users and promotes social accountability in the management of water resources.
- The governance model used in this initiative transcends the issue of water, and is an example of supporting human development that can be easily exported to other areas. Moreover, it has helped to mobilize and encourage the harmonization of technical and financial contributions on the part of various international partners.

SUCCESS STORY

ASSOCIATION: Manantiales del Norte de San Miguel (MANORSAM). [North Springs of San Miguel]

LOCATION: Chapelrique, San Miguel

Hernán del Cid Argueta, who is 40 years old, is a beneficiary of the MANORSAM project, a decentralized autonomous entity, which plans, manages and implements actions aimed at comprehensively developing the territory. Hernán is also a member of a water board actively participating in the preparation and implementation of this programme.

“Everyone used to go with their pitcher to queue up and in the end, everyone just got a thin trickle of water. You cannot imagine how long it took to fill a pitcher,” he says. “But now everything has changed, thanks to the project for improving water governance”. This project which, from the early stages, has been supported by international cooperation, has its genesis in local stakeholders themselves, because they are the ones that take action to ensure that a territory such as the Torola River Basin can be developed and thereby improve the living conditions of the population. “The nice thing is that we gather with other associations and exchange ideas on the experiences of each one, because they have other problems and come to see how we work, and so we all learn. Today, we enjoy a high-quality water service and people know that they have to take care of water and not waste it, even though it may be available 24 hours a day”.

At the time of writing, the direct beneficiaries of the initiative constitute approximately 850 families throughout the whole of the basin; however, indirectly, capacity-building and coordination have generated larger-scale benefits.



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UNDP GoAL WaSH Programme
UNDP PACDE Programme



RISK PREVENTION AND REDUCTION IN PRECARIOUS COMMUNITIES

Prepare communities to respond to emergencies and implement strategies to reduce risks.

88.7 percent of El Salvador is considered to be dangerous, and so 95.4 percent of the population faces conditions of serious environmental vulnerability.

This state of affairs is more conspicuous in the territories where emergencies and disasters are recurrent, especially during the rainy season. To this we can add the economic vulnerability confronting many families who have a limited capacity for absorbing shocks, or for recovering from an environmental disaster, in emotional, material and economical terms.

To address this problem, in 2010 the UNDP implemented the Model for the Prevention and Reduction of Risk in Precarious Communities, which identifies measures and actions to strengthen the capacity of such communities from the standpoint of reducing the risk of natural disasters and ensuring their adaptation to climate change.



WHAT HAVE WE DONE?

We developed a Training Programme for Risk Management and Adapting to Climate Change for Urban Slums, as identified in the urban poverty and social exclusion map (FLACSO [Latin American Social Sciences Institute], MINEC, UNDP 2010).

Among the most encouraging results, we can highlight efforts to strengthen communities and municipalities with regard to the preparation, mitigation and response to disasters, particularly concerning:

Mitigating existing risks

We train communities to acquire the capacity to identify hazards that threaten individuals, property or the delivery of services.

Corrective Management

We raise the level of expertise and awareness in communities so as to avoid reproducing risk conditions in their territories, in such a way as to ensure that people are not required to live or build in vulnerable areas, while improving housing conditions to better cope with hydro-meteorological phenomena.

Forward-Looking Management

We prepare communities in the areas of monitoring, early-warning systems, evacuation, and the preparation of shelters, so that prompt action can be taken in the event of adverse events.

Responsive Management

We provide communities with the know-how to acquire the basic equipment that will enable them to cope more effectively with events, minimizing material losses but, above all, guarding against damage to human lives.

Strengthening the legal framework

At the institutional level we promote compliance with the Civil Protection, Disaster Prevention and Mitigation Law, and the implementation of the National Plan that regulates the organization and operation of the various local stakeholders in times of emergencies.

WHOM DO WE WORK WITH?

25 Urban Slums (AUP) benefitted from assistance in 17 municipalities in the departments of Santa Ana, Sonsonate, San Salvador, La Libertad, San Vicente, San Miguel and Usulután. According to



the urban poverty and social exclusion map, all of these are classified as municipalities facing high, or even extreme, conditions of poverty, as well as exposure to environmental threats, and many of the individuals in these areas strengthened the Civil Protection Communal Committees through their participation.

In the process of implementing the educational process, a total of 858 individuals were involved, receiving education relating to Integrated Risk Management, with the rate of participation according to gender being 64 percent female and 36 percent male.

HOW DO WE DO IT?

Interviews with 25 female and male leaders were carried out in order to make these individuals acquainted with the project. With the support of the municipality, a tour was conducted to the settlement in question in order to validate the selected community, and to obtain people's commitment.

To conduct assessments and observations of drills, assistance was given by Emergency Response institutions and representatives of Municipal Civil Protection Committees and other institutions involved in the locality.

Phases of the model

01 *Community diagnostic assessments.*

Community assessments containing information related to resources and capacities in each community were developed, with these serving as the basis for the formulation of projects for the prevention and mitigation of risks. These assessments are performed with matrices contained in the supporting materials, Community Training Tools in Integrated Risk Management, as developed by UNDP.

02 *Communal plans for civil protection, prevention and mitigation of disasters.*

The Community Civil Protection plans were prepared on the basis of the guidelines of the General Directorate for Civil Protection (DPC). The plans have a legal basis and are monitored by the municipal delegates of this institution.

03 *Preparation and delivery of risk maps and resources.*

Maps identifying hazards and resources within communities were designed during the workshops, thereby improving the tools available to the Geographic Information System to facilitate the identification of risks associated with geological faults, rivers and roads.

04 *Preparation of proposals for demonstration projects.* Vulnerabilities and strategies for transformation used to develop proposals for risk prevention were identified. Members of the Civil Protection Community Committees participated in the course of developing the proposals, and we can also note the involvement of municipalities in the development of technical portfolios intended to provide accurate data.

HOW DO PEOPLE'S LIVES CHANGE?

- Through this programme, communities acquire a greater collective awareness for identifying

threats, vulnerabilities, capacities and resources within their respective territories.

- Communities are able to identify risk areas and actions which in the past contributed to increasing their vulnerability, so as not to replicate these high-risk behaviors.
- Communities develop their maps for the identification of hazards resources, a Community Civil Protection, Disaster Prevention and Mitigation Plan, in addition to a project proposal for reducing environmental risks.

Community responses to possible disasters

- 01** Community diagnostic assessment
- 02** Identifying threats, capacities and resources
- 03** Hazards and resources maps
- 04** Plans for responding to emergencies and for reducing risks
- 05** Training emergency response squads
- 06** Community socialization
- 07** Evacuation drills





MODEL FOR THE SUSTAINABLE MANAGEMENT OF NATURAL RESOURCES

Strengthen the capacities of communities to develop environmental assets and improve their life quality.

Through the Small Grants Programme of the Global Environment Facility (SGP-GEF), in 2000 UNDP launched this initiative that promotes the responsible management of natural capital by strengthening the capacities of inhabitants.

