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**Consolidated Annual Report on Activities Implemented  
under the Joint Programme  
“Local Governance and Decentralized Service Delivery in Somalia” (JPLG)**

**Report of the Administrative Agent of the JPLG  
for the period 1 January - 31 December 2011**

**Multi-Partner Trust Fund Office**  
Bureau of Management  
United Nations Development Programme  
<http://mptf.undp.org>

31 May 2012

## PARTICIPATING UN ORGANIZATIONS



International  
Labour  
Organization

International Labour Organization



United Nations Capital Development Fund (UNCDF)



United Nations Children's Fund (UNICEF)



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United Nations Development Programme (UNDP)



United Nations Human Settlements Programme  
(UN-HABITAT)

## CONTRIBUTING DONORS



UK Department For International Development (DFID)



Danish International Development Agency (DANIDA)



Norway



Swedish International Development Cooperation (Sida)

## Abbreviations and Acronyms

AA	Administrative Agent
ALGASL	Association of Local Governance Authorities in Puntland
ALGAPL	Association of Local Government Authority of Somaliland
AWP	Annual Work Plan
CDRD	Community Driven Recovery and Development Project
CORPS	Community Resource Persons
CSZ	Central and Southern Somalia Zone
CMG	Community Monitoring Groups
Danida	Danish International Development Agency
DBF	District Basket Fund
DPPB	District Participatory Planning and Budgeting Process
DC	District Council
DG	Director General
ILO	International Labour Organisation
JPLG	Joint Programme on Local Governance and Decentralized Service Delivery
LDF	Local Development Fund
LED	Local Economic Development
LG	Local Governments
LLM	Local Leadership and Management
LOA	Letter of Agreement
MC	Minimum Conditions (LDF)
M&E	Monitoring and Evaluation
MgOA	Magistrate of Accounts
MOI	Ministry of Interior
MOF	Ministry of Finance
MOFASD	Ministry of Family Affairs and Social Development (Somaliland)
MOSS	Minimum Operational Security Standards
MOU	Memorandum of Understanding
MODWFA	Ministry of Women Development and Family Affairs (Puntland)
NEC	National Electoral Commission (Somaliland)
NGO	Non-Governmental Organisation
OES	Outcome Evaluation System
PCU	Programme Coordination Unit of the JPLG
PIM	Participatory Impact Monitoring
PL	Puntland
PMG	JPLG Programme Management Group
RC	Resident Coordinator
RDP	Somali Reconstruction and Development Programme
RSL	Recovery and Sustainable Livelihoods Programme of UNDP
SL	Somaliland
SC	South Central Somalia
Sida	Swedish International Development Agency
SMA	Somaliland Municipal Association
SUDP	Somali Urban Development Programme
TFG	Transitional Federal Government
TOT	Training of Trainers
TPEC	Transitional Puntland Electoral Commission
TWG	JPLG Technical Working Group
UN	United Nations

UNCDF	United Nations Capital Development Fund
UNCT	United Nations Country Team
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UN-HABITAT	United Nations Human Settlements Programme
UNICEF	United Nations Children's Fund
UNOPS	United Nations Office for Project Services
UNTP	United Nations Transition Plan for Somalia
USD	United States Dollar
VC	Village Committee

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# UN Joint Programme on Local Governance and Decentralized Service Delivery (JPLG)

## Part I: Annual Narrative Progress Report

Programme Title & Project Number
<ul style="list-style-type: none"> <li>• Programme Title: UN Joint Programme on Local Governance and Decentralized Service Delivery in Somalia (JPLG)</li> <li>• Programme Number (if applicable)</li> <li>• MPTF Office Project Reference Number: 00067654</li> </ul>

Country and Thematic/Priority Area(s)
<i>Country/Region</i> Somalia
<i>Thematic/Priority</i> United Nations Strategy Assistance to Somalia (UNSAS) 2011 – 2015: Sub-outcome 1.3

Participating Organizations
UN Habitat, UNDP, UNICEF, ILO and UNCDF.

Implementing Partners
Central Administrations of Somaliland, Puntland and the Transitional Federal Government, and target District Councils.

Programme/Project Cost (US\$)		
<b>2009 -2011</b>		
<i>Through JP pass through with UNDP as AA:</i>		
Donor	Donor Currency	USD
SIDA	65,000,000 SK	7,101,282
DFID	5,675,000 GBP	7,830,474
Danida	25,000,000 DEK	4,427,451
Norway	14,100,000 NOK	2,367,231
<b>Through JP and bilateral</b>		
EC to UNDP	5,000,000 Euro	8,350,696
<b>Sub total JP Funds</b>		<b>30,077,134</b>
<b>Parallel Funds 2009-2011</b>		
UNDP	Italy	804,011
	USAID	4,381,850
	Denmark	693,823
	Norway: \$723,606	723,606
	UNDP TRAC	404,689
	SIDA	132,000
	BPCR	1,745,063
UN Habitat	Italy	1,138,995
<b>Sub total Parallel Funds</b>		<b>10,294,037</b>
<b>Agency Contribution</b>		
UNCDF		\$832,000
<b>TOTAL APPROVED 2009 – 2011</b>		<b>41,203,171</b>

Programme Duration	
Overall Duration	2008 – 2012
Start Date	18 Mar 2009
End Date (or Revised End Date)	31 Dec 2012
Operational Closure Date	N/A
Expected Financial Closure Date	N/A

**Programme Assessment/Review/Mid-Term Eval.**

Assessment/Review

 Yes  No

Mid-Term Evaluation Report

 Yes  No Date: 15 Aug 2011**Report Submitted By**

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## **Executive Summary**

This 2011 Consolidated Annual Progress Report under the Joint Programme UN Joint Programme on Local Governance and Decentralized Service Delivery in Somalia (JPLG) covers the period from 1 January to 31 December 2011. This report is in fulfillment of the reporting requirements set out in the Standard Administrative Arrangement (SAA) concluded with the Donors. In line with the Memorandum of Understanding (MOU) signed by Participating UN Organisations, the Annual Progress Report is consolidated based on information, data and financial statements submitted by Participating Organizations. It is neither an evaluation of the Joint Programme nor an assessment of the performance of the Participating Organizations. The report provide the Joint Programme Steering Committee with a comprehensive overview of achievements and challenges associated with the Joint Programme, enabling it to make strategic decisions and take corrective measures, where applicable.

As part of results achieved under Objective 1, a combined total of 1,217,119 beneficiaries received a total of US\$1,879,000 through the procurement processes and projects initiated in 2011, while 3,026 people participated in training programmes where organized. The training programmes were in the areas of basic administrative training, resource management training, GIS training, Gender, Local Leadership and Conflict Resolution, Community-based natural resource management. In addition, several documents and draft policies were finalised and circulated to various Government ministries, such as the Puntland and Somaliland Land Policy Papers, Municiple Finance Policy Development draft roadmaps and Asset Management and Public Expenditure Guidelines, amongst others.

Several rehabilitation initiatives in the three regions were undertaken as part of enhancing the establishment of legitimate and operational councils in the target districts.

