



MINISTRY OF FOREIGN AFFAIRS
OF EL SALVADOR



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Delivering as One

Unifying United Nations System's actions in
El Salvador

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PRESENTATION

Since 2009, the Government of El Salvador has made a significant shift in public administration, leading to priorities related to transparency, accountability, and efficiency in the use of resources managed by the country. Promoting initiatives that contribute to this goal is paramount, particularly for resources that are channeled through international cooperation for development, in compliance with the commitments made by the country at the time of adherence to the Paris Declaration on Aid Effectiveness and the Accra Agenda for Action.

The debate on United Nations System (UN System) reform has been directly linked to all international efforts to provide more effective cooperation that generates a greater impact on development. Because of this, when “Delivering as One” programme (DaO) started in various countries, particularly in Uruguay, El Salvador became interested to run such programme at national level, since it allows to strengthen the coherence of the United Nations System actions in the country. The DaO was registered as one of the strategic commitments outlined in the Aid Effectiveness National Plan.

With this programme, El Salvador plans to restructure the System's internal dynamics in its entirety, in terms of reducing transaction costs and to improve the partnership between the United Nations System and the Government of El Salvador, in addition to renew friendship and historical cooperation between them as well as their communication and coordination. This also requires the government to advance in a more proactive role in the definition of development plans and priorities, as well as in the dialogue that allows UN System to align efforts with established development plans and priorities. Likewise, transparency and mutual accountability will be a cornerstone of the joint work.

As part of the significant contributions that exchanges on South-South Cooperation provide to countries, Salvadoran institutions have been strengthened in their capacities for the programme implementation, thanks to the close relationship of exchange of successful experiences and lessons learned from Uruguay, who as pilot country of the initiative, invited the Government of El Salvador to participate in the 4th Intergovernmental Conference on Delivering as One, held in Montevideo in 2011.

As a result, a Memorandum of Understanding for Exchange Experiences on “Delivering as One” Implementation, between the

Republic of El Salvador and the Eastern Republic of Uruguay was subscribed, which is a legal instrument whose main objective is to establish foundations that allow a coordinated, coherent, and orderly implementation of all actions for intergovernmental cooperation on exchange of experiences and lessons learned in that programme, to define future framework and intervention guidelines in order to ensure its successful implementation in El Salvador.

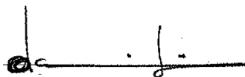
Both the Government of El Salvador and the UN System have worked together to define the model that will be implemented in the country; they have also carried out activities directly related to the process with unwavering commitment and political will to ensure its success.

Our DaO model is built on a foundation of six principles detailed in this document, of which we highlight the creation of “One Government” principle, which seeks to create an active national leadership in driving the process and the generation of political, technical, and administrative conditions for the proper implementation of DaO in the country, as well as optimizing the communication and coordination between the various institutions of the Government of El Salvador and the UN System.

With the incorporation of this principle, El Salvador seeks not only to make a contribution at national level, but to also give the UN System the option to implement DaO globally based on the six principle that will be implemented in El Salvador:

“Delivering as One” reform is irreversible since we have managed to become the 36th DaO country in the world and have earned international recognition for its methodical and effective formulation. “Delivering as One” is one of the most important and successful multiparty projects undertaken by the Government of El Salvador and the UN System and will provide added value to the country’s development.

Finally, I want to emphasize that the implementation of “Delivering as One” Programme is a product of the Government of El Salvador’s political will to benefit the Salvadoran people with efficient use of international cooperation resources channeled through the UN System within the country, thereby achieving a positive impact on improving the living standards of all Salvadorans.



Jaime Miranda Flamenco
Minister of Foreign Affairs



INTRODUCTION

The world is becoming increasingly interconnected and that means great benefits for countries and their citizens, but it also requires addressing increasingly complex challenges in all areas: security, politics, economics, and social development that transcend nations' borders and become global and multidimensional problems.

Additionally, the world now faces multiple crises such as economic, food, and environmental. All this demands a more coordinated and comprehensive response from countries and multilateral organizations like the United Nations.

Considering these rapid changes, in the 2005 World Summit the General Assembly recommended the implementation of reforms aimed at achieving a more effective, efficient, coherent, and coordinated presence and response from the United Nations in different countries.

Thus, in 2007, eight countries¹ volunteered to be part of the pilot: “Delivering as One” known worldwide as Delivering as One – DaO, which at national level involves unifying efforts and interventions of the United Nations System into One Leader, One Budget, One Programme and, where possible, One Office.

It is within this context that El Salvador has taken the important decision to become the first Latin American country implementing by its own initiative the “Delivering as One” programme, responding to the call of the Secretary-General, Ban Ki-moon, to member countries to join this key initiative to drive the process of reform of the United Nations.

The first step taken by El Salvador in this way was to adhere to the Paris Declaration on Aid Effectiveness and create the Vice Ministry for Development Cooperation, in 2009. Moreover, along with the United Nations System, implemented three joint programmes from The Millenium Development Goals Achievement Fund (MDG-F) on issues of violence prevention, food and nutritional security, and productive and sustainable urban settlements. These were led by national bodies such as the Ministry of Justice and Public Safety, the Vice Ministry of Housing and Urban Development, and the National Council for Food and Nutrition Security, chaired by the Ministry of Health.

¹ Albania, Cape Verde, Mozambique, Pakistan, Rwanda, Tanzania, Uruguay, and Vietnam

Coordination entities such as the management committees of each programme and the National Steering Committee were also created. Both composed of representatives from national authorities, the UN System, and the Spanish Agency for International Development Cooperation (AECID).

Joint programmes represented successful experiences for agencies of the United Nations System which worked around a common theme, providing aid that was more effective, consistent, integrated, and aligned to national objectives, and to the Government of El Salvador which was able to lead this effort and generate public policies and territorial experiences of great impact for the country.

Thus, in 2012, considering that they had taken necessary steps, the Government of El Salvador expressed its decision to become a DaO country. A year later this was formalized through the approval of this model for El Salvador and its implementation road map.

This publication summarizes this process and shows how the country perceives “Delivering as One” with its principles, “One Programme”, “One Common Budgetary Framework”, “One Leader”, “Operating as One”, and “Communicating as One “. It also documents the Salvadoran contribution of a new principle: “One Government”, which will involve a novel experience of multi-agency and multi-level coordination for national advocacy.

This decision shows the commitment El Salvador wants to have in a national and global context, the aim is to have international cooperation (including South-South and decentralized cooperation) positively impacting its population.

Clearly, middle-income countries face very particular challenges and difficulties: inequality, vulnerability to global crises of all kinds, violence, and the negative effects of climate change, which can all significantly affect the achievement of their development goals and cause them to regress.

Therefore, the promotion of “Delivering as One” programme is also a investment to multilateralism that shows the world the interest of El Salvador to achieve the Millennium Development Goals and, therefore, the welfare of its people. It also draws attention to the need for the international community continues to support middle income countries through new mechanisms that may have significant impacts on nations.