Using the methodology of “sustainable livelihoods” (MVS), households (especially women and young people) learn to value and use environmental assets and services.

The methodology reduces the vulnerability of poor households and increases their resilience; furthermore, it strengthens human and social resources so that people can improve their access to and use of natural resources, with the possibility of increasing their financial capacity.



WHAT DO WE DO?

Specialized assistance

We provide technical assistance and funding aimed at improving the performance of Community Development Associations (ADESCO) and Non-Governmental Organizations (NGOs).

Capacity-building

With our support, communities pursue efforts aimed at the systematic organization, technological validation and management of resources, in order to improve their use of biodiversity and facilitate their adaptation to climate change.

Sharing expertise

We share methodologies and successful experiences, conducting trades fairs where achievements and the systematic adoption of lessons learned are socialized.

Encouraging community participation

We encourage the involvement of communities and their local leaders in community development activities.

HOW HAS THIS BEEN PUT TO THE TEST?

The GEF Small Grants Programme in El Salvador has executed a total of 248 projects, allocating USD 5.4 million with an average counterpart of USD 1.25 per dollar approved.

Among the activities that have been supported are the following:

- Mangrove reforestation, sustainable management of artisanal fisheries in small hollows, sustainable use of shells, giant ark clams, black shell clams, and mussels.
- Sustainable use of *Menipe frontalis*, the blue crab and punches.
- Management of beehives for honey collection.
- Production of unrefined brown sugar from sugar cane.
- Preparation of preserves, jellies, jams, pickles and the conservation of pacaya palm.
- Cultivation of Salvadoran native palm and native maize seeds.
- Establishment of energy forests and agro-forestry systems.

- Construction of improved stoves, artisanal ovens and rural electrification with solar panels.
- Equipment and construction of multi-use centres, ecotourism centres, waterways, flight paths over mangroves, land routes, trails, among other thematic routes.
- Collection of plastics, aluminum, glass, paper, organic matter.
- Minimum tillage and agroforestry.
- Establishment of live barriers, organic agriculture and conservation.
- Sustainable use of rangelands.
- Home gardens and production-oriented patios.

WHAT DO WE DO?

The SGP model in El Salvador operates in a decentralized manner, directed by the guidelines of the various funding sources, including the GEF.

The country office has a National Coordinator (NC), who is an integral part of the UNDP Resilience Area in El Salvador.

The operational tools used by the model during each cycle project can be explained in the diagram below.

OPERATIONAL TOOLS USED



STRENGTHS

- The model provides an approach to direct funding for communities that are the main stakeholders in the development process.
- It prevents current ecosystems from becoming damaged and offers the same opportunities for sustainable management for future generations.
- It shares the systematic organization of experiences with institutions in central and local government, international cooperation agencies and the academic community, inter alia.
- It develops good practice at the territorial level with the possibility for these experiments to be replicated in other settings, as with south-south cooperation, ensuring sustainable development.
- 90 percent of projects are successfully completed, and 80 percent maintain a degree of sustainability, in view of the fact that implementation and monitoring operations use reasonable administrative costs.

SUCCESS STORY

NAME OF ASSOCIATION: ADESCOCASAL

LOCATION: EL SALAMAR, DEPARTMENT OF LA PAZ, EL SALVADOR

Around 87 families that make up the Community of El Salamar in the department of La Paz reforested over 87 hectares of mangrove, an action which, in addition to strengthening the energy forests, will help to reduce the risk of future flooding in their community and will diversify the range of marine species, thereby favouring marine fishery activities and marketing.

The positive impacts of mangrove ecosystem recovery are recorded in the economic, social, environmental and cultural sectors. For example, the daily average income per person for fishermen in the community, before the intervention in 2006, was USD 0.03 per day; whereas in 2013, this had increased significantly to USD 0.53 daily.

This positive economic impact has also improved food security for families. And additionally, the recovery of mangroves has had an environmental impact that reduces environmental vulnerability, creating the necessary conditions for resilience, considering that the project's location is on the river banks of the marine coastal strip.

This model of local development, focused on capacity building and community organization, has demonstrated the benefit that accrues to each individual and the community, because each small-scale local action represents an overall benefit.

The program has been made possible thanks to the following sources of cooperation: Global Environment Facility (GEF); CORE and STAR Funds; Trust Fund UNDP Spain (AECID UNDP); Government of the Grand Duchy of Luxembourg; Luxembourg Cooperation; the European Union, through the Migration Project (EU UNDP); and the Government of Chile, through the Chile Fund Against Hunger and Poverty.



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PUBLIC INFRASTRUCTURE FOR GALVANIZING LOCAL ECONOMIES

Improving the lives of communities through the construction and maintenance of building works and public infrastructure services in order to give a boost to local economies.

In 2009, the impact of hurricane Ida resulted in significant damage to road infrastructure. According to official estimates, El Salvador was forced to invest at least USD 109 million in order to repair bridges, arches and collapsed roads. In its concern to make a contribution to improve the situation, since 2010 UNDP has implemented the programme, “Revitalization of Local Economies through the Development and Reconstruction of Public Infrastructure”.

Through this programme, UNDP gives advice to the Ministry of Public Works, Transport, Housing and Urban Development (MOPTVDU) with regard to streamlining the implementation of road infrastructure in line with international standards. This process stimulates the creation of jobs through the hiring of local labour. The road infrastructure has a multiplier effect that improves people’s standard of living, in that it facilitates access to markets, health services and education.



WHAT DO WE DO?

Planning and prioritization of road works

We provide technical assistance to the MOPTV-DU implementing units to enhance their capacity for management and planning; and so that they can prioritize public works, mainstreaming criteria relating to economic development, gender equality, risk management, climate change and a territorial approach.

Training and capacity-building

We implement a training programme defined by identifying the main weaknesses and needs that arise in the day-to-day experience of working teams.

Advice and technical support

We control the quality of technical portfolios to expedite procurement processes. We provide technical support in the area of monitoring the execution, the delivery and the follow-up of construction projects, using international regulatory standards, thereby improving transparency, reliability, efficiency and technical rigour.

Galvanizing local economies

We contribute to creating employment, while also facilitating access to national markets, thereby

promoting economic and productive development at the local level.

HOW HAS THIS BEEN SET IN MOTION?

The formulation and implementation of the Mobility and Logistics Policy makes possible the prioritization of public works and the management of public investment with the aim of increasing El Salvador's competitiveness.

A case in point is the inclusion and prioritization of 260 public works on rural roads and mitigation, based on the criteria defined in the policy.

Based on our operations in 2013, the projects administered and managed within the context of the programme, "Revitalization of Local Economies through the Development and Reconstruction of Public Infrastructure" constituted 30 per cent of the MOP execution portfolio, representing an increase of 20 per cent compared to the previous year.

During the past four years, 24 projects have been implemented, involving over USD 42 million in terms of investment, of which 13 were completed and about USD 34 million spent, in areas such as improving rural roads, mitigation works, containment walls and storm drains, interalia.