Establishment of the Local Government Authorities Associations enhanced capacities of more effective governance and management of service delivery in the target districts.

Under Objective 2, the JPLG provided assistance in preparation and finalization of the annual work plans and budgets for 21 projects in 6 of the target districts. The JPLG also become more active in the promotion of greater participation of the local populations in natural resource management and conservation as well as gender and women's empowerment.

The Multi-Partner Trust Fund Office (MPTF Office) of the United Nations Development Programme (UNDP) serves as the Administrative Agent of the Joint Programme. The MPTF Office receives, administers and manages contributions from the Donors, and disburses these funds to the Participating UN Organizations in accordance with the decisions of the Joint Programme Steering Committee. The Administrative Agent receives and consolidates the Joint Programme annual reports and submits it to the Joint Programme Steering Committee.

This report is presented in two parts. Part I is the Annual Narrative Progress Report and Part II is the Annual Consolidated Financial Progress Report. Part I is presented in seven sections. Section I is Summary; Section II provides the purpose of the Joint Programme; Section III presents an overview of resources; Section IV highlights implementation and monitoring arrangements; Section V provides an overview of the achievement of the Joint Programme and the challenges; Section VI presents future work plan and Section VII draws on Indicator Based Performance Assessment. Part II of this report forms the Annual Consolidated Financial Progress Report. The Annual Narrative Progress Report covers achievements for all funding sources. However the Annual Consolidated Financial Progress Report only covers funds received through the pass-through mechanism.



## 1. Purpose

The JPLG for Somalia is a five year Joint UN Programme consisting of five UN partner organisations namely, the International Labour Organisation (ILO), United Nations Capital Development Fund (UNCDF), United Nations Development Programme (UNDP), United Nations Human Settlement Programme (UN-HABITAT) and United Nations Children's Fund (UNICEF). The Participating UN Organizations have appointed UNDP/Multi-Partner Trust Fund Office (MPTF Office) to act as the Administrative Agent (AA) for the JPLG.

The stated purpose of the JPLG is to contribute towards peace by enhancing local governance and the delivery of equitable priority decentralized services to the Somali people in Puntland, Somaliland and South Central Somalia. The overall objective of the JPLG is to ensure that *Local governance contributes to peace and equitable priority service delivery in selected locations*. Within this overall objective, two specific objectives have been identified, namely:

- Communities have equitable access to basic services through local government, and;
- Local governments are accountable and transparent.

Ultimately, the Joint Programme aims to meet these objectives through achievement of the following work plan sub-outcomes based on LGJP's log-frame:

- Ensuring local government policy, legal and regulatory frameworks are initiated in the three regions of Somalia.
- Establishing legitimate, operational councils in up to 24 districts and enable target district councils to have increased awareness about options of revenue generation, as well as each eligible district having at least one priority service delivery project funded annually.
- Enhancing capacities of up to 24 rural and urban councils to govern and manage service delivery, and ensure that at least 1 priority delivery project is funded annually within each eligible district council.
- Campaigning for target communities in the eligible districts to have basic understanding of their rights and responsibilities vis-à-vis district councils and strengthening a basic, operational mechanism for community monitoring of all projects funded by the development fund.
- Ensuring that annual district plans and budgets in 24 councils reflect community priorities and are publicly reported on annually.
- Strengthening the basic mechanism for community monitoring of all projects funded by the development fund.

This annual report covers the JPLG activities undertaken and results achieved by UN Habitat, UNDP, UNICEF, ILO and UNCDF from January to December 2011.

## 2. Resources

### *Financial Resources:*

Although the funding mechanism described and agreed to in the JPLG project document is the joint programming pass-through mechanism, in reality the funding arrangement remains a hybrid of both pass-through and parallel funding modalities. Funds received through the pass-through however have been on a constant increase since 2009 with most donors utilizing this efficient mechanism which attracts lower transaction costs.

Currently, only USAID, Italy and the EC do not use pass-through modality, and this continues to result in multiple layers of reporting, higher fees and administrative burdens on the JPLG PCU as well as participating UN agencies. However in 2011, following several years of consultations and negotiations see UNDG and EC

closer to coming up with a mutually acceptable joint programme pass-through Standard Administrative Agreement.

The 2011 JPLG budget against the approved work plan was \$23,880,347 and was fully funded. In addition to carry-overs from 2010, funding sources included a multi-year (for 4 years running from 2011 to 2014) agreement for DKK 40 million signed with the Government of Denmark (through Danida). Other agreements included NOK 8.1 million from Norway, GBP 2.75 million received from United Kingdom’s Department for International Development (DFID) and SEK 35 million from the Government of Sweden (through Sida). UNHABITAT continued to receive bilateral funds from Italy (US\$1,138,995) in support of activities in Mogadishu, while UNCDF contributed agency core funds of US\$832,000 for the Local Development Fund (LDF).

The 2011 installment of Danida funds as well as Norway’s 2011 contribution were received in December 2011 and will be disbursed to Participating UN Organisations in 2012. Likewise, DFID 2011 installment was received in January 2012 by the Multi-Partner Trust Fund Office in New York and will be disbursed to Participating UN Organisations in early 2012.

Following approval of the AWPBs, allocation percentages for any funds relating to that year are calculated and set. These allocation percentages are based on the requirements of each participating organisation in relation to the cost of the set of activities which they have been assigned in the AWPBs. In 2011 UNHABITAT received an allocation of 25.59%, UNDP 33.15%, UNICEF 13.65%, ILO 20.18%, UNCDF 4.99% and the JPLG PCU received 2.45%.

For the funds received by the pass-through funding modality, the Administrative Agent has prepared Annual Financial Report (which comprises Part II of this Report), which consists of the annual 2011 consolidated Financial Report, based on 2011 annual financial statements and reports received from the Participating UN Organizations and the Certified Annual Financial Statement (“Source and Use of Funds”) on its activities as Administrative Agent.

*Human Resources:*

In 2011 LGJP’s total staff of 58 people (41% of whom are female) clocked a total of 532 person months. 186 of this was by international staff, while 346 was by national staff. A breakdown, by location, of these person months is provided below, while additional details of staff information can be found in Annex 2.

JPLG Human Resources Summary by location and staff

<b>Totals</b>	<b>International person mths</b>	<b>National person mths</b>
Nairobi	157	80
Hargeisa	21	144
Garowe	8	92
Bossaso	0	25
Mogadishu	0	5
<b>Total person months</b>	<b>186</b>	<b>346</b>
<b>Grand Total person months</b>	<b>532</b>	

**3. Implementation and Monitoring Arrangements**

JPLG activities were implemented, and within the same JPLG model, framework, processes and strategies (detailed in Annex 3) which were established in the previous years.

### *Implementation Mechanisms*

Implementation conditions for the JPLG, particularly in Mogadishu improved with the reduction of Al-Shabaab's presence inside the Greater Mogadishu. This enabled the JPLG to plan for the move to Phase 2 type of activities during 2012. However, certain constraints continued to plague 2011 implementation. A detailed narrative of these constraints and the mitigating measures taken can be found in the introduction of Annex 8.

