Introduction

To improve the life of the people, to give them to more options and opportunities

2010 has proven to be an unprecedented year for El Salvador. Not only because it initiated the agenda of President Mauricio Funes’s administration, who was elected in 2009, but also because this year put to test the country’s capacity to manage the demands of a country that is passing through a period characterized by enormous economic and social challenges.

UNDP, true to the universal values formed and shared by the Millennium Declaration, continues to work toward guaranteeing advisory services, technical support, and capacity-building for the country’s institutions for the common goal of improving the quality of life for the people of El Salvador and providing them with options and opportunities.

Our organization, throughout our many years of work in the country, has collaborated on key issues such as: guidance and advocacy on public policy issues, knowledge management and capacity development, and support for national institutions in implementing priority programs and policies. UNDP plays an important role in the areas of democratic governance, poverty and social investment, risk management, the environment and climate change, and gender.

Another principal concern of our organization in the recently completed year was directly related to public safety and citizen security. Our work in seven municipalities in the country allowed us to, among other things, construct a methodology designed to organize the efforts of local entities around this important theme that deserves a focused response.

Our work also is also having an impact in strengthening social policy. Proof of this can be seen in the production of the Urban Poverty and Social Exclusion Map, which has become an essential technical tool used for decision-making, planning, and focusing social programs.

In other realms, we have supported the State in elaborating an “environmental armor” strategy making it possible to adapt public infrastructure to the effects of climate change for the
long term. In this same vein, a treaty signed between UNDP and the Ministry of Public Works strongly supports the revitalization of local economies through the improvement of public infrastructure.

Our actions also contributed to the design of the Comprehensive Law for a Life Free from Violence against Women, approved by the Legislative Assembly in November 2010. In addition, we supported and assisted 31 small and medium sized enterprises, attaining significant growth in jobs, sales, and productivity for these businesses.

Another one of our principal efforts focused on promoting inclusive dialogue. The UNDP has been participating directly with the Social and Economic Council since its creation in 2009. This initiative is aimed at finding consensus-based solutions for the country’s present and future between the various actors that participate in this critical process.

Finally, the 2010 Human Development Report clarified the need for social policy to become one of the principal emphases of the country’s development strategy. The report recommends that the country adopt a new focus regarding social policy. To this effect, it formulates a proposal for a new model of development, which in the coming months will bring about a discussion between various key actors in the country.

As can be seen, our interventions have been numerous and varied, and they cover many fields important to human development. Moreover, UNDP performs a decisive function in coordinating the development efforts of the United Nations agencies that operate in El Salvador.

The Report that we place in your hands tells the story of the most relevant actions and programs of our Organization in 2010. This is proof that even in these times of great challenge for El Salvador and the whole world, UNDP has the determination to continue deficient services.

Roberto Valent  
Resident Representative of the PNUD  
and Resident Coordinator of the System  
of United Nations in El Salvador

Richard Barathe  
Attached Resident Representative

El Salvador, April 2011
LA RESPUESTA DEL PNUD ANTE LA CRISIS
The project “Boosting Local Economies through the Development and Reconstruction of Public Infrastructure” helped bring about the signing of a treaty between the public sector and private initiatives. This project seeks to strengthen the execution of construction projects of public infrastructure that have collapsed or been damaged in the last few years.
UNDP came to El Salvador in 1975, and since that time has supported the country in the search for solutions to the development needs and challenges. UNDP’s work in the country has been based on elaborating analyses of the national reality, as well as generating public policy proposals to respond to national needs. Similarly, it undertakes advocacy work to help focus the national agenda on themes that are indispensable to El Salvador’s development.

In its proposals and initiatives, UNDP has insisted on working in a cross-cutting manner toward poverty reduction, democratic governance, crisis prevention and recovery, the environment, sustainable development, the prevention and reduction of violence for the improvement of citizen security, the inclusion of a gender perspective as a pillar for all development initiatives, the adaptation to climate change for risk prevention, and the search for democracy-based citizenship.

The focus on these issues has produced concrete and convincing results, such as bringing about the creation of the Secretariat for Vulnerability. This institution is designed to provide a response to potential natural disasters. Likewise, it has contributed to incorporating principles and measures of climate defense in the construction of public infrastructures, such as the formulation of a new national citizen security policy.
ATTENTION TO POVERTY

In El Salvador, poverty has always been a problem. Even though the country has been making efforts to overcome it, this continues to be an issue that directly affects the living conditions for a significant segment of the Salvadoran population. In fact, poverty affects at least 43.5% of Salvadorans. While rural areas continue facing significant setbacks, the majority of persons experiencing income poverty are concentrated in urban areas, where poverty has increased the most in recent years.

The impacts that poverty generates pose a clear obstacle not only for accomplishing the Millennium Development Goals (MDG), but also for El Salvador’s making progress on the subject of human development.

Supporting national government as well as local governmental bodies and all institutions working on poverty reduction is a fundamental pillar of the UNDP’s work in El Salvador. Our organization throws its efforts into programs and policies that allow people to achieve higher levels of well-being, work toward life plans that they consider valuable, and utilize their personal and social capacities.

Map of Poverty and Social Exclusion

One of 2010’s most relevant contributions was the creation, launch, and diffusion of the Map of Urban Poverty and Social Exclusion. The Map, which was produced with funds from the Grand Duchy of Luxembourg, constitutes a valuable tool that, for the first time, puts urban poverty on the map in El Salvador. It provides detailed information about a reality that, for being so common, threatens to become invisible.

The Map represents a key technical tool for decision-making in the planning and coordination of social programs. In this sense, it is helping guide the interventions of various central and local government bodies. It also serves to strengthen the effectiveness of the social projects and programs of NGOs and International Organizations.

The Map reveals that in El Salvador around two million inhabitants – the equivalent of a third of the total population – live in condi-
tions of poverty and social exclusion within the urban core. It also makes evident that the majority of people currently living in poverty in El Salvador reside in cities.

As part of the activities for disseminating the Map, 22 training workshops on using the information system were conducted in 2010. These workshops were directed to a total of 380 participants.

The workshops focused principally on entities responsible for the design and implementation of the Solidary Urban Community Program and other social programs from institutions such as the Technical Secretariat to the Presidency, the Fund for Social Investment in Local Development (FISDL), the Vice-ministry of Housing and Urban Development, the Ministry of Education, the Ministry of Health, the Ministry of Labor and Social Provision, the Secretary for Social Inclusion, the Ministry of Environment and Natural Resources, the National Civil Police (PNC), and local government bodies. Various other institutions from United Nations agencies, NGOs, and the academic realm were also represented in the workshops, including Geologists of the World, Foundation Guillermo Manual Ungo (FUNDAUNGO), the Universidad Centroamericana (UCA), the Salvadoran Foundation for Holistic Education (FEDISAL), Salesian organizations, FUSAL, and Un techo para mi país, among others.