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ACRONYMS

BOS	Business Operations Strategy
CBF	Common Budgetary Framework
CCA	Common Country Assessment
CPAP	Country Programme Action Plan
DCISES	Development Cooperation Information System of El Salvador
DaO	Delivering as One
DAC	Development Assistance Committee
ESC	Economic and Social Council
ES	El Salvador
FYDP	Five Year Development Plan
GOES	Government of El Salvador
HACT	Harmonized Approach to Cash Transfers
HQ	Headquarters
HR	Human Resources
IACT	Inter-agency Communications Team
ICT	Information & Communication Technology
IWG	Interagency Working Groups
JP	Joint Programme
LTA	Long Term Agreement
MDG-F	The Millennium Development Goals Achievement Fund
METG	Monitoring and Evaluation Technical Group



M&A	Management & Accountability
M&E	Monitoring & Evaluation
MF	Ministry of Finance
MFA	Ministry of Foreign Affairs
NPS	National Planning System
OECD	Organization for Economic Cooperation and Development
ORC	Office of the Resident Coordinator
OMT	Operations Management Team
PMC	Programme Management Committee
PMT	Programme Management Team
PTSO	Presidential Technical Secretary Office of El Salvador
QCPR	Quadrennial Comprehensive Policy Review
RC	Resident Coordinator
SOP	Standard Operating Procedures
ToRs	Terms of Reference
UN	United Nations
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDG-LAC	United Nations Development Group – Latin America and the Caribbean
UNEG	United Nations Evaluation Group
UNETE	United Nations Emergency Team
VMDC	Vice Ministry for Development Cooperation



BACKGROUND





1. In 2009, El Salvador joined the Paris Declaration on Aid Effectiveness, marking an adherence and compliance with international commitments on this issue since then. There is a definition of short and medium term actions based on the principles of ownership, alignment, harmonization, managing for results, and mutual accountability as outlined in the Paris Declaration. Since then, the Government of El Salvador (GOES) has provided forums for dialogue and coordination with Development Partners and in particular with the United Nations System, thereby showing a growing interest in fostering closer relations between the two entities with goal of streamlining cooperation activities carried out in the country.
2. In 2009, the GOES defined a development plan that contains the vision, strategic focus, priorities, objectives and goals to create better living conditions in the country, and the methodologies necessary to achieve them, with the main purpose of helping to ensure consistency and coordination of government action, as well as giving the Presidency of the Republic a helpful tool to strategically drive their actions. This document was called Five Year Development Plan (FYDP) 2009-2014.
3. In 2009, the GOES, foreseeing the importance of having a national body responsible for international cooperation that the country receives and offers, created the Vice Ministry for Development Cooperation, (VMDC). The VMDC aims to coordinate and strengthen the management of financial and technical resources of international cooperation, to contribute to national development and undertake all those processes that are relevant to improving the effectiveness and efficiency of cooperation in the country.
4. El Salvador has a strong position and active participation in the international agenda in which the most important issues concerning international cooperation are discussed at the highest political level. Such is the case of the Fourth High Level Forum on Aid Effectiveness, held in Busan, (South Korea) in November 2011, and the annual General Assembly of the United Nations, among others.
5. There is a monitoring and evaluation structure for the multiparty work agenda between the actors of development cooperation.
6. The Government of El Salvador was invited by the Government of Uruguay to participate in the Fourth Intergovernmental Conference on Delivering as One approach, held in Montevideo from the 8th to 10th of November 2011.
7. As part of the conference, the VMDC expresses interest in implementing the DaO to the Deputy Secretary General of the United Nations.
8. After consultations with the Ministry of Foreign Affairs (MFA) and the Presidency of the Republic, GOES sends a note to the Chair of the United Nations Development Group for Latin America and the Caribbean (UNDG-LAC) on March 12, 2012, in which it considers



the DaO as an essential element for efficiency and effectiveness of international cooperation. The good offices of the UN System is also requested to successfully complete its implementation in El Salvador.

9. The Chair of the undg-lac, in response to the letter from VMDC of March 22, 2012, explains that the application should be discussed by the presiding entity.
10. On March 23, 2012, the UN Country Team (UNCT) holds an extraordinary meeting to discuss the request of the GOES. This meeting reflects the interest of the Resident Coordinator (RC) of the System in the initiative, and willingness to support any decision taken by the undg-lac on the subject.
11. As a request of GOES, a joint mission by the RC of El Salvador and the VMDC to Uruguay is undertaken between the 10th and 18th of April, 2012 to gain first-hand experience in DaO's implementation.
12. In the undg-lac meeting held in Panama on May 16, 2012 the strong commitment and political will of the GOES to become a "self-starter" of DaO was highlighted. Similarly the UNCT was asked to discuss the implications of DaO's implementation and determine the best model for El Salvador through the following elements:
 - a) An analysis of existing materials in coherence with those of the United Nations, including the undg toolkit.
 - b) An analysis of the starting point in relation to DaO by both GOES and United Nations.
 - c) An analysis of stakeholders and their "desire for change", that includes interviews with development partners, within the United Nations and externally, with partners and other stakeholders.
 - d) An assessment of the available options for each of DaO's principles.
 - e) A position paper detailing the transcendence of DaO, which focuses on subsequent change efforts.
 - f) To inform the undg-lac personnel and other stakeholders (governments, donors, civil society) about the purpose and added value for the country of the chosen DaO approach.
13. On July 9, 2012, the Chair of the undg-lac sends a note to the GOES reporting that the process to become a "self-starter" of DaO should continue on the basis described in items specified in the preceding paragraph and country team asks the United Nations to report on progress in this regard before the meeting of the undg-lac Nations in October 2012.



14. On September 13, 2012, the GOES sends a note to the Chair of UNDG-LAC requesting a postponement of the discussion of DaO's in order to obtain the results of an independent study of El Salvador's status on DaO and the Quadrennial Comprehensive Policy Review (QCPR).
15. In line with its international commitments, in December 2012, VMDC launched the Aid Effectiveness National Plan in El Salvador. This plan is an inclusive exercise of ownership by which the aid partners in the country recognized the results that were obtained in the Survey on Monitoring the Paris Declaration DAC/OECD, conducted in late 2010 and early 2011, as the baseline. Thus, through mutual agreement establishing as integrated to these results the new commitments made in Busan. That is, a performance framework for cooperation in the country along the global indicators, raise a number of indicators specially designed for monitoring national processes identified as strategic to achieving more effective cooperation in El Salvador.
16. The UNDG-LAC accepts the request and extends an invitation to the VMDC to attend the UNDG-LAC meeting held in Panama in early 2013.
17. In response to the points requested by the UNDG-LAC, an independent study that includes three analyses was performed. First, existing materials on United Nations reforms; second, on DaO's starting point in the country, and third, development partners and their "desire for change" on the UN System reform in El Salvador.
18. The main conclusion of the study states: "after reviewing all documentation, interviews, and surveys, it is concluded that El Salvador is definitely working as a DaO country without officially being so, has some encouraging prospects to voluntarily adopt the DaO approach, and can also take advantage of the lessons learned from other countries, such as Uruguay, for its effective implementation in less time and less cost. Obviously there are principles that need refinement and improvement, but both UN System and the Government have started down that road and have every intention of continuing."
19. On March 11, 2013, the VMDC and RC hold a meeting in Panama with the UNDG-LAC. At the end of it, the president of this institution, Heraldo Muñoz, based on the resolution of QCPR showed consensus to give green light to El Salvador in its decision to apply the DaO approach. At the same time, he stresses that such consensus implied taking into account the following observations and recommendations from the UNDG-LAC:
 - a) That the process of implementing the DaO should be adapted to Standard Operating Procedures (SOP), once they are finalized.
 - b) That is a consensus building process, focuses on joint programming and avoiding the creation of excess bureaucracy.
 - c) That is a flexible and agile process so that El Salvador can be a DaO model that serves as an example to other countries.