### Development of Capacity Amongst Communities to Participate in the Planning and Delivery of Services – Through Designing and Supporting the Public Expenditure Management Cycle

As part of achieving activities under **Objective 1 (Expected Result 3)**<sup>1</sup>, a new Agreement for the third phase of the Municipal Finance Automation work (“AMF-III”) was signed with Terre Solidali in July 2011. It covers the continuation of the joint activities until July 2012, with the objective of consolidating the results of past interventions and further expanding the installation of Automated Financial Management Systems in the Somaliland and Puntland public sectors while introducing basic accounting techniques and automation software in one District (Adado) in Southern Somalia.

The proposal for the official adoption of automated accounting systems in Somaliland has also been prepared and is currently under discussion with the Ministry of Interior. This proposal aims to support the phased replacement of manual financial accounting and reporting practice with the automated systems thereby increasing transparency and accountability of financial management and allowing for improved financial management, planning and decision-making on municipal finance and service delivery.

In South Central Somalia, a series of participatory district consultation workshops were held, bringing together Mogadishu communities at the district level. As a result of the consultation, 5 priorities were identified among which one project would be implemented with the financial support of JPLG UN-HABITAT.

The Local Development Fund (LDF) mechanism is a predictable performance-based fiscal transfer modality for managing resources made up of the national budget, districts’ own resources and external resources provided through the JPLG to local governments. Use of the LDF commenced in 2011 replacing the District Basket Fund mechanism which has been in use since 2009. Whereas the District Basket Fund provided a standard budget allocation of \$100,000 to each target District, the LDF modality allows target districts to access discretionary capital development grants upon meeting a set of minimum conditions based on assessments which are tagged to a set of minimum conditions and performance measures. The districts will subsequently only be allowed continued to access the funds if they maintain the minimum conditions during each subsequent year. As part of the LDF roll-out, LDF Training Workshops were held in Somaliland and Puntland with a targeted group being District Mayors, Executive Secretaries, District Councilors, District Accountants, Directors of Administration and Finance Departments, the Accountant Generals, the Auditor Generals, and Ministry of Interior and Ministry of Finance staff.

### Governance Capacity-Building

With regard to accomplishing activities under **Objective 2 (Expected Result 2)**<sup>2</sup> all target districts received mentoring support to carry out feasibility studies for selected projects, prepare and implement the annual work planning, budgeting and implementation cycle of 2011. Each prepared a draft AWPB for approval, which included the priority projects to be funded under the LDF allocation of USD 100,000. The districts still

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<sup>1</sup> Referenced in the Log-frame as: Develop capacity (district) development package.

<sup>2</sup> Referenced in the Log-frame as: Facilitate the implementation of participatory planning and budgetary mechanism.

require a fair amount of support in the application of PEM processes and procedures and will continue to require backstopping to fully institutionalize the processes.

In 2011, as part of work towards **Objective 2 (Expected Results 1, 2 and 3)**<sup>3</sup> JPLG through UNICEF continued working in 6 target districts in Somaliland (Hargeisa, Borama, Berbera, Sheikh, Odweine and Burao) and 4 target districts in Puntland (Bossaso, Garowe, Gardo and Galkayo). One district (Adado) in South Central Somalia was added. Trainings on participatory integrated community development, supporting community consultation in district planning and monitoring efforts as well as Civic Education were organized and carried out. Apart from workshops and trainings Civic Education media campaigns are also carried out through radio stations.

In South Central Somalia, a new combined training module for gender, local leadership and conflict resolution was designed and training on conflict management for the district councilors and representatives (civil society, private sector, community and religious leaders) was completed in the districts of Hodan, Wadajir, Shagani, Bondhere, Hamarweyne, Waberi, Hamar, Karran, Wardhigley and Darkeynley.

In Puntland, the process of the setting-up of Association of Local Governance Authorities in Puntland (ALGAPL) begun in 2010 with 8 mayors of Puntland districts: Garowe, Galkayo, Gardo, Badan, Bandar Bayla, Eyl, Galdogob, and Bossaso. A basic and advanced GIS training was held in Garowe for participants from Benadir Regional Administration and TFG Ministry of Interior, and an awareness rising campaign organized by the Ministry of Women Development and Family Affairs involving local communities, key leaders and IDPs youth in celebration of the 16 days of activism against sexual and gender based violence was organized, and a two-week administrative capacity-building training was provided for 25 District staff of each of the JPLG target districts of Garowe, Gardo, Bosasso and Gardo and 40 staff from MOI and MOWDAFA, as well as a leadership and management training for 200 women including current women councilors, potential women leaders and women organizations.

In Somaliland, JPLG through UNDP continued to develop the capacity of the Ministry of Interior and the six target districts by seconding technical experts on capacity development, M&E, administration. Restructuring of the MOI was supported and organizational charts and Terms of Reference for the Ministry's Departments were developed – the implementation is pending final approval by the MOI and will be revisited once the decentralization strategy and implementation plan are developed in 2012. Support activities to the institutional set-up of the Association of Local Government Authorities of Somaliland (ALGASL), previously known as the Somaliland Municipal Association (SMA) was also provided.

LoAs were drawn up to support the Ministries of Interior and Finance in both Puntland and Somaliland commenced the recruitment exercise for the consultants that are intended to increase the capacity of the Ministry of Finance and the Accountant General office, MOI as well as the Districts Councils in the Implementation of the LDF. UNCDF field offices were responsible for the oversight and backstopping the selection process to ensure fairness and transparency based on merit.

Detailed breakdown of implementation of 2011 activities has been provided in Annex 5.

#### *Procurement Procedures*

The current procurement process adopted by the target local bodies provides a major opportunity to promote local economic development. There is evidence that local sourcing contributes to Micro, Small and Medium

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<sup>3</sup> Reference in the Log-frame as: Review and develop civic education programme (Result 1), Implement civic education programme (Result 2) and develop participatory monitoring tools (Result 3).

Enterprises (MSME) development and creating job opportunities, particularly for youth and women, whilst at the same time achieving value for money. Local procurement is promoted by making local businesses aware of local councils' procurement opportunities through procurement notices in local newspapers. This has helped the local councils to understand the local supplier base by identifying and mapping existing and potential suppliers, their products, services and capabilities. The current exercise will be complemented in 2012 by the development of a Contactor Registration schemes through the Ministry of Public Works which will categorise contractors by level of competency, experience and resources to provide works, supplies and services, and training to suppliers and contractors on the tendering processing and how to complete bids.

In early 2011, procurement audits were conducted in the target districts to check compliance with the provisions of the procurement guidelines and standard tendering documents which were developed in 2010 and to identify further capacity gaps. Variances were found to exist among the knowledge and understanding levels of the procurement officers and committee members, however, for the most part the districts demonstrated good understanding of, and adherence to the procedures with several examples of good practice found across the districts. Based on the audit findings ILO has provided the relevant on the job capacity-building mentoring support to the procurement focal points (Executive Secretaries, Procurement Officers, District Engineers and Tender Committees) and as a result all target districts in Somaliland and Puntland successfully undertook the 2011 project procurement process.