The Need to Move Toward a Multidimensional Measure of Poverty

Through the years, UNDP has published indicators that allow for the observation of progress toward poverty reduction and the empowerment of women. Nevertheless, the primary obstacle in this work has been the lack of reliable data.

In 2010, the World Human Development Report incorporated three new indicators: the Human Development Index adjusted for Inequality, the Index of Gender Inequality, and the Index of Multidimensional Poverty, based on theoretical and statistical innovations and improvements.

The Report sustains that information based, as it is now, on people’s level of income should be complemented by others factors that shed light on different dimensions of human life. This innovative proposal was accepted by the Government of El Salvador as an appropriate method of measurement for programs in the Universal
Social Protection System (SPSU), particularly in relation to the evaluation of social policies and programs.

This new way of measuring poverty has begun to be applied in Mexico and Chile, countries in which the UNDP has undertaken poverty evaluation processes from a multidimensional perspective in order to propose more adequate solutions for social realities in those countries.

**WORKING WITH PRIVATE INITIATIVES**

Economic growth and development in the country cannot be achieved without the participation of the private sector. During the past few years, UNDP has dedicated its efforts to strengthening and improving enterprises that favor more inclusive economic growth.

In this context, during 2010 UNDP worked hand in hand with private business on various strategies ranging from articulation of productive networks between small, medium, and large businesses in specific industries, to the consolidation of partnerships between the public and private sector in the country.

With these strategies UNDP seeks to improve market competition in order to help Salvadoran companies insert themselves in the global economy.

**Supplier Development Program**

The creation of quality jobs and the articulation of productive chains for the strengthening of national small and medium enterprises (SMEs) were the basic objectives with which UNDP launched the Supplier Development Program in 2009. Throughout 2010 this program has been able to significantly boost the capacity various SME’s and has been identified as a successful model for initiating productive chains, resulting in the creation of a significant amount of opportunities for decent employment across the nation.

In the year 2010 the Supplier Development Program focused its efforts on adapting and applying its methodology in sectors that offer the
greatest potential for growth and impact on employment and income for the poorest segment of the population. In these areas, the program supported and assisted 31 SME’s, attaining an average increase of 28% job growth and 29% sales growth, as well as a substantial 35% increase in the productivity of these businesses.

As part of the actions aimed at developing the capacity of SME’s, a “Training Course on the Methodology of the Supplier Development Program” was created. During 2009 and 2010 this course trained 29 consultants in the specialized methodology for supplier development. They are now putting their knowledge about the coordinating value chains into practice by working with suppliers in 30 SME’s as part of the certification process of the Course.

The results achieved in 2010 have helped the Supplier Development Program obtain financing from the Inter-American Development Bank (IDB) that will include 240 additional SME’s. Similarly, the Program will extend its coverage to 200 families in the municipalities of Guatajagua, Cacaopera, and San Simon in the Department of Morazán, thanks to the support of the Children, Food Security and Nutrition (ISAN) Joint Programme of the United Nations’ MDG Achievement Fund.

The results of the Supplier Development Program have proved to be effective in helping SME’s contribute to national development. For this same reason, the SDP will face new challenges in 2011, such as its insertion into the Integral Strategy to Foment Exports (EIFE) of the Ministry of the Economy, and assistance to two new productive chains and 18 SME’s in the agriculture and transportation sectors.

**Promoting Public-Private Partnerships**

Boosting different productive sectors of the country is one of the priorities of UNDP. It therefore encourages the creation of partnerships and agreements between the private sector and governmental actors for the common goal of contributing to the creation of dignified jobs. To this end, the UNDP has promoted dialogue and consensus on actions linked to development between various entities in the private and public sectors.

Under the framework of the “Boosting Local Economies through the Development and Reconstruction of Public Infrastructure” project, UNDP helped bring about the signing of an agreement between the Ministry of Public Works (MOP) and two of the main construction unions in the country: the Salvadoran Chamber of Construction (CASALCO) and the Association of Engineers and Architects (ASIA).

The purpose of this agreement is to strengthen the implementation of construction projects related to public infrastructures that have been damaged or have collapsed in recent years.

With the support of UNDP, training and induction for the personnel of MOP was undertaken regarding the use of processes that conform to international standards for public construction. The hope is to strengthen most administrative processes and to review contractual documents handled by the MOP. As a result of improvements to the bidding process, it is expected that construction projects totaling more than 48 million dollars will be initiated, with significant savings in time and financing.

**THE BENEFICIARIES SPEAK**

“This is a visionary project that promotes development as a team by fomenting opportunities and providing solutions for weaknesses. It promotes desirable basic work methodology and organization.”

Vicente Ramírez, Ramírez Company

“This is a visionary project that promotes development as a team by fomenting opportunities and providing solutions for weaknesses. It promotes desirable basic work methodology and organization.”

Vicente Ramírez, Ramírez Company

An excellent and hopeful program, since it allows us to have a different vision of the market and change our strategies accordingly in order to provide better service to our clients and improve daily. With this type of program there will be more and more businesses that begin to make the changes that eventually lead to a better society.

Thank you for not leaving us alone with this challenge. For our part, we will continue to advocate about the excellence of this Program.”

Rutilio Alfonso Martínez, Clínica de Medicina Natural Montserrat

“An excellent and hopeful program, since it allows us to have a different vision of the market and change our strategies accordingly in order to provide better service to our clients and improve daily. With this type of program there will be more and more businesses that begin to make the changes that eventually lead to a better society.

Thank you for not leaving us alone with this challenge. For our part, we will continue to advocate about the excellence of this Program.”

Rutilio Alfonso Martínez, Clínica de Medicina Natural Montserrat
DIALOGUE AND CITIZENSHIP-BASED DEMOCRACY

Ever since the beginning of its operations in the country, UNDP has supported the search for solutions achieved through dialogue and to therefore provide solutions to the nation’s greatest needs. Its role has consisted not only of being a mediator, but it has also established itself as a facilitator for the coordination of consensus-based solutions that are in keeping with national realities and the Salvadoran context.

Among the principal initiatives undertaken in 2010, the technical support provided to the Economic and Social Council (CES) stands out. UNDP considers this institution an indispensable tool in the search toward agreements regarding El Salvador’s development.

Economic and Social Council

Since the creation of the CES in October 2009 and as requested by the President of the Republic Mauricio Funes, UNDP has provided direct assistance to this institution, assuming responsibility as its Executive Secretariat. This role has involved facilitating discussions, providing aid and technical proposals, coming alongside different sectors for the purpose of facilitating effective participation, and achieving consensus-based agreements.

The first agreement reached by the CES was in regards to the “strategic bets of the country” for the year 2024 and priorities for the 2010 to 2014 five-year plan, which were reintroduced in the Government’s Five-year Plan.