Additionally, thanks to UNDP intervention, institutional gender analysis was conducted in a participatory manner, and the guidelines of the Institutional Policy on Equality and Equity were created, as was the Action Plan for this policy, resulting in the creation of the Institutional Gender Unit, constituting the first such initiative at the regional level.

WHOM DO WE WORK WITH?

Through the programme, direct technical advice is given to MOPTVDU staff. Some activities are also coordinated with other affiliated institu-

tions such as the Ministry of Environment and Natural Resources (MARN); the National Registration Centre (CNR); the Salvadorian Pre-investment Studies Fund (FOSEP) and city councils; as well as various private contractors and union construction companies, such as CASALCO, who are executing the works.

UN-Habitat and the United Nations Office for Project Services (UNOPS) provide technical assistance to oversee the recruitment process. The International Labour Organization (ILO) trains skilled labour, giving priority to female heads of households.

HOW DO WE DO IT?



01

Gaining an in-depth knowledge of the the Institutions involved institutions and the processes of the various entities relating to each civil engineering works project.

02

Raising the levels of quality control for engineering designs and technical portfolios for projects, so as to facilitate the bidding process, and to ensure that the construction works are executed according to the established schedule and without delays.

03

Giving back-up to MOPTVDU so as to manage, before the appropriate authorities, speedier transfers of funds in order to avoid delays in project implementation.

04

Developing and training the MOPTVDU staff in light of the operational realities of each unit in an effort to lower barriers and address actual problems.

05

Implementing UNDP regulations, which encapsulate the experience of best international practices in procurement, implementation, monitoring monitoring and risk management.

HOW WILL THIS CHANGE PEOPLE'S LIVES?

- The execution of the construction projects in question is designed to reduce risks to human life and property; galvanize economies by making basic services more accessible to the population; boost productivity and tourism in communities; and turnaround times for individuals.
- Individuals improve their quality of life with access to markets, schools and health.
- The population living in the vicinity of the project is more likely to participate in a series of economic, social and recreational activities.
- The empowerment of MOPTVDU staff is strengthened through the development of skills ensuring the successful implementation of the building works.
- The MOPTVDU acquires an expanded capacity to manage the activities involved in executing projects in line with best international practices vis a vis efficiency and transparency. This is also the case in the administration and management of risk at various stages.

SUCCESS STORY:

Less vulnerability at "La Málaga"

From her home in the upper reaches of the Málaga settlement, Mirna de Olano witnessed the event that shocked the whole nation on the night of July 3, 2008, when the waters of the El Arenal de Monserrat ravine dragged down a bus with 31 people inside. "It was terrible. When I cast my mind back, I can hear the noise and the cries of the people," she says. The ravine, a tributary of the Acelhuate River, has long been a byword for vulnerability; however, in recent years, significant infrastructure changes have been made to reduce the risk of flooding.

These developments have given greater peace of mind to the 20,000 residents of the area who feel that their homes and the lives of their families are protected within the framework of the programme, "Revitalization of Local Economies through the Development and Reconstruction of Public Infrastructure". "No longer are we afraid, as we once were, that the house could be destroyed, that we could wake and find that the ravine had ripped out a piece of our house," de Olano says. The building work took the form of the design and construction of a box that optimizes dimensions and improves conditions in the configuration of the riverbed, incorporating weatherproofing criteria that adapts the designs of the building works to reflect current climate scenarios in our region, with adjustments that make it possible to extend the useful life cycle of public building works. "The box in the El Arenal de Monserrat will make it possible to manage the current flow of the river over a horizon of 25 years," states Roberto Garcia, the project coordinator.





PRIMER FOR PUBLIC SAFETY

Tool to create local plans for violence prevention and security management.

One of the main concerns of the Salvadoran population is public safety: reducing crime and violence as well as the fear generated by these phenomena.

Public safety must be the result of a policy that includes improving the quality of life of the general public with community action for the prevention of crime and violence; an accessible, responsive and effective justice system; an education system that is based on values of peaceful coexistence; respect for the law and tolerance; and on building social cohesion, among other factors.

The public safety primer is a tool driven by UNDP since 2005, to facilitate the design and implementation of local public safety plans that promote coexistence in the territories and prevent or reduce violence. This initiative is intended for the Municipal Committees for the Prevention of Violence (CMPV), and reflects the involvement of municipal authorities, institutions and social organizations involved in finding solutions.



WHAT DO WE DO?

We have an impact on public policy:

We provide technical assistance to strengthen the institutional capacity of the municipal government for the creation of Municipal Committees for Violence Prevention, developing diagnostic assessments for action, the design and implementation of local security plans and coexistence; and the development of baselines and mechanisms for the monitoring and evaluation of the status or progress of these plans.

We encourage the participation and empowerment of communities:

We support the CMPVs in their efforts to facilitate the participation of people living in the territories that are most vulnerable to violence and to encourage community leaders, members of religious

communities, women, men, young and older adults to become involved with a higher degree of commitment and responsibility, from the design stage through to the implementation and evaluation of public safety plans.

WHOM DO WE WORK WITH?

Local authorities, public institutions, social organizations, private businesses, community leaders, members of religious communities, women, men, young and old, are part of the sectors who become involved and work with us in preparing diagnostic assessments on the status of violence and crime, as well as in the design, implementation, monitoring and evaluation of local security plans that have been developed in approximately twelve municipalities through the use of this tool.



HOW DO WE DO IT?

PHASE 4

Action is taken to organize and analyze information obtained in the previous steps in order to identify the main threats and weaknesses that affect local management of public safety. These findings make it possible to determine those areas that need to be the focus of attention.

PHASE 2

Action is taken to collect and analyze data from institutional records about threats and dangers to public safety, using a methodology that facilitates efforts to explore the status of crimes related to violent deaths and offences against sexual freedom, life and limb, property, and personal autonomy.

PHASE 5

Working from the diagnostic assessment results, workshops with local stakeholders are carried out with a view to designing the public safety plan.

PHASE 3

Consultations are held regarding perceived insecurities of people through workshops with in situ resident leaders. In these workshops, information is obtained on places and sources of uncertainty, conditions and use of public spaces, level of community organization, the most frequent interpersonal conflicts, and levels of trust in the police, inter alia.

PHASE 1

Meetings are held with representatives of institutions and civil society organizations that implement policies, programmes and projects related to violence prevention and public safety in the municipality concerned.

04

05

03

02

01

HOW DO PEOPLE'S LIFE CHANGE?

- A new form of governance is instigated because both governmental and civil society sectors take consensus-based decisions on how to address the problems of violence, crime and fear, as well as inter-personal conflicts.
- Participation, empowerment and responsibility on the part of those citizens most affected in preventing violence.
- Improved knowledge and awareness in the public about the status of threats to public safety that affect their municipality.
- Confidence of the citizens in public institutions increases.
- Solutions that transcend the lifespan of a municipal government are reached by agreement.

