



**IEO** INDEPENDENT  
Evaluation Office

United Nations Development Programme

**ANNEXES**  
**INDEPENDENT COUNTRY PROGRAMME**  
**EVALUATION – EL SALVADOR**

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# Annex 1. TERMS OF REFERENCE

## 1. Introduction

The Independent Evaluation Office (IEO) of the United Nations Development Program (UNDP) conducts “Independent Country Programme Evaluations (ICPEs),” previously known as “Assessments of Development Results (ADRs),” to capture and demonstrate evaluative evidence of UNDP’s contributions to development results at the country level, as well as the effectiveness of UNDP’s strategy in facilitating and leveraging national effort for achieving development results. The purpose of an ICPE is to:

- Support the development of the next UNDP Country Programme Document
- Strengthen accountability of UNDP to national stakeholders
- Strengthen accountability of UNDP to the Executive Board

ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy.<sup>1</sup> The IEO is independent of UNDP management and is headed by a Director who reports to the UNDP Executive Board. The responsibility of the IEO is two-fold: (a) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making and improvement; and (b) enhance the independence, credibility and utility of the evaluation function, and its coherence, harmonization and alignment in support of United Nations reform and national ownership. Based on the principle of national ownership, IEO seeks to conduct ICPEs in collaboration with the national authorities where the country programme is implemented.

This is IEO’s second country programme evaluation conducted in El Salvador<sup>2</sup>. The evaluation will focus on UNDP’s work during the ongoing programme cycle 2016-2020. The ICPE will be conducted in collaboration with the Government of the Republic of El Salvador, with the UNDP El Salvador Country Office, and with the UNDP Regional Bureau for Latin America and the Caribbean. The results of the evaluation are expected to provide a set of forward-looking recommendations as input to the new country programme document.

## 2. National context

El Salvador is the smallest and most densely populated country in Central America, with a density of 308 people per sq. km<sup>3</sup>. Its population was 6.4 million in 2017, of which 71 percent reside in urban areas<sup>4</sup> and 25 percent is concentrated in the capital. There are seven indigenous groups<sup>5</sup>, representing 0.2 percent of the population<sup>6</sup>.

The 1992 peace agreements ended a 12-year civil war and opened a period of democratic consolidation. Since then, five<sup>7</sup> consecutive electoral processes have taken place peacefully, consolidating bipartidism and a centralized state. However, political polarization and low citizen participation remain important challenges (for instance, the Economist 2017’s Democracy Index scored El Salvador 5.56 out of 10 in terms

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<sup>1</sup> See UNDP Evaluation Policy: [www.undp.org/eo/documents/Evaluation-Policy.pdf](http://www.undp.org/eo/documents/Evaluation-Policy.pdf). The ICPE will also be conducted in adherence to the Norms and the Standards and the ethical Code of Conduct established by the United Nations Evaluation Group ([www.uneval.org](http://www.uneval.org)).

<sup>2</sup> The first ADRs covered the programme periods 2002-2010 (UNDP, 2011)

<sup>3</sup> World Bank data, as of 26 November 2018

<sup>4</sup> Idem.

<sup>5</sup> Ulúas, lencas, cacaopera, chortí, nonualcos, nahua-pipil and pocomanes.

<sup>6</sup> [https://www.cia.gov/library/publications/the-world-factbook/geos/print\\_es.html](https://www.cia.gov/library/publications/the-world-factbook/geos/print_es.html)

<sup>7</sup> Six with the February 2019 presidential elections.

of political participation and 5.00 in political culture)<sup>8</sup> and have limited the country's capacity to build national agreements around public policies. More recently, spaces for political dialogue have multiplied with consultations, sectoral pacts and national agreements for medium and long-term solutions to the country's problems. Despite progress in the Transparency International Index (from 38 in 2012 to 33 in 2017, ranked 112 out of 180 in 2017),<sup>9</sup> the country still faces challenges in terms of fighting corruption.

El Salvador suffers from persistent low levels of growth. Between 2010 and 2016, real GDP growth averaged 2.6 percent, making the country one of those with the lowest growth in the Central America. In 2017, real GDP growth decreased to 2.3 percent, with agriculture, livestock, forestry and fisheries, manufacturing and mining, and commerce, restaurants and hotels accounting for about two-thirds of the growth.<sup>10</sup> In terms of human development, El Salvador has witnessed positive trends in life expectancy (from 68 in 2000 to 74 in 2016), schooling (from 10.5 expected years of schooling in 2000 to 12.6 in 2017)<sup>11</sup>, health (from an infant mortality rate of 26.8 in 2000 to 14.4 in 2015)<sup>12</sup> and poverty reduction (from 34.6 percent in 2007 to 29.2 percent in 2017). However, the country's Human Development Index remains at 0.674, ranking it at 119th out of 188 countries in 2017.<sup>13</sup> When adjusted for inequality, the index falls to 0.524, a loss of 22.3 percent. Wide gaps persist in terms of sex, age and geography, with women, children and youth in rural areas facing the greatest disadvantages.<sup>14</sup> For instance, there is an important gender gap in terms of gross national income per capita with 5,226\$ for females and 8,722\$ for males in 2017.<sup>15</sup> Poverty trends also vary by geographical area and are more pronounced in rural areas. The incidence of poverty was 43.8 percent in rural areas in 2007 and 37.9 percent in 2014.<sup>16</sup> The lack and limited access of the population to basic goods and services has led to significant social exclusion, vulnerability and inequality. To move forward the SDG agenda, the government committed in 2015 to strengthen national capacities to effectively advance the national efforts for the implementation of the Agenda 2030 and presented a national voluntary review at the 2017 High-Level Political Forum on Sustainable Development.

Violence and citizen insecurity represent important threats to human development and economic growth in El Salvador. The country experiences one of the highest homicide rates in the world outside war zones (82.8 per 100,000 people in 2016)<sup>17</sup>, which has caused displacement and migration. Homicide rates among youth, violence against women and extortion are some of the main concerns (with 90 percent of the population reporting to feel insecure in public places in 2014)<sup>18</sup>. In 2017, the economic cost of violence was calculated as 49 percent of the country GDP.<sup>19</sup> To respond to it, in the last decades, the governments have put in place diverse security policies of different nature, mostly repressive such as the "Plan Mano Dura", which have been unable to structurally solve the problem and have eroded citizens' confidence in the government. More recently, the "Plan El Salvador Seguro" (2014) has tried to provide a more holistic response to citizen security. Insecurity, and limited economic opportunities (up to 30 percent of the youth

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<sup>8</sup> Democracy Index 2017 Free speech under attack. The Economist Intelligence Unit. <https://www.eiu.com/topic/democracy-index>

<sup>9</sup> [https://www.transparency.org/news/feature/corruption\\_perceptions\\_index\\_2017#table](https://www.transparency.org/news/feature/corruption_perceptions_index_2017#table), accessed 6 November 2018.

<sup>10</sup> World Bank. El Salvador Overview. <http://www.worldbank.org/en/country/elsalvador/overview>.

<sup>11</sup> [http://hdr.undp.org/sites/all/themes/hdr\\_theme/country-notes/SLV.pdf](http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/SLV.pdf)

<sup>12</sup> PAHO-WHO <http://www.paho.org/data/index.php/en/analysis/health-profiles/415-country-profiles-mortality-en.html>

<sup>13</sup> [http://hdr.undp.org/sites/default/files/2018\\_human\\_development\\_statistical\\_update.pdf](http://hdr.undp.org/sites/default/files/2018_human_development_statistical_update.pdf)

<sup>14</sup> UNDP CPD 2016-2020.

<sup>15</sup> Human Development Report. <http://hdr.undp.org/en/countries/profiles/SLV>

<sup>16</sup> <https://data.worldbank.org/indicator/SI.POV.RUHC?end=2017&locations=SV&start=2007&view=chart>

<sup>17</sup> Human Development Report. <http://hdr.undp.org/en/indicators/61006>

<sup>18</sup> El Salvador. Plan-Quinquenal-de-Desarrollo 2014-2019. Pag. 69.

<sup>19</sup> Institute for Economics & Peace. The Economic Value of Peace 2018: Measuring the Global Economic Impact of Violence and Conflict, Sydney, October 2018. Available at <http://economicsandpeace.org/reports/>

was not in school or employed in 2015)<sup>20</sup> are some of the drivers of migration<sup>21</sup>. Currently, there are 2.5 million Salvadorians living in the United States alone. This has created strong inflows of remittances which have contributed to the reduction of the poverty rates<sup>22</sup> and have built an informal social protection system.

Gender equality, and in particular women's participation in economic and political activities, remains an important challenge. In 2017, 32 percent of the seats in the national parliament were held by women. In terms of economic participation, women participation in the labour market is 47 percent compared to 78.8 for men<sup>23</sup> and the gender gap between men and women in senior and middle management positions is still significant with only 34.1 percent of female holding such positions in 2016.<sup>24</sup>

The country is also vulnerable to natural disasters, particularly volcanic eruptions, earthquakes, floods and droughts. The impacts associated with climate variability and climate change represent an important threat as 88.7 percent of the territory and 95 percent of the population are considered at risk.<sup>25</sup> Increasing deforestation (with a decrease of 29.7 percent in the national forest area cover between 1990 and 2015)<sup>26</sup> and water pollution are also important environmental challenges and are threatening biodiversity. The weight of renewable energy in terms of total energy consumption has increased from 53 percent in 2010 to 60.2 percent in 2017. The Third National Communication on Climate Change identified agriculture (particularly staple foods and coffee), water, coasts and forests as priority areas for adaptation in the country.

### 3. UNDP programme strategy in El Salvador

Relations between the Government of El Salvador and the United Nations system were formalized on 1975. The IEO conducted an Assessment of Development Results (ADR) in 2011, covering the period 2002-2010. UNDP then implemented a new country programme, planned for the 2012-2015 period.

The work of UNDP in the country for the period 2016-2020 is guided by the United Nations Development Assistance Framework (UNDAF), which is aligned with the priorities identified by the Government in its 2014-2019 five-year Development Plan. The UNDAF was developed by the UN country team in line with the "Delivering as One" approach and focused on five priorities: i) good and basic services; ii) decent employment and livelihoods; iii) consensus, democratic governance and public policies; iv) resilience; and v) Citizen Security and Coexistence.

UNDP committed in its Country Programme Document 2016-2020 to support the following programme priorities: (a) universal and equitable access to and coverage of basic goods and services; (b) decent work and sustainable livelihoods; (c) basic consensus that guarantee people's full exercise of their rights; and (d) human resilience to natural events. In addition, it intended to acknowledge and enforce social, economic, civil, political, cultural and environmental rights. The country programme is also aligned with UNDP's Strategic Plan, the post-2015 agenda, the sustainable development goals and UNDP's 2014-2017 Gender Equality Strategy.

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<sup>20</sup> <http://hdr.undp.org/en/indicators/147906>

<sup>21</sup> Revisión Nacional Voluntaria de la Implementación de la Agenda 2030 para el Desarrollo Sostenible en El Salvador, Foro Político de Alto Nivel sobre Desarrollo Sostenible, July 2017.

<sup>22</sup> <https://www.worldbank.org/en/country/elsalvador/overview>

<sup>23</sup> [http://hdr.undp.org/sites/all/themes/hdr\\_theme/country-notes/SLV.pdf](http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/SLV.pdf)