#### *Monitoring Systems*

Started in 2010, Value for Money (VFM) aims at measuring results based on Economy, Efficiency and Effectiveness in an attempt to assess the best value for money compared to other similar projects. In line with this, JPLG began collecting data related to economy measures of procurement of DC projects in Somaliland and Puntland, and comparing the unit costs (such as schools and health posts). The details of these comparisons can be found in Annex 6.

Lessons learnt from previous implementation and recommendations of the Outcome Evaluations (OES) Report indicates the need to enhance the interactivity and targeting of the Civic Education programme, notably to reach and engage with rural communities. To that end, a workshop was held in Hargeisa with all key partners in Somaliland and Puntland involved in similar civic and social mobilization programmes sharing lessons learnt on how to improve the programme. One of the outcomes of the workshop was an agreement to diversify partnerships and approaches, including a revision of the Civic Education Strategy that was developed in 2009, and development of a resource pack that can act as facilitation guide in implementation. UNICEF/JPLG thus entered into an institutional contract with Delta/IDC to revise the current Program Strategy and develop the Civic Education Resource Pack to include guidelines on effectively strengthening and deepening principles of democracy, public participation, transparency and accountability, mutual responsibility and cooperation between local governments and communities. The process is on-going and it is anticipated that the revised documents will be ready for validation with stakeholders in the first quarter of 2012.

#### *Assessments, Evaluations and Studies Undertaken*

##### Assessments

UNICEF through JPLG commissioned sector functional assessment studies on WASH, health and education which were done in coordination with the ministries of interior and planning as well as other line ministries while natural resource management and road sector studies were carried out by JPLG through ILO. The studies analyzed current modalities of service delivery, legal frameworks, and institutional structures in response to local government laws, capacity and resources, and made recommendations of revising functional assignments and potential improved service delivery models.

Institutional assessments performed in Somaliland and Puntland examined and made recommendations on the structure of the regional, district and council administrations as well as their relationships amongst themselves and the communities. In Puntland and Somaliland, MOIs conducted internal consultations on decentralization options and reviewed the internal structures in preparation for consultancy support on the elaboration of the decentralization framework, implementation plan and policy formulation.

Institutional assessments were also undertaken within the Ministries of Public Works, Housing and Transport in Somaliland and Puntland. The assessments provided information on the ministries' roles, relationships and responsibilities and their capacity particularly with reference to providing overall policy and strategic guidance, technical capacity development and standards and specifications for public works delivery at local level. The process involved analysis of existing legislative framework, organisational structures, functional and operational set up and capability, relationships vis-a-vis other relevant sectoral line ministries. Recommendations based on the assessments addressed roles, relationships and responsibilities, reporting and accountability system, coordinating systems as well as capacity needs and gaps.

JPLG, along with government counterparts in all three regions, carried out assessments of all the pilot districts with a purpose of accurately mapping the district administration organization in the target districts, and with the aim of identifying the functions of each district department and their capacity to carry out their role in order to set up a tailored capacity development plan for each district.

Local economy assessments and enterprise surveys were completed for all target districts in Somaliland and Puntland. The data from the local economy assessments and enterprise surveys were compiled into an easily manageable database that provides comprehensive interrogation and presentation of findings, and shared with the relevant Ministries such as Planning, Labour and Interior.

### Studies

ILO engaged in a study of the Labour laws of Puntland and Somaliland (particularly focusing on the Private Sector Laws) in order to best determine entry points to support the Ministries of Labour develop appropriate legislation, institutional and regulatory frameworks to improve the application of core labour standards.

One of the legally mandated responsibilities of local governments is that of promoting local economic development. However studies have shown that, given the lack of specific policy guidelines, local governments have responded to this mandate in an opportunistic and relatively ad hoc manner. ILO is also supporting local public-private dialogue through the establishment, training and facilitation of Local Economic Development Partnerships in Burao and Garowe. These partnerships function as forums for discussions on economic development needs and plans, as well as networks to mobilize resources and institutions for local economic development and enterprise surveys, which form a key component of local economy assessments.

Early efforts are on track with ILO supporting the streamlining of local government regulation and licensing of businesses in Hargeisa and Garowe following findings from the Micro and Small Enterprise Enabling Environment Study identifying this as a major obstacle. Streamlining of the regulation and licensing of business would reduce entry cost of starting businesses and reduce corruption; it would also encourage licensing and thus increases licensing revenues. To this end, feasibility studies have been conducted and completed for target projects in four districts in Somaliland (Sheikh District and Hargeisa Municipality) and Puntland (Garowe and Bosass Districts). The process enabled the development of methodology and tools for the process and the training of District Public Works Departments and Ministry of Public Works Engineers on the same and their involvement in the process. The outcome of the studies allowed for the evaluation of the

technical viability of the designs and the costs to be validated, as well as a more detailed analysis of costs and benefits. The results were positive and were shared with the councils and the projects approved.

### Evaluations

UNDP facilitated two JPLG Mid Term Review Workshops held in Boroma and Burao. The objectives of the workshops were to review progress of ongoing JPLG interventions and to discuss implementation issues, challenges and agree on the main design features of the 2012 annual work plan and budget, as well as the best way forward in terms of programme design and objectives for the second phase of the LGJP. A synopsis of the Mid-Term Review and the Outcome Evaluation can be found in Annex 7, while the full report accompanies this annual report.

The JPLG continues to use the MIS database, and in 2011 it was expanded to include training data as well as outcome level indicators.

### **The Administrative Agent**

Participating Organizations have appointed the UNDP MPTF Office to serve as their Administrative Agent (AA) for this Joint Programme. The AA is responsible for a range of fund management services, including: (a) receipt, administration and management of donor contributions; (b) transfer of funds approved by this Joint Programme to Participating Organizations; (c) Consolidation of statements and reports, based on submissions provided to the AA by each Participating UN Organization; (d) synthesis and consolidation of the individual annual narrative and financial progress reports submitted by each Participating Organization for submission to donors through the Steering Committee. Transparency and accountability of this Joint Programme operation is made available through the Joint Programme website of the MPTF Office GATEWAY at <http://mptf.undp.org/factsheet/fund/JSO00>.

## **4. Results**

### *Results*

#### Outcome 1

The JPLG provided support towards implementation activities which were geared towards the achievement of instruments which are aimed at assisting the various authorities with institutionalizing best practices different local government policies, legal and regulatory framework. Most of the support took the form of trainings, consultative workshops and direct support of projects in the target districts through the LDF.

In Somaliland, by the end of 2011, the on-going procurement processes and projects initiated by district councils had an estimated number of 812,072 beneficiaries at a cost of approximately US\$1,013,000, while in Puntland, the on-going procurement process and prioritized projects were being implemented by district councils had approximately 312,407 beneficiaries at a cost of approximately US\$671,000. In South Central the estimated number of beneficiaries was 92,640 at a cost of US\$195,000.