SUCCESS STORY

Between 2008 and 2013, the Mayor's offices of the municipalities of San Salvador, Sonsonate, Acajutla and Sonzacate used this methodology for the design, implementation and evaluation of public safety plans. As part of these initiatives, the municipalities spearheaded processes in coordination with local stakeholders, building a shared and comprehensive vision for dealing with those uncertainties affecting inhabitants.

To do this, they established partnerships with the public and private sectors at the local, state and national level, and consolidated their organizational structure as well as the structure of the Municipal Committees for Violence Prevention.

The connection between public institutions and civil society contributed to the coordination of strategies and programmes in those areas most seriously affected by the problem of violence, increased the perception of safety among inhabitants, generated greater participation and empowerment of citizens, and was principally successful in reducing various threats to public safety, as recorded in the table below.

RATES OF HOMICIDE PER 100,000 INHABITANTS

MUNICIPALITY	2008	2009	2013
SONSONATE	143	-	15
ACAJUTLA	112	-	5
SONSACATE	139	-	6
SAN SALVADOR	-	92	52.1





MODEL FOR TERRITORIAL ECONOMIC GOVERNANCE

Strengthen territorial economic institutions in the Marine Coastal Strip in order to stimulate local economies.

Four in ten Salvadorans still live in conditions of poverty. This is reflected especially in the territories where social indicators and gender inequality continue to be of considerable concern. The Marine Coastal Strip (FCM) is characterized by weakness with regard to the productive and institutional framework, resulting in a deterioration in the quality of life of its inhabitants. Moreover, in these territories, a precarious situation with respect to economic and social organization is perceived. UNDP has provided technical assistance in various territories of the FCM to strengthen territorial economic institutions, bolstering the capacities of knowledge and organization through the creation of Local Economic Development Agencies (ADEL).



WHAT DO WE DO?

Creating Agencies for Local Economic Development

Four Local Economic Development Agencies have been created at the departmental level, as a pillar of regional economic development in the FCM, in order to improve the quality of life and living conditions of the inhabitants.

The ADEL are public and private institutions comprised of a conglomeration of local stakeholders (public, productive, social); they constitute a forum for dialogue and exchange in which the various local entities identify needs, objectives, resources and constraints and work together for the economic development of their populations.

New territorial governance model

The Inter-institutional Committee for Supporting Local Economic Development (CIADEL) has been formed, which serves as a venue for dialogue and strategic alliances, consisting of central government delegates in the territories, and counting on the technical assistance of UNDP. The CIADEL functions as an inter-agency coordination team with a multilevel approach, as a cornerstone for a new type of territorial governance in economic policy.

Successful public policies

The mechanisms for dialogue and interaction created with the Territorial Governance Model facilitate inter-municipal coordination, make possible the construction of basic agreements, and unify the vision on the direction of the economy of the territory, taking into account capacities, potentialities and the territory's integration in markets. This represents a contribution to the design of appropriate local public policies aimed at solving the main problems of employment and income for the most vulnerable segments of the population.

Opportunities for access to dynamic production

We strengthen and promote partnerships involving local stakeholders excluded from economic development, thereby energizing local economies, and focusing on production chains.

Exchanges with international co-operation networks

We support ADELs in the management of technical and financial interactions as well as other forms of exchange. Thanks to this work, municipal and national governments exchange experiences, and are supported by international cooperation agencies in both a centralized and decentralized manner.

WHOM DO WE WORK WITH?

The coastline of the departments of Sonsonate, La Libertad, La Unión and Usulután have benefitted from the ART [Articulation of Territorial Networks for Sustainable Human Development]/UNDP methodologies for territorial governance. 40 municipalities, 90 productive sector entities which in turn bring together hundreds of people, 20 social sector organizations, 6 universities and 2 technical institutes, have all been enriched by this process.

The ADELs have implemented policies that have benefited end-users of government services by multiplying the impact of public institutions in the territories. For example, in La Unión, in 2013, more than 500 small businesses were given assistance, representing a kind of outreach which they had not previously enjoyed before coordination took place between the territorial stakeholders and national government.

Nationally, various government institutions have used the territorial governance methodology, helping to implement national institutions designed locally so as to have an impact on the territories. It is estimated that the total beneficiary population exceeds 6,000 families.

WHO ARE OUR PARTNERS?

The national government was involved in the whole process, supporting local authorities. This involved the creation of the Committee to Support Local Economic Development (CIADEL), a forum in which the Technical Secretariat of the Office of the President (STP), Ministry of Economy (MINEC), National Commission for Micro, Small and Medium Enterprises (CONAMYPE), Vice Ministry of Foreign Affairs for Salvadorans Abroad (SALEX),

Ministry of Tourism (MITUR) and the Ministry of Agriculture and Livestock (MAG) all converge. Municipalities and associations of municipalities have had a leading role in this process.

In international terms, valuable contributions have occurred, such as the exchange between the government of El Salvador and the government of Ecuador on the Strategy for Decentralized Cooperation, or south-south triangulation between El Salvador, Dominican Republic and Kenya.

HOW DO WE DO IT?

01 *First phase.* The process begins with the signing of a cooperation agreement between STP and UNDP; the core institutions that are key to achieving the understandings are established and actions are taken to raise awareness and provide training in the concepts of economic, territorial and human development among territorial entities interested in being part of the ADELs.

02 *Second phase.* A project team is constructed for creating ADELs. It plans and defines the nature of the organization; it manages the legal status, coordination with the national government, and their functions are defined right up to their institutionalization.

03 *Third phase.* The national government operates through CIADEL, adopting the ART methodologies and territorial economic governance model proposed by UNDP, and together they provide technical, financial, and methodological support and expertise to ensure the creation and strengthening of ADELs as a mechanism that contributes to regional economic governance.

HOW ARE PEOPLE'S LIVES CHANGED?

- More than 6,000 families of female and male producers are involved in Local Economic Development Agencies in the departments of La Unión, Sonsonate, Usulután and La Libertad. These families have acquired skills to manage production projects, requesting the assistance of business services and financial development to stimulate local economies, and seeking thereby to improve the incomes of beneficiaries.
- The sectors organized in ADEL participate more actively in decision-making through their General Assemblies and Boards of Directors, and are directly linked to other projects and programmes, as well as with the national government institutions specializing in production and the economy.
- This arrangement has facilitated business activities in the department and in those territories where ADELs operate, solving problems in communities that in the past had no place on the public agenda.
- At least 2,315 micro and small enterprises have been assisted by the ADEL business advisory services in La Unión and Sonsonate, ensuring that an equal number of entrepreneurs can improve their incomes by strengthening their business skills.



SUCCESS STORY

ASSOCIATION:

Las Chichipateñas

LOCATION:

Municipality of Intipucá, Department of La Unión

ECONOMIC ACTIVITY

Production and sale of handicrafts.