<sup>24</sup> <http://hdr.undp.org/en/indicators/175006>

<sup>25</sup> Política Nacional de Medio Ambiente. El Salvador

<sup>26</sup> <http://hdr.undp.org/en/indicators/164206>

**Table 1: Country Programme outcomes and indicative resources (CPD 2016-2020)<sup>27</sup>**

Country Programme Outcome	Country Programme Output	Planned resources	Expenditure s to date
<b>Outcome 26:</b> The population enjoys a better coverage and <b>universal and equitable access to goods and basic services</b> of quality.	<ul style="list-style-type: none"> <li>1.1. Selected public institutions improve their public investment planning and implementation capacities at the national and local levels</li> <li>1.2. Targeted public institutions with effective, efficient and transparent management tools.</li> <li>1.3. Institutions of security and criminal justice sector with improved capacities to articulate an effective evidence-based response to violence.</li> <li>1.4. Population in priority municipalities with institutional violence prevention mechanisms and a system to care and protect victims.</li> <li>1.5. Victims of violence with institutional tools to secure access to justice</li> </ul>	CPD: 188,704,000  Received to date: 63,339,552	38,831,528
<b>Outcome 27:</b> The population enjoys greater opportunities for access to a <b>decent employment and sustainable livelihoods</b> , contributing to the productive and inclusive growth	<ul style="list-style-type: none"> <li>2.1. Targeted territories reactivated with the implementation of public policies and economic initiatives [<i>deleted at CPD midterm</i>]</li> <li>2.2. Productive units and businesses in targeted sectors improve their market access, favouring the inclusion of women and youth [<i>deleted at CPD midterm</i>]</li> <li>2.3. Targeted rural productive units improving their productive capacities, applying sustainable technologies and generating livelihoods for women and youth</li> <li>2.4. Conditions for the economic empowerment of women have been promoted</li> <li>2.5. Systems of national accounts revealing unpaid productive work [<i>deleted at CPD midterm</i>]</li> <li>2.6. Measures have been taken for reliable, sustainable and efficient energy use.</li> <li>2.7. Developed solutions for the conservation and sustainable use of biodiversity and ecosystem services maintenance</li> <li>2.8. Key areas in the country have increased their capacities to access climate funding [<i>deleted at CPD midterm</i>]</li> </ul>	CPD: 50,960,000  Received to date: 15,676,473	11,627,876
<b>Outcome 28:</b> El Salvador enjoys new essential country agreements that enabled the population and the people in vulnerable situations and excluded, to <b>enjoy the full exercise of their rights</b> .	<ul style="list-style-type: none"> <li>3.1. Participatory, effective and transparent dialogue mechanisms and processes established for national and local priorities</li> <li>3.2. Mechanisms established to generate and share knowledge regarding development solutions. [<i>deleted at CPD midterm</i>]</li> <li>3.3. The lead electoral management entity has improved capacities to guarantee fair and free elections</li> <li>3.4. Women have increased participation spaces in politics and in the public sphere</li> <li>3.5. Platform enabled for the development of integrated solutions for the implementation of the SDGs [<i>included at CPD midterm</i>]</li> </ul>	CPD: 10,300,000  Received to date: 3,792,278	2,567,917
<b>Outcome 29:</b> The population and those who are most vulnerable and excluded have increased their <b>resilient capacities</b> to face disasters, environmental degradation and the negative effects of climate change.	<ul style="list-style-type: none"> <li>4.1. Targeted municipalities and local actors improve their post-disaster recovery capacities [<i>deleted at CPD midterm</i>]</li> <li>4.2. Institutional capacities have been developed to advance resilience in cities and communities [<i>deleted at CPD midterm</i>]</li> <li>4.3. Created cross- sector partnerships at the national and local levels to strengthen climate change adaptation and DRR.</li> <li>4.4. Targeted institutions have quality information for decision-making concerning climate change, DRR and local development).</li> <li>4.5. Targeted institutions have increased their capacities to access climate financing [<i>included at CPD midterm</i>]</li> </ul>	CPD: 6,080,000  Received to date: 3,398,333	2,579,595
<b>Total (to date)</b>		<b>86,206,635</b>	<b>55,610,669</b>

<sup>27</sup> Resources received to date and indicative expenditure to date include data on regional and global projects in El Salvador. Source: UNDP El Salvador Country Programme Document 2016-2020 and UNDP data extracted from Atlas / PowerBi as of December 2018.

## 4. Scope of the evaluation

ICPEs are conducted in the penultimate year of the ongoing UNDP country programme to contribute to the process of developing the new country programme. Thus, the ICPE will focus on the current programme cycle (2016-2020), covering the period of 2016-mid 2019, to provide forward-looking recommendations as input to UNDP El Salvador's formulation of its next country programme. It will also examine the degree of adoption and follow-up of the recommendations of the last evaluation conducted by the IEO in 2011, which were expected to feed into the formulation of the 2012-2015 CPD.

The scope of the ICPE includes the entirety of UNDP's development programmes in the country, including those projects running from the 2012-2015 cycle into the current one. The interventions under review are funded by all sources, including those from UNDP's regular resources, donors, and the Government. The efforts supported by UNDP's regional and global programmes will also be included. Special efforts will be made to capture the role and contribution of the United Nations Volunteers (UNV). At the same time, special attention will be paid to assess UNDP's support to electoral cycles and its linkages with peacebuilding and democratic governance as well as UNDP's support to citizen security and the promotion of peace.

## 5. Methodology

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards.<sup>28</sup> The ICPE will address the following key evaluation questions.<sup>29</sup> These questions will also guide the presentation of the evaluation findings in the report.

1. What did the UNDP country programme intend to achieve during the period under review?
2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
3. What factors contributed to or hindered UNDP's performance and eventually, the sustainability of results?

The ICPE is conducted at the outcome level. To address question 1, a Theory of Change (ToC) approach will be used in consultation with stakeholders, as appropriate. Discussions of the ToC will focus on mapping the assumptions behind the programme's desired change(s) and the causal linkages between the intervention(s) and the intended country programme outcomes. As part of this analysis, the CPD's progression over the review period will also be examined. In assessing the CPD's evolution, UNDP's capacity to adapt to the changing context and respond to national development needs and priorities will also be looked at.

The effectiveness of UNDP's country programme will be analysed under evaluation question 2. This will include an assessment of the achieved outputs and the extent to which these outputs have contributed to the intended CPD outcomes. In this process, both positive and negative, direct and indirect unintended outcomes will also be identified.

To better understand UNDP's performance, the specific factors that have influenced - both positively or negatively - UNDP's performance and eventually, the sustainability of results in the country will be examined under evaluation question 3. The utilization of resources to deliver results (including managerial practices), the extent to which the CO fostered partnerships and synergies with other actors (i.e. through south-south or triangular cooperation), the 2016 change management process which entailed changes in

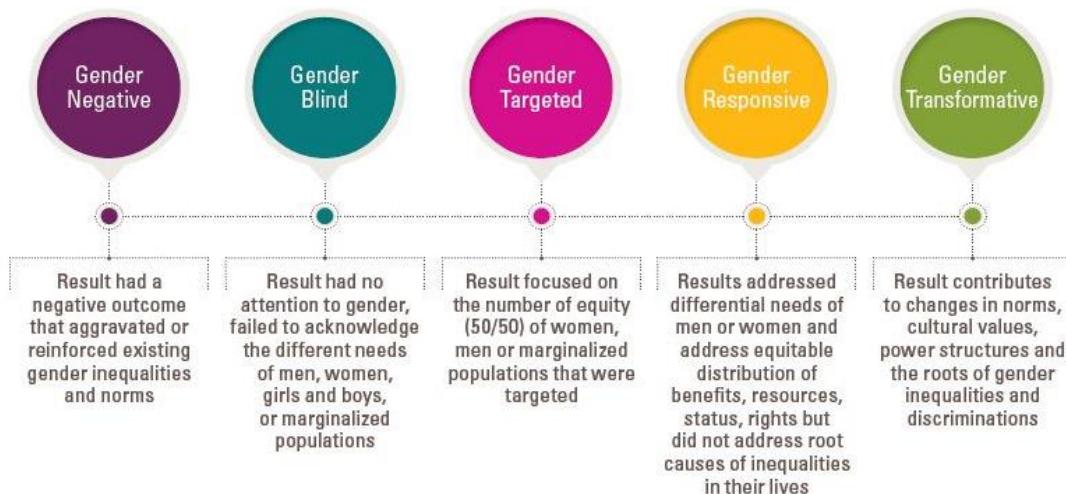
<sup>28</sup> <http://www.uneval.org/document/detail/1914>

<sup>29</sup> The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the four standard OECD DAC criteria.

the office structure and staffing, and the integration of gender equality and women's empowerment in design and implementation of the CPD are some of the aspects that will be assessed under this question.

Special attention will be given to integrate a gender-responsive evaluation approach to data collection methods. The evaluation will analyse the extent to which UNDP (country) support was designed to and did contribute to gender equality and will consider the gender marker<sup>30</sup> and the gender results effectiveness scale (GRES). The GRES, developed by IEO, classifies gender results into five categories: gender negative, gender blind, gender targeted, gender responsive, gender transformative.

**Figure 1. Gender Results Effectiveness Scale**



## 6. Data collection

**Assessment of data collection constraints and existing data.** A preliminary assessment was carried out to identify the evaluable data available as well as potential data collection constraints and opportunities. The Evaluation Resource Center (ERC) information indicates that eight evaluations were planned as part of the current programme cycle, but at the time of this TOR preparation, only one outcome evaluation had been completed. Five further evaluations are planned before the end of 2019. Eleven evaluations were conducted during the previous programme cycle.

With respect to indicators, the CPD Outcomes, UNDP Results-Oriented Annual Reports (ROAR) and the corporate planning system (CPS) associated with it provide indicators, baselines and their status of progress. The indicators include reference data and targets, as well as their source of verification. To the extent possible, the ICPE will use these indicators and data, as well as other alternative indicators which may have been used by CO, to interpret the UNDP programme goals and to measure or assess progress toward the intended outcomes. However, the CPD indicators try to assess aspects of performance that are well-outside of UNDP's direct sphere of control, and for which the programme has limited influence. To mitigate these limitations, the evaluation will work with Theories of Change to try to estimate goals and map assumptions against the expected and achieved results. In addition, primary data collection could be constrained by the rainy season and the security level which is considered moderate (and substantial in

<sup>30</sup> A corporate tool to sensitize programme managers in advancing GEWE by assigning ratings to projects during their design phase to indicate the level of expected contribution to GEWE. It can also be used to track planned programme expenditures on GEWE (not actual expenditures).

two regions). In response to these constraints, the evaluation team will identify different locations for field missions to remain flexible and be able to adapt as needed.

**Data collection methods.** The evaluation will use data from primary and secondary sources, including desk review of corporate and project documentation and surveys. A multi-stakeholder approach will be followed, and face-to-face and/or telephone/Skype interviews will include government representatives, civil-society organizations, private-sector representatives, UN agencies, multilateral organizations, bilateral donors, UNDP country office and RBLAC and beneficiaries of the programme. Efforts will be made to collect views from a diverse range of stakeholders on UNDP's performance. At the start of the evaluation, a stakeholder analysis will be conducted with the support of the CO to identify relevant UNDP partners to be consulted, as well as those who may not work with UNDP, but play a key role in the outcomes to which UNDP contributes. This stakeholder analysis will serve to identify key informants for interviews during the main data collection phase of the evaluation, and to examine any potential partnerships that could further improve UNDP's contribution to the country.

The criteria for selecting projects for field visits will include:

- Programme coverage (projects covering various components, joint projects and cross-cutting areas);
- Financial expenditure (projects of all sizes, both large and smaller pilot projects);
- Geographic coverage (not only national level and urban-based ones, but also in the regions);
- Maturity (covering both completed and active projects);
- Programme cycle (coverage of projects/activities from the past and the current cycle);
- Degree of "success" (coverage of successful projects, projects where lessons can be learned, etc.).

The IEO and the Country Office will identify an initial list of background and programme-related documents and post it on an ICPE SharePoint website. Document reviews will include: background documents on the national context, documents prepared by international partners and other UN agencies during the period under review; programmatic documents such as workplans and frameworks; progress reports; monitoring self-assessments such as the yearly UNDP Results Oriented Annual Reports (ROARs); and evaluations conducted by the country office and partners, including quality assurance reports available. Two pre-mission questionnaires will be administered and expected to be completed one prior to government interviews in March and the other at least two weeks prior to the arrival of the evaluation team in San Salvador for the data collection mission.

All information and data collected from multiple sources and through various means will be triangulated to ensure its validity before the evaluation reaches conclusions and recommendations. An evaluation matrix will be used to guide how each of the questions will be addressed to organize the available evidence by key evaluation question. This will also facilitate the analysis process and will support the evaluation team in drawing well-substantiated conclusions and recommendations.

In line with UNDP's gender equality strategy, the ICPE will examine the level of gender mainstreaming across all the CO programmes and operations. Gender-related data will be collected by using corporately-available sources (e.g. the Gender Marker) and programme/ project-based sources (e.g. through desk reviews of documents and interviews), where available, and assessed against its programme outcomes.

## 7. Management arrangements

**Independent Evaluation Office of UNDP:** The IEO Lead Evaluator will lead the evaluation and coordinate the evaluation team. The IEO will cover all costs directly related to the conduct of the ICPE.

**UNDP Country Office in El Salvador:** The Country Office (CO) will support the evaluation team to liaise with key partners and other stakeholders, make available to the team all necessary information regarding UNDP's programmes, projects and activities in the country, and provide factual verifications of the draft report on a timely basis. The CO will provide support in kind (e.g. scheduling of interviews with project staff, stakeholders and beneficiaries; assistance for the project site visits). To ensure the anonymity of interviewees, the Country Office staff will not participate in the stakeholder interviews. The CO and IEO will jointly organize the final stakeholder debriefing, ensuring participation of key government counterparts, through a videoconference, where findings, conclusions and recommendations of the evaluation will be presented. Once a final draft report has been prepared, the CO will prepare a management response to the evaluation recommendations, in consultation with the RB. It will support the use and dissemination of the final ICPE report at the country level.

**UNDP Regional Bureau for Latin America and the Caribbean:** The UNDP Regional Bureau for Latin America and the Caribbean will support the evaluation through information sharing and will also participate in the final stakeholder debriefing. Once the evaluation has been completed, the Bureau is also responsible for monitoring the status and progress of the country office's implementation of the evaluation recommendations, as defined in its management response.