In mid-2010 different work committees were created to discuss important topics of the national agenda ranging from economic development to social and inclusive development, passing through the policy for transparency, citizen and judicial security, and the policy for fiscal integrity. These work commissions were established through the participation of the members from the different sectors represented in the CES and a high-level Government representative. The UNDP supported the work of these commissions by taking a role in coordinating and facilitating them.
In the last trimester of 2010, the Permanent Commission was invited to take part in an exchange of experiences to learn about how similar spaces for dialogue function in countries like Norway and the Netherlands. These experiences have been very important in advancing internal discussions regarding the institutional framework of the CES.

The CES has received important technical and financial support to improve its operations. Likewise, it has received the support of the UNDP Office of Democratic Governance for Latin America and the Caribbean and the Government of Norway. The resources that have been mobilized will serve to support the effective participation of different sectors, create an office of its own, strengthen the operation of the Executive Secretariat, and implement a communication strategy.

The main challenge of the CES is to move forward in its institutional framework and legitimacy as an important space for dialogue, as much for the participating sectors as for Salvadoran society. This is why at the end of 2010 the need to review and clarify fundamental aspects linked to the nature of the CES, along with its mechanisms for operation and the roles of distinct actors and authorities, has been identified. UNDP supported conducting workshops and meetings that allowed an agreement to be reached that is expected to result in increased efficiency from the Council for 2011.

The technical and logistic assistance provided by UNDP has achieved important recognition from the different sectors that form the Council (private business, unions, academia, and social sectors), as well as from the General Coordination in charge of the Technical Secretariat to the Presidency.

**Electoral Reform and Voting Abroad**

After the signing of the Peace Accords in 1992, UNDP’s work has centered largely on strengthening the young Salvadoran democracy. During 2010, the principal contributions of the UNDP concentrated on attaining this objective and promoting electoral participation through residential voting and voting abroad.
The project for residential voting, begun in 2009, included the technical guidance of a United Nations mission that arrived in the country to design a plan for implementing the residential voting system at a national level. This mission was based on experience gained during the residential voting practices in the 2006 and 2009 elections. In 2006 the selected municipalities included El Paisnal (San Salvador), Nuevo Cuscatlán (La Libertad), Turín (Ahuachapán), San Juan Nonualco (La Paz), Tecapán (Usulután), Carolina (San Miguel) and the Golf of Meanguera (La Unión).

For the 2009 general elections, the practice was carried out in Cojutepeque, Suchitoto, San Pedro Perulapán, San José Guayabal, Tenancingo, San Rafael Cedros, Candelaria, El Carment, Monte San Juan, San Cristóbal, Santa Cruz Michapa, San Bartolomé Perulapía, San Ramón, El Rosario, Oratorio de Concepción, and Santa Cruz Analquito, all in the Department of Cuscatlán.

The plan for residential voting approved by the Supreme Electoral Tribunal (TSE) scheduled its implementation in two stages, the first for the 2012 elections in 185 municipalities, and the second for the 2014 elections in all 262 municipalities.

Similarly, UNDP offered technical and financial assistance to the Government of El Salvador in the elaboration and implementation of a system guaranteeing Salvadoran citizens living abroad the right to vote. In beginning steps in this important process, the UNDP accompanied the Secretariat for Strategic Affairs (SAE), Viceministry of Foreign Affairs for Salvadorans Abroad, the National Register of Natural Persons, and the Office General of Migration and Foreign Relations in organizing a public forum to exchange experiences regarding voting abroad, where best practices of systems that have been implemented in Mexico and Bolivia were examined.

Additionally, UNDP has provided specialized consultation to the SAE on the process of creating the Law of Political Parties particularly in aspects related to the internal organization of parties, their financing, and the electoral campaign process.

Information System on the Salvadoran Population Abroad

With financing from the European Union and under the framework of the Program on Human Development and Migration, UNDP is helping the Viceministry of Foreign Affairs for Salvadorans Abroad to create an information and registry system that allows for periodic updates of the profile of the Salvadoran diaspora. The system will generate key information the social, economic, and demographic conditions of this population.

In 2010 pilot programs were developed in the cities of Montreal (Canada), Boston, and Los Angeles (United States). At present, the software for storing and processing has been designed, installed, and is ready for operation. It contains a format (in paper, Palm, stand alone, and Internet version) for entering data about persons that has been validated through trials in the three cities mentioned.

In 2011, a strategy will be designed to involve Salvadoran consulates, Salvadoran communities, and their organizations and associations in a training on how to supply the registry with information. This system will be of enormous usefulness for the process of implementing voting procedures abroad undertaken by the Viceministry of Foreign Affairs.

ENVIRONMENT AND RISK MANAGEMENT

“If development is not sustainable, then it is not development” is the phrase that the UNDP uses to highlight the need for taking action with regards to the consequences of climate change, especially in less developed countries. UNDP is convinced that in order to face climate change, countries must be aware of their own realities.

From UNDP’s perspective, mitigation and prevention of disaster caused by natural phenomena form an essential part of human development, especially when such disasters have been increasing in quantity and intensity as a result of climate change. Strengthening different actors linked to disaster response is perceived as a relevant mechanism for adapting to climate change.

A paramount and urgent issue is protecting and strengthening public infrastructure to be able to face the ravages of climate change. Ac-
Accordingly, UNDP together with the Ministry of Public Works (MOP) and the Ministry of Environment and Natural Resources (MARN) has begun a series of actions to create “Climate Armor” in public infrastructures.

In this same vein, for more than a decade UNDP has supported El Salvador in mitigating the adverse effects of climate change. Mitigation includes decreasing all habits and actions that are detrimental to ecological systems and that in the long run become obstacles for economic and social development.

**Reduction of Chlorofluorocarbons and Persistent Organic Pollutants (POP)**

Exposure to persistent organic pollutants (POP) can provoke serious health problems including certain types of cancer, birth defects, immune and reproductive system dysfunctions, greater susceptibility to disease, and even diminished intelligence.

Aware of this problem, UNDP has been providing technical assistance to strengthen the national capacity for the management of chemical products. During the year 2010, UNDP continued its support of creating changes in the use of technology and equipment running on substances that deplete the ozone layer and in compliance with the Montreal Protocol agreements.

Among the principal support actions for the Government of El Salvador, through MARN, are in the first place the reduction of imported substances that contain chlorofluorocarbons (CFC), which currently represent 309 tons that is being attempted to be reduce to 0; and in the second place the training of technicians in more than 500 refrigeration and air conditioning shops on the use of alternate substances to CFC, including the restructuring of equipment.