In 2013, the LEDA in La Unión operated the Centre for the Development of Micro and Small Enterprises (CEDEMYPE), providing business advice to a group of 10 women from the city of Intipucá, who had come together and were recognized as “The Chichipateñas”. “We now sell handicrafts directly to the company, Bahías & Golfos Tours, in the city of La Unión. This opportunity has opened the doors to us to also sell wines, jams and preserves. We have improved and increased production in terms of quantities. We sell to stores in villages and schools. We ourselves deliver orders to people’s homes.”

ADEL La Unión came into being in November 2012, and to date has won two projects that have made it possible for it to become self-sustaining. It is currently looking to improve its capacities and establish itself as a member of the nascent network of ADELs on the Marine Coastal Strip which would help with coordinated initiatives to solve common problems.



A black and white photograph on the left side of the page shows several hands of different skin tones reaching out to touch a transparent globe of the Earth. The hands are positioned around the globe, symbolizing global unity and shared responsibility.

HUMAN DEVELOPMENT REPORTS IN EL SALVADOR

Strengthen national capacities to formulate policies and plans for key issues with a view to increasing the human development of individuals by engaging in dialogue within society.

Production of the Human Development Report for El Salvador (IDHES) generates analytical data that is helpful for guiding the efforts and actions of Salvadoran society in the design and adoption of national, sectorial and local policies. UNDP began publishing global Human Development Reports in 1990 with the objective of putting people at the centre of the development process in terms of economic debate and policy formulation. The IDHES has been published in El Salvador since 1999 and has since achieved a broad level of ownership on the part of various sectors of national life (decision-makers, academia, opinion shapers, think tanks, churches, media, inter alia). The IDHES has proven to be an effective tool in showcasing priority development issues in the national public policy agenda.



WHAT DO WE DO?

We develop a rigorous and objective document that identifies the changes, progress and challenges facing Salvadoran society, highlighting those trends that are favourable for human development; and we formulate proposals to help expand the choices and opportunities available to the Salvadoran population, especially the most vulnerable members of society. From a holistic and critical viewpoint, we highlight the flaws, deficiencies and challenges that prevent Salvadoran society from taking a leap forward in terms of human development.

The report is the product of an extensive process of political dialogue and consultation. It is intended that all components of the IDHES report be equipped with four characteristics:

Autonomy

The analysis contained in the IDHES are neither pro nor anti government. The research uses the analytical framework provided by the human development paradigm. Their preliminary and final results are under consideration by a Board of Directors (CD) composed of individuals from government, academia, international cooperation, churches, unions, business associations, and

NGOs; without regard to ideological affiliation and guaranteeing ideological diversity, gender equality and tolerance for differences of opinion.

Academic rigour

The IDHES is prepared by a Central Technical Team (ETC), composed of professionals with extensive experience in the various topics to be analyzed. The final draft of each report is submitted for peer review, entailing the participation of experts from UNDP headquarters in New York or other countries.

Social legitimacy

The IDHES, from the process of defining the issues to be addressed, all the way through to the progress achieved and the final report, is subject to a consultation process in which various sectors of society participate.

Impact and scope of dissemination

The IDHES focuses its findings and recommendations among established target groups.

HOW DO WE DO IT?

The IDHES is produced in four main phases: 1) preparation, 2) research and drafting, 3) layout and printing, 4) dissemination, impact and monitoring.

IDHES PRODUCTION PROCESS, DIFFUSION AND IMPACT

PHASE 2

RESEARCH AND DRAFTING

- Performance of research.
- Presentation of preliminary progress and organization of consultation seminars.
- Incorporation of feedback and finalization of research.
- Development of the synopsis and recommendations.
- Submission of the document to Peer Reviewers
- Final publication of the document.

PHASE 4

DISSEMINATION, IMPACT AND MONITORING

- Presentation of the findings of the report to journalists under conditions of confidentiality.
- Participating in pre-launch breakfast television interviews on major television networks.
- Launch event.
- Participating in several subsequent post-launch interviews in mainstream media.
- Publication of articles in print and online media.
- Presentation of the report to various audiences.
- Using the findings of the report to support the government in the formulation of public policies.

PHASE 1

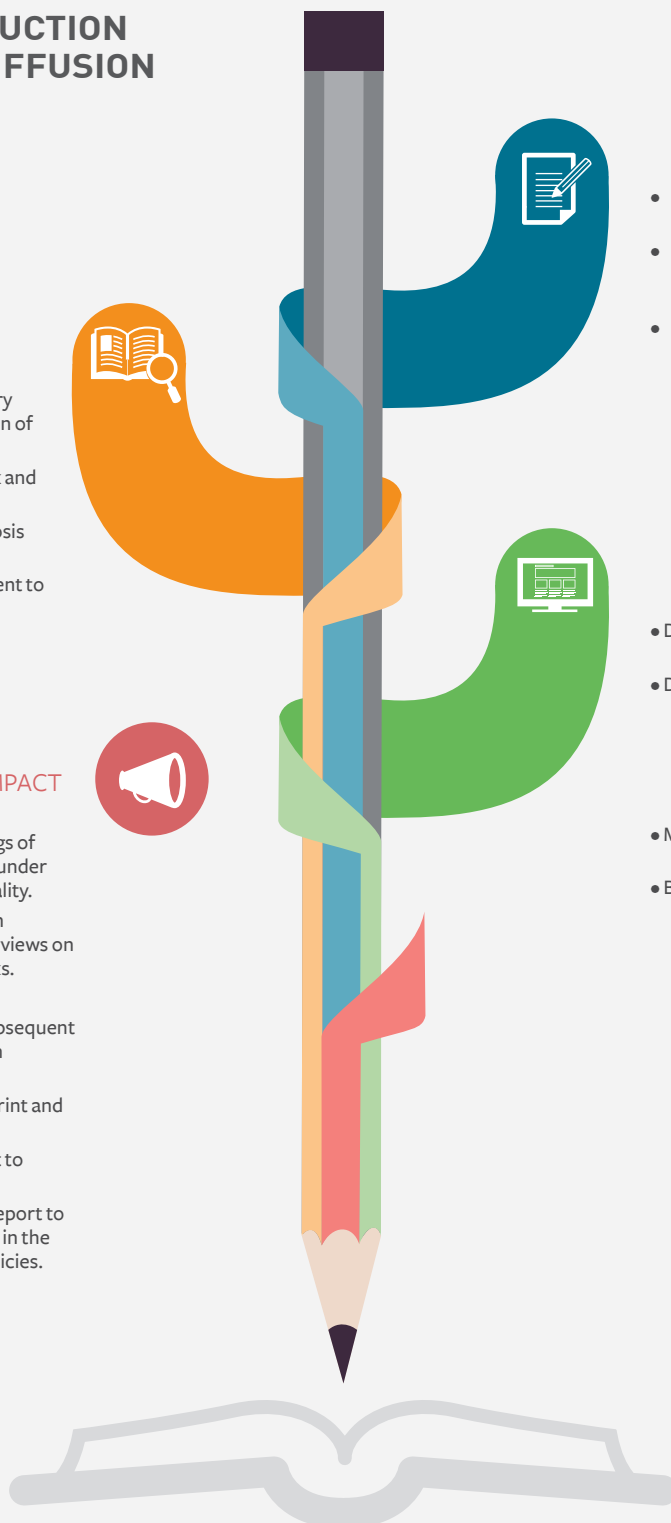
PREPARATION

- Project document and conceptual note.
- Establishing the responsible entities for the overall thrust and technical content of the report.
- Defining the report rationale, preliminary structure, schedule and distribution of research topics.