**Evaluation Team:** The IEO will constitute an evaluation team to undertake the ICPE. The IEO team will include the following members:

- Lead Evaluator (LE): IEO staff member with overall responsibility for developing the evaluation design and terms of reference; managing the conduct of the ICPE, preparing/ finalizing the final report; and organizing the stakeholder debrief, as appropriate, with the Country Office.
- Associate Lead Evaluator (ALE): IEO staff member with the general responsibility to support the LE, including in the preparation of terms of reference, data collection and analysis and the final report. Together with the LE, the ALE will help backstop the work of other team members.
- Consultants: external consultants will be recruited to collect data and help to assess the outcome areas, paying attention to gender equality and women's empowerment. Under the guidance of the LE and ALE, they will conduct preliminary desk review, develop a data collection plan, prepare outcome analysis papers, conduct data collection in the field, prepare sections of the report, and contribute to reviewing the final ICPE report.
- Research Assistant: a research assistant based in the IEO will provide background research and will support the portfolio analysis.

The roles of the different members of the evaluation team can be summarized in Table 2.

<b>Table 2: Data collection responsibilities (tentative)</b>		
<b>Area</b>	<b>Report</b>	<b>Data collection</b>
Universal and equitable access to basic goods and services (outcome 26)		Governance, rule of law, conflict prevention and peacebuilding expert + LE + RA
Basic consensus that guarantee people's full exercise of their rights (outcome 28)	ALE	
Decent work and sustainable livelihoods (outcome 27) + Human resilience to natural events (outcome 29)		Sustainable development expert + LE
Gender equality	All	

## 8. Evaluation process

The ICPE will be conducted according to the approved IEO process in the Charter of the Independent Evaluation Office of UNDP. There are five key phases to the evaluation process, as summarized below, which constitute the framework for conducting the evaluation.

**Phase 1: Preparatory work.** Following the initial consultation with the country office, the IEO prepares the ToR and the evaluation design, including an overall evaluation matrix with specific evaluation questions. Once the TOR is approved, additional evaluation team members, comprising international and/or national development professionals with relevant skills and expertise will be recruited if needed. The IEO, with the support of the country office, collects all relevant data and documentation for the evaluation.

**Phase 2: Desk analysis.** Evaluation team members will conduct desk review of reference material and identify specific issues. Further in-depth data collection will be conducted, by administering two pre-mission questionnaires to the Country Office (one in March to prepare the interviews with government counterparts, and a second one in August to prepare the field mission) and conducting preliminary interviews with government counterparts by telephone / Skype. Based on this, detailed questions, gaps and issues that require validation during the field-based phase of the data collection will be identified.

**Phase 3: Field data collection.** The evaluation team undertakes a mission to the country to engage in data collection activities. The estimated duration of the mission will be 2.5 weeks. The timing of the mission will be closely discussed and coordinated with the country office. Data will be collected according to the approach outlined in Section 5 with responsibilities outlined in Section 7. At the end of the mission, the evaluation team holds a debriefing presentation of the key preliminary findings at the Country Office. By the end of the mission, all additional data gaps and areas of further analysis should be identified for follow-ups.

**Phase 4: Analysis, report writing, quality review and debrief.** Based on the analysis of data collected and triangulated, the LE will undertake a synthesis process to write the ICPE report. The first draft of the report will be subject to peer review by IEO and the Evaluation Advisory Panel (EAP). It will then be circulated to the Country Office and the UNDP Regional Bureau for Latin America and the Caribbean for factual corrections. The second draft, which takes into account any factual corrections, will be shared with national stakeholders for further comments. Any necessary additional corrections will be made, and the UNDP El Salvador Country Office will prepare the management response to the ICPE, under the overall oversight of the Regional Bureau. The report will then be shared at a final debriefing (via videoconference) where the results of the evaluation are presented to key national stakeholders. Ways forward will be discussed with a view to creating greater ownership by national stakeholders in taking forward the recommendations and strengthening national accountability of UNDP. Considering the discussion at the stakeholder event, the final evaluation report will be produced.

**Phase 5: Publication and dissemination.** The ICPE report, including the management response, and evaluation brief will be widely distributed in hard and electronic versions. The evaluation report will be made available to UNDP Executive Board at the time of the approval of a new Country Programme Document. It will be distributed by the IEO within UNDP and to the evaluation units of other international organisations, evaluation societies/networks and research institutions in the region. The El Salvador Country Office will disseminate the report to stakeholders in the country. The report and the management response will be published on the UNDP website and the Evaluation Resource Centre (ERC). The Regional Bureau for Latin America and the Caribbean will be responsible for monitoring and overseeing the implementation of follow-up actions in the ERC.

## 9. Timeframe for the ICPE process

The timeframe and responsibilities for the evaluation process are tentatively<sup>31</sup> as follows:

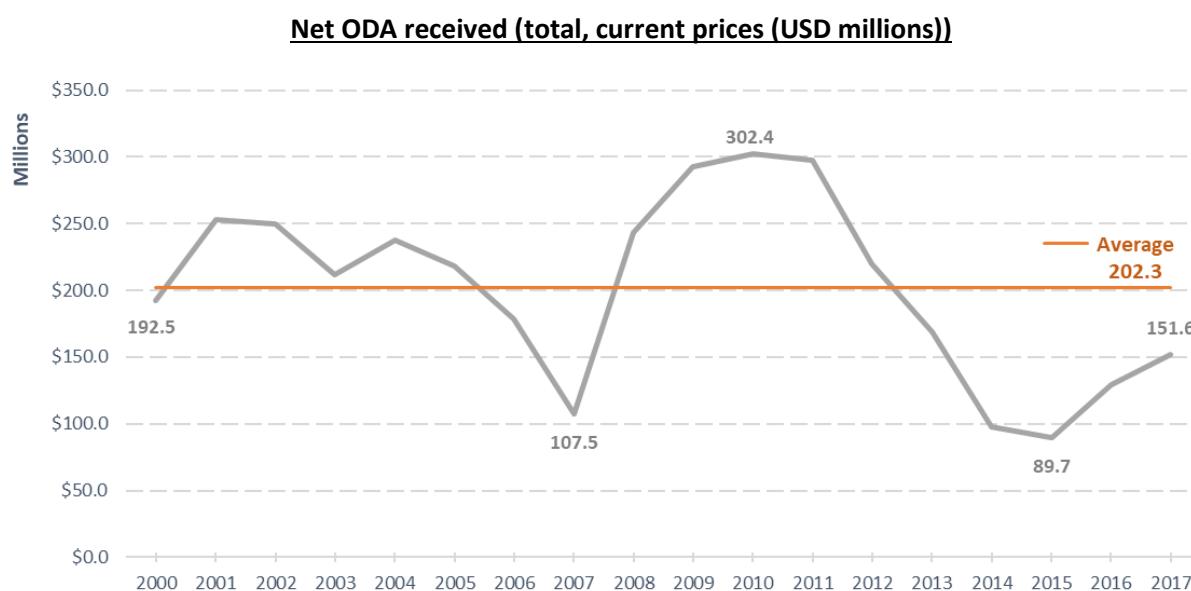
<b>Table 3: Timeframe for the ICPE process going to the Board in September 2020 (tentative)</b>		
<b>Activity</b>	<b>Responsible party</b>	<b>Proposed timeframe</b>
<b>Phase 1: Preparatory work</b>		
TOR – approval by the Independent Evaluation Office	LE	December 2018
Selection of other evaluation team members	LE/ALE	January 2019
<b>Phase 2: Desk analysis</b>		
Preliminary interviews with government counterparts	LE/ALE	March-April 2019
Preliminary analysis of available data and context analysis	Evaluation team	August-September 2019
<b>Phase 3: Data collection</b>		
Data collection and preliminary findings	Evaluation team	30 September – 16 October 2019
<b>Phase 4: Analysis, report writing, quality review and debrief</b>		
Analysis and Synthesis	LE	October-November 2019
Zero draft ICPE for clearance by IEO	LE	Nov-Dec 2019
First draft ICPE for CO/RB review	CO/RB	January 2020
Second draft shared with the government	CO/GOV	February 2020
Draft management response	CO/RB	March 2020
Final debriefing with national stakeholders	CO/LE	March 2020
<b>Phase 5: Production and Follow-up</b>		
Editing and formatting	IEO	April 2020
Final report and Evaluation Brief	IEO	April 2020
Dissemination of the final report	IEO/CO	April 2020
Presentation to the Executive Board	IEO	September 2020

<sup>31</sup> The timeframe is indicative of process and deadlines and does not imply full-time engagement of the team during the period.

## Annex 2. COUNTRY AT A GLANCE

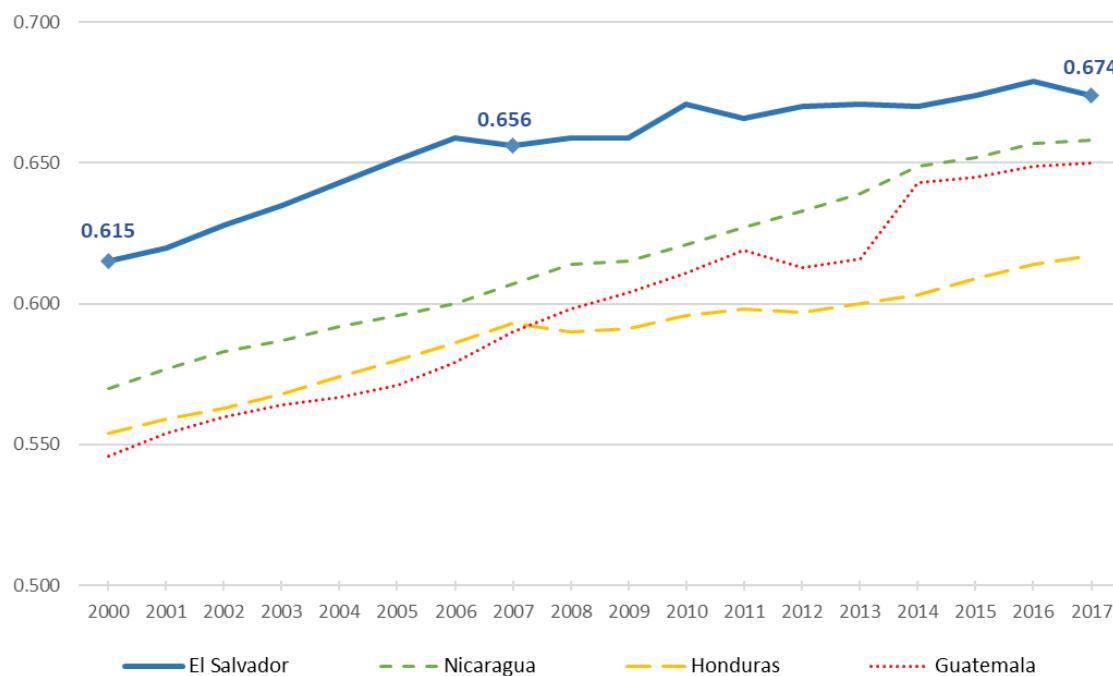


Source: [World Bank](#). July 2019



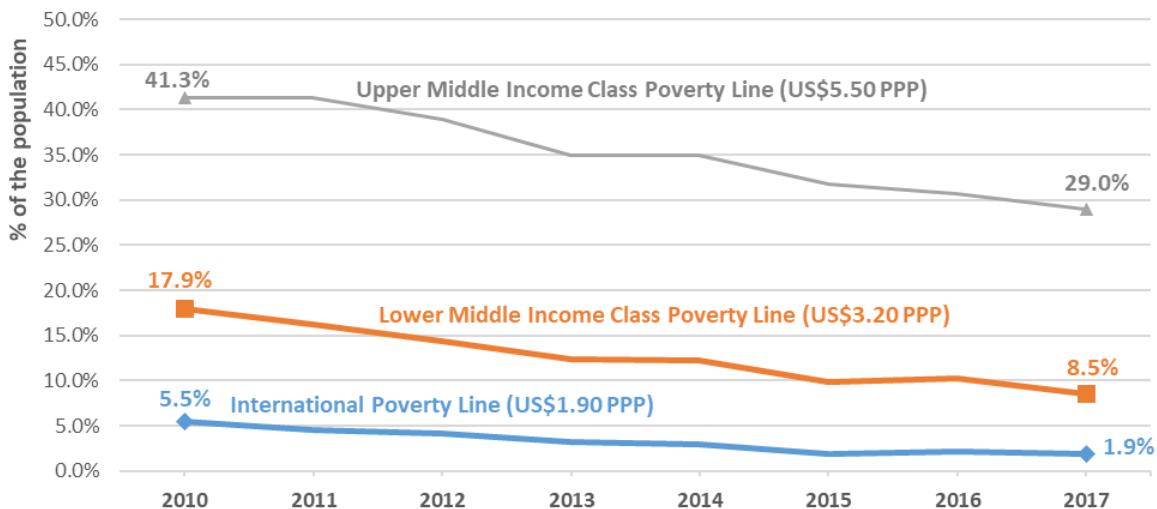
Source: [OECD World Development Indicators](#). July 2019