- d) That is a long-term sustainable process.
 - e) That a fund of cooperative programs should be prioritized.
20. It is also important to emphasize that the GOES has generated opportunities for participation and social concertation in public policies that facilitate dialogue and consensus regarding the economic-social agenda and the permanence of a joint agenda, under the coordination of the Economic and Social Council (ESC).

The background of the entire image is a solid medium blue. Overlaid on this are two large, abstract geometric patterns made of smaller, semi-transparent blue cubes and triangles. One pattern is in the top-left corner, and the other is in the bottom-right corner, both appearing to recede into the distance. The word "FOUNDATIONS" is centered in the middle of the image.

FOUNDATIONS





The DaO-El Salvador Model is based on what was exposed forth in the background. It brings together the decisions of the Quadrennial Comprehensive Policy Review and DaO's Standard Operating Procedures. It is framed on the principles of the Paris Declaration, the Accra Action Agenda, and on Busan as well as on the National Plan of Government Effectiveness of El Salvador.

In line with this, the DaO-El Salvador Model has been developed using the following foundation:

- Emphasizing the values, norms, and standards of the UN System.
- Strengthening ownership and national leadership.
- Helping to strengthen the efficiency, coordination, and transparency of development interventions in El Salvador.
- Aiming to achieve common results and strengthening accountability, including transversal issues such as human rights, gender equality, and environmental sustainability.
- Simplifying and reducing transaction costs for the planning, management, and service provision for the Government, development partners, and the UN System.
- Empowering the UNCT under the leadership of RC to address national needs based on best practices and experiences in the implementation of the DaO in pilot countries and other "self-starter" countries.
- Having the flexibility to adopt innovative approaches and ideas.





CHARACTERISTICS OF THE MODEL





As agreed at the meeting of the UNDG-LAC on March 11, 2013, and at meetings of the coordination forum between GOES and UN System in El Salvador on May 23, 2012, September 21, 2012, and January 30, 2013, the DaO model in El Salvador has been prepared according to the following characteristics:

- Responding to a consensus building process between GOES and UN System in the country.
- Adapting to the SOPs, while maintaining flexibility and agility for application.
- Counting on a rights-based approach and on the obtaining of results.
- Taking lessons learned from previous coordination exercises.
- Focusing on joint programming, prioritizing funding for joint results through funding mechanisms linked to One Fund.
- Having a lightweight structure and being a progressive process.
- Having a calling to serve as a model for other countries.
- Being sustainable in the long term.
- Sharing the Fund responsibility between the GOES and UN System.
- Having external communication strategy, a strategy for mobilizing partners and resources, as well as a common framework for monitoring and evaluation.
- Having specific actions and specific responsibilities defined for each of the actors.
- Answering to a National Agenda for effective aid.
- Having specific actions and specific responsibilities defined for each of the actors.
- Contributing in the medium term to the future National Planning System (NPS).





PRINCIPLES OF DAO EL SALVADOR



PRINCIPLE I

ONE PROGRAMME





OBJECTIVES OF THE PRINCIPLE:

- To strengthen national ownership and government leadership.
- To increase transparency and reduce duplicity.
- To increase consistency in planning, improving accountability for results, and transversal development elements.
- To unify the UNCT under a common strategy, led at national level, which provides a broad framework of expertise from the UN System and ensure an integrated approach to consistently achieve UNCT-measurable and affordable development results.
- To ensure that UN System programmes in the country integrate the expertise and experience of national and international partners, facilitate the consistent application of the principles and programme standards, and ensure alignment with national priorities.
- To increase access to the mandates and resources of non-resident agencies.

Elements and implementation:

I - ONE PROGRAMME			
PRINCIPAL ELEMENTS SOPS		DAO MODEL EL SALVADOR	
		Element to be included in the ES Model? Is it already available –or not?	Activities to be performed for an effective implementation of the selected elements and persons/entities responsible.
I.1	Common Country Assessment (CCA).	It will be included. CCA 2010 is already available.	Done. For future programming cycles, the current CCA will be reviewed within the GOES/UN System Steering Committee to determine if further analysis is required or not.
I.2	United Nations Development Action Framework (UNDAF).	It will be included. UNDAF 2012-2015 is already available.	Done.
I.3	<p>Result matrix on outcome level</p> <p>Legal annex containing requirements previously included in the Country Programme Action Plan (CPAP) / UNDAF Action Plan.</p> <p>Government and UNCT may choose output into the results matrix.</p>	<p>It will be included. Matrix is already available.</p> <p>It will be included prior to discussion at Headquarters.</p> <p>It will not be included. Will be maintained at results level.</p>	<p>Done.</p> <p>Each agency will maintain their CPAP or equivalent until a decision from headquarters is provided otherwise.</p> <p>Under the system of monitoring and evaluation (M&E), the UNDAF will be reviewed to be able to:</p> <ul style="list-style-type: none"> - Operationalize the results through measurable and time-bound indicators. These will eventually be the basis for the work plans of the Interagency Working Groups (IWG). - Incorporate new indicators if they were necessary. <p>The review will be overseen and approved by the GOES/UN System Steering Committee. The IWGs of programmatic management will be responsible with the support of the M&E IWGs who will design and coordinate the entire process.</p>



1.4	UNDAF is fully aligned with national priorities.	It will be included. Already aligned with the FYDP.	Done.
1.5	The UNDAF's results matrix serves as a framework for mutual accountability including agencies that contribute to each outcome.	It will be included. An UNDAF M&E system is available. Financial progress and UNDAF program reports are reviewed within the Steering Committee annually.	Done.
1.6	A GOES/UN System National Steering Committee will give strategic guidance and oversight to ONE PROGRAMME.	It will be included. There is already a coordination forum between the GOES and UN System, the GOES/UN System Steering Committee. Co-led by the VMDC and the RC of the UN System. The GOES is involved through the MFA and Presidential Technical Secretary Office (PTSO), UN System by the UNCT members. The Steering Committee has formed a technical reference group comprised of VMDC, PTSO and the Programme Management Team (PMT).	<p>Forum constituted. By developing ToRs of the Steering Committee. Entity responsible: Technical Team. The ToRs will determine the roles, responsibilities, participation of other actors and dispute resolution mechanisms and should also define:</p> <ul style="list-style-type: none"> - Its responsibility to give the programme strategic direction to the Programme and the Fund, deciding priorities and giving strategic monitoring of the Joint Programs (JPs) that are performed in that framework. - Its ability to design JP and decide the make-up of JP Management Committees formed by the respective IWGs + relevant national institutions. - The frequency of their meetings (preferably quarterly). - The roles and responsibilities of the Technical Team.
1.7	UNDAF reflects the programmatic operational, and communicational work of all the agencies, funds, and programs which operate in the country.	It will be included. The UNDAF already collects the elements referred to in the SOP.	Done.