It begs mentioning that one of the most significant actions toward the reduction of CFC has been the support offered by the Ministry of Health (MINSAL) for the substitution of refrigeration equipment used for storing vaccines, food, and blood banks in 20 hospitals across the country.
UNDP facilitated the reduction in usage of substances that deplete the ozone layer in blood banks in eleven hospitals in the country.
During 2010 UNDP continued its support of minimizing environmental degradation and raising public awareness about the reduction of pollutants. To this end, it gave follow-up to the process of preparing the National Implementation Plan for Persistent Organic Pollutants (POP), it undertook diagnostic and inventory analyses of contaminating substances, and it developed national media campaigns to better establish a connection of the general population to the issue and its solutions.

**Risk Management in the Universal Social Protection System**

The unplanned growth of cities, the initial efforts in the creation of the Law of Territorial Arrangement, and the inadequate urban land use code have contributed to the increase in risk in the face of potential natural disasters, especially in urban zones. Risk conditions in the country, as signaled by the United Nations Disaster Assessment and Coordination (UNDAC) team in 2009, show that 88.7% of the territory is in a vulnerable situation. At the same time, the rate of the population at risk is 95.4%. This ranks El Salvador at the top of the list of most vulnerable countries in the world.

For the UNDP, risk management should be present in all interventions aiming to reduce the poverty and vulnerability of the population, based on actions directed toward not reproducing risk conditions.

In this case, from the category of Precarious Urban Settlements (AUPs) established on the Map of Urban Poverty and Social Exclusion (2010), UNDP included the focus on risk management in the governmental program for Solidary Urban Communities (CSU). In this way it helped strengthen the organizations, communities, and municipalities in their preparation for, mitigation of, and response to disasters.

Likewise, the support provided by UNDP to MARN, the National Civil Protection System, and Solidary Urban Communities focused on risk reduction in communities, on the formation of community and municipality committees for civil protection, on basic training and equipping for evaluation, the facilitation of analysis of vulnerabilities, and the incorporation of risk management into intervention procedures.

The methodology employed throughout the interventions and trainings held by UNDP during 2010 in the AUPs have provided basic aid on the subject of risk management for anticipated interventions to be undertaken in 15 municipalities identified by CSU.
Temporary housing in Verapaz, the Chinchontepec volcano in the background.
Among the UNDP’s missions is the strengthening of national institutions and the overall social fabric through knowledge management and capacity development that allow for responding the needs of the population.

Capacity development for different national actors is a key work area given that it is social actors and public institutions that make possible the well-being of different sectors that form Salvadoran society. UNDP has adopted a methodology that recognizes the vision and goals of governments and is based on the accumulated knowledge and experience of the organization on a global level.

In 2010 UNDP took on new actions with the purpose of developing capacities in institutions such as the Ministry of the Economy (MINEC), the Salvadoran Institute for Social Security (ISSS), and the Ministry of Environment and Natural Resources (MARN).

Evaluation of Capacity: Ministry of the Economy and Ministry of Health

As requested by the Ministry of the Economy (MINEC), UNDP supported the Vicemistry of Commerce and Industry in undertaking a self-evaluation of its capacities and needs. With
the feedback given by UNDP, the Viceministry proceeded to form strategies for capacity development in order to strengthen the institution.

Similar support was provided to the HIV/AIDS Program of the Ministry of Health (MIN-SAL). To that effect, an evaluation of capacities has already been carried out and feedback and analysis submitted by UNDP. This process will now proceed to the formulation and implementation of strategies within the project framework of the Continuation Round of the Global Fund.

**Capacity Development: Assistance to ISSS**

Under the framework of the project for Institutional Strengthening of the Salvadoran Institute for Social Security, and with the financial support of USAID/PASCA, eight training and awareness sessions about HIV/AIDS are being coordinated for the personnel of Business Clinics, with the purpose of adopting a new focus in the areas of health prevention and education and assuring better patient treatment.

In these sessions, carried out between July and September 2010, 100% of business clinics in various regions of the country received training. The training of 417 doctors and 630 assistants included updating sessions regarding mechanisms for transmitting HIV/AIDS, biosecurity, bioethics, mental health and counseling. On the other hand, the training of 213 Human Resources managers in the businesses that form part of the business system of the ISSS were given by members of the Vivo Positivo Atlacatl Association and included sessions on general information and statistics about HIV/AIDS in El Salvador.

Special emphasis was made on information related to the social stigma and discrimination against persons with HIV/AIDS in the work realm, hoping that this knowledge will be a first step toward the development of policies related to the subject in each business. At the close of 2010, ten businesses were forming such policies.

**Climate Armor**

Given its geographic location and the vulnerability of its population to natural disasters, El Salvador is susceptible to suffering the impacts
of a variety of natural phenomena. According to the Global Evaluation on Disaster Risk Reduction (UNISDR, 2009), El Salvador is a “high-risk” country due to the multiple threats that it faces.

According to ECLAC, the accumulation of rainwater alone has caused 6,500 deaths in the country since 1972, at an economic cost great that 2.5% of the GDP, that is, the equivalent of 500 million dollars, according to UNDP. This context becomes more and more worrisome given that 62% of deaths and between 87 and 95% of economic losses are related to climatic events.

In order to respond to this need, UNDP has backed and supported the Ministries of Public Works (MOP) and Environment and Natural Resources (MARN) to construct a strategy for protecting the infrastructures from the ravages of the climate phenomena. This strategy, called, “Climate Armor” incorporates the adaptation of public infrastructures to the effects of climate change in the long term, considering the most immediate risks within the planning, design, construction, reconstruction, and maintenance.

Among the measures associated with climate armor, there is a focus on changes in construction materials, equipment, and technologies. Modifications on the institutional and policy level include the reform of codes and construction standards that might not be adequate for future circumstances. The plan also covers capacity development for handling threats and risks posed by climate change and natural disasters, including the implementation of early alert systems as a response to emergencies.

As a complement to this strategy, investment in public infrastructure included the creation of economic and social benefits through boosting the economies of locations situated on the perimeter of where construction and reconstruction will occur.

**Governance Management System (SIGOB)**

For UNDP, supporting the Salvadoran government to consolidate democratic governance in order to accomplish development objectives has been an essential task ever since the signing of the Peace Accords.
UNDP El Salvador is the leading agency for the United Nations System in the country, in charge of the coordination, efficiency, and efficacy of the System as a whole, and at the same time backing and supporting the country to deal with the challenges imposed by the search for development.

As part of its role in 2010, UNDP coordinated the Common Country Assessment (CCA), a document that gathers the opportunities and challenges for Salvadoran society from the perspective of the United Nations. This document constitutes the fundamental elements of the United Nations Development Assistance Framework (UNDAF) that will regulate cooperative efforts with the country during the next 5 years.

In its creation, the managing team of UNDP participated in the planning workshop of UNDAF, together with the Government. Over 2 days, UNDP specialists participated in identifying national priorities, comparative advantages of the System, and the priority areas for intervention of UNDAF.