### Human Development Index trends



Source: [HDR UNDP](#), July 2019

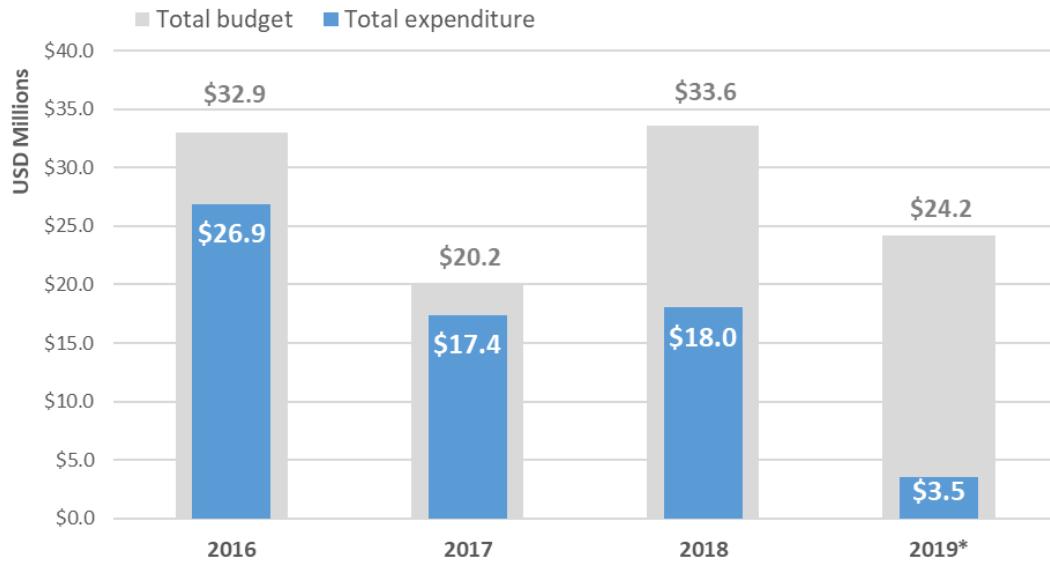
### Poverty trends



Source: [World Bank, Poverty Data](#), July 2019

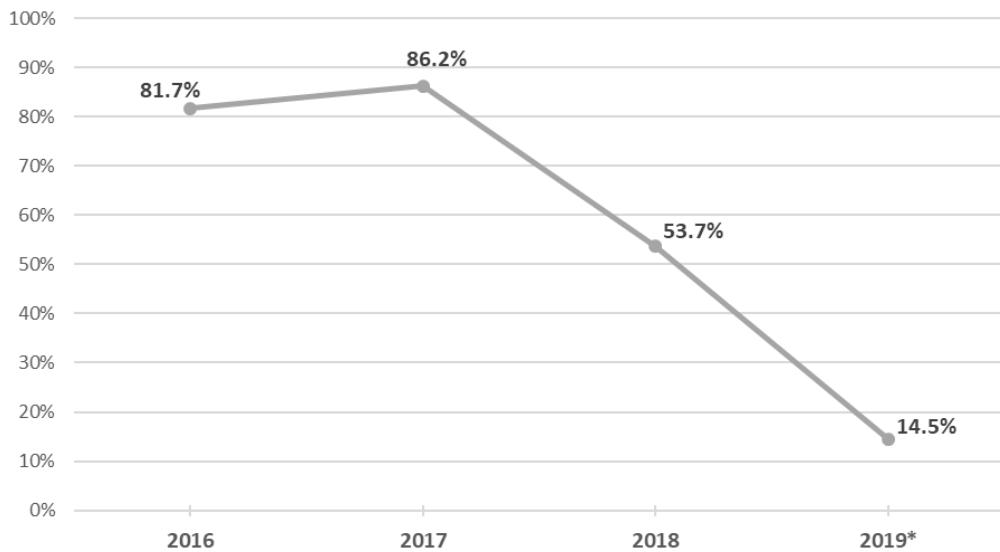
## Annex 3. COUNTRY OFFICE AT A GLANCE

### Evolution of programme budget and expenditures (in USD millions)



Source: ICPE Project list (Power Bi/ Atlas). \*Year 2019 Data available as of July 15<sup>th</sup>, 2019

### Programme financial execution rate

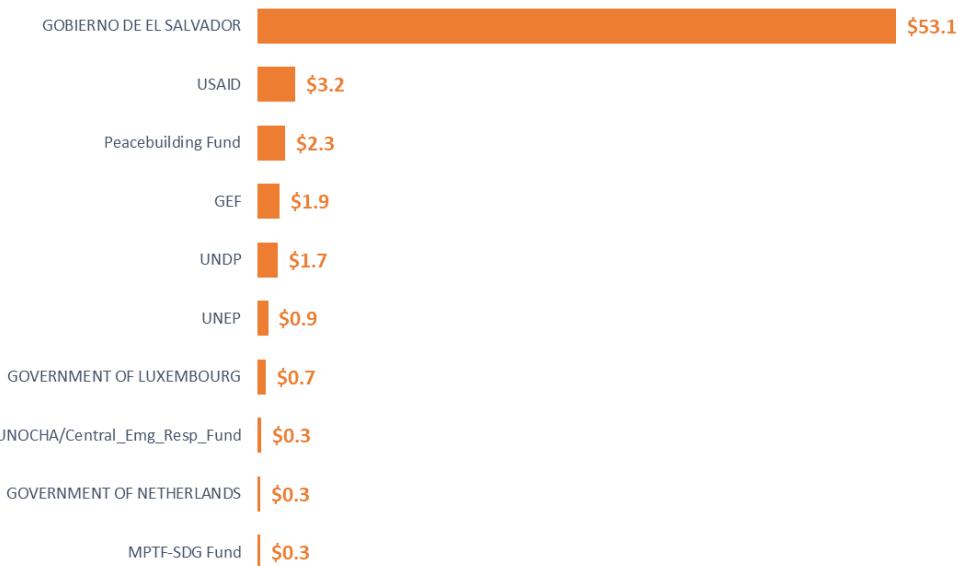


Source: ICPE Project list (Power Bi/ Atlas). \*Year 2019 Data available as of July 15<sup>th</sup>, 2019

## Top donors 2016-2019 (in USD millions)

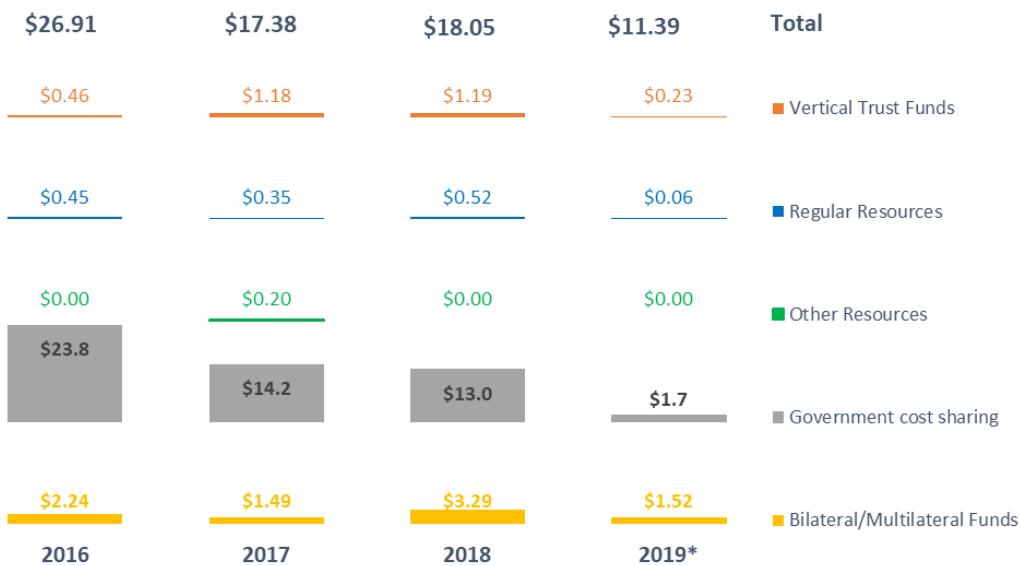
### Top 10 Donors

Millions



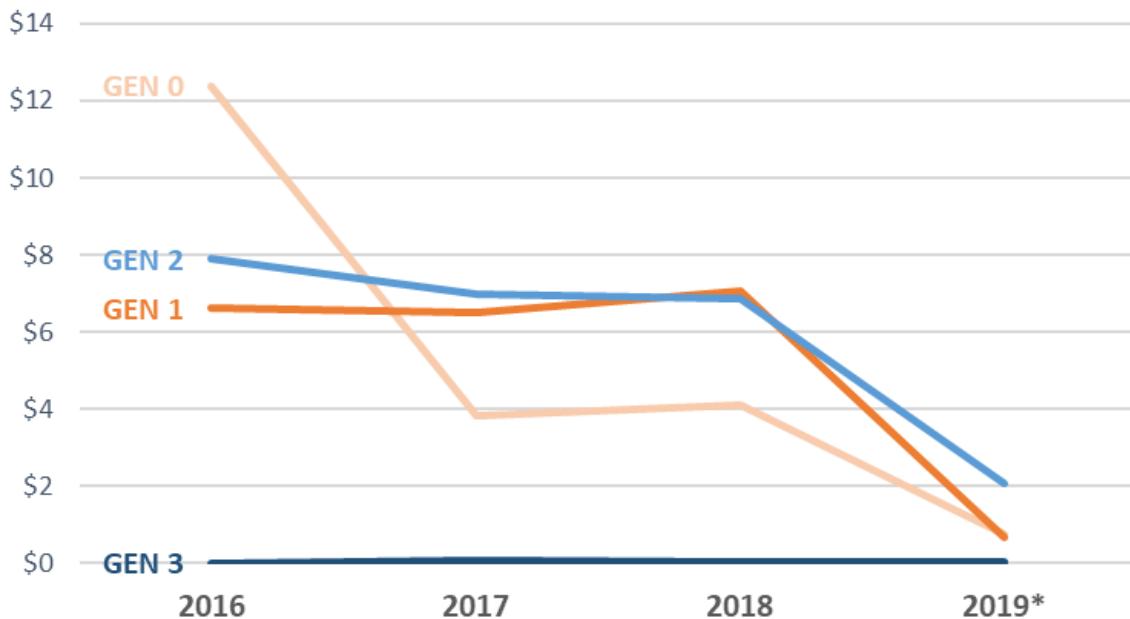
Source: Power Bi/ Atlas. Data available as of July 15<sup>th</sup>, 2019

## Annual expenditure by fund source (in USD millions)



Source: ICPE Project list (Power Bi/ Atlas). \*Year 2019 Data available as of July 15<sup>th</sup>, 2019

**Expenditure by gender marker and year (in USD millions):**



Source: ICPE Project list (Power Bi/ Atlas). \*Year 2019 Data available as of July 15<sup>th</sup>, 2019

**Programme expenditure by source (in USD millions)**

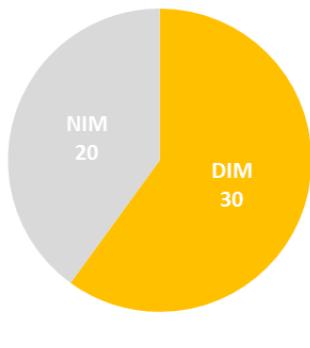


Source: ICPE Project List (Power Bi/ Atlas). \*Year 2019 Data available as of July 15<sup>th</sup>, 2019

### Programme implementation modality

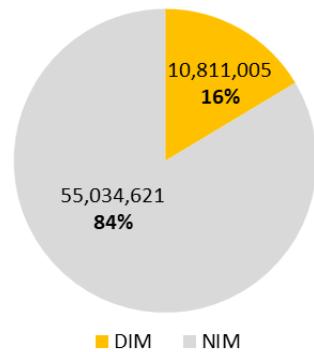
**Implementation Modality**

Number of Projects



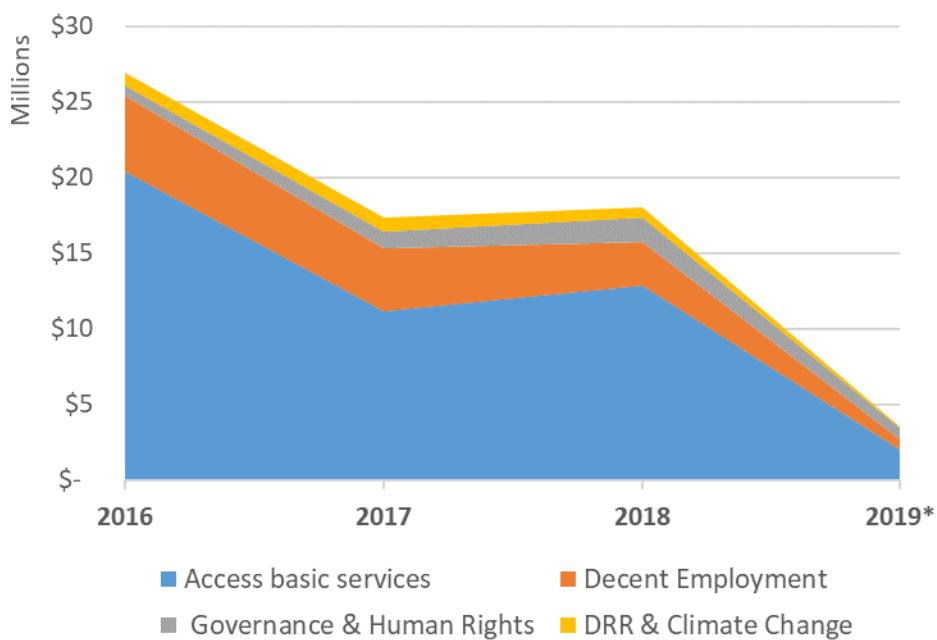
**Implementation Modality**

Expenditure (in US \$)