<p>1.8</p>	<p>UNDAF outcomes are operationalized through outputs that are specific, measurable and time-bound plans and through annual/bi-annual action plans of the programmatic coordination IWGs.</p> <p>Each IWG is led by a representative on behalf of the UNCT.</p> <p>The programmatic coordination IWGs contribute to a specific outcome of the UNDAF through planning, implementation, monitoring, and coordinated and collaborative evaluation.</p>	<p>It will not be included in this UNDAF cycle. The inclusion of products will be assessed in the following cycle. The current UNDAF has an M&E system that will operationalize the outcomes through specific, measurable, and time-bound indicators.</p> <p>It will be included. There is a structure of inter-agency work, which is led by the representative of an agency, for each of the working groups. There are also co-leaders agencies.</p> <p>It will be included. There is already an interagency structure that is based on the alignment of the IWGs with the UNDAF on outcomes and indicators levels in the following ways:</p> <p>Programmatic coordination IWGs:</p> <ul style="list-style-type: none"> • Equity, Social Inclusion and Poverty Reduction (outcome 1.1) • Inclusive Economic Development, Employability and Decent Work (outcome 2.1) 	<p>Adjustments to indicators: M&E IWG supporting programmatic coordination IWGs.</p> <p>To include the role of leader and alternative agencies in the IWGs in the UN System Code of Conduct.</p> <p>Done. Annual reports for implementation of the UNDAF, and the Annual Report of the RC, having as one of their major inputs progress made under each IWG.</p>
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	<ul style="list-style-type: none">● Democratic governability, Reform and Modernization of the State (outcomes 3.1 and 3.2)● Citizen Security and Violence Prevention (outcomes 4.1 and 4.2)● Environmental Sustainability and Disaster Risk Reduction (outcome 5.1)● Gender: Indicators 3 and 4 related to the Direct Effect 3.1 and indicators 1, 2, and 3 related to the Direct Effect 4.2● HIV / AIDS: Indicator 4 related to Direct Effect 1.1● SAN: will be set by the IWG and PMT indicators under which they would have scope. <p>The structure also has the following management support IWGs: Programming (PMT), Operations (WTO), Communications (IAC), Emergencies (UNETE) and Monitoring and Evaluation (METG).</p>	
All programmatic coordination IWGs use the same Results Based Management tools	It will be included. There is already an interagency M&E system.	Done.

	Work plans for programmatic coordination IWGs will be the only planning tool, replacing the specific plans of each agency.	It will not be included.	N/A. It can be discussed once a decision has been made in HQ.
I.9	An annual report of the UN System in the country comprising the results of programmatic, communicational and financial operations.	It will be included. There is already an M&E system.	Done.
I.10	The UNCT and partners should conduct at least one evaluation during the UNDAF cycle.	It will be included.	The evaluation will be the responsibility of the UN Evaluation Group (UNEG) with support from the M&E IWG.

PRINCIPLE II

ONE COMMON BUDGETARY FRAMEWORK AND ONE FUND





OBJECTIVES OF THE PRINCIPLE:

- To unify the support provided by the UN System, serving as a vehicle for an inclusive approach.
- To jointly improve resource mobilization.
- To strengthen country ownership through greater transparency and flexibility, since the funds are earmarked or loosely marked.
- To reduce duplication and fragmentation of activities, by improving planning and decreasing competition for funds.
- To improve delivery of results, especially in regard to transversal matters.

Elements and implementation:

2- ONE COMMON BUDGETARY FRAMEWORK AND ONE FUND		
PRINCIPAL ELEMENTS SOPS	DAO MODEL EL SALVADOR	
	Will element be included in the ES Model? Is it already available –or not?	Activities to be performed for an effective implementation of the selected elements and persons/entities responsible
2.1	<p>The UNCT has a midterm Common Budgetary Framework (three to five years) which gives support as a tool for planning and management to the programme, operations, and communications.</p>	<p>It will be included. It will be the UNDAF, which already exists.</p> <p>To include government contributions in the UNDAF budget and review the budget with the outputs resulting from the review: M&E IWG.</p> <p>It is understood that the Common Budgetary Framework (CBF) respects SOPs indication: “Agency core and non-core resources remain under the authority of the respective agency but are reflected, tracked, monitored and reported at the UN Country Team level through the Common Budgetary Framework and are reported on a system wide basis annually, taking into account agency reporting cycles” (page 20², SOPs).</p>
2.2	<p>The GOES/UN System Steering Committee sets global priorities for One Programme’s funding.</p>	<p>It will be included. It will be the GOES/UNS Steering Committee, which already exists.</p> <p>This function will be included in Steering Committee ToRs.</p>
2.3	<p>The roles and responsibilities of the Resident Coordinator, the IWGs, the UNCT, and the ORC are agreed upon for the development and management of budgets, and the mobilization and allocation of resources.</p>	<p>It will be included. Partially available.</p> <p>UNS Code of Conduct should assign roles for the mobilization and allocation of resources. Responsible entity: PMT will be approved by the UNCT.</p>

2 Standard Operating Procedures for countries wishing to adopt the “Delivering as One” Approach, High Level UNDG Group, page 20th, August 20, 2013.



2.4	A common annual management budget framework serves as a source of financial information on the available and expected resources and basis for the mobilization and allocation of resources for One Fund.	It will be included. Partially available since the M&E system collects financial information on available and expected resources, by results, by year, and by agency.	Funding gaps will be taken into account for the establishment of One Fund: UNCT with input from IWG M&E.
2.5	Management of funds defined and agreed upon following the principle of “financing program guide.” For example, One Fund and/or joint programs.	It will be included. Not currently available.	<p>Agreement for management modality of funds and dependent JPs: Steering Committee based on proposal from the Technical Team. It should include that:</p> <ul style="list-style-type: none"> • It is understood as a complementary mechanism to management modalities of the agencies. • It will be used exclusively to finance JPs within one or two UNDAF outcomes, prioritized by the Steering Committee. • Finding resources for the Fund is a shared responsibility of the GOES and UN System and will be based on the resource mobilization strategy. • Its administration is the responsibility of the ORC. <p>Regarding the JPs financed by the Fund, the management mode will be based on lessons learned from the MDG-F and will replicate its governance structure in the following manner:</p> <ul style="list-style-type: none"> • National Steering Committee: GOES / UN System Steering Committee + relevant donors would join the meeting only when the agenda item pertains to JPs under One Fund. • Programme Management Committees (PMC): IWG corresponding to the prioritized outcome + DMCD + PST + relevant national institutions. The IWG lead agency will coordinate the PMC.