UNDP, in addition to forming a part of all the panels, also led the panels related to democratic governance, citizen security, and violence prevention. It also participated in the consult meeting with government officials and conducted the first consultation of the Program Document. In this way, government officials were able to ensure the correspondence and harmonization of the contributions of UNDP and the UNDAF, which was publicly recognized by the representative of the Viceministry for Development Cooperation, the national coordinating partner.

Likewise, UNDP supported gender mainstreaming and sustainable development efforts in the operations and programming of the agencies that comprise the United Nations System, providing specialized consultancy and supporting the development of the technical body of the agencies. UNDP has also been participating in interagency thematic groups related to HIV, gender, and citizen security, contributing aid and feedback to these initiatives. Similarly, it harmonized fiduciary management through micro-evaluations of strategic partners in the implementation of various initiatives.

The organization participates as principal administration agent of the Joint Programmes of the MDG Achievement Fund in El Salvador, financed by the Government of Spain, given its rigorous compliance with the transparency requirements established.

Under this framework, and at the request of the President of the Republic, UNDP provided technical assistance directed at contributing to capacity development in the management of public investments, a relevant tool for meeting the needs of the Salvadoran population.

This assistance consisted of the implementation of the Programming and Management Tool for Goals and Outcomes, from UNDP Governance Management System, known by its initials as SIGOB/PNUD, coordinated by the Technical Secretariat to the Presidency.

In 2010, the system was applied in more than 100 public investment projects, and is programmed for incorporation into 200 additional projects in 2011.

As part of the implementation of this system, a management network was formed to accomplish the objectives and outcomes of the projects in which the Technical Secretariat to the Presi-
ART PROGRAM

The Articulation of Territorial Networks (ART) project in El Salvador works toward improving the productivity of municipal investment, making the most of available resources through regional associations. ART seeks to organize diverse local actors around land development to promote a unified vision for development in the short, medium, and longer term.

ART was responsible for organizing municipal resources and international cooperation for the construction of 713 temporary homes in the municipalities of San Vicente, Verapaz, Tepetitán, San Martin and San Salvador, which had been effected by the 2009 tropical storm, Ida. This project led way to interventions in communities of Jiquilisco (Usulután), Torola (Morazán), the southern part of La Unión and the Department of San Salvador on issues related to violence prevention and reduction.

The ART program is an international initiative that supports national and local governments in 17 countries to implement decentralization and land development policies. The Salvadoran initiative is carried out through the Subsecretariat for Decentralization and Land Development, the Secretariat for Strategic Issues, the Secretariat of Social Inclusion, the Ministry of Environment and Natural Resources, and Ministry of Agriculture, the Ministry of Labor and Social Provision, the Viceministry of International Cooperation, and the Social Investment Fund for Local Development.

ART receives financing from the Spanish Agency for International Cooperation and Development (AECID), the Development Council of Southern Brazil (CODESUL), the State of Paraná, and UNDP.

Migration and Human Development

Migration is transforming the society, culture, and economy of El Salvador. Since 2005, with the publication of the Human Development Report dedicated to migrations, UNDP has maintained a line of attention to this phenomenon, and since 2007 it has supported the Human Development and Migration Program, which also includes the participation of the Viceministry of Foreign Affairs for Salvadorans Abroad, UNDP Small Grants Program, and the Universidad Centroamericana José Simeón Cañas (UCA), with financing from the European Union.

The general objective of the Project is to strengthen national and Central American capacity for formulating and implementing policies and programs that contribute to improving understanding about the phenomenon of international migration and to minimizing the risks associated with it, making the most of opportunities for human development through the ties that migrants maintain with their families and places of origin.
Knowledge management for Communities Impacted by Migration

One of the targeted populations of the Program are communities highly impacted by international migration. Work in these communities consists of promoting innovative initiatives that take into account the influence of migration and the opportunities for human development that exist due to the ties between migrants and their families and places of origin.

Taking advantage of the work platform and initiatives that have been driven by the UNDP’s Small Grants Programs (SGP) and implemented by the United Nations Office for Project Services (UNOPS), work has been undertaken in 11 communities in the municipalities of Jiquilisco, Puerto El Triunfo, Usulután and San Dionisio, many of them located in and around the Bay of Jiquilisco in the eastern part of the country.

In this area a process of knowledge management is also under way, which consists of identifying the availability of productive resources (natural, human, physical, economic and social) that are not currently being utilized by the community, followed by identifying the basic and urgent needs of individuals, families, and communities, and the general population.

In 2010 the first phase of the diagnostic evaluation on opportunities for business development was completed. This first evaluation took place with the participation of leaders and citizens in the micro region of the Bay of Jiquilisco, through a series of workshops in which inventories of productive resources were shared and verified and technical and financial resources for the micro region of Jiquilisco were identified.

The socialization of these experiences helps in organizing people, offering new information, and incorporating common knowledge into new practices. At the same time, it brings to light the nature and reach of new economic projects that desire to promote sustainability and the permanent presence of people in the region in order to avoid migration.

In this way UNDP, with the Small Grants Program of the GEF, is generating a strategy to integrate communities through actions and
financial resources with a well-established community of knowledge, among which empowerment of local leadership is of utmost importance.

**Improving Understanding of the Migration Phenomenon**

For UNDP, understanding migration means more than remittances coming to the country, but rather has to do with the numerous social and cultural aspects that have caused significant changes in the reality of the Salvadoran population in recent years.

During 2010 the Human Development and Migration Program of UNDP supported various initiatives that aimed to better understand the migration phenomenon through the collaboration of researchers, academic figures, and opinion leaders. In September the Universidad Centroamericana (UCA), a program partner, completed the third Virtual Certificate Program in Migrations that included the participation of more than 30 students from Central America, Mexico, the United States, and other nations.

As part of the program, UCA conducted a videoconference on “Citizenship on the Border: Migration and Drug Trafficking,” which consisted of a reflection on the social and humanitarian implications of the massacre of Central American migrants in Tamaulipas, Mexico, in August 2010. This activity was led by academic experts from El Salvador and Mexico (Guadalupe y Tamaulipas).

Similarly, UNDP facilitated the conclusion of the Second Virtual Journalism Course with a special emphasis on themes related to migration. This activity was carried out thanks to strategic alliances with UCA and the Universidad Nacional de Costa Rica. At the close of 2010 prizes were given for the best reporting on international migration in the press, radio, and television in El Salvador. Prizes were also awarded for research theses regarding Central American migrations, with winning researchers being Luis Rocha (Nicaragua) and Ana Silvia Monzón (Guatemala) in first and second place.

**HUMAN DEVELOPMENT**

The paradigm of human development centers on the well-being of individuals in terms of the variety of factors that influence their quality of life and lead to a satisfactory and peaceful existence. The notion of well-being, which can easily interchanged with happiness, has a presence in all dimensions of human life.