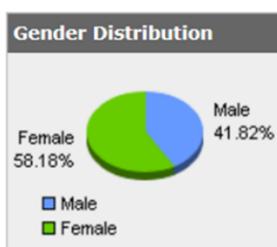
Source: ICPE Project List (Power Bi/ Atlas). \*Year 2019 Data available as of July 15<sup>th</sup>, 2019

### Evolution of expenditure by thematic area (in USD millions)

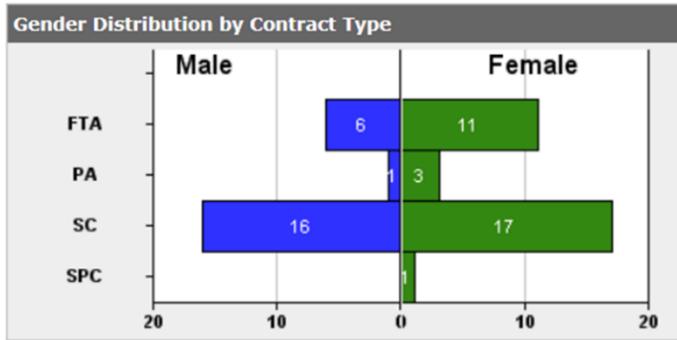


Source: ICPE Project list (Power Bi/ Atlas). \*Year 2019 Data available as of July 15<sup>th</sup>, 2019

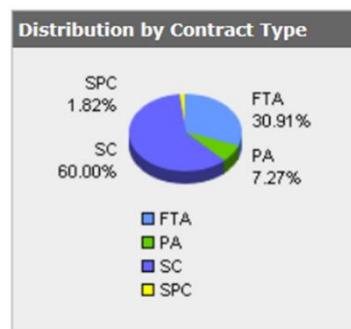
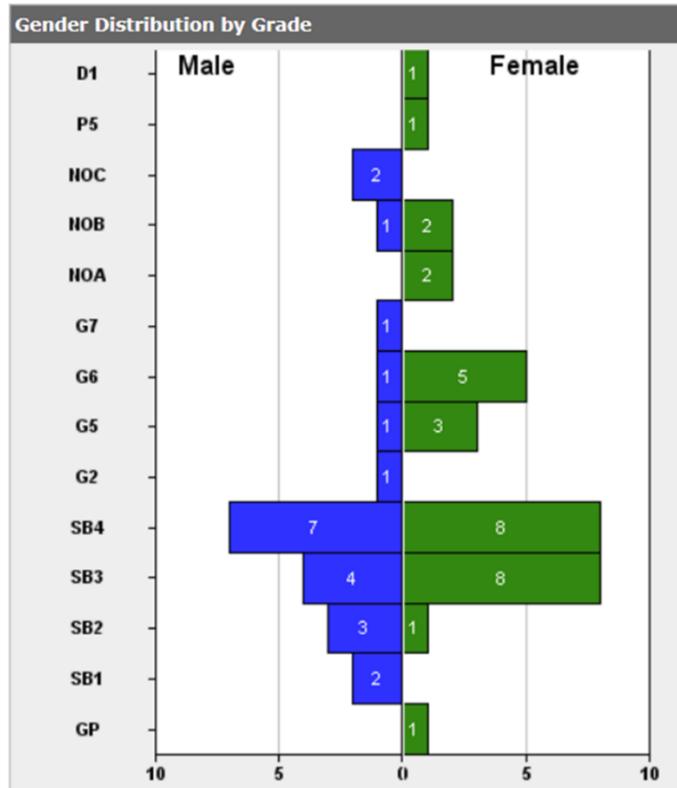
## Gender distribution



Gender Distribution		
Male	Female	All
23	32	55



Gender Distribution by Contract Type			
Contract Type	Male	Female	All
FTA	6	11	17
PA	1	3	4
SC	16	17	33
SPC	0	1	1
Total	23	32	55



Gender Distribution by Grade			
Contract	Male	Female	All
D1	0	1	1
P5	0	1	1
NOC	2	0	2
NOB	1	2	3
NOA	0	2	2
G7	1	0	1
G6	1	5	6
G5	1	3	4
G2	1	0	1
SB4	7	8	15
SB3	4	8	12
SB2	3	1	4
SB1	2	0	2
GP	0	1	1
<b>Total</b>	<b>23</b>	<b>32</b>	<b>55</b>

Source: UNDP Atlas - Executive Snapshot as of July 2019.

## Annex 4. PROJECT LIST

Outcome	Project ID	Project Title	Output ID	Output Name	Start Date	End Date	Impl. Modality	Gender Marker	Total Budget	Total Expenditure
Outcome 26	La población goza de una mejor cobertura y acceso universales y equitativos de los bienes y servicios básicos de calidad.									
Outcome 26	<b>00050368</b>	Apoyo a la Dirección de Migración Fase II	00062189	Apoyo Dirección Migración II	July/08	December/19	NIM	GENO	4,185,313	2,949,509
Outcome 26	<b>00059394</b>	Dinamización de Economías Locales	00074250	Desarrollo de Infraestructura	February/10	December/18	NIM	GEN1	7,837,134	6,825,382
Outcome 26	<b>00061024</b>	Fortalecimiento del Instituto de Bienestar Magisterial	00077096	Fortalecimiento del Magisterio	January/10	June/16	NIM	GENO	5,644,972	3,906,459
Outcome 26	<b>00061663</b>	Consolidación estrategia atención a la pobreza en ES	00078229 00082511	Pobreza Multidimesional Fortalecimiento STP/CSU	March/12 March/12	December/18 December/17	DIM DIM	GEN2 GEN2	278,302 413,734	241,810 256,660
Outcome 26	<b>00068118</b>	Fortalecimiento del Programa Nacional de Tuberculosis	00083506	Fortalecimiento Programa TB	August/12	December/19	NIM	GENO	7,368,721	5,866,017
Outcome 26	<b>00069442</b>	Modernización y Gestión de los activos estratégicos	00084021	Modernización gestión activos	November/12	December/17	NIM	GENO	4,495,302	4,483,696
Outcome 26	<b>00070764</b>	Optimización gasto e inversión social en VIH Min Salud	00084597	Optimización gasto e inversión	January/12	December/16	NIM	GENO	630,578	-10,202
Outcome 26	<b>00076049</b>	Promoción y restablecimiento del derecho a la salud, pro	00087638	Promoción y garantía de empleo	October/14	December/19	NIM	GENO	4,115,800	3,249,404
Outcome 26	<b>00080822</b>	CAM Evidence-Based Information Management CS	00090391 00090392	Institutional EBP Tools CSO Collaboration & Networking	January/14 January/14	May/20 May/20	DIM DIM	GEN2 GEN2	881,079 1,279,458	794,902 988,705
Outcome 26	<b>00081915</b>	Modelo de Reinserción Social	00091037	Modelo de insercion social	July/14	April/17	DIM	GEN2	636,870	635,767
Outcome 26	<b>00085479</b>	Prevención Violencia NNAJ	00093114	Prev Secund & Terciaria-ELS	January/15	December/18	DIM	GEN2	645,998	569,939
Outcome 26	<b>00088365</b>	Fortalecimiento ISBM Fase II	00095074	Fortalecimiento ISBM	January/17	December/19	NIM	GEN1	16,010,990	5,264,534
Outcome 26	<b>00089416</b>	Hacia una movilidad segura: Innovación en la Emisión de	00095672	Hacia una movilidad segura: In	June/17	December/23	NIM	GEN1	9,788,625	212,330
Outcome 26	<b>00092375</b>	Programa de modernización de CEPA Fase II	00097116	Programa de Modernización CEPA	September/16	December/18	NIM	GEN1	7,234,090	6,288,297
Outcome 26	<b>00093487</b>	Fortalecimiento institucional FOPROLYD	00097726	Fortalecimiento FOPROLYD	February/16	December/19	NIM	GEN2	2,327,457	1,259,858
Outcome 26	<b>00095810</b>	Apoyo a Plan El Salvador Seguro	00099892	Coordinacion Nac y Local	October/16	December/18	DIM	GEN2	59,733	59,706
			00099895	Servicios operativos de la PNC	October/16	December/18	DIM	GEN2	255,142	243,044
			00099896	Sistema patrullaje policial	October/16	December/18	DIM	GEN2	42,266	51,665
Outcome 26	<b>00097063</b>	Programa conjunto de paz para generación post-conflicto-	00100920	Controles internos y externos	August/17	February/19	DIM	GEN2	1,762,041	1,662,696
Outcome 26	<b>00104642</b>	Prevención terciaria	00106130	Modelo Insercion NNAJ	February/19	December/21	DIM	GEN2	1,312,860	39,761
Outcome 26	<b>00109958</b>	Cero Feminicidio	00109099	No Violencia Feminicida	September/18	September/22	DIM	GEN3	1,130,078	21,952
			00111564	RCO Interagency pool fund	September/18	December/18	DIM	GEN3	15,178	9,480
Outcome 26	<b>00110633</b>	Promoción y restablecimiento del derecho a la salud	00109881	Sistema de gestión de la admin	July/18	December/21	NIM	GEN1	3,558,109	67,032
Outcome 26	<b>00113648</b>	International standards to respond to the violence	00111722	Response to chronic violence	August/18	December/18	DIM	GENO	306,455	245,562

<b>Outcome</b>	<b>Project ID</b>	<b>Project Title</b>	<b>Output ID</b>	<b>Output Name</b>	<b>Start Date</b>	<b>End Date</b>	<b>Impl. Modality</b>	<b>Gender Marker</b>	<b>Total Budget</b>	<b>Total Expenditure</b>
Outcome 26	<b>00114611</b>	Access to justice for all: expanding legal aid services	00112564	Justicia penal & asesoria legal	November/18	November/19	DIM	GEN2	100,000	27,372
Outcome 26	<b>00114720</b>	Migración y Seguridad	00112625	Entornos seguros construidos	January/19	June/20	DIM	GEN2	416,000	197,497
Outcome 26	<b>00115898</b>	Plan Estratégico Nacional de TB El Salvador	00113302	El Salvador Plan Estratégico N	December/18	December/22	NIM	GEN1	1,049,407	85,722
<b>Subtotal Outcome 26</b>									<b>83,781,690</b>	<b>46,494,555</b>
<b>Outcome 27</b>	<b>La población goza de mayores oportunidades para acceder a un trabajo decente con medios de vida sostenibles, contribuyendo al crecimiento productivo e inclusivo.</b>									
Outcome 27	<b>00040307</b>	PRP for Ozone Depleting Substances phase-out plans	00097111	ELS/SEV/74/TAS/33 Survey of OD	November/15	December/17	DIM	GEN0	25,000	0
Outcome 27	<b>00057145</b>	Proyecto Desarrollo y Modernizacion Rural Region Oriente	00070494	Modernizacion Rural Oriente	April/09	June/17	NIM	GEN2	596,877	92,308
Outcome 27	<b>00059195</b>	Proyecto Desarrollo y Modernizacion Rural Region Central	00073968	Modernizacion Rural Central	January/11	December/16	NIM	GEN2	547,219	-50,269
Outcome 27	<b>00091895</b>		00091895	Modernización Rural Paracentra	November/14	October/19	NIM	GEN2	12,811,153	10,820,971
Outcome 27	<b>00061663</b>	Consolidacion estrategia atencion a la pobreza en ES	00082508	Metodología generación ingreso	March/12	December/17	DIM	GEN1	381,350	228,876
Outcome 27	<b>00069515</b>	Plan Eliminación de Hidroclorofluorocarbonos El Salvador	00084054	Plan de reducción HCFC-Ref EL	September/12	December/20	NIM	GEN0	184,851	154,798
			00084055	Plan Eliminación HCFC Polioles	September/12	December/16	NIM	GEN0	26,997	25,321
Outcome 27	<b>00088358</b>	Conservación, uso sostenible de la Biodiversidad	00095068	Conservación, uso sostenible d	January/16	December/19	NIM	GEN2	2,701,538	972,896
Outcome 27	<b>00093932</b>	PRP for Ozone Depleting Substances - Continuation 40307	00098250	ELS/SEV/74/TAS/33 Survey of OD	January/16	December/17	DIM	GEN0	89,735	55,140
Outcome 27	<b>00099058</b>	Programa Desarrollo Proveedores	00102294	Fortalecimiento de las capacid	November/16	December/18	DIM	GEN1	339,709	306,024
Outcome 27	<b>00104650</b>	Sello de Igualdad Laboral en Empresas Privadas	00106139	Sello de Igualdad de Género la	July/17	December/18	NIM	GEN3	50,000	49,999
Outcome 27	<b>00106014</b>	Sixth National Reports on Biodiversity in LAC	00106960	6th National Reports in LAC	November/17	November/19	DIM	GEN2	142,085	49,075
Outcome 27	<b>00111467</b>	Linking the Kigali Amendment with EE in the RAC Sector	00110505	Early Ratification of Kigali A	June/18	June/21	DIM	GEN1	122,000	16,690
<b>Subtotal Outcome 27</b>									<b>18,018,514</b>	<b>12,721,827</b>
<b>Outcome 28</b>	<b>El Salvador goza de nuevos consensos esenciales de país que facilitan a la población y a las personas en situación de vulnerabilidad y excluidas, gozar del ejercicio pleno de sus derechos.</b>									
Outcome 28	<b>00033363</b>	Joint UNDP-DPA Programme on Conflict Prevention	00101205	Joint UNDP/DPA Prog Phase2	July/16	December/21	DIM	GEN2	247,813	153,560
Outcome 28	<b>00081451</b>	Innovation Facility	00090714	Country & Regional Initiatives	June/14	December/19	DIM	GEN1	0	400
Outcome 28	<b>00084497</b>	Políticas públicas para el desarrollo humano sostenible	00092475	Políticas públicas para el des	December/14	June/18	DIM	GEN2	600,960	575,357
Outcome 28	<b>00084577</b>	Acuerdos de Segunda Generación Fase II	00092526	Políticas públicas consensuada	April/15	December/19	DIM	GEN2	1,492,420	1,126,465
			00095093	Diálogo interpartidario	May/15	December/19	DIM	GEN2	773,279	1,643
Outcome 28	<b>00096753</b>	Global Project - Core Government Functions	00100680	Supporting Core Gov. Functions	May/16	December/19	DIM	GEN2	42,000	21,000
Outcome 28	<b>00098424</b>	Hacia el cumplimiento de los ODS	00101751	Impulso a la Estrategia MAPS	June/17	December/18	DIM	GEN0	42,508	31,861
Outcome 28	<b>00099154</b>	Apoyo al Ciclo Electoral (2018 - 2019)	00102468	Apoyo a elecciones 2018	March/17	December/19	NIM	GEN2	1,972,758	1,737,401
Outcome 28	<b>00104647</b>	Museo de la Memoria	00106136	Lineamientos y guion museográf	October/17	May/18	DIM	GEN0	34,472	33,628