			<ul style="list-style-type: none"> Coordinating Unit of JPs: people to be hired with the JPs Budget. Report to PMC, will depend administratively on the lead agency of each JP and will be physically located in the headquarters of the main participating institution. <p>This does not imply in any way that they cannot formulate and execute JPs outside the Fund.</p>
2.6	A common strategy for mobilizing resources that also ensures a coherent fund-raising strategy in the country.	It will be included. Not currently available.	Resource mobilization and leveraging strategy: Technical Team with Steering Committee approval. Should include the existing mechanisms of resource mobilization within One Programme.
2.7	Monitoring of the Common Budgetary Framework and One Fund is integrated into the monitoring and reporting of One Programme and annual work plans.	It will be included. The UNDAF M&E system and common annual work plans are available.	Adapt the MDG-F and UNDAF M&E system to the Fund: IWG M&E.



PRINCIPLE III

ONE LEADER





OBJECTIVES OF THE PRINCIPLE:

- To allow the Resident Coordinator and the United Nations Country Team to act as a single leader.
- To contribute to the reduction of transactional costs, redundancy, fragmentation, and competition for funds.
- To expand the strategic dialogue on development, the common positioning of the UN System before the host government on a political level, playing a key role in advancing UN System reform.
- To strategically position the UN System support to countries in order to reach development goals, a critical factor in making it possible for the UNCT to work jointly.
- To strengthen the strategic leadership of the UNCT through the RC, presenting a coherent vision of the UN System to development partners and capitalizing its comparative advantages. The role of the RC is to allow the operational coordination of the UN System, and as a representative designated by the Secretary General, to ensure the values, standards, and principles of the UN System. The RC is also the main contact for the UNCT with the Head of State or Government.
- To empower the members of the UNCT to be able to make their own decisions in an appropriate manner in representation of the UNCT in relation to the agenda agreed upon in One Programme. The UNCT, along with the RC, makes decisions in accordance with the common vision, roles, responsibilities, and accountability included in the policies and guidelines such as Management and Accountability System (M&A System).

Elements and implementation:

3- ONE LEADER		
DAO MODEL EL SALVADOR		
PRINCIPAL ELEMENTS SOPS	Will the element be included in the ES Model? Is it already available –or not?	Activities to be performed for an effective implementation of the selected elements and persons/entities responsible
3.1 The RC leads the UNCT's work process and therefore, coordinates the operational activities for development, and it ensures alignment of UN System assistance with national development strategies and ensures consistency of the operations carried out by members of the UNCT.	It will be included. There is a structure of inter-agency work where the responsibility for coordination and resource mobilization is already shared between the RC and UNCT.	Done.
3.2 In case international humanitarian aid is required - and that a separate Humanitarian Coordinator function has not been established –To lead and coordinate the response of the UNCT and relevant humanitarian actors.	It will be included. UNETE and Humanitarian Team already formed.	Done.
3.3 To lead the UNCT in the strategic development of One Programme and has the final decision in strategic targeting and allocation of funds from One Fund in case a consensus is not reached in the UNCT.	It will be included.	UN System Code of Conduct: PMT, for UNCT approval.



3.4	<p>In meeting with the Government and other partners - as defined in the guidelines of the undg for undaf - and under One Programme it is proposed to the UNCT:</p> <p>(a) The amendment of projects and programmes where necessary to align them with One Programme without prejudice of approval by governance bodies and</p> <p>(b) The amendment of One Programme if it is determined that some of its activities are not aligned with the overall development strategy of the UN System in response to the national needs, priorities and challenges.</p>	It will be included.	To be reflected in the UN System Code of Conduct.
3.5	<p>To promote UN System' values, norms, and standards.</p>	It will be included.	To be reflected in the UN System Code of Conduct.
3.6	<p>To supervise the work of programmatic coordination IWGs. Also, the RC is equitably and reciprocally impartial with the UNCT on the achievement of the results of One Programme; consolidates programmatic coordination IWGs results and reports thereon to the Government.</p>	It will be included.	<p>An Interagency Structure is based on the UNDAF and coordination responsibilities shared among UNCT members.</p> <p>To ensure that UNDAF progress reports incorporate information from IWGs: M&E IWG.</p>

3.7	To manage the Office of the Resident Coordinator (ORC).	It will be included. This is currently done.	<p>To establish arrangements for the financing of the ORC, which will have a minimal structure: a coordination officer; an expert in M&E, a communications officer; and an assistant.</p> <p>According to Section 3.3, and if additional resources are needed, the UNCT may consider using other resources depending on the specific needs and availability of funds.</p>
3.8	To ensure the operation of and compliance with: a) The Management and Accountability System (M&A System), b) The UNCT Code of Conduct, c) The UNCT dispute resolution mechanism d) Other policies and instruments of the UNDG.	It will be included.	To review the M&A System: PMT Strengthening of the Firewall under the M&A System.
3.9	The UNCT empowers and gives support to the RC in his role as One Leader.	It will be included.	To be reflected in the UN System Code of Conduct.
3.10	The UNCT assumes leadership of One Programme's outcomes through leadership of the IWGs.	It will be included. Already defined in the current interagency structure.	Done.
3.11	UNCT members - including the RC - report to the UNCT and the RC on results of the equally agreed achievements, and the deployment resources for One Programme and the results of their own agencies.	It will be included.	To support the mobilization of resources within One Fund once it is available.



3.12	Members of the UNCT support the operation of and compliance with: a) The M&A System, b) The UNCT Code of Conduct, c) The UNCT dispute resolution mechanism d) Other policies and instruments of the UNDG.	It will be included.	Once the following has become available: approval of the M&A System and the UN System Code of Conduct.
3.13	Element not included in the SOP.	Proposal: To strengthen communication within the UN System, especially in the first phase of DaO, from a pedagogical perspective of reasons and meanings of the process to all UN System staff in the country.	UNCT, IACT.





PRINCIPLE IV

OPERATING AS ONE





OBJECTIVES OF THE PRINCIPLE:

- To allow the UN System to have a cost efficient operational strategic model for the implementation of One Programme.
- To capitalize on existing capacities of each agency and consolidation of services.
- To base common operations on local capacities, allowing a localized and realistic focus that responds in an adequate manner to the needs of the country.
- To develop a common operational vision and strategy through the Operation Management Team (OMT)
- To strengthen the nexus between One Programme and the operational frameworks of UN System agencies and programmes.
- To reduce operational costs (monetary as well as manpower) making use of economies of scale, simplification of procedures, as well as the reduction of redundancy in processes and operational transactions.
- To increase the quality of operational services for resident and non-resident agencies under One Programme.
- To expand transparency and accountability.