The 2010 Human Development Report for El Salvador (IDHES) analyzes the well-being of the Salvadoran population, highlighting the need for social policy to become one of the principal axes for development strategies in the country. Accordingly, the report postulates a new focus on the relationship between social policy and economic policy, which is fundamental for Salvadoran society’s path to a new economy of human development. The objective of this work is to attain sustainable goals associated with the well-being of the people.

**El Salvador Human Development Report**

The 2010 Human Development Report for El Salvador (IDHES) was publicly launched on January 18th, 2011, to an audience of more than 1,500. Presiding over the formal act were the President of the Republic, Mauricio Funes; Christian Stocks, Ambassador of Germany; Mari Carmen Aponte, Ambassador of the United States of America; and Roberto Valent, Resident Representative of the UNDP and the Resident Coordinator of the United Nations System in the country.

“Periodic contributions, which the men and women of UNDP have formulated, have been key in defining government strategies, and this updated Report on the social realities of the country will not be an exception,” affirmed President Funes. Meanwhile, Roberto Valent also stressed that the report “defines a series of proposals for constructing a new people-centered development model.”

The report of over 400 pages underlines how El Salvador is a country of paradoxes, where investment and subsidies are provided to the rich more than the poor; where urban sectors are privileged more so than the historically at-risk rural areas; and where low-quality goods and services related to the population’s well-being are tolerated.

The document warns of many weaknesses in the institutions in charge of defining policies and regulating key sectors, derived from a lack of political independence. To this end, it proposes an agenda for strengthening institutions to include measures and incorporate mecha-
The National Human Development Report 2010 proposed the bases for a new development model in El Salvador. The main characteristic of this new model is that it positions people at the center of the development process.
nisms that guard high authorities and regulatory bodies against political ups and downs, as well for creating independent regulatory entities.

In addition, the IDHES highlights weaknesses presented by the official calculation for poverty, considered “an obstacle not only for appropriately understanding levels of human satisfaction experienced by the population, but also for constructing an economy that generates well-being all people.”

“The method for dealing with measures of poverty should consider the complexity of the lives of all persons.” The report proposes incorporation of factors such as education, employment, quality housing, access to networks of health and welfare services, not only income and nutrition, into a multidimensional measure of poverty.

The IDHES proposes bases for a new model of development in El Salvador. The chief characteristic of the new model is placing people at the center of the development process. According to the report, the models utilized until now in El Salvador (agro-exports, industrial import substitution, promotion of exports and attracting investments) have had modest results in developing the country. This is due to a fundamental deficiency: having low worker salaries being the competitive advantage for inclusion in international markets, and having the predominance of the population relies on sub-employment to survive.

**TOOLS FOR RISK MANAGEMENT**

For UNDP, people’s well-being means having the ability to accomplish their life plans and reach the highest levels of satisfaction possible. If we consider that 95% of the Salvadoran population (UNDAC, 2009) is vulnerable to suffering the dramatic consequences of natural disasters (loss of life, goods, and assets), actions directed toward risk reduction become an especially relevant objective.

In 2010 UNDP, in coordination with the General Office for Civil Protection, supported 5 municipal civil protection commissions by facilitating municipal plans on this subject, providing disaster response training, and elaborating risk maps with the active involvement of local governments and actors and the families affected by Tropical Storm Ida.

**Climate Change Protection Plan**

Protection against climatic risks should be based on the reduction of danger for persons. In 2010 UNDP developed the project “Integrating the risks and opportunities of climate change into national development” for the purpose of generating skills that allow for the integration of risk management into national public policies and the United Nations’ national programming.

One of the processes that was evaluated was the Initiative for the Americas Fund in El Salvador (FIAES), which financed strategic investment projects in protected natural areas, marine and coastal ecosystems, buffer zones; micro hydrographic areas, purification of water, earth, and air, and childhood survival and progress. As a result, in August 2010 FIAES launched a competition for bids that mainstreamed climatic risks and established that 44% of financial assets could be focused on the reduction of vulnerability and on increasing adaptability to climate change.

The protection plans against climatic risks resulting from this process were based on for methodological norms developed by UNDP: identifying climate change risks, identifying the probability that these risks transform into bad adaptation, identifying opportunities for adaptation and synergy with the development process, and evaluating potential adaptation measures and proposals for changes to established planning.

**Reconstruction and Post-disaster Training**

Capacity building for national actors is one of the UNDP’s primary pillars for the success of its initiatives. In 2010, UNDP continued providing attention to all actions related to disaster recovery following Tropical Storm Ida. Part of this work included the reconstruction of temporary homes in the municipalities of San Vicente, Verapaz, San Pedro Masahuat, San Martín and Apopa.

Reconstruction of the municipalities most affected by Ida was based on the restoration of the city of Verapaz, where the project “Money for Work” made it possible for communities in this and other municipalities to participate in the construction of their homes while also receiving immediate income.
As a result of this effort, 713 houses were erected in 19 municipalities of the country. This activity was carried out through the coordination of the Viceministry of Housing and Urban Development and various governmental and nongovernmental organizations, including: Save the Children, The Red Cross, Lutheran Federation, Swiss Red Cross, A Un techo para mi país, and Plan Internacional.

Likewise, the National System of Civil Protection was strengthened for the prevention of future disasters, specifically in the most vulnerable areas of the country. This action was development through analysis and the efficient management of information about risks. Among the principal activities undertaken by UNDP, support offered for integrating municipal civil protection commissions, various local risk analyses, and the formation of First Response emergency brigades in community stood out as particularly successful actions.

CATALOGUE OF EXPERIENCES AND TOOLS FOR RISK REDUCTION

A significant UNDP achievement in 2010 consisted of creation catalogues for risk reduction, which represent the systemization of support provided to local governments in the Metropolitan Area of San Salvador (AMSS) for risk reduction. These catalogues are a highly useful tool for land planning, focused around the relevant areas of environmental management and risk management.

The catalogues of experiences document in a systematic way novel and replicable actions development under the mark of the urban risk reduction of UNDP. They identify experiences and provide innovative tools such as: a model for rapid-construction of temporary homes using reusable materials, a toolkit on gender and risk management, the inclusion of community participation program for environmental and

UNDP’s efforts not only stimulate development actions but also link information and consciousness-raising processes in the citizenry, especially in regards to the issues of violence and insecurity. These actions were carried out through collaboration with the Diario El Mundo, which since 2005 has promoted a creative contest known as “Brainstorm Awards.” In 2010 UNDP supported this competition as a mechanism for generating positive change in the face of violence and citizen insecurity.

UNDP, through the Joint Programme “Reduction of Violence and Construction of Social Capital,” facilitated the development of topics related to social and community life and the prevention of armed violence for the contest.

This poster was a part of the designers’ proposals that participated in the Brainstorm Awards.
risk management in development plans, and land planning.