Outcome	Project ID	Project Title	Output ID	Output Name	Start Date	End Date	Impl. Modality	Gender Marker	Total Budget	Total Expenditure
Outcome 28	<b>00106838</b>	Apoyo a la agenda de consenso del Grupo Parlamentario de	00107380	Apoyo a la agenda de consenso	September/17	December/17	DIM	GEN3	20,000	20,000
Outcome 28	<b>00109287</b>	Resilencia y Cohesion	00108679	Dialogo politico en seguridad	January/18	June/19	DIM	GEN2	356,334	345,796
Outcome 28	<b>00114720</b>	Migración y Seguridad	00113294	Dialogo Politico	January/19	June/20	DIM	GEN1	300,000	137,300
<b>Subtotal Outcome 28</b>										
Outcome 29	La población y las personas más vulnerables y excluidas han aumentado sus capacidades resilientes ante los desastres, la degradación ambiental y los efectos negativos del cambio climático.									
Outcome 29	<b>00041995</b>	International Recovery Platform (IRP)	00048055	International Recovery Platfor	November/05	December/18	DIM	GEN2	35,000	34,849
Outcome 29	<b>00072235</b>	Tercera Comunicacion Cambio Climatico	00085379	Tercera Comunicacion Cambio Climatico	April/13	June/19	NIM	GEN1	786,477	783,159
Outcome 29	<b>00082572</b>	Ciudades Sostenibles	00091434	Ciudades Sostenibles	January/15	December/19	DIM	GEN0	104,447	92,979
Outcome 29	<b>00082573</b>	Preparación Fondo Verde Clima	00091435 00096793	Preparación para el Fondo Verd Contribuciones Nacionales	November/14 November/14	June/18 July/19	DIM DIM	GEN2 GEN1	1,587,732 252,639	919,043 195,586
Outcome 29	<b>00084677</b>	Institucional. de procesos y herramientas de RRD en CA	00092573	Out 2. Inst. RRD El Salvador	October/14	December/16	DIM	GEN1	97,709	29,215
Outcome 29	<b>00092681</b>	Respuesta a la Emergencia de la Sequía En El Salvador	00097290	Construyendo Resiliencia Post	January/16	December/16	DIM	GEN1	390,000	390,000
<b>Subtotal Outcome 29</b>										
<b>Total</b>									<b>110,936,753</b>	<b>65,845,626</b>

## **Annex 5. PEOPLE CONSULTED**

### **UNDP**

1. Barraza, Rodrigo. Policy Research and Innovation, Human Development Report 2018 Coordinator.
2. Braga Orillard, Georgiana. Resident Representative.
3. Carsana, Daniel. Project Coordinator, INFOSEGURA.
4. Cuellar, Eduardo. Project Coordinator, Elections
5. Cuellar, Irene. Project Coordinator
6. Diaz, Xenia. Gender Analyst
7. González, Nicolás. Former Peace and Development Specialist
8. Guerra, Gonzalo. Regional Monitoring Specialist, Bureau for Latin America and the Caribbean (RBLAC)
9. Guzmán, Juan René. Small Grants Programme (SGP)
10. Guzman, Silvia. Project Management
11. Mace, Cecile. Procurement Advisor, HQ/BERA/LO/Geneva.
12. Merino, Monica. Deputy Resident Representative.
13. Miranda, Lisette. Project Coordinator
14. Montalván, Patricia. Programme Analyst, Social Investments.
15. Olivares, Daniella. Project Coordinator, Peacebuilding Fund (PBF)
16. Ortiz, Claudia. Regional Technical Advisor, GCF, Panama
17. Pérez, Ixchel. Communications Analyst
18. Pérez, José David. Procurement Analyst
19. Pleitez, Rafael. Assistant Resident Representative (ARR)
20. Reyes, Silvia. Spotlight Coordinator
21. Rivera Marinero, Laura. Programme Officer, Democratic Governance
22. Vides, Silvia. Programme Analyst, Sustainable Development and Resilience.
23. Vollkman, Christian Salazar. Former UN Resident Coordinator
24. Xilotl, Montserrat. Consultant, HQ/GEF
25. Yoshida, Makie. United Nations Volunteer (UNV)

### **Government of El Salvador**

26. Aguilar, Claudia. 2030 Agenda Focal Point, Ministry of Foreign Affairs.
27. Amaya Larromana, Nelson. Vice Ministry of Development Cooperation, Ministry of Foreign Affairs.
28. Amaya, Edgardo. Information and Analysis Management, Ministry of Justice and Public Security (MJSP)
29. Argueta, Yanira. Former Director, Salvadoran Institute for the Development of Women (ISDEMU)
30. Arias, Mitzy. Specialist, Salvadoran Institute for the Development of Women (ISDEMU)
31. Baños Muller, Liliana. Foreign Policy Specialist, Ministry of Foreign Affairs.
32. Batres, Marta Evelyn. Member of Parliament
33. Bazzaglia, Ariadna. Project Coordinator GEF/UNDP Wetlands, Ministry of Environment (MARN)
34. Bendek, Xochitl. Policy Rector for a Life Free of Violence, Salvadoran Institute for the Development of Women (ISDEMU)

35. Bonilla, Ruben. Project Manager Hydrochlorofluorocarbon Elimination Plan, Ministry of Environment (MARN)
36. Borja, Hector Ivan. Project Director, Ministry of Agriculture and Livestock (MAG)
37. Cáceres Rodas, Mario. Director of Energy Efficiency, National Energy Council
38. Callejas, Irma Marina. Financial division manager, Salvadoran institute of teacher welfare (ISBM)
39. Canales Lazo, Silvia. President, Salvadoran Institute of Teacher Welfare (ISBM)
40. Carabantes, Carlos. Ministry of Public Works and Transportation (MOP)
41. Cardoza, Miguel Angel. Magistrate, Supreme Electoral Tribunal (TSE)
42. Carranza, Adriana. Analyst, International Cooperation Department, Salvadoran Social Security Institute (ISSS)
43. Castillo, María Mercedes. Safe Educational Environment Manager, Ministry of Education (MINED)
44. Chavez, Baltasar. Head of the Department of Investigation of Disciplinary Misconduct, General Public Security Inspectorate (IGSP)
45. Cruz Martinez, Francisco. Member of the Executive Board, Salvadoran Institute of Teacher Welfare (ISBM)
46. De Flores, Guadalupe. Global Fund Executing Unit Director, Ministry of Health (MINSAL)
47. De Rivas, Gloria. Supplier Development Program, National Commission of Micro and Small Business (CONAMYPE)
48. Dominguez, Marielos. Programme Manager, Ministry of Economy (MINEC)
49. Enríquez, Alberto. Former Undersecretary, Technical and Planning Secretariat (SETEPLAN)
50. Erazo, Adriana. Head of Climate Change Department, Ministry of Environment (MARN)
51. Fernandez, Daniel. Prepaz, Ministry of Justice and Public Security (MJSP)
52. Flamenco Cordova, Italo Andres. Hazardous Materials Specialist, Ministry of Environment (MARN)
53. Flores Guevara, Elder. General Manager, Protection Fund for the Crippled and Disabled as a Result of Armed Conflict (FOPROLYD)
54. Flores Murillo, Cesar. Former Deputy Director, Civil National Police (PNC)
55. Funes, Víctor Manuel. President of the Board of Directors, Protection Fund for the Crippled and Disabled as a Result of Armed Conflict (FOPROLYD)
56. Garay, Julio. Head of the Tuberculosis Programme, Ministry of Health (MINSAL)
57. García, Ana Yanci. Gender Unit Manager, Ministry of Labor and Social Welfare.
58. Gómez Lopez, Johsny Eddie. Health Services Division Manager, Salvadoran Institute of Teacher Welfare (ISBM)
59. Gómez, Elena. Gender Unit Manager, Ministry of Economy (MINEC)
60. González Montenegro, Jorge. Deputy Director of Health, Salvadoran Institute of Teacher Welfare (ISBM)
61. González, Israel Armando. Deputy Director, National Academy of Public Safety (ANSP)
62. Guevara, Fredy. Head of the Affiliation and Collection Department, Salvadoran Social Security Institute (ISSS)
63. Hernández, Carlos Evaristo. General Director, General Directorate of Statistics and Censuses (DIGESTYC)
64. Hernández, Carolina. Prepaz, Ministry of Justice and Public Security (MJSP)
65. Hernández, José Adalberto. Former General Director of Rural Development, Ministry of Agriculture and Livestock (MAG)
66. Herrera, América. Specialist, Ministry of Foreign Affairs.
67. Huezo, Edgar. Deputy General Director of Development Cooperation, Ministry of Foreign Affairs
68. Jaime, Doris. Former Director of Monitoring and Evaluation, Technical and Planning Secretariat (SETEPLAN)
69. Jover, David. Promotor PrePaz, Ministry of Justice and Public Security (MJSP)
70. Lagos, Victor. Deputy Minister of Cooperation, Ministry of Foreign Affairs.
71. Landaverde, Amilcar. Director of Rural Development, Ministry of agriculture (MAG)
72. Leiva, Cesar. Technician, Ministry of Agriculture and Livestock (MAG)