Elements and implementation:

4- OPERATING AS ONE		
DAO MODEL EL SALVADOR		
PRINCIPAL ELEMENTS SOPS	Will the element be included in the ES Model? Is it already available –or not?	Activities to be performed for an effective implementation of the selected elements and persons/entities responsible
<p>4.1 Common Procurement</p> <p>Elements to take into account:</p> <ul style="list-style-type: none"> ● <i>To maximize the use of Long Term Agreements (LTA) that are joint negotiated on the basis of the volume of UN System as a whole, and for specific procurement categories, capitalizing on regional and global LTAs when possible.</i> ● <i>To ensure that common procurement processes at country level are led by an agency that has the technical capacity and mandate to provide that service (following the implementation method of that agency).</i> ● <i>The use of harmonized tools and instruments to reduce costs and harmonize processes. Including the joint use of:</i> <ol style="list-style-type: none"> <i>a) Common review body,</i> <i>b) Terminology,</i> <i>c) Requests for documents,</i> <i>d) Standard Contracts,</i> <i>e) General terms,</i> <i>f) A database of vendors,</i> <i>g) Training materials on procurement.</i> 	<p>It will be included. Scope to be defined by the UNCT.</p>	<p>BOS: OMT with approval of the UNCT. The BOS will collect the elements of the SOP to the extent that depends on decisions that can be made at country level, without requiring changes at headquarters.</p> <p>Operational analysis will be performed for each cycle of the programme, prioritizing services based on impact, value, and contribution for effective operation of the UN System.</p> <p>The BOS should be aligned to the programme, and should reflect the operational requirements of the results/products, and define the roles and responsibilities of the OMT.</p> <p>The OMT should base its annual work plan on the BOS.</p>



4.2	<p><i>Common logistics and transportation.</i></p> <p><i>Elements to take into account:</i></p> <ul style="list-style-type: none">● <i>To maximize use of common transport arrangements, shared vehicles, management and maintenance of vehicle fleets.</i>● <i>To develop common rights for staff and partners once harmonized guidelines are available from the High Level Committee on Management.</i>● <i>To make entitlements of travel services, including the ability to outsource services (tickets, meet and greet services, transport of personnel, etc.)</i>	<p>It will be included. Relevance to be defined by the UNCT.</p>	<p>The BOS will collect the elements of the SOP to the extent that depends on decisions that can be made at country level, without requiring changes at headquarters.</p>
4.3	<p><i>Common information and communication technology (ICT).</i></p> <p><i>Elements to take into account:</i></p> <ul style="list-style-type: none">● <i>In coordination with the Reference Group on Information and Communication Technology (ICT) as is stated in the guidelines for “Delivering as One”, to implement ICT solutions at country level:</i><ul style="list-style-type: none">a) <i>Provide functional improvements in ICT operations, including “green” technologies,</i>b) <i>Security,</i>c) <i>Connectivity,</i>d) <i>Support,</i>and e) <i>Infrastructure.</i>	<p>It will be included. Relevance to be defined by the UNCT.</p>	<p>The BOS will collect the elements of the SOP to the extent that depends on decisions that can be made at country level, without requiring changes at headquarters.</p>

	<ul style="list-style-type: none"> ● In coordination with the UNDG ICT Reference Group, to convert the issues of ICT into harmonized solutions in line with the standards of each of the agencies. ● Where necessary, to establish task forces under the OMT to ensure interdisciplinary ICT, operations, and programme involvement. (For example, task forces in procurement, human resources, finance and eventually, programmatic coordination IWGs), thus ensuring that ICT solutions satisfy technical and managerial requirements. 		
4.4	<p>Common Human Resources. Elements to take into account:</p> <ul style="list-style-type: none"> ● To establish areas of common staff recruiting, such as: a) Notice of vacancies, forms, and media contacts, b) Use of coordinated descriptions of work and grades/levels, c) Use of short lists results and/or recommendations of candidates to other agencies to avoid duplication of efforts, and d) Subcontracting reference reviews. ● The use of common databases for recruiting consultants and national staff. To use common criteria for 	It will be included. Scope to be defined by the UNCT	The BOS will collect the elements of the SOP to the extent that depends on decisions that can be made at the country level, without requiring changes at headquarters.



	<p>determining remuneration of individual consultants according to commonly set rates in line with the local market.</p> <ul style="list-style-type: none">• To ensure that responsibilities of members of the OMT in the context of BOS' implementation are reflected in their performance evaluations, including the contributions of the leader, who must be a member of the UNCT.• To locally implement coordinated rights once the guides available from the High Level Committee on Management have been settled.• To establish and share common training and learning opportunities (Business Operations Strategy, quality, program management, etc.). Common use of the capacities of the undg in the preparation of the new cycle of One Program / / UNDAF.		
4.5	<p>Common auditing.</p> <p><i>Elements to take into account:</i></p> <ul style="list-style-type: none">• Once the audit approaches are harmonized within the organizations, the JPs must have a single audit conducted on behalf of all participating	<p>It will be included. Transcendence to be defined by the UN System CT.</p>	<p>The BOS will collect the elements of the SOP according to the decisions that can be made on a country level, without requesting changes at headquarters.</p>

	<p>organizations according to what is decided.</p> <ul style="list-style-type: none"> Given the proposal to replace the agency work plans for common IWGs; also as part of One Programme, a single audit of annual work plans could be conducted by the internal audit services of UN System organizations following risk-based planning. 		
4.6	Common Finances.	It will be included. Reach to be defined by the UNCT.	The BOS will collect the elements of the SOP according to the decisions that can be made on a country level, without requesting changes at headquarters.
4.7	<p><i>Harmonized Approach to Cash Transfers (HACT).</i></p> <ul style="list-style-type: none"> The use of coordinated approach to evaluate risks, cash transfer, and the strengthening of partners' capacity to ensure the proper utilization of funds, on a low-cost way. Agencies that implement HACT make exclusive use of instruments recommended by the HACT framework to manage cash disbursements to implementing partners and for reporting. 	It will be included. Reach to be defined by the UNCT.	The BOS will collect the elements of the SOP according to the decisions that can be made on a country level, without requesting changes at headquarters.



4.8	<p><i>Common Installations:</i></p> <ul style="list-style-type: none">• <i>Where external circumstances allow it - including safety factors- and if it is a cost-effective option, UN System agencies share facilities at national and regional level.</i>	<p>It will not be included. It is not recommended based on the experiences in Vietnam and Uruguay.</p>	<p>N/A.</p>
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PRINCIPLE V

COMMUNICATING AS ONE





OBJECTIVES OF THE PRINCIPLE:

- To contribute to the strategic positioning of the UN System and its common vision at country level.
- To ensure a consistent way for the UN System to position its messages.
- To improve the quality of the dialogue with the host government.
- To make the capacity for advocacy more effective.
- To highlight the results obtained on a country level.