PHASE 3

LAYOUT, PRINTING, LAUNCH PREPARATION AND IMPACT.

- Design of the graphic outline of the document.
- Design of communication and impact strategy: preparing press kits, organizing training workshops with journalists, management of forums with various media.
- Managing the role played by the President of the Republic.
- Bringing the target audience on board.



SUCCESS STORY:

Excellence Award for IDHES 2010
From consumption and poverty to family well-being.



The 2010 El Salvador Human Development Report: Guidelines for a new development model--From consumption and poverty to family well-being, received the international 2013 Human Development Award for Excellence from the Human Development Report Office (HDRO) of the United Nations Development Programme (UNDP).

By virtue of conferring this distinction, the UNDP recognizes the quality of the contributions contained in regional and national human development reports, as well as their impact on public policy dialogue and formulation.

Based on an analysis of Salvadoran conditions, the national report proposed a set of guidelines for building a new model of development in El Salvador, capable of generating a virtuous cycle that raises the levels of savings, investment, competitiveness, growth and jobs.



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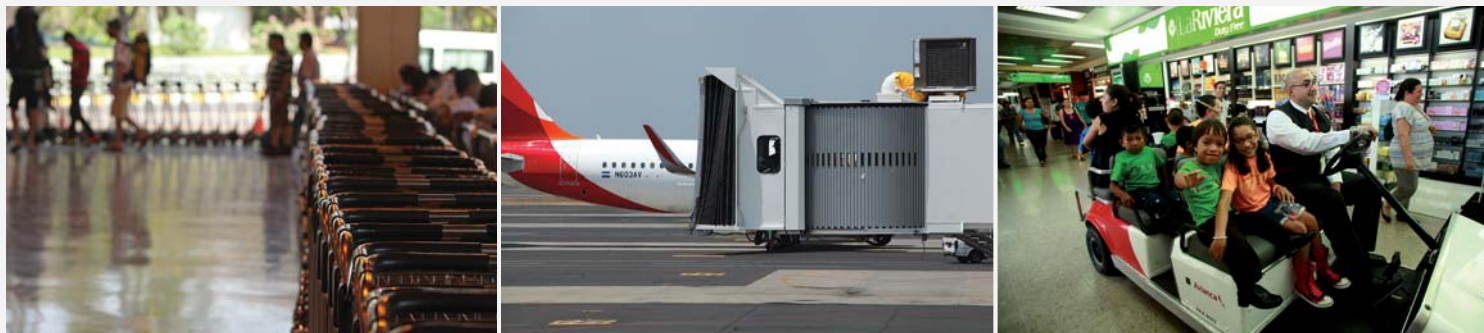
EFFECTIVE MANAGEMENT OF PUBLIC INVESTMENT

Develop logistical infrastructure to stimulate the productive growth of El Salvador and position the country as a competitive logistics centre.

Economic activities related to industry, transport, warehousing and communications continue to have a strong impact on GDP. The manufacturing, trade and agriculture sectors alone contribute about 10 percent to the national accounts. These activities should be strengthened so that El Salvador can be successfully integrated into a globalized world where logistics and trade are critical to development and regional integration.

Since 2010, UNDP has launched projects to support the modernization of the infrastructure administered by institutions such as the Ministry of Public Works (MOP) and the Autonomous Executive Port Commission (CEPA), the governing body overseeing ports, airports and the rail system in El Salvador.

Between 2010 and 2014, the program has provided methods and processes, achieving significant savings of up to 15 percent on institutional budgets.



WHAT DO WE DO?

Through our interventions in infrastructure, we not only help to enhance efficiency in the implementation of public investment, but also promote increased economic activity, particularly in the construction sector.

Our programmes are designed to help ensure that these national institutions can adopt a model for the management of logistics services so that El Salvador can become a competitive platform in Central America, as follows:

Fiduciary function

We streamline procurement processes through the use of UNDP and UNOPS (The United Nations Office for Project Services) regulations, participate in the technical review of portfolios as part of pre-investment, promoting a suitable procurement strategy tailored to needs and outcomes, in addition to managing timely payments required to boost the local economy.

Advisory services and capacity-building

UNDP provides advice for developing institutional capacities focused on the management of public investment projects, improving methods for the formulation, development, identification and monitoring of funding.

Impact on policy

We assist institutions in designing strategies, preparation of diagnostic assessments, specialized technical research, and the mainstreaming of a focus on environmental management and climate change. We also promote political dialogue and establish partnerships with key sectors in the logistical area.

HOW DO WE DO IT?

The efficient management of public investment processes is achieved through 3 phases:

01 FORMULATION OF THE INVESTMENT PROJECT

a) Research:

- Identifying needs
- Identifying constraints and developing a framework for project outcomes
- Identifying resources needed to implement the project.

b) Project Design:

- Implementation plan: this begins with the identification of the tools and mechanisms required for management and administration that make it possible to achieve the expected outcomes, in accordance with the rules of the United Na-



tions System and the proper implementation of national laws. Additionally, a matrix outlining the risks that may potentially impact the project implementation is formulated, with a view to mitigating these risks.

c) Initiating the project:

- Signing of the project document between the national counterpart and UNDP, as contained in the Basic Cooperation Agreement between the United Nations Development Programme and the Government of El Salvador, which bestows the character of international agreement upon the project and gives the project political protection and systemic advocacy.
- Commissioning of the operating structure and the mechanisms needed for implementation; developing the work plan containing the details of the projects to be implemented, expected outcomes and goals, budgets and quarterly planning.

02 PRE-INVESTMENT

a) Technical review:

Review of technical specifications of the national counterpart, in order to verify the feasibility of the projects and validate budgets and documentation necessary to ensure a successful call to tender and project.

b) Procurement strategy:

Developing a strategy for procurement of goods and services to suit each project and thereby to ensure greater competition.

c) Bidding and procurement process:

The process of calling to tender and procurement for every project is carried out within a framework that ensures effective bidding and competition, a high degree of transparency and clear rules for all participants.

03 IMPLEMENTATION

a) Planning and project start-up:

pre-construction meetings with all parties involved in the project are carried out, to plan start-up orders, evaluate work programmes, identify possible problems and mitigate risks in the performance of each contract.

b) Monitoring processes and total quality assurance:

During execution of the projects, support and monitoring are provided for verifying compliance with the criteria of quality, cost and timeliness established in the contracts, thereby generating early warnings and mitigating risks in a timely fashion.



c) Settlement and contractual closure:

Upon completion of each contract, support is provided with respect to the monitoring of guarantees, as well as during the warranty period in which contractors are liable for ex-post defects and risk management.