In total 3,026 people in Puntland, Somaliland and South Central Somalia received training, 44% being men and 36% being women. A more detailed analysis of both the implemented projects in the target districts as well as training information can be found in Annex 4. Trainings ranged from basic administrative training, resource management training, GIS training, Gender, Local Leadership and Conflict Resolution, Community-based natural resource management.

Documents resulting from workshops, assessments and studies are summarized below, and more detailed descriptions of the same, as well as a more comprehensive account of 2011 results achieved against the objectives of the JPLG log-frame are provided for in Annex :

- Land Policy discussion papers for both Somaliland and Puntland authorities, including Planning Standards and Building Codes and development of a five year strategic plan for the Land and Urban Management Institute in Somaliland, and a draft Urban Land Management document for use in Somaliland and Puntland. A urban road classification and road naming exercise was also kicked off;
- Draft roadmaps on Municipal Finance Policy Development for both Somaliland and Puntland;
- Decrees on Budgeting and Accounting Regulation, in Somaliland and Puntland, outlining standard accounting formats and budget system as well as the standard automated accounting systems to be used by Somaliland Municipalities were accompanied with the roll-out of the Accounting and Information Management Systems (AIMS) and Billing and Information Management Systems (BIMS) in seven selected districts;
- Draft Asset Management and Public Expenditure guideline documents for Somaliland and Puntland;
- Private Public Partnerships (PPP) frameworks in local service delivery were drafted in Somaliland and Puntland. These were accompanied by simplified guidelines for use by both the local and the central authorities;
- Local Government Procurement Guidelines and manuals were drawn up for use by local authorities in South Central Somalia

Several rehabilitation initiatives in all three regions were undertaken by LGJP as part of enhancing the establishment of legitimate and operational councils in selected locations.

The establishment of the ALGASL and ALGPL worked towards in improving the rural and urban councils' to capacities effectively govern and manage service delivery in the targeted districts.

### Outcome 2

Recommendations from the Outcome Evaluations Report as well as lessons learned from previous years of implementation of the JPLG Civic Education Programme pointed towards the need to enhance the programme in order to include the rural communities. As such, UNICEF-JPLG began working with partners to revise the current programme strategy and Civic Education Resource Pack.

In Somaliland JPLG worked with district councillors and staff to review the District Development Frameworks (DDFs), prepare the districts' 2012 annual budgets and facilitate the development of 21 prioritized projects for the six target districts in with an aim of helping districts build the capacities to summarize their development goals into the DDFs, learn how to do participatory budgeting and how to select the district's annual priority projects in a transparent and systematic manner.

### Natural Resource Management

JPLG is actively promoting greater participation by local populations in the use, maintenance and restoration of forests, pasture lands, wildlife and fisheries in order to improve local development and environmental management by supporting institutional and legal reforms aimed at selectively transferring environmental management responsibilities and powers from central government to a variety of local institutions. In addition to carrying out grass-roots level training programmes, a draft framework on Natural Resource Management (NRM) for decentralised natural resource management was prepared and shared the Ministries of Environment in Somaliland and Puntland.

### Gender and Women's Empowerment



JPLG has continued to encourage participation of women in the different aspects of the local governance and decentralized delivery as already noted in this report. Most of this is done in conjunction with the Ministries of Women and Family Affairs in both Somaliland and Puntland to build women's participation in local governance matters and leadership capacities.

### *Constraints*

Significant incidents and changes which took place in 2011 have been alluded to in section III of this report and are expounded in Annex 8. They however can be summarized as follows:

In South Central Somalia the JPLG continued to experience lack of security, access/movement limitations for UN staff, lack of government partners with access to geographical areas, lack of government internal financial controls, frequent inter-conflict between TFG institutions and the humanitarian crisis of 2011. Attempts to mitigate these constraints included strengthening of coordination between TFG Institutions and JPLG Management/Staff, bids to improve security situation by participating in the implementation of a roadmap to end transitional governments (including local authorities) in Somalia through elections, continuous assessments of institutional capacity for key central/local government institutions in Mogadishu and South central Somalia in General, identification of capacity gaps and delivery of capacity building packages based on demand driven approaches, and implementation of a capacity development mechanism which reduces supply-driven capacity development interventions and a shift of ownership to government institutions, making it a more demand-driven and providing for scaled up support.

District planning and budgeting processes were not sufficiently institutionalized and internal analysis showed that district priorities were not sufficiently linked to national and sector priorities, which has implications from drawing in government resources for local service delivery in the medium term. Accordingly, in 2012, JPLG is concentrating attention to the development of district departments of planning that will address these challenges.

UNDP's support with MOI was previously not sufficiently focused and work in late 2011 began to address this concern. Presently UNDP is undertaking efforts to focus assistances on the Department of Districts and the Department of Planning responsible for ensuring the implementation of the local governance law.

In Somaliland there have been further delays in local elections which are now scheduled for 2012. JPLG will need to plan for how to work with what will most likely be a large number of new district councillors and potentially staff that are not familiar with JPLG supported PEM processes. It is worthwhile to note that any additional delays in the elections beyond 2012 could call into question JPLG's support to the existing and arguably illegitimate councils.

In Somaliland too, there is a need to develop a capacity development mechanism which reduces supply-driven capacity development interventions and starts to shift ownership to government institutions, making it a more demand-driven and providing for scaled up support.

District planning and budgeting processes are not sufficiently institutionalized and internal analysis has showed that district priorities are not sufficiently linked to national and sector priorities, which has implications from drawing in government resources for local service delivery in the medium term. There is also a need to re-focus JPLG's support with MOI on the Department of Districts and the Department of Planning rather than the whole Ministry.

The change in the Somaliland administration following the establishment of a new government resulted in a loss of experienced local staff with institutional memory.

In Puntland, the continued delay in instituting of the Galkayo District Council made the council ineligible for JPLG funding.

Other challenges were caused by the tensions in the area of Las Anood and Erigavo during the second quarter of 2011, delays in the support activities on land policy and managing land law development to the responsible line ministries in Puntland and Somaliland due to lack of skilled, dedicated human resource at the mandated ministries. Building such capacities will be emphasized in collaboration during 2012. Likewise, delays with the district planning and procurement cycle processes resulted in delays in LDF funds disbursements. This however, was a necessary constraint to allow the system be correctly established and thus to ensure participation in project prioritization, ownership, compliance and accountability.

## **5. Future Work Plan**

The JPLG total 2012 budget according to the approved 2012 Annual Work Plans and budgets is estimated at US\$ 38.5 million, which might be ambitious to come counter-parts, and will be subject to quarterly reviews.

During formulation of the 2012 AWPBs, concerns from partners and donors, as well as comments captured in the MTR, were raised regarding the portion of funding which was being allocated for capital investments (not to be combined with capacity development funds). The MTR noted that until 2011, a mere 7% was being allocated whereas the JPLG should be aiming at an allocation of at least 25%. In light of this, the investment envelope for 2012 has been re-categorized to include Local Development fund (LDF), District Investment Fund (DIF), Solid Waste Management Investments (SWM), Local Economic Development Investments (LED), Sector Pilot Investments, DC office rehabilitation and equipment and Mogadishu and Adado Grants. The 2012 investment allocation total for Somaliland is 28%, for Puntland is 26% and 31% for South Central Somalia.