Diagnostic analyses were created together with the organization Geologists of the World (DQGWKH3ODQQLQJ2IÀFHIRUWKH0HWURSROLWDQ) Area of San Salvador (OPAMSS), which allowed for the creation of various catalogues for characterizing geological and hydro-meteorological threats. Now local governments have the tools to deal with and prevent future emergencies.

With the catalogues of experiences for risk management, UNDP seeks to strengthen actions that assist land planning, prioritizing the natural characteristics of municipalities as well as community participation.

**CITIZEN SECURITY**

**Local Management of Citizen Security**

For over a decade UNDP has been working to reduce and prevent violence, generating solutions based on best practices and lessons learned during the implementation of successful local initiatives.

UNDP has emphasized on various occasions that violence and insecurity are obstacles to attaining better living conditions, strengthening democratic governance, and certainly to achieving higher levels of human development. This is why in 2010 it collaborated on the design and implementation of policies and plans regarding the subject of safety on the national and local level.

At a national level, UNDP contributed to the review and updating of the Justice, Public Security, and Community Living Policy. On the local level, in 2010 UNDP continued supporting the implementation of initiatives aimed at preventing and reducing violence in 7 municipalities: San Salvador, Santa Tecla, Sonsonate, Sonzacate, Acajutla, Colón, and Sacacoyo. The work strategies for the local level incorporated the following components: capacity development for peaceful community living, crime prevention, prevention of youth violence, culture of citizenship and prevention of community conflicts, prevention of violence against women and intrafamily violence, and prevention of traffic accidents.

The tool “Safe Cities: The ABC of Community Living and Citizen Security” was produced as a result of a reflection process on the implementation experiences of local citizen security management in ten municipalities between 2005 and 2010. This has been made available to municipalities and national authorities for the prevention of violence.

**GENDER FOCUS**

UNDP has insistently emphasized that equality between men and women in a fundamental pillar to the progress of a society. In El Salvador women represent the majority of the population, however not even 47% of those that are of working age form part of the economically active portion of the population. That is, inequality between men and women directly affects the wealth creation for the country.

This is why UNDP takes a stand against the challenge of creating conditions of equality through guidance in creating proposals for public policies in favor of women, developing capacities at an institutional and population level, and supporting initiatives aimed at reaching a higher degree of gender equity.

**Legislative Initiatives**

In El Salvador there still exist limitations for the exercise of the political rights of women. For example, women occupy only 21.4% of seats in the Legislative Assembly. For UNDP to advance the agenda of democratic governance, it is necessary that women not only participate to a greater degree in the political arena, but also that political agendas represent their interests and needs.

Since 2005, the Parliament Women Group (GPM), backed by UNDP, has constituted a mechanism for promoting dialogue between women senators from all political parties, in order to create a parliamentary agenda that institutionalizes a gender focus in the Legislative Assembly and to approve legislative initiatives in defense of the rights of women. To guarantee the sustainability of these efforts, UNDP together with UNWOMEN and the Spanish Agency for Cooperative Development (AECID), has given technical guidance to the GPM.

The parliamentary gender agenda for the period of 2009-2012 includes: the approval of an equality law, the approval of a law on violence...
Against women, and the promotion of the national budget with a focus on gender.

At the close of 2009, the Commission of the Family, Women, and Children of the Legislative Assembly began a study and discussion of a Special Law for a Life Free from Violence against Women. This process counted with the political support of the GPM and with the backing of organizations that fight for women’s rights. The initiative was also supported by the Salvadoran Institute for Women (ISDEMU), and received technical support from UNDP, UNWOMEN, and AECID. This effort culminated in the law’s approval on November 25th, 2010.

Similarly, the design and implementation of a communications strategy with a gender focus has been advanced for the GPM, whose scope of work includes strengthening capacity in the press, as well as in legislative divisions and in the Assembly alike. Additionally, it has propelled an evaluation process for gender within the legislative body, with the purpose of presenting proposals in the coming year to institutionalize the gender focus on the institutional to-do list.

Women and Business

Within the framework of key actions for the prevention of violence and discrimination, in 2010 UNDP and the Ministry of the Economy, through the National Committee for Micro and Small Enterprises (CONAMYPE), endorsed a cooperative agreement to implement a “Model System for Support of Women in Business in the Country” (SEMPREFEM) through the creation of a window for Women in Business. This is the first mechanism from CON-
AMYPE, giving specialized attention that tends to women in distinct sectors. With this initiative, UNDP hopes to improve the economic empowerment of women with a vision for gender equality.

In El Salvador, women own 64% of micro and small enterprises (mypes) and consist of 52% of workers. Nevertheless, they continue to experience disadvantages in the business realm as a result of gender inequalities. Compared to men, businesswomen have had less access to trainings and possess a lower educational level. Similarly, the level of income in female-headed households is less than that of homes owned by men.

For this effort UNDP established important partnerships with the Mayor’s offices of Sonsonate, Sonzacate, and Acajutla as well as the CNSP through the project for “Promotion of the Peaceful Coexistence and Citizen Security in Sonsonate” that seeks to reduce social violence and generate productive opportunities for women. The initiative has been developed in the Western Region Center of CONAMYPE.

The actions carried out by UNDP on this initiative go from facilitating information and access to business development services, creating commercial channels, to the development of a study to pay attention to the citizen services from a business perspective.

Fomenting the construction and exercise of the economic citizenship of women, and the contribution to regional economic development with a focus on gender, are the initial results that UNDP has obtained with this initiative to put forth the construction of a more inclusive society.
Coordinación SNU PNUD Programas / Representación
Some time ago, when the international community was celebrating the united commitment to the MDG’s, certain voices raised concerns about the countries’ limitations to properly utilize the additional resources provided for development assistance. One of the biggest limitations related to the effective utilization of development resources was

These kinds of challenges are dealt with in the Paris Declaration, which commits receiving countries to cooperate on addressing “institutional deficiencies in order to develop and apply national development-oriented strategies.”

In accordance with this, UNDP has contributed to reinforcing national appropriation and eliminating obstacles to program implementation. Through the method of “learning by doing”, the application of corporate tools for capacity development, and the utilization of a decentralized network of highly specialized global consultants, it has been possible to effectively transfer management and knowledge tools.

In 2010, the support provided to El Salvador was centered on projects such as buying medications to treat HIV and administering a high volume of funds and budgets of the State, to changing methodologies on the contract/bidding processes in the construction of public infrastructure, among other projects.
The treaty signed in 2010 between UNDP and MOP for the reconstruction of public infrastructure was also significant. Under this framework, UNDP facilitated two international public contracting offers. Due to the processes and norms for acquisition of civil projects put in place by the organization, the first projects to reconstruct rural roads are already being implemented.

Such projects are supervised by UNDP, which has created a unit for the acquisition of goods, projects, and services. This unit administers and manages the technical methods, contract proposals, and establishment of work plans. These efforts have reduced the time needed for contracting proposals to an average of 60 days, increasing the efficiency for implementing projects that are of vital importance to the country’s infrastructure.