SEGMENT OF THE POPULATION BENEFITTING FROM THE PROJECT

End-users who are recipients of services, such as passengers, importers and exporters, airlines and shipping companies, freight, logistical and service companies, employees and businesses.

SUCCESS STORY

As part of the implementation that CEPA and UNDP have been carrying out since October 2012, regarding the “Plan for rehabilitation, modernization and optimization of the El Salvador Oscar Arnulfo Romero Airport”, the sleeves of the transit bridges have been replaced almost entirely for the 17 existing terminals, in order to ensure that these elements can be replaced with structures that are more modern, comfortable and efficient, and thereby benefit more than 2.3 million passengers a year pass who through this terminal. “Airport technicians and airline employees say that the new bridges are more user- friendly and three times faster than the previous ones,” emphasizes Marco Araniva, Programme Coordinator for the Modernization and Management of CEPA Strategic Assets.

Improving infrastructure meets the development objective being pursued by the UNDP in its efforts to guarantee that the airport and the ports of the country are cornerstones of a regional platform for logistics services, as conceived in the “Modernization and Management of CEPA Strategic Assets “ programme which will invest \$ 103 million in the rehabilitation of the airport, the modernization of the Port of Acajutla and the purchase of equipment for the Port of La Unión.





MIGRATIONS AND THEIR ROLE IN DEVELOPMENT

Establish informed debate regarding international migration, create specialized outputs that improve awareness of the migration phenomenon, promote dialogue and influence the public agenda

The transformations which migrations have brought about within the economy, the family, social relationships and culture make migration a decisive phenomenon, an awareness of which is essential in order to understand El Salvador. In fact, three out of ten Salvadorans live abroad.

Financial remittances that Salvadorans send to their relatives represent 16 percent of the country's GDP. The influence of migrants is associated inter alia with situations such as: consumerism and gangs; the breakdown of families, the mass exodus of children; high school dropout rates; the use of new technological communications; the reduction of poverty; and the loss of national values.

UNDP has been focusing ongoing attention toward the migration phenomenon since 2005, when it published its Human Development Report A look at the New "Us" -- The impact of migration, which promoted a better informed debate on a topic that hitherto had been seen almost exclusively from an economic perspective. The report has created national and international synergies and has generated a wide range of expertise related to the topic.



WHAT DO WE DO?



CREATING ALLIANCES

In order to produce innovative approaches, we form interdisciplinary teams of specialists in branches such as economics, history, culture, private enterprise, education and the media.



DEVELOPING AWARENESS REGARDING MIGRATION:

We create quality knowledge outputs with content designed for specific audiences (reports, books, manuals for community leaders, infographics, geo-referenced maps, tutorials, videos).



PROMOTING DEBATE AND IMPACT ON PUBLIC POLICIES

We implement outreach and advocacy strategies that ensure that the phenomenon of migration and the results of our research can produce an impact on public opinion and decision-makers.



DISSEMINATION AND VISIBILITY:

We promote awareness among key stakeholders such as college students, journalists, teachers, government and international TA officials, carrying out visits to areas where migration is common, both in Central America and Mexico.

HOW HAS THE METHODOLOGY BEEN APPLIED?

- UNDP El Salvador has produced a dozen studies relating to the issue of migration and covering key aspects such as the economy; culture and citizenship; family, migrant women and children; transnational labor
- markets; cross-border communication; and local development, with the participation of academic institutions in Central America.
- Between 2008 and 2011, the Human Development and Migration Programme was implemented, to serve the following objectives: (a) providing information and high-quality analysis for the formulation of public pol-



icies that enhance the beneficial impact of migration; (b) promoting innovative initiatives that take into account the impact of migration in specific communities; and (c) improving understanding of the phenomenon of migration among researchers, academics and opinion-makers.

- Since 2014 El Salvador has been one of 20 countries selected to promote, through the UNDP, the Joint Migration and Development Initiative (JMIDI), an international outreach programme sponsored by the European Union, and whose objectives are as follows: (a) addressing transformations and opportunities created by migration at the local level; (b) involving local governments in the development of sustainable projects implemented at the local level; and (c) creating partnerships and synergies in the area of migration and development.
- The programme rolled out a technological platform which demonstrated, according to zip code, the concentrations of Salvadorans in the United States, a tool that was used to ensure the registration of Salvadorans abroad for the presidential elections of 2014.

WHOM DO WE WORK WITH?

We work with various State agencies, experts in immigration, social organizations, academic institutions and associated TA agencies.

WHAT DO WE OFFER?

- We carry out multidimensional diagnostic studies on migration and other issues that are key to understanding the country, such as poverty, public safety and public investment.
- We produce policy recommendations and consultations with stakeholders at the state level, and in civil society, unions and communities.
- We create boards and advisory councils to engage in productive exchanges among various stakeholders.
- We produce knowledge outputs targeted at specific audiences.
- We showcase selected issues in the public agenda through a working method which combines communications and policy dialogue.

SUCCESS STORY:

The Human Development and Migrations Programme



Between 2007 and 2010, UNDP, with financial support from the European Union, implemented the Human Development and Migration Programme, the purpose of which was to provide information and high-quality analysis in order to promote public policies that take into account the impact of migration on national and regional agendas.

The major achievements of this programme include the technological platform that demonstrates the concentrations of Salvadorans in the United States, which formed the basis for the implementation of the voting abroad programme for Salvadorans in the latest presidential elections.

In tandem with the Universidad Centroamericana “José Simeón Cañas” (UCA) four virtual courses on migration and development were conducted, with more than 120 students graduating from the programme. Support was also given to a number of innovative initiatives in communities affected by migration, in the Bay of Jiquilisco, Usulután.

The Deputy Minister of Foreign Affairs for Salvadorans Abroad, the (UCA) and the Small Grants Programme (SGP-UNDP) participated in its implementation. The International Organization for Migration (IOM) was part of the Board of this programme.



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European Union (EU)



PRIMER FOR THE PREVENTION OF ARMED VIOLENCE

*Empower communities by
providing them with a tool to
help prevent armed violence and
reduce crime.*

Public safety is a major concern for the Salvadoran population. It constitutes a major obstacle to human development because people cannot improve their quality of life if they live in a state of perpetual anxiety, too afraid to even walk the streets. In 2012, the incidence of firearms in violent crime represented 62 per cent and 70 per cent for homicides and robberies, respectively; furthermore, a total of 27,415 people were killed with firearms between 2003-2013.