Elements and implementation:

5- COMMUNICATING AS ONE		
DAO MODEL EL SALVADOR		
PRINCIPAL ELEMENTS SOPS	Will the element be included in the ES Model? Is it already available –or not?	Activities to be performed for an effective implementation of the selected elements and persons/entities responsible
5.1 The UNCT develops common positions and advocacy messages related to national development aspects and other topics in which the UN System participates.	It will be included. IACT + programmatic IWG have been performing joint activities in this sense.	To make a reflection on joint communication activities and obtain lessons learned: UNCT.
5.2 Establishment of an Interagency Communications Group (ICOMG), which reports to the UNCT and the RC, and is led by a member of the UNCT or the RC.	It will be included. IACT is already available.	Done.
5.3 Establishment of common rules to guide UN System participation in Communicating as One and to ensure harmonized messages from the UNCT. These rules should comprehend that: a) Common messages should be consistently given by all members of the UNCT or a designated spokesperson for that purpose and b) The UNCT may designate the RC or another of its members as a spokesperson for a particular subject and to lead communication initiatives and sectorial/thematic advocacy according to their mandates and technical expertise.	It will be included. Understanding that: <i>“Communicating as One does not mean that only one person (such as the Resident Coordinator) speaks or acts as spokesperson for the UN Country Personnel. Ensuring a consistent and coherent message is a responsibility shared of all UN Country Team members”</i> (Pag. 38 ³ , SOPs).	To adjust communication strategy to the defined DaO model, collecting lessons learned from practical experience of joint programming and construction of UN System common messages: IACT.

3 Standard Operating Procedures for countries that wish to adopt the “Delivering as One” model, page 38, High Level undg Group, August 20, 2013.



5.4	Establishment of a system of accountability and dispute resolution for creating messages and for joint communication.	It will be included.	To be reflected in communication strategy. IACT with approval from UNCT.
5.5	Establishment of a mechanism to refer sensitive issues of regional or transnational scope to UNDG-LAC, in order to: a) Obtain advice and guidance when necessary, b) Require that communications be on a regional level where appropriate c) Ensure alignment of key messages between country level and headquarters.	It will be included.	To be reflected in communication strategy. IACT with approval from UNCT.
5.6	To use a common visual identity for products and joint communications that is consistent with the guidelines of the <i>UN System</i> , without losing the “brand” identity of each of the agencies in the country.	It will be included.	To be reflected in communication strategy. IACT with approval from UNCT.
5.7	Development of cooperative communication strategies, including those for crisis situations and shared support messages from One Programme. These strategies should have clearly defined objectives, support common UNCT advocacy messages, and to be aligned with the UNDAF results.	It will be included.	To be reflected in communication strategy. IACT with approval from UNCT.



5.8	Development and updating of coordinated standard communication products. One example is, but not limited to, the <i>UN System's</i> website and the annual results report.	It will be included.The web site is already available: www.nacionesunidas.org.sv , twitter: @onuelsalvador and Facebook page: nacionesunidaselsalvador	Done.
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PRINCIPLE VI

**ONE
GOVERNMENT**





OBJECTIVES OF THE PRINCIPLE:

- To generate an active national leadership in the execution of the process and in the generation of political, technical, and administrative conditions for operationalization and function of DaO in the country.
- To build a better dialogue between the GOES and the UN System.
- To strengthen the coordination between the GOES and the UN System.
- To create a national focal point that is in charge of inter-agency coordination.
- To optimize communication and coordination between national government institutions and the UN System.
- To frame the process in a national agenda of development aid effectiveness.
- To ensure that cooperation actions are aligned/harmonized with the National Development Plan.
- To obtain GOES commitment to transparency and accountability.
- To actively position the DaO process in El Salvador on an international development agenda at the highest political level.
- To lead DaO progress evaluation.
- To actively promote joint development programmes.
- To maintain updated information on cooperation issues.

Elements and implementation:

6- ONE GOVERNMENT		
Principal Elements SOPs	Element of the El Salvador Model	Activities to be implemented and persons/entities responsible
DAO MODEL EL SALVADOR		
6.1	<p>There is an instrument that contains the vision, commitments, priorities, goals and objectives of GOES.</p> <p>Five Year Development Plan 2009-2014 and future development plans of the Government.</p> <p>A vision of development will be encouraged in the long term through a National Development Strategy. Post-2015 Agenda as a framework for public policies design.</p>	<p>Designed for the current administration. It is expected to have UN System support and participation in the construction of the Development Plan.</p> <p>To encourage future dialogues between GOES and UN System.</p>
6.2	<p>The Government promotes a NPS to drive public action and to contribute to social and economic development.</p> <p>Planning Act draft, National Planification System (NPS).</p>	<p>The NPS will be submitted for approval by the Council of Ministers, a pre-requisite for official recognition and subsequent implementation. The formulation of the Planning Act draft will be concluded, which will be subject of consultation, will be completed and submitted to the Legislative Assembly for approval.</p> <p>The GOES would welcome UN System support during the consultation phase of the Planning Act draft.</p>
6.3	<p>Availability of up-to-date information on development cooperation to the public.</p> <ul style="list-style-type: none"> ● Development Cooperation Information System of El Salvador (DCISES). ● Accountability of the VMDC. ● Accountability of the MFA. ● Accountability of aid received for emergencies. ● Accountability of concrete cooperation. 	<p>Done, but it should be followed-up. The UN System will provide the information required by GOES.</p> <p>GOES will also seek necessary internal articulations for information incorporation into the DCISES related to cooperation received from the multilateral bankings.</p>



6.4	Technical Coordination staff between VMDC and PTSO with the referring benchmarks from line ministries (offices).	<p>Coordination focal points.</p> <p>Focal point refers to the person designated by each institution and agency to participate in the coordination.</p>	<p>Done. Public institutionalism strengthened.</p> <p>A coordination instrument should be created and its commissioning too.</p> <p>The Government takes steps to overcoming barriers that may arise in the use of resources from international cooperation.</p> <p>This will be done with support of ORC.</p>
GOES - DEVELOPMENT PARTNERS COORDINATION LEVEL			
6.5	Positioning and active participation of the country in the international agenda at the highest level of political dialogue, including representative bodies of UN System, promoting the need for reform and requiring the commitment of donor countries through funding.	A strong positioning in international platforms for dialogue on cooperation is implemented.	Mostly done, must continue improving the ability to lead the political dialogue with international cooperation.
6.6	Global advocacy of dialogue with Development Partners, led by the Government, to monitor the commitments on matters of development cooperation.	Global Roundtable with minimum performance regulations.	<p>Launched on Friday, June 21, 2013. It is biannual.</p> <p>It is convened by the VMDC and has the participation from GOES, VMDC the PTSO, and the MF.</p> <p>It is a forum for discussion on issues that have been identified as a need to be strengthened, where emerging issues will be resolved in the execution of projects, eliminating the need for parallel implementation units and strengthening the use of country systems.</p>