The JPLG 2012 work plans and budgets for Somaliland, Puntland and South Central Somalia were approved in the 4<sup>th</sup> quarter of 2011 by the respective Steering Committees. These work plans are available on request from the PCU, any of the Participating UN Organisations and also the MPTF Office Gateway (<http://mptf.undp.org/factsheet/fund/JSO00>) if required.

## **6. Indicator Based Performance Assessment**

Annex 9 provides details progress against the JPLG performance indicators achieved in 2011.

## **PART II: FINANCIAL REPORT**

# **UN Joint Programme on Local Governance and Decentralized Service Delivery (JPLG)**

## **Part II: Annual Consolidated Financial Report**

The UN Joint Programme on Local Governance and Decentralized Service Delivery (JPLG) in Somalia is a 5-year country-level joint programme involving 5 partners: UNHABITAT, UNDP, UNICEF, ILO and UNCDF. UNDP country office is acting as the Administrative Agent (AA) for the JPLG, acting with delegated authority from the Multi-Partner Trust Fund (MPTF) Office.

From its inception, funding of the JPLG has comprised a hybrid structure consisting of both pass-through and bilateral fund mechanisms. However over the duration of the JPLG, a notable trend of increasing proportion of contributions have been received through the pass-through. In 2011, out of a total of US\$10,697,296 was received through the pass-through compared to US\$ 2,299,249 received bilaterally. Work planning continues to be a jointly undertaken activity with the resultant work plan determining the allocation ratios of contributions received through the pass-through.

This Financial Report is prepared by the AA using the 2011 final annual financial figures which can be found on the JP page in the MPTF Office Gateway as at 31 May 2012. It complements the Annual Programme Narrative Report, and covers only funding received via the pass-through modality. As with the Annual Programme Narrative Report, this report covers the period 1 January to 31 December 2011.

### **1. The Source and Use of Funds**

Table 1 provides an overview of the overall sources, uses, and balance of the Joint Programme on Local Governance and Decentralized Service Delivery in Somalia (JPLG) as of 31 December 2011. In 2011, the JPLG received a total of US\$ 10.69 million from donors through the pass-through funding mechanism. In addition to contributions received, the fund earned US\$ 6,453 in interest income, bringing the cumulative amount of programmable resources to US\$ 8.7 million.

The JPLG received US\$10,606,305 in 2011, By the end of 2011 US\$2,481,676 was carried over by the Participating Organizations to 2012.

*Table 1. Financial Overview (in US Dollars)*

	Prior Years as of 31 Dec 2010	Current Year Jan-Dec 2011	TOTAL
<b>Sources of Funds</b>			
Gross Donor Contributions	11,035,595	10,690,843	21,726,438
Fund Earned Interest Income	47,077	7,888	54,966
Interest Income received from Participating Organizations	6,971	(1,435)	5,536
Refunds by Administrative Agent (Interest/Others)	-	-	-
Other Revenues	-	-	-
<b>Total: Sources of Funds</b>	<b>11,089,643</b>	<b>10,697,296</b>	<b>21,786,939</b>
<b>Use of Funds</b>			
Transfer to Participating Organizations	6,667,896	<b>10,606,305</b>	<b>17,274,201</b>
Refunds received from Participating Organizations	-	-	-
<b>Net Funded Amount to Participating Organizations</b>	<b>6,667,896</b>	<b>10,606,305</b>	<b>17,274,201</b>
Administrative Agent Fees	110,356	<b>106,908</b>	<b>217,265</b>
Direct Costs	-	-	-
Bank Charges	66	<b>54</b>	<b>119</b>
Other Expenditures	-	-	-
<b>Total: Uses of Funds</b>	<b>6,778,318</b>	<b>10,713,267</b>	<b>17,491,585</b>
<b>Balance of Funds Available with Administrative Agent</b>	<b>4,311,325</b>	<b>(15,971)</b>	<b>4,295,354</b>
Net Funded Amount to Participating Organizations	6,667,896	<b>10,606,305</b>	<b>17,274,201</b>
Participating Organizations' Expenditure	5,919,800	<b>8,124,629</b>	<b>14,044,429</b>
<b>Balance of Funds with Participating Organizations</b>	<b>784,096</b>	<b>2,481,676</b>	<b>3,229,772</b>

Apart from donor contributions, the Joint Programme also receives funds from the interest earned income. The two sources of interest income are: (1) Interest earned by the MPTF Office on the balance of funds with the Administrative Agent's (Fund) account; and (2) Interest Income from the Participating Organizations, which is the amount earned by the Participating Organizations on the undisbursed balance of the Joint Programme funds. At the fund level, the interest income increased from the previous periods by US\$7,888 in 2011 to total a cumulative amount of US\$ 54,966. It is also noted that at the agency level UNDP posted a negative interest amount (loss) of US\$1,435, bringing the total cumulative interested to US\$60,502.

The Administrative Agent fee is charged at a standard rate of one per cent on deposits, and amounted to US\$ 106,908 in 2011.

## 2. Donor Contributions

There has been a general upward trend in the increase of annual contributions from the donors using the pass-through contribution modality, with Denmark being the first donor to enter into a multi-year Standard Administrative Agreement (SAA) scheduled to run from 2011 to 2014.

Table 2 displays the breakdown of the received contributions. The JPLG is currently being financed by four donors that signed the SAAs, namely DFID, the Governments of Denmark, Norway and SIDA.

**Table 2. Donor Contributions (in US Dollars)**

	Prior Years as of 31 Dec 2010	Current Year Jan-Dec 2011	TOTAL
Department for International Development (DFID)	3,498,374	4,332,101	7,830,474
Government of Norway	1,012,829	1,354,402	2,367,231
Swedish International Development Co-operation (Sida)	3,851,881	3,249,400	7,101,282
Government of Denmark	2,672,511	1,754,940	4,427,451
<b>Total</b>	<b>11,035,595</b>	<b>10,690,843</b>	<b>21,726,438</b>

In 2011 JPLG has received US\$ 10.69 million in donor contributions, bringing the total fund contributions to US\$ 21.73 million.