73. López Valencia, Oscar. Alternate Member of Executive Board, Salvadoran Institute of Teacher Welfare (ISBM)
74. Manzano de Retana, Sonia Anabella. General Public Security Inspectorate (IGSP)
75. Marroquin, Evelyn. General Director of Migration, Ministry of Security.
76. Meléndez, Juan. Former Director of Social Policy, Technical and Planning Secretariat (SETEPLAN)
77. Minero, Ana María. Technical Manager; Salvadoran Institute for The Development of Women (ISDEMU)
78. Míos, Isabel. Salvadoran Institute for The Development of Women (ISDEMU)
79. Miranda, Glenda. Ministry of Public Works and Transportation (MOP)
80. Montes, Ernesto. External Cooperation Department, Salvadoran Social Security Institute (ISSS).
81. Morales, Antonio. Former Undersecretary of Governance, Presidency of The Republic.
82. Morales, Zeidy. Head of Multilateral and Regional Cooperation, Ministry of Foreign Affairs.
83. Mungia, Blanca Patricia. External Cooperation Department, Salvadoran Social Security Institute (ISSS).
84. Muñoz, Yeimi. Former Director, National Youth Institute (INJUVE)
85. Ochaeta, Regina. Director of International Cooperation, Autonomous Port Executive Commission (CEPA)
86. Orellana, Miguel. Director of the Office of International Relations, Ministry of Health (MINSAL)
87. Ortíz, Rafael. Business Growth Manager, National Commission of Micro and Small Business (CONAMYPE)
88. Oviedo, Jorge. Executive Director, El Salvador Environmental Investment Fund (FIAES)
89. Palacios, Erika. International Relations and Cooperation Unit, Salvadoran Institute for the Development of Women (ISDEMU)
90. Parada, Paola. Project Technician, Ministry of Environment (MARN)
91. Pohl, Lina. Former Minister of Environment, Ministry of Environment (MARN)
92. Quijano, Ana Guiselle. Specialist, Salvadoran Institute for the Development of Women (ISDEMU)
93. Quintanilla, Tamara. Director of the Cooperation Department, Ministry f Justice.
94. Ramires Landaverde, Mauricio. Former Minister of Security.
95. Ramírez Mejía, Hugo Armando. Civil National Police (PNC)
96. Ramírez, Herbert. Coordinator, Protection Fund for the Crippled and Disabled as a Result of Armed Conflict (FOPROLYD)
97. Ramos, Abelardo. Project Technician, Ministry of Environment (MARN)
98. Rivera de Hernández, Magdalena. Deputy Director of Administration, Salvadoran Institute of Teacher Welfare (ISBM)
99. Rivera, Cristina. Gender Unit Manager, Supreme Electoral Tribunal (TSE)
100. Rodriguez, David de Jesus. Member of the Executive Board, Salvadoran Institute of Teacher Welfare (ISBM)
101. Rodríguez, Luis. Presidential Commissioner of Strategic Projects, Presidency of the Republic.
102. Rogel, Ileana. Former Director, National Commission of Micro and Small Business (CONAMYPE)
103. Salmeron, Celia. Budget Manager, Salvadoran Institute of Teacher Welfare (ISBM)
104. Soriano, Marcela. Head of Cooperation, Ministry of Foreign Affairs.
105. Tejada Castillo, Orlando. National Civil Protection Directorate.
106. Tobar, Elda. Director, Institute for the Integral Development of Children and Adolescents (ISNA)
107. Urbina, Andrea. Salvadoran Institute for the Development of Women (ISDEMU)
108. Urquillo, Elisa. Advisor, Ministry of Foreign Affairs.
109. Valdivieso, Heidy. UACI Technician, Salvadoran Institute of Teacher Welfare (ISBM).
110. Valencia, Diana. Specialist, El Salvador Environmental Investment Fund (FIAES)
111. Vazquez, Marco Vinicio. Engineering Manager, Autonomous Port Executive Commission (CEPA)
112. Ventura, Emilio. Ministry of Public Works and Transportation (MOP)

113. Vides, Pedro. Prepaz, Ministry of Justice and Public Security (MJSP)
114. Zelada Solis, Francisco Javier. Member of the Executive Board, Salvadoran Institute of Teacher Welfare (ISBM).

## **Subnational government**

115. Alvarado Ponce, Salvador. Member of the City Council, Guazapa.
116. Divas Rodriguez, Jose. Member of the City Council, Guazapa.
117. Enriquez, Vilma. Member of the City Council, Zacatecoluca.
118. Masferrer, Zorina. Member of the City Council, Zacatecoluca.
119. Mena, Karla. Member of the City Council, San Martin.
120. Rangers of the Ministry of Environment (MARN) at Nancuchiname, Usulutan: Lozano, Julio; Martinez, Evangelina; Martinez, Santos Pedro; Hernández Castillo, German; González, Jose Manuel; Hernández, Eric Alfredo; Lisandro Hernández, Jose Santos.
121. Rangers of the Ministry of Environment (MARN) at Puerto Parada, Usulutan: Flores, Rene Antonio; Rivas Ruiz, Leonel Antonio; Mejia, Wiberth; Leiva, Clara Yanira; Rodríguez, Oscar Iván.
122. Miranda, Roberto. Head of Civil Protection, Municipality Ciudad Arce.
123. Municipal Committee for Violence Prevention (CMPV) Guazapa: Castro, Gisele; De Alba, Ana; Garcia, Finnela; Guevara, Rosa; Hernández Sierra, Maria; Jovel, David Alfonso; Peña, Ventura; Perez de Mendoza, Sivia Patricia; Perez, Sandra Carolina; Santos, Gloria; Tolentino, Danis Alexander; Valdez, Jonathan.
124. Municipal Committee for Violence Prevention (CMPV) San Martin: Hernandez, Dora; Francia, Cecilia; Abarca, Ines; Ramos, Pablo; Escamela, Consuelo; Cardenas, Guadalupe; Robio, Fernando; Rubin, Luis; Rodriguez, Jose Luis; Parada, Ana Gloria; Palomo, Monica; Francia, Juan Hugo; Ayala, Marta Adela; Leon, Marjorie; Aguilar, Ramon; Martinez, Carlos; Hernandez, Maria Dolores; Carpio, Doris; Hernandez. Mayra Judith; Nolas, Carol.
125. Segura de Rivera, Sara. Deputy Mayor, Guazapa.

## **Donors and bilateral partners**

126. Aldana Calles, Cristina. General Coordinator, Spanish Agency for International Development Cooperation (AECID)
127. Barrios, Juan Jose. Chief Economist, Interamerican Development Bank (BID) El Salvador.
128. Baulain, Pierre-Yves. Minister Counselor - Head of Cooperation, European Union .
129. Cabezas, Jose Luis. Head of Governance Programs, Spanish Agency for International Development Cooperation (AECID)
130. Estrada, Nelson. Sector Specialist Water and Sanitation, Interamerican Development Bank (BID) El Salvador.
131. Pigot, Denis. Representative, Luxembourg Development Agency (LuxDev) El Salvador.
132. Rendón, Rodrigo. Transportation Sector Specialist, Interamerican Development Bank (BID) El Salvador.
133. Rosales, Carlos. Senior Citizen Security Advisor, U.S. Agency for International Development (USAID)
134. Vasquez, Luis Miguel. Programme Officer, Japan International Cooperation Agency (JICA)

## **Other UN agencies**

135. Alegria, Gerardo. Human Rights Officer, Office of the High Commissioner for Human Rights (OHCHR)
136. Garcia, Victor. Programme coordinator, International Organization for Migration (IOM)
137. Garzón, Carlos. Representative, Pan American Health Organization (PAHO/WHO)

138. Gasteazoro, Gabriel. SGBV Child Protection Assistant, United Nations High Commissioner for Refugees (UNHCR)
139. Illeana, Carmen. United Nations High Commissioner for Refugees (UNHCR)
140. Martinez, Elia. Nutrition Unit Technician, World Food Programme (WFP)
141. Martinez, Rosy, Consultant, International Fund for Agricultural Development (IFAD)
142. Mata, Alia. International Organization for Migration (IOM)
143. Medina, Carmen. Project coordinator, United Nations Population Fund (UNFPA)
144. Miranda, Celina. Country Manager, UNAIDS
145. Pleitez, Marcela. M&E Officer, UNICEF
146. Reyes, Liliana. UNICEF
147. Rivas, Rose Mary. Focal Point SDGs, Food and Agriculture Organization (FAO)
148. Ruiz, Juan Diego. Regional Director, International Fund for Agricultural Development (IFAD)
149. Solorzano, Laura. Humanitarian Affairs Officer, OCHA/RCO
150. Vásquez, Marta. UN Women
151. Velasco, Ana Cecilia. Project Manager Gender and social inclusion, Food and Agriculture Organization (FAO)

### **Programme participants**

152. Calderon, Brandon. President, Chalatenango Youth Network, Nueva Concepcion.
153. Community Coordinator Leaders at Puerto Parada, Usulutan: Guzman, Daniel Alexis; Turcios, Oscar Armando; Vasquez, Jose alberto.
154. Landaverde, Willian, President, agricultural cooperative "Aguacate Hass" Las Pilas, Chalatenango.
155. Perez, Santos Virgilio. Livestock leader at Nancuchiname, Usulutan.
156. Ramirez, Carla. Employee, agricultural cooperative "Aguacate Hass" Las Pilas, Chalatenango.
157. Serna Aguirre, Josefina. President, agricultural cooperative "El Buen Sembrador" Las Pilas, Chalatenango.

### **Civil society and universities**

158. Argueta, Carlos Eduardo. Researcher, Dr. Guillermo Manuel Ungo Foundation (FUNDAUNGO)
159. Carrillo, Hector. Programme coordinator, Foundation for Law Enforcement Studies (FESPAD)
160. De Guevara, Carolina, Specialized School of Engineering (ITCA-Fepade)
161. Escalante, Manuel. Deputy Director, Institute of Human Rights of the Central American University (IDHUCA)
162. Granados, Fernando. Engineer. National School of Agriculture (ENA)
163. Ramos, Carlos. Director, Latin American Faculty of Social Sciences (FLACSO)
164. Reyna, Veronica. Deputy Director, Passionist social service (SSPAS)
165. Romualdo, América. Coordinator, Las Dignas y Concertación Feminista Prudencia Ayala.
166. Vidal, Adolfo. Programme Manager, Plan International.

### **Private sector**

167. Altamirano, Orlando. Engineer. Salvadoran Poultry Association (AVES)
168. Cabrera, Monica Tatiana. Advisor to the Presidency, Banco Hipotecario de El Salvador.
169. Guandique,Herbert. Human Resources and Administrative Manager, Textiles Opico.
170. Herrar Cornejo, Julio Cesar. Communications manager, Banco Hipotecario de El Salvador.
171. Iris, Alberto. Gender and equality Officer, Banco de Fomento Agropecuario.
172. Jovel Molina, Elmer. Communications Unit, Banco Hipotecario de El Salvador.

173. Julio Cesar Herrera, Head of institutional communications, Banco Hipotecario de El Salvador.
174. Regalado, Tomas. President, Business Foundation for Social Action (FUNDEMAS)
175. Romero Reyes, Karla Milady. Gender unit manager, Fondo Social para la Vivienda.
176. Solis, Douglas Salvador. Administrative Manager, Banco Hipotecario de El Salvador.
177. Villanueva, Alicia. Human Resources Manager, Unilever Central America.

## Annex 6. DOCUMENTS CONSULTED

*In addition to the documents named below, the evaluation team reviewed project documents, annual project reports, midterm review reports, final evaluation reports and other project documents. The websites of many related organizations were also searched, including those of UN organizations, El Salvador's governmental departments, project management offices and others.*

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## Annex 7. CPD OUTCOME & OUTPUT INDICATOR MATRIX

### OUTCOME (OC) LEVEL

"Outcome 1: La población goza de una mejor cobertura y acceso universales y equitativos de los bienes y servicios básicos de calidad."

<u>OC Indicator Description</u>	<u>OC Indicator Baseline</u>	<u>OC Indicator Target 2020</u>	<u>OC Indicator Value 2016</u>	<u>OC Indicator Value 2017</u>	<u>OC Indicator Value 2018</u>
Tasa de pobreza multidimensional (hogares jefeados por mujeres y hombres)	2013: 39,1%* (hogares jefeados por mujeres: 37,1%, hogares jefeados por hombres: 40,2%)	29,1% (hogares jefeados por mujeres: 27,1%, hogares jefeados por hombres: 30,2%)	35.2% Nacional (31.8% hogares jefeados por mujeres y 37.1% por hombres)	34%	33.4% (36.1% hogares jefeados por mujeres y 28.7% por hombres)
Tasa de victimización desagregada por sexo.	2014: 21,6% (mujeres:17,9% y hombres: 25,9%)	16,6% (mujeres:12,9% y hombres: 20,9%)	18.19% (Mujeres 15.8% y Hombres 22.5%)	17.3% (15.3% Mujeres; 19.9% Hombres)	14.1% (12.1% Mujeres; 16.6% Hombres)
Gasto Público social público cápita.	2012: 564,2 USD	700,00 USD	387 USD	385 USD	347 USD

"Outcome 2: La población goza de mayores oportunidades para acceder a un trabajo decente con medios de vida sostenibles, contribuyendo al crecimiento productivo e inclusivo."

<u>OC Indicator Description</u>	<u>OC Indicator Baseline</u>	<u>OC Indicator Target 2020</u>	<u>OC Indicator Value 2016</u>	<u>OC Indicator Value 2017</u>	<u>OC Indicator Value 2018</u>
Tasa de trabajo decente, desagregada por zona geográfica y sexo.	2013: 24,6 (zona rural: 7,5, zona urbana: 33,4; mujeres: 23,5, hombres: 25,3)* 18.7% (2013)	33,0 (zona rural: 10,0, zona urbana: 44,3; mujeres: 31,5, hombres: 33,9)	18.80%	21.6 (zona rural 9.76; zona urbana: 27.04; Mujeres 19.75; Hombres 21.98)	19.76 (zona rural 9.77; zona urbana: 25.52; Mujeres 18.50; Hombres 20.62)
Número de hectáreas de ecosistemas bajo manejo sostenible de los recursos naturales.	500,000	550,000	500,000	68,630.9	
% de participación de las energías renovables en la matriz energética.	60% (2013)	75%	60%	61%	65%

"Outcome 3: El Salvador goza de nuevos consensos esenciales de país que facilitan a la población y a las personas en situación de vulnerabilidad y excluidas, gozar del ejercicio pleno de sus derechos."