6.7	<p>Performance Framework for cooperation in the country, on the baseline, done. Incorporating global indicators and indicators specially designed for monitoring national strategic processes for greater efficiency.</p>	<p>National Plan for Aid Effectiveness in El Salvador launched in December of 2012, from which the DaO process is part of it.</p>	<p>Proposal: Done. A first measurement conducted in 2013 with 2012 data and a second measurement to be held in 2015 with 2014 data.</p> <p>Each agency, fund, and programme shall submit a work plan individualized to meet the commitments set out in the plan.</p> <p>In addition, each agency, fund and programme shall provide information required by GOES for measurements from 2013 to 2015.</p> <p>Work plans and the requested information will be worked in an orderly manner in existing coordination forums, which in this case is the Technical Steering Committee.</p> <p>GOES will work on improving the quality of cooperation and the implementation levels.</p> <p>Monitoring indicators are followed-up by a technical team formed by GOES-UN System.</p>
GOES UN SYSTEM COORDINATION LEVEL			
6.8	<p>Coordination forum between the GOES and the UN System. (See point I.6 of the “One Programme” principle).</p>	<p>GOES/UN System steering committee.</p> <p>GOES/UN System steering committee benchmarks.</p>	<p>Forum created for coordination between the GOES and UN System-level agency representatives, for reflection, analysis, and shared decision-making on the common agenda. This has already been done.</p> <p>Done. It is the technical reflection of the political coordination forum comprised of joint work team from the PMT of the UN System, the PTSO, and VMDC.</p>



		Coordination forums between the GOES and UN System within thematic forums framed in the UNDAF.	Line ministries can join the IWGs when discussing a particular matter decided by the Steering Committee subject. Example: ad-hoc WG Post 2015 Agenda.
6.9	Sustainability of the joint programmes once they have been finalized.	Steering Committees of joint programs continue to operate indefinitely and need time after completion.	Mostly completed. The GOES mainly commits to ensuring the sustainability of joint programmes once they have finished with the accompanying of UN System and therefore shall take necessary measures to ensure that the impact generated by JPs is sustainable over time.





GLOSSARY

Accra Agenda for Action (AAA)

The AAA is the resulting document of the Third High Level Forum (HLF-3) on Aid Effectiveness, held in Accra (Ghana) in September 2008. The objective of the HLF was to assess the progress of commitments and objectives of the Paris Declaration (PD), but HLF-3 priorities went beyond the DP to start introducing new topics into debate on aid effectiveness, such as democratic space, division of labor, South-South cooperation, and civil society organizations (CSOs) as development partners or the conditionality.

Common Country Assessment (CCA)

CCA is a diagnosis made by the United Nations System's agencies in close coordination with national authorities concerning main development problems of the country for which cooperation is provided. The assessment serves to identify areas in which national authorities will prioritize UN cooperation.

Development Partners

Development Partners are all those actors (including donors and civil society) working for the achievement of development results through their actions, loans, projects, and cooperation programmes being implemented in the country.

Fourth High Level Forum on Aid Effectiveness

The Fourth High Level Forum on Aid Effectiveness (HLF-4) was held in Busan, South Korea, from November 29 to December 1, 2011. It represented a turning point in the multilateral negotiations on international aid and development cooperation that began in the High Level Forum in Rome in 2003. The HLF-4 was a monumental event that served to take stock of progress made in relation to the delivery of cooperation and capacity development activities worldwide, and to collectively plan for the future of aid and development for all stakeholders.

For civil society, HLF-4 represented a particularly significant milestone as it is the first time that civil society participated as full and equal player in negotiations around aid effectiveness with governments and donors. Therefore, the HLF-4 was a unique opportunity to influence development cooperation from the point of view of popular organizations and also the passage of a technical approach to cooperation effectiveness to development effectiveness based in the long-term sustainability and the addressing of poverty causes.



Five Year Development Plan

The Five-Year Development Plan is one of the main tools to develop a process of structural change, contributing to the shaping of a more just, compassionate, and respectful of human rights society and to laying the foundation for building a model of growth and sustainable development. It contains the vision, proposals, priorities, goals, and objectives of the Government of the Republic of El Salvador for the period 2010-2014. It stands out for rescuing and reclaiming strategic planning as a central instrument for the pursuit of development and as an extremely useful tool for building government public policy.

Its main purpose is to help to ensure consistency and coordination of government action, and to give the President of the Republic a useful tool to strategically manage the national government. The consolidation and deepening of the democratic system and the construction of productive, efficient, inclusive and sustainable socio-economic development model is its strategic reference framework.

Paris Declaration on Aid Effectiveness

The Paris Declaration on Aid Effectiveness, signed in 2008 and subscribed by the Government of El Salvador in May 2009, is an International agreement approved by more than one hundred countries and aid agencies. It defines the principles and commitments by which donors and partner countries are directed to ensure that every aid is effective to help achievement of the Millennium Development Goals and other goals at international level. It is based on the lessons learned over many years about what gives effective results, engaging donors and partners to adopt the best principles and practices of aid management and to overcome shortcomings, some of which have persisted for decades.

Project Management Team (PMT)

The PMT provides technical advice and support to the United Nations Country Team regarding interagency programming, as well as orientation to thematic groups and interagency work on transversal issues and general matters. It is also responsible for developing recommendations on the formulation, implementation, monitoring and evaluation of United Nations Development Assistance Framework (UNDAF), and for collaborative initiatives and joint programming.

Quadrennial Comprehensive Policy Review (QCPR)

QCPR deals with the strategic positioning, structure, field presence, funding and working modalities of the United Nations to improve its relevance, effectiveness, efficiency and impact. The implementation of decisions arising from the QCPR is mandatory for UN entities reporting to the General Assembly, including eleven funds and programs, research and training institutions (UNICRI, UNIDIR, UNITAR, UNRISD, the United Nations System Staff College, UNU) and 3 other organizations (UNAIDS, UNISDR, UNOPS).

***United Nations Country Team (UNCT)***

UNCT is the group led by the Resident Coordinator and is composed of the United Nations Agencies' representatives with cooperation interventions in the country. Its purpose is to optimize cooperation and to develop a shared strategic vision, to identify priorities for action of the United Nations System in El Salvador, and to create mechanisms for interagency coordination.

United Nations Development Group, Latin America and the Caribbean (UNDG-LAC)

UNDG-LAC objective is to improve the reliability of the UN System at regional level to function as an integral unit to achieve sustainable human development. It also supports United Nations Country Teams on issues related to strategic planning, common development frameworks (UNDAF), joint programmes, emergency prevention and response, accountability, and the resolution of problem or political tensions in countries in the region.

United Nations Development Action Framework (UNDAF)

UNDAF is a planning framework for development activities of the UN System in the country. Its primary objective is to achieve greater cooperation and coordination of actions within the system, including non-resident agencies, for a collective, coherent, and integrated response to national needs and priorities.

The current UNDAF establishes five strategic areas:

1. Equality, social inclusion, and poverty reduction
2. Inclusive economic development, employability, and decent work.
3. Democratic governability, reform, and State modernization.
4. Public security and violence prevention.
5. Environmental sustainability and disaster risk reduction



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www.nacionesunidas.org.sv