Through these types of actions, UNDP collaborates with El Salvador toward improving confidentiality, transparency, the flow of information to participants, and the effectiveness in the use of public funds.

**Transparency**

UNDP office in El Salvador achieved, for the fourth year in a row, its continued place in the United Nations honor roll for financial transparency control, a distinction awarded for utilizing funds and implementing projects in a detailed manner with the highest professional quality.

**Results-Based Management**

During the 2010 the Assessment for Development Results (ADR), which is undertaken on a periodic basis, was carried out in El Salvador by the Evaluation Office of UNDP, located in New York under the control of the General Secretary of the United Nations.

<table>
<thead>
<tr>
<th>TABLE 1. Total Disbursements Made through UNDP El Salvador</th>
</tr>
</thead>
<tbody>
<tr>
<td>NUMBER</td>
</tr>
<tr>
<td>8,655</td>
</tr>
<tr>
<td>81%</td>
</tr>
</tbody>
</table>
The evaluation implied an ample participation process using interviews to focus groups to reach more than 300 actors including UNDP personnel as well as members of central and local government, private sector organizations, cooperation agencies, media, academia, and civil society organizations. The report undertakes an appraisal of the UNDP’s contributions over the past decade (2002 – 2010) in its role as specialized consultant; advocacy; capacity development and knowledge management; as well as its support of social investment.

The evaluation accomplishes the goal of providing an analysis of the organization’s achievements and progress, giving face to its new programmatic objectives and positioning, taking into account the value-added generated by UNDP in responding to national needs and changes in the country.

The 2010 ADR concluded that UNDP is considered an efficient, transparent institution with a large amount of credibility amongst the Salvadoran population. In addition, the evaluation
reveals that this entity is a key institution for the country’s development and shows the relevance of its cooperation to different aspects of national life.

Despite these encouraging results, UNDP considers it necessary to always intensify its efforts to collaborate in the most effective manner with El Salvador on its path to development. These efforts include: capitalizing on the opportunity to structure an articulated strategy of south-south cooperation; establishing mechanisms to maximize the potential impact of Human Development reports; prioritizing the strengthening of the civil society in processes of citizenship construction; and strengthening support to the government deal with the dynamics of the country’s insecurity in a more effective way.

**Project Portfolio**

In 2010 UNDP was in charge of the administration of 52 development initiatives, on topics ranging from development and aid for the elaboration and execution of public policies for poverty reduction to the strengthening of El Salvador’s disaster management system.

![Graph 1. Number of Projects in UNDP Action Areas in 2010](image-url)
UNDP’s administration of these projects contributed to their efficient design, which translates into tangible results for their beneficiaries. Project implementation occurred in UNDP’s five basic Action Areas: National Capacities Development, Democratic Governance, Sustainable Development, Human Development, and Gender.

Financial Management

In 2010 UNDP had access to various cooperative funds for the implementation of its projects, of which 2% correspond to the United Nations’ own funds. As illustrated in graph 2 financial performance maintained the levels reached in 2009. The efficient execution of these 52 development initiatives put UNDP El Salvador in the first place in Latin America and 50th in the world in the efficient financial execution of projects ranking.

This has allowed UNDP to implement projects benefitting the country with the support of donors ranging from the Government of El Salvador, to other agencies in the United Nations System, to various multilateral agencies and cooperative governments of other nations.

The efficiency of initiative implementation processes, the transparency of its efforts, and its success stories, have caused UNDP’s implementation of funds to increase in a systematic manner, thereby helping to mobilize new resources for future projects. Funds obtained by UNDP El Salvador are the result of various management efforts and participation in global competitions, are supported by the professionalism of each of its processes. As shown in graph 3, the funds mobilized in 2010 is 1.5 times greater than those mobilized in 2009 and 4.4 times greater than 2007. This notable increase in the application of funds demonstrates that UNDP is a reliable partner for implementing strategies that benefit people both nationally and regionally.

Our Capacities

Atlas

Among the various global tools that UNDP has at its fingertips, Atlas is an important system for business resource planning, and is designed specifically for UNDP at the corporate level. Atlas allows for the planning, follow-up,
CARBON FOOTPRINT

UNDP is undertaking efforts on an international level to measure its carbon footprint and take measures to reduce it. The measurements consist of calculating the quantity of CO2 (carbon dioxide) emitted through the use of fossil fuels either directly or indirectly, on the part of people working in offices or during events, use of equipment, or carrying out processes.

El Salvador participated in this project in 2010 in order to measure its 2009 carbon footprint. This first exercise served as a reference point for making decisions about how to reduce the footprint. Results from the 2009 evaluation show that the El Salvador office generated a total of 342.9 tons of CO2.

With these types of studies, UNDP desires to generate strategies aimed at diminishing the impact of its activities on the environment, both nationally and worldwide. This effort forms the backdrop for the United Nations System campaign of “Greening the Blue” in order to reduce the carbon footprint of UNS interventions.

<table>
<thead>
<tr>
<th>TRUST FUNDS</th>
<th>BILATERAL FUNDS</th>
<th>MULTILATERAL FUNDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNDP</td>
<td>Luxemburg</td>
<td>European Union</td>
</tr>
<tr>
<td>Montreal Protocol</td>
<td>Italy</td>
<td>Others</td>
</tr>
<tr>
<td>Spain</td>
<td>USAID</td>
<td></td>
</tr>
<tr>
<td>GEF</td>
<td>GIZ</td>
<td></td>
</tr>
<tr>
<td>MDG-F</td>
<td>Spain</td>
<td></td>
</tr>
<tr>
<td>Ireland</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

and monitoring of UNDP projects in real time, thereby facilitating the efficient and systematic securing of reports, budgets, project approvals, financial procedures, and human resource processes. These characteristics generate a value added for UNDP and its counterparts, in the sense that it creates transparent and accurate accounts.

Human Resources

The human resources of UNDP are the fundamental element of its work. From here functionaries maintain a constant commitment to face the growing demands of their work according to the highest standards and ideals espoused by the organization. They adapt to continual changes as well as the national environment, playing a key role in United Nations Reform.

In 2010 UNDP undertook certain measures to advance organizational efficiency. Sessions held with the work team were directed to reviewing the organization’s positions and constructing a common vision regarding the business model, with the objective of promoting a structure oriented to the highest performance and development results. In 2011, it expects to take concrete steps to contribute to this vision.
In 2010, UNDP also maintained its commitment to gender equity, understood as a process that offers both men and women access to and control of programs and institutional resources. This facilitates access to the same Rights, opportunities, responsibilities, benefits, and freedom of options for development personnel. Parity between the gender in the structure of UNDP, as seen in graph #, reveals this commitment.