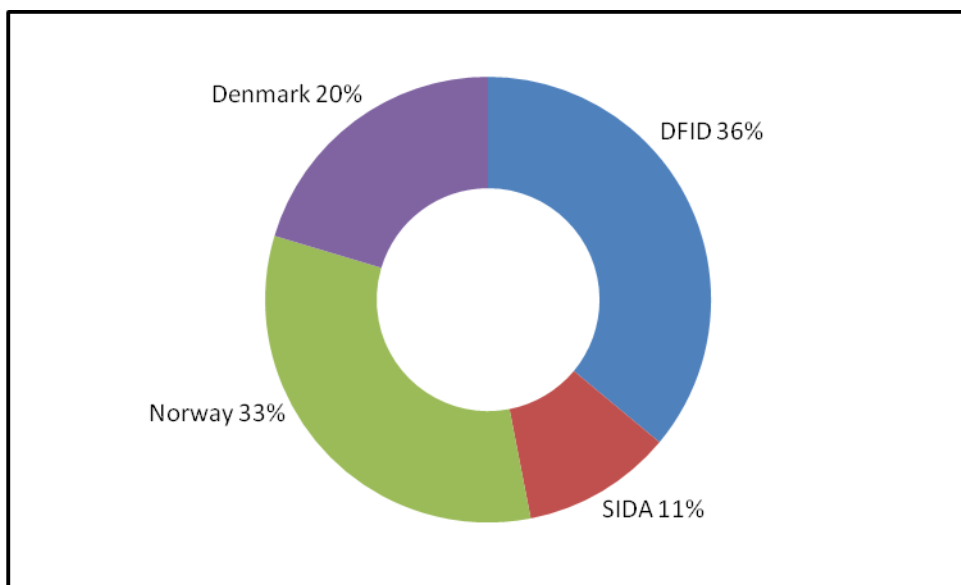
As part of the Denmark multi-year agreement, the first installment of US\$1,754,940 was received towards the end of 2011.

In addition to the third tranche of US\$403,878 received by the JPLG in early 2011, DFID signed an addendum to their agreement originally signed in 2010 which provided an additional funding of £2,500,000 to the JPLG in 2011. This amount was received in two tranches which translated to US\$2,759,816 and US\$1,168,407. In total US\$4,332,101 was received from DFID for the year 2011.

The first tranche of US\$3,249,400 through Sida’s two-year SAA was received, while US\$1,354,402 was received from Norway bringing total 2011 contributions to US\$10,690,843.

As shown in Figure 1, the biggest contributor to the JPLG has been DFID (36 percent), followed by Norway ( 33 percent), Denmark (20 percent) and SIDA (11 percent).

**Figure 1: Deposits by Donor, cumulative as of 31 December 2011 (in percentages )**



### 3. Transfers and Net Funded Amounts

Donor contributions are the main source of funding of the Joint Programme. In 2011, a total of US\$ 10.61 million has been transferred to Participating Organizations, as shown in Table 1.

The distribution of approved funding, consolidated by Participating Organization is summarized in Table 3. The term “Net funded amount” refers to amounts transferred to a Participating Organization minus refunds of unspent balances from the Participating Organization.

Since 2009 five Participating Organizations have received funding. In 2011 the Net Funded Amount was US\$ 10.61 million, bringing the cumulative net funded amount to US\$ 17.27 million. The distribution of net funding consolidated by Participating Organization is summarized in Table 3.

All JPLG contributions (net of the 1% AA fees) received through the pass-through mechanism are apportioned to the Participating Organizations using an allocation formula based on the annual approved joint work plans and budgets. In 2011 UNHABITAT was allocated 25.59 percent, UNDP 33.15 percent, ILO 20.18 percent, UNICEF 13.65 percent, UNCDF 4.99 percent and PCU4 2.45 percent.

UNDP is the largest recipient Participating Organization in cumulative terms, with a total amount of US\$ 6 million. UNHABITAT follows with US\$ 4,97 million, then ILO with US\$ 3,3 million , UNICEF with US\$ 2,52 million and finally UNCDF with US\$ 0.5 million.

It is worthwhile to note that although UNCDF has been a Participating Organization of the JPLG from the on-set, it was not until 2011 that it was included in the allocation of contributions received through the pass-through mechanism. Previously, its activities were funded through bilaterally negotiated contributions.

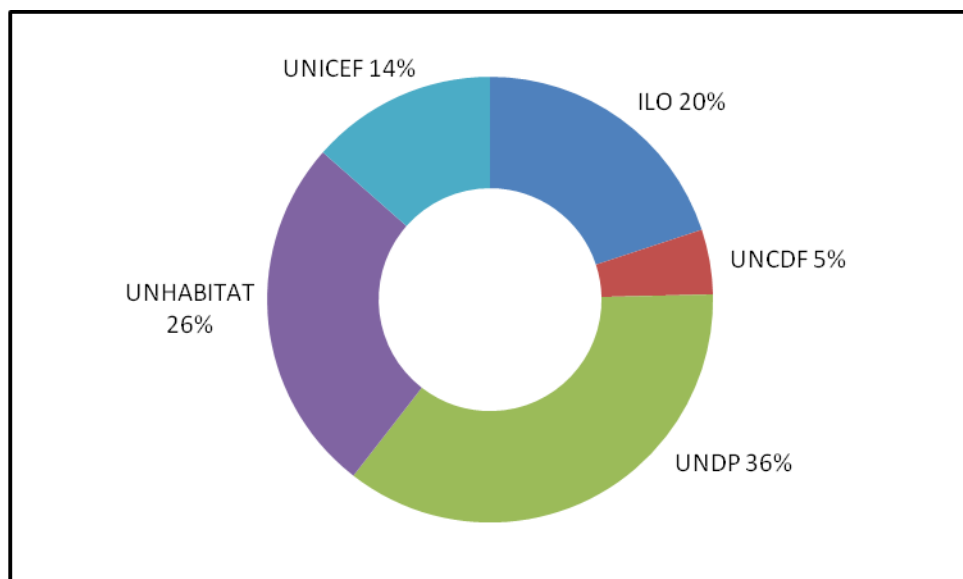
**Table 3. Transfers/ Net Funded Amount by Participating Organization (in US Dollars)**

Participating Organization	Prior Years as of 31 Dec 2010		Current Year Jan-Dec 2011		TOTAL	
	Approved Amount	Net Funded Amount	Approved Amount	Net Funded Amount	Approved Amount	Net Funded Amount
ILO	1,180,128	1,180,128	2,112,467	2,112,467	3,292,595	3,292,595
UNCDF	-	-	498,874	498,874	498,874	498,874
UNDP	2,190,744	2,190,744	3,806,503	3,806,503	5,997,247	5,997,247
UNHABITAT	2,212,046	2,212,046	2,756,225	2,756,225	4,968,271	4,968,271
UNICEF	1,084,978	1,084,978	1,432,236	1,432,236	2,517,214	2,517,214
<b>Total</b>	<b>6,667,896</b>	<b>6,667,896</b>	<b>10,606,305</b>	<b>10,606,305</b>	<b>17,274,201</b>	<b>17,274,201</b>

As shown in Table 3 and Figure 2 below, in 2011 UNDP received the largest share of funding (US\$ 3.80 million or 36 percent), followed by UNHABITAT (US\$ 2.76 million or 26 percent), ILO (US\$ 2.11 million or 20 percent ), UNICEF (US\$ 1.43 million or 14 percent ) and UNCDF (US\$ 0.5 million or 5 percent).

<sup>4</sup> For Disbursement & reporting purposes, PCU allocation is combined with UNDP allocation since the PCU is housed by UNDP, and as such has its projects within UNDP financial systems. PCU funds however are managed independently from UNDP LGJP project funds. UNDP 2011 allocation for disbursement, expenditure analysis and reporting purposes is taken to be 35.59% (being the sum of UNDP 33.15% + PCU 2.45%).