The United Nations Development Programme (UNDP) has been working for over a decade on preventing violence and crime in El Salvador, by implementing projects and programmes and providing technical assistance to promote greater security for the Salvadoran population. Since 2009, UNDP has developed and implemented a tool called “The primer for the prevention of armed violence” [“El ABC para la prevención de la violencia armada”], which is implemented in those municipalities that are subject to higher rates of homicide



WHAT DO WE DO?

Impact on public policies

The Ministry of Justice and Public Security (MJSP) has incorporated the prevention and reduction of risk factors, especially the possession and carrying of firearms, as the lynchpin of the National Policy of Justice, Public Safety and Coexistence, as well as in the National Strategy for the Prevention of Violence.

Encouraging participatory organization in the territories

Through the Municipal Committees for Violence Prevention (CMPV), committees for preventing crime and armed violence are organized and coordinated, fostering a joint undertaking between institutions and civil society.

Reducing risks and improving controls to avoid crime

The territorial organizations regulate the carrying of firearms in high-risk locations through bans on weapons in specific areas and focus their intervention in those places most affected by armed violence, achieving a reduction in crime and crime rates, and increasing the seizure of illegal firearms.

Promoting participation and dialogue

Efforts are made to encourage communities to participate in debates on gun control, and promote dialogue and community participation in public safety issues, in tandem with local and national authorities.

WHOM DO WE WORK WITH?

We work with residents of those neighbourhoods and districts most seriously affected, by means of strengthening their knowledge of armed violence in order to better prioritize and address the problems identified, and so reduce the number of homicides, injuries and other crimes. This work is carried out in collaboration with local authorities and public institutions (Ministry of Justice and Public Security, the National Civil Police, the Municipal Police Corps); civil society (Municipal Committees for Violence Prevention and Crime Prevention Committees); community and religious organizations; as well as with residents of those locations characterized by the most serious problems in regard to armed violence.

HOW DO WE DO IT?

01 A crime prevention committee is organized as a driving force to support the development of the entire process in coordination with the CMPV.

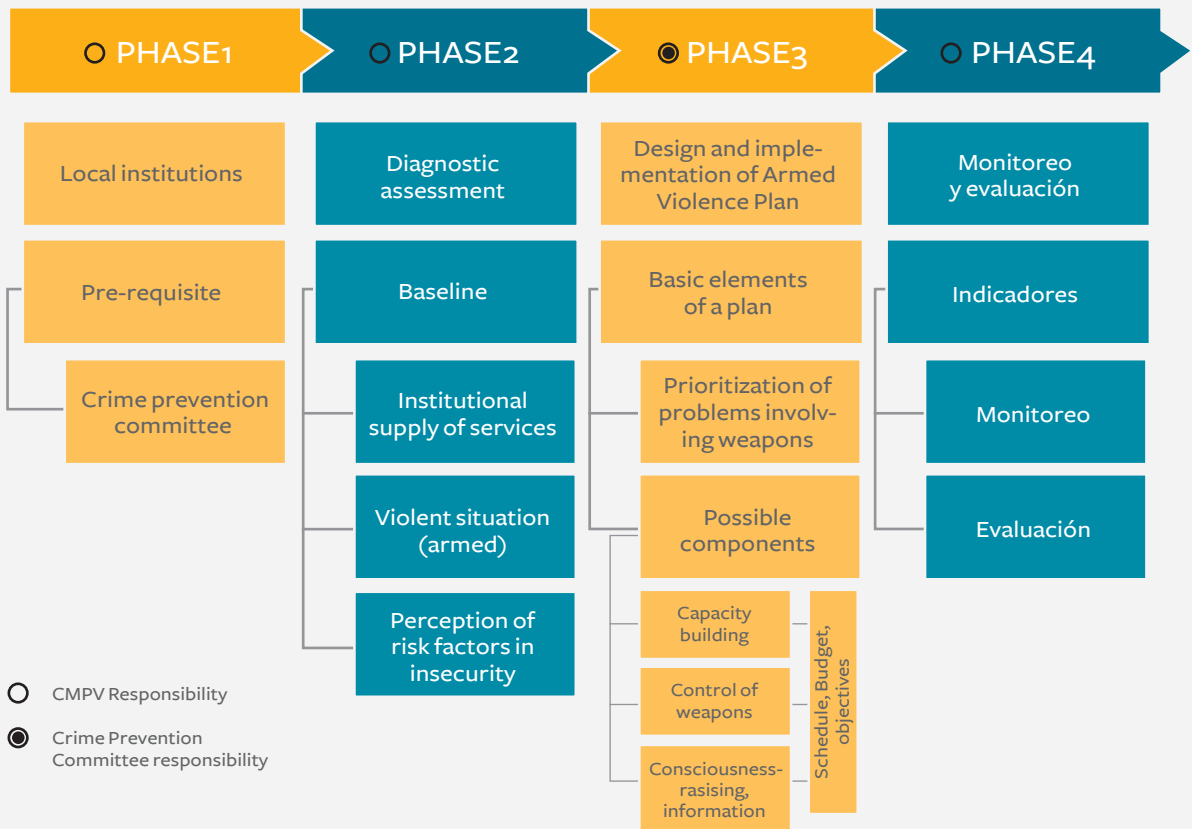
02 A diagnostic assessment is carried out and a baseline is established in an effort to identify the problems of armed violence in the municipality. Institutional data is analyzed and public consultations are conducted to better understand the perceptions of insecurity of the inhabitants.

03 Actions are designed and implemented to prevent armed violence in order to resolve the problems identified in the diagnostic assessment, targeting actions at the hardest-hit sectors.

The actions are aimed at:

- Strengthening the capacities of the CMPV, police procedures and communities vis a vis prevention.
- Applying controls on firearms in the most severely affected areas, in order to deter and control crime.
- Sensitizing and informing the public about the risks of carrying a weapon, and disseminating bans on the carrying of weapons in public areas.

04 Action is taken to monitor and evaluate the impact of actions, specifically trends in crimes with firearms, illegal weapons seizures, confiscations of legal weapons, and the demand for weapons by residents in the municipality, inter alia.





HOW ARE PEOPLE'S LIVES CHANGED?

- Crimes using firearms to endanger life, life and limb and personal property are reduced.
- People feel safer in their communities and make greater use of public spaces.
- Improving the performance of the Weapons Act and increasing the seizure of illegal weapons and the confiscation of weapons in the event of violations.
- Increasing the participation and empowerment of the community.
- Improving awareness of the public about the state of armed violence affecting their municipality.
- Raising awareness in people about bans on the possession of weapons, so as to ensure that the public is made aware of the dangers involved in possessing a weapon, even if such a fire-arm is kept for self-protection and the protection of one's family.

SUCCESS STORY

Between 2009 and 2012, and following the implementation of this methodology in the municipality of San Salvador, a decrease of 11 percent was registered in crimes relating to theft, car theft and robberies of vehicles carrying merchandise.

In 2013, there was a 25 per cent increase in levels of trust on the part of residents towards public institutions, specifically the police and town councils.

Furthermore, there has been a 32 percent increase in the perception of security among residents.



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