<u>OC Indicator Description</u>	<u>OC Indicator Baseline</u>	<u>OC Indicator Target 2020</u>	<u>OC Indicator Value 2016</u>	<u>OC Indicator Value 2017</u>	<u>OC Indicator Value 2018</u>
Índice de Confianza Institucional.	2012: 58,2 Presidencia: 52 Policía Nacional Civil: 48 Fuerza Armada: 62	60	2014: Presidencia: 48.3 Policía Nacional Civil: 46.9 Fuerza Armada: 61.0	2016: Presidencia: 36.8 Policía Nacional Civil: 55.4 Fuerza Armada: 66.2	2018: ICI = 24.00 Presidencia: 37 Policía Nacional Civil: 55 Fuerza Armada: 66
% de participación ciudadana en las elecciones desagregado por sexo.	2014: 59,4% (57% de hombres y 62% de mujeres)	Presidenciales de 2019: 70%	Sin cambios	Sin cambios	2018: 45.7% (47% de hombres y 53% de mujeres)
% de cargos públicos ocupados por mujeres.	2015: Asamblea Legislativa: 32% Gobiernos municipales: 11% Síndicas: 11,4% Concejalas propietarias: 25%	Asamblea Legislativa: 35% Gobiernos municipales: 30% Síndicas: 20% Concejalas propietarias: 30%	No Change: Asamblea legislativa 32% Gobiernos Municipales: 11% Síndicas 11.4% Concejalas Propietarias: 30%	No Change: Asamblea legislativa 32% Gobiernos Municipales: 11% Síndicas 11.4% Concejalas Propietarias: 30%	Asamblea legislativa 30.95% Gobiernos Municipales: 11.45% Síndicas 24.81% Concejalas Propietarias: 32.41%
Índice de Percepción de la Corrupción.	2014: 3,5 /10	3,9/10	39/100	36/100	33/100

"Outcome 4: La población y las personas más vulnerables y excluidas han aumentado sus capacidades resilientes ante los desastres, la degradación ambiental y los efectos negativos del cambio climático."

<u>OC Indicator Description</u>	<u>OC Indicator Baseline</u>	<u>OC Indicator Target 2020</u>	<u>OC Indicator Value 2016</u>	<u>OC Indicator Value 2017</u>	<u>OC Indicator Value 2018</u>
Número de muertes por cada 100.000 habitantes en eventos asociados a riesgos climáticos.	2013: 0,59/100.000	0,49/100.000	0,08/100.000	0,032/100.000	0,03/100.000
Posición de El Salvador en el Índice de Riesgo Climático Global (Índice de Riesgo Mundial (IRM))	8 <sup>a</sup> (2014)	16 <sup>a</sup>	11a	9a	14a

## OUTPUT (OP) LEVEL

<u>Output #</u>	<u>Output Description</u>	<u>OP Indicator Description</u>	<u>OP Indicator Baseline</u>	<u>OP Indicator Target 2020</u>	<u>OP Indicator Value 2016</u>	<u>OP Indicator Value 2017</u>	<u>OP Indicator Value 2018</u>
OP 1.1	Instituciones públicas seleccionadas cuentan con mejores capacidades de planificación y ejecución de la inversión pública a nivel nacional y local.	% de la inversión pública ejecutada.	2014: 56,25%	70%		59%	59.19%
OP 1.2	Instituciones seleccionadas del sector público disponen de herramientas para una gestión efectiva, eficiente y transparente.	Número de instituciones que adoptan nuevos sistemas de información y gestión.	1 (2013: STPP- Sistema de Gestión de Proyectos para la Gobernanza)	5			1
		Número de leyes reformadas para mejorar la eficiencia de la gestión pública.	0	2			
		Grado de progreso en la implementación del sistema de indicadores para la planificación del desarrollo a nivel municipal.	2014: No existe	Sistema en implementación			
OP 1.3	Instituciones del sector de seguridad y justicia penal cuentan con mayores capacidades para articular una respuesta efectiva al problema de la violencia, basándose en evidencia.	Existencia de reformas al marco normativo e institucional que favorecen la efectividad y coordinación del sistema de seguridad y justicia penal.	2015: Ninguna	Reformas aprobadas			Yes Acuerdo de cooperación y fortalecimiento interinstitucional para conciliar cifras de homicidios y feminicidios, entre el MJSP, FGR y CSJ (jul 2018)
		Grado de avance en la implementación del sistema integrado de estadísticas del Ministerio de Justicia y Seguridad Pública funcionando.	2014: Ningún progreso (0)	Sistema integrado de estadísticas instalado y en implementación.			3
OP 1.4	Población de municipios priorizados disponen de mecanismos institucionales para la	Número de casos (desagregados por sexo y edad) atendidos por las instancias locales de prevención.	CPD: 0 LB Monitoreo: 95.442 (2015)	40.000 casos (el 25% de mujeres y el 30% de		125.398 Este dato ese el que se refleja en el	125.398

<u>Output #</u>	<u>Output Description</u>	<u>OP Indicator Description</u>	<u>OP Indicator Baseline</u>	<u>OP Indicator Target 2020</u>	<u>OP Indicator Value 2016</u>	<u>OP Indicator Value 2017</u>	<u>OP Indicator Value 2018</u>
	prevención de la violencia y la atención y protección de víctimas.			menores de 18 años)		indicador 1. Eje 1. R1. del Primer Informe de Monitoreo del PESS	
		% de jóvenes de entre 16 y 29 años (desagregado por sexo) que no asisten a la escuela y no trabajan en 50 municipios seleccionados.	CPD: un 60% de mujeres y un 30% de hombres. LB Monitoreo: 12.9% (2015)	un 40% de mujeres y un 20% de hombres			24,4%
OP 1.5	Víctimas de violencia cuentan con mecanismos institucionales para garantizar el acceso a la justicia.	Número de mecanismos especializados para que las mujeres puedan acceder a la justicia.	2015: Ninguno	1			1
		Número de casos de violencia contra la mujer atendidos por mecanismos especializados.	2015: 0	500			1.010 (al 30-6-2018)
		% de casos judicializados en los delitos de homicidio, feminicidio y violaciones.	LB CPD: casos totales: el 21% (el 15% de los homicidios, el 37% de los feminicidios y el 27% de las violaciones) LB Monitoreo: 9% (2015) a) Homicidios dolosos: 9% (2015) b) Feminicidios: 10% (2015) C) violaciones: 7% (2015)	el 30% (el 24% de los homicidios, el 46% de los feminicidios y el 36% de las violaciones) Target Monitoreo: 30% (2020) a) Homicidios dolosos: 24% (2020) b) Feminicidios: 46% (2020) C) violaciones: 36% (2020)			16% a) Homicidios dolosos: 21% (2018) b) Feminicidios: 8% (2018) C) violaciones: 7% (2018)

<u>Output #</u>	<u>Output Description</u>	<u>OP Indicator Description</u>	<u>OP Indicator Baseline</u>	<u>OP Indicator Target 2020</u>	<u>OP Indicator Value 2016</u>	<u>OP Indicator Value 2017</u>	<u>OP Indicator Value 2018</u>
OP 2.3	Unidades productivas seleccionadas del sector rural mejoran sus capacidades productivas, aplican tecnologías sostenibles y generan medios de vida para jóvenes y mujeres.	% de asociaciones de productores que mejoran su capacidad de organización y gestión sus ingresos. (Número de asociaciones que declaran haber mejorado sus ingresos/número de asociaciones atendidas)	0%	CPD: 25% Target Monitoreo: 65%	No Data	No Data	No Data
		% de productores en zonas priorizadas que aplican tecnologías agrícolas sostenibles.	por determinar	CPD: 70% Target Monitoreo: 65%	No Data	No Data	No Data
		Número de microempresas rurales creadas por mujeres y jóvenes rurales	0	130			156
OP 2.4	Condiciones promovidas para el empoderamiento económico de la mujer.	Número de unidades productivas y empresas con certificación de igualdad de género.	0 (2015)	15			4
		Número de entidades gubernamentales que adoptan el sello de género.	0 (2015)	3			0
OP 2.6	Se han adoptado medidas para el uso de energía confiable, sostenible y eficiente.	Toneladas métricas de emisiones de gases de efecto invernadero evitadas.	42,000 (2014)	200,000			54,000 anuales
		Número de entidades que adoptan medidas integrales para el desarrollo bajo de emisiones de carbono.	0 (2015)	20			102 (Comités de eficiencia energética en instituciones públicas.)
OP 2.7	Soluciones desarrolladas para la conservación y uso de la biodiversidad y mantenimiento de los servicios ecosistémicos.	Número de acuerdos interinstitucionales con financiamiento adoptados para la conservación, gestión y el monitoreo de biodiversidad en áreas protegidas y/o humedales.	40 (2014)	70			7 comités de Humedales Ramsar; 3 Comités de Reserva de Biósfera: 7 áreas de conservación; 15 Comité Asesores Locales (COAL); 8 Planes Locales de

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							Aprovechamiento Sostenible (PLAS)

<u>Output #</u>	<u>Output Description</u>	<u>OP Indicator Description</u>	<u>OP Indicator Baseline</u>	<u>OP Indicator Target 2020</u>	<u>OP Indicator Value 2016</u>	<u>OP Indicator Value 2017</u>	<u>OP Indicator Value 2018</u>
OP 3.1	Mecanismos y procesos participativos, efectivos y transparentes de diálogo, establecidos en función de las prioridades nacionales y locales.	Número de foros de discusión en materia de política pública constituidos a nivel nacional y local.	2014: 1 (nacional)	20 (nacional: 5 y local: 15 (20))			Nacional: 3 Local: NA
		Número de sectores de la sociedad salvadoreña que participan en foros de diálogo.	2014: 5 (Gobierno, empresa privada, centros académicos, sindicatos y movimientos sociales)	8 (jóvenes, mujeres, personas LGBTI)			8
OP 3.3	El ente rector de la administración electoral cuenta con mejores capacidades para asegurar elecciones justas y libres.	% de población que expresa mucha confianza en el Tribunal Supremo Electoral, desagregado por sexo.	En CPD 2015: 21% (54% de mujeres y 46% de hombres) LB Monitoreo 19% en 2014, con 18% en mujeres y 20% en hombres.	40% (52% de mujeres y 48% de hombres)			10.92% Mujeres: 12% Hombres: 10%
OP 3.4	Las mujeres tienen más espacios de participación en la política y en la función pública.	Número de marcos normativos que promueven la participación de las mujeres en la política y en la función pública.	(2014) 1	3			4 a) Participación en la política: De 262 alcaldes 29 son mujeres. De 84 diputados propietarios 26 son mujeres, equivale al 30,95% b) Participación en la Función Pública: (Consolidado - Año 2016). Fuente Ministerio de Hacienda- 49.71

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							son mujeres de un total de 162,842
		Número de mujeres líderesas que reciben formación en temas relativos a gestión pública y participación política.	2014: 500	1,000			625
OP 3.5	Plataforma habilitada para el desarrollo de soluciones integradas para la implementación de los ODS.	Numero de sectores que participan en la plataforma	2 (Gob. y UN)	5 (Gob. UN, SP, CSO, Coop Int)			2 (Gob. y UN)

<u>Output #</u>	<u>Output Description</u>	<u>OP Indicator Description</u>	<u>OP Indicator Baseline</u>	<u>OP Indicator Target 2020</u>	<u>OP Indicator Value 2016</u>	<u>OP Indicator Value 2017</u>	<u>OP Indicator Value 2018</u>
OP 4.3	Alianças intersectoriales a nivel nacional y local son creadas para fortalecer la adaptación al cambio climático y la reducción del riesgo de desastres.	Número de acuerdos nacionales y locales que fomenten y fortalezcan la arquitectura para el cambio climático y/o la reducción del riesgo de desastres.	(2014) 2	8			9 (CONASAV, MOP, Agricultura, OPAMSS, Salud, Ley Marco de Cambio Climático, FISDL, Bandesal y FIAES)
OP 4.4	Instituciones seleccionadas disponen de información de calidad para tomar decisiones en relación con el cambio climático, la reducción del riesgo de desastres y el desarrollo local.	Número de productos de conocimiento generados en relación con el cambio climático, la reducción del riesgo de desastres y el desarrollo local con un enfoque de género.	(2014) 5	15			10 (Tercera Comunicación de CC, Informe Bienal de Actualización; Gasto Público en Cambio Climático; Flujos de inversión y financiamiento para el Cambio climático; inversiones críticas para la adaptación al cc, Plan Nacional de Adaptación al CC; Inventario de Humedales;

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							inventario de Bosques; Informe Nacional del Estado de Riesgos y Vulnerabilidades; Informe Nacional de Medio Ambiente)
OP 4.5	Sectores clave del país han incrementado sus capacidades para el acceso al financiamiento climático.	Número de entidades con sistemas para el acceso, implementación, monitoreo, reporte y verificación de financiamiento climático.	0 (2015)	20			5 (MARN, FIAES, MAG, Bandesal y Fisdl)
		Número de propuestas para financiamiento de cambio climático sometidos para una gestión nacional e internacional.	2 (2015)	5			3 (MARN/MAG/ FAO- Fondo Verde del Clima; MARN/PNUD- Fondo de Adaptación; MARN/PMA-Fondo Verde del Clima; CNE/BID-Fondo Verde del Clima)

Source: UNDP Corporate Planning System

# Annex 8. RECONSTRUCTED THEORY OF CHANGE