**Figure 1: Net funded amount by Participating Organization for the period of 1 January to 31 December 2011 (in percentages)**



#### 4. Expenditure Reported by Participating Organization

Project expenditures are incurred and monitored by each Participating Organization and are reported as per the six categories for inter-agency harmonized reporting of expenditure approved by the UN Development Group (UNDG) organizations. The reported expenditures were submitted to the MPTF Office by the Participating Organizations via the UNEX - the MPTF Office's expenditure reporting tool. The 2011 expenditure data has been posted on the MPTF Office GATEWAY and can be found in this report in Tables 4.1, 4.2, 4.3 and 4.4.

##### 4.1. Financial Delivery Rate

Of the cumulative contribution received via the pass-through mechanism of US\$ 17.27 million, US\$ 14.04 million had been expended by 31 December 2011. US\$ 8.12 million of this total cumulative expenditure amount was expended in 2011.

Table 4.1 below reflects the percentage delivery (cumulative) measured against total funds received by the Participating UN Organizations for the period up to 31 December 2011, amounting to 81 percent.

**Table 4. Financial Delivery Rate (in US Dollars)**

Net Funded Amount (US\$)	Expenditure (US\$)			Delivery Rate (%)
	Prior Years as of 31 Dec 2010	Current Year Jan-Dec 2011	Total	
17,274,201	5,919,800	8,124,629	14,044,429	81.
17,274,201	5,919,800	8,124,629	14,044,429	81



## 4.2. Total Expenditure Reported by Category

Table 4.2 shows the Joint Programme expenditure in six categories agreed to by the UNDG organizations. Overall, in terms of level of expenditure, 2011 saw a marked increase in the amount expensed compared to the previous years, as implementation with regard to establishment of the Local Investment Funds were expanded. As such, the highest expenditure category as of 31 December 2011 was Contracts (43 percent). Due to some of the constraints expounded in the Annual Programme Narrative Report, such as the high cost of operating out-of-country and the security challenges faced in the regions of operation, the Personnel Costs category remained relatively high (40 percent). Other Direct Costs constitutes 8 percent, Training of Counterparts 6 percent and Supplies, Commodities, Equipment and Transport 2 percent. Indirect support costs are within range at 7 percent.

*Table 4.2. Total Expenditure by Category (in US Dollars)*

Category	Expenditure			% of Total Programme Costs
	Prior Years as of 31 Dec 2010	Current Year Jan-Dec 2011	Total	
Supplies, Commodities, Equipment and Transport	191,919	131,246	323,165	2
Personnel	2,343,795	2,919,376	5,263,171	40
Training of Counterparts	433,778	387,596	821,373	6
Contracts	2,203,455	3,453,534	5,656,989	43
Other Direct Costs	372,682	702,647	1,075,329	8
<b>Programme Costs Total</b>	<b>5,545,629</b>	<b>7,594,399</b>	<b>13,140,027</b>	<b>100.00</b>
Indirect Support Costs	374,171	530,230	904,402	7
<b>Total</b>	<b>5,919,800</b>	<b>8,124,629</b>	<b>14,044,429</b>	

## 4.3. Financial Delivery Rate by Participating Organization

Reported expenditures and the resulting deliveries by PUNOs are summarized in Table 4.3. Of the total net funded amount US\$ 17.27 million, US\$ 14.04 million was reported in expenditure by the end of 2011, giving an overall delivery rate of 81 percent. UNICEF had the highest delivery rate among the Participating Organizations with 98 percent, followed by UNDP with 87 percent, ILO with 79 percent, UNHABITAT with 73 percent and UNCDF with 29 percent.

**Table 4.3. Financial Delivery Rate by Participating Organization (in US Dollars)**

Participating Organization	Total Approved Amount	Net Funded Amount	Total Expenditure	Delivery Rate (%)
ILO	4,235,256	3,292,595	2,607,884	79
UNCDF	1,554,008	498,874	144,815	29
UNHABITAT	6,575,225	4,968,271	3,606,107	73
UNICEF	3,886,569	2,517,214	2,463,630	98
UNDP	8,052,686	5,997,247	5,221,993	87
	<b>24,303,744</b>	<b>17,274,201</b>	<b>14,044,429</b>	<b>81</b>

#### 4.4. Cumulative Expenditure of Participating Organizations, with breakdown by Category

Cumulative expenditure reported by Participating Organizations are shown in six categories in Table 4.4

**Table 4.4. Expenditure by Participating Organization, with breakdown by Category (in US\$)**

Participating Organization	Net Funded Amount	Total Expenditure	Expenditure by Category							Indirect Support Costs	% of Programme Costs
			Supplies, Commodities, Equip & Transport	Personnel	Training of Counter-parts	Contracts	Other Direct Costs	Total Programme Costs			
ILO	3,292,595	2,607,884	49,849	828,524	294,883	1,164,951	99,067	2,437,274	170,610	7.00	
UNCDF	498,874	144,815	-	704	-	-	144,111	144,815	-	0.00	
UNDP	5,997,247	5,221,993	167,134	1,705,407	133,322	2,326,714	547,995	4,880,571	341,422	7.00	
UNICEF	2,517,214	2,463,630	26,859	1,055,402	80,421	1,117,759	22,017	2,302,458	161,172	7.00	
UNHABITAT	4,968,271	3,606,107	79,323	1,670,134	312,747	1,047,565	262,139	3,374,909	231,198	6.85	
<b>Total</b>	<b>17,274,201</b>	<b>14,044,429</b>	<b>323,165</b>	<b>5,263,171</b>	<b>821,373</b>	<b>5,656,989</b>	<b>1,075,329</b>	<b>13,140,027</b>	<b>904,402</b>	<b>6.88</b>	

As shown in Table 4.4, UNDP reported the highest amount of expenditure in the Joint Programme, amounting to 37 percent of the total reported expenditure, followed by UNHABITAT (26 percent), ILO (19 percent) UNICEF (18 percent), and UNCDF (1 percent).

The highest amount spent by an agency within a category is US\$ 2.33 million on Contracts by UNDP. This trend is seen across the Participating Organizations resulting in Contracts being the category with the overall highest expenditure.

## 5. Accountability and transparency

The MPTF Office GATEWAY (<http://mptf.undp.org>) has been further enhanced and continues to serve as a knowledge platform providing real-time data, with a maximum two-hour delay, on financial information from the MPTF Office accounting system on donor contributions, programme budgets and transfers to Participating UN Organizations. All narrative reports are published on the MPTF Office GATEWAY, which provides easy access to over 8,000 relevant reports and documents, with tools and tables displaying financial and programme data. By providing easy access to the growing number of progress reports and related documents uploaded by users in the field, the site facilitates knowledge sharing and management among UN Organizations. It is designed to provide transparent, accountable fund-management services to the UN system to enhance its coherence, effectiveness and efficiency. The MPTF Office GATEWAY has been recognized as a ‘standard setter’ by peers and partners.