



## PROJECT REPORT 2014

### QUARTER 3

#### United Nations Development Programme Cambodia

#### ACES – Association of Councils Enhanced Services Project 01-07-2014– 30-09-2014

#### Quarter 3, 2014

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**Project ID & Title:** ACES/ID:00064631

**Duration:** 4 years

**Total Budget:** 4,990,398.00 USD

**Implementing Partners/Responsible parties:** National League of Communes and *Sangkats* (NLC/S)

**Country Programme Outcome:** Capacity development of sub-national administrations.

# Association of Councils Enhanced Services Project (ACES)

## 2014 QUARTER 3 REPORT

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### I. Executive summary

ACES project – “Associations of Councils Enhanced Services” – is aimed at turning the National League of Communes and Sangkats (the League) into an effective representative of local voices for democratic development. The project builds on the previous EU-UNDP support project for Democratic and Decentralized Local Governance (DDLG, 2006-2011) which enabled the establishment and the development of the League, the only Local Government Association in Cambodia. As the sole representative of Local Council interests, the League is critical to the successful outcome of the country’s decentralization process participating in policy reform and project implementation.

The ACES project is aligned to the League’s 2nd strategic plan 2011-2015 and the Royal Government of Cambodia’s (RGC) decentralization policies, in particular the National Programme of Sub-National Democratic Development (NP-SNDD) 2010-2019 and its first Implementation Plan (IP3) 2011-2013.

The project substantially contributes to;

UNDAF” **Outcome 4:** *By 2015, national and sub-national institutions are more accountable and responsive to the needs and rights of all people living in Cambodia and leading to increased participation in democratic decision making”.*

UNDP’s CPAP outcome” **Outcome 4:** *By 2015, sub-national Administrations have capacity to take over increased functions”*

UNDP’s CPAP output” **Output 4.3:** *Local Government Associations are better able to advocate for their members and provide them services”*

In response to CPAP outcome and output above, during this third quarter of year 2014, the Project Team has tried hard to focus on the establishment of the National League of Local Councils (NLC) as recommended by Project Board’s decision on 12 March 2014. On the other hand, other activities were also prioritized to complete as well such as Practical Operation Management Manual (POMM), Joint secretariat of Regional and Local Association, Mid-term Evaluation of ACES project and Code of Conduct (CoC).

As the result for this quarter, the National League of Local Councils (NLC) established by organizing the National Congress on 30-31 July 2014 with total attendants 350 (female 54).

The Practical Operational Management Manual (POMM) for the National League reviewed and commented by technical staff on 16-17 September 2014 to be consistent with future context of Joint Secretariat of Regional and Local Association. The next-step will be organized in quarter 4, 2014 to finalize it.

The structure of joint-secretariat as recommended by Mid-term consultant will hand over to IP3 to facilitate in this process. However, ACES staff will also provide technical assistance to this task as well.

Mid-term Evaluation conducted to ACES project and the consultant, Mr. Paul Martin started his assignment on 11 August 2014. The findings of MTR will be discussed at the Project Board Meeting to be held in the fourth quarter 2014.

The publication, dissemination and launching of NACPC Code of Conduct (CoC) was officially conducted in September 2014 at Sihanouk Ville while NLC-local councilors has been delayed awaiting further comments from Mol. The NLC CoC publication will be produced and the dissemination will be discussed and implemented in the fourth quarter 2014.

The last but not least, the follow-up and backstop of Provincial Associations in implementing the accounting system to manage their membership fee and donors fund is crucial. Until now, approximately 50% of these associations can manage their funds and produced the financial report accurately.

## **II. Implementation progress**

**DELIVERABLE01: The consultation processes required for the expansion of the League's membership with District, Municipal and Khan Councils have been designed, endorsed by the RGC, and implemented.**

The consultative meeting conducted to Kompong Cham and Tbong Khmom to separate these two provinces into two Provincial Associations and finally, congresses had re-organized to separate into two Associations which were held on 15 July 2014 by using their membership fees and the contribution by NLCS and KCH PACS with the participants 270 (24 females). On 15 July 2014, congresses organized to expand membership in Kompong Cham and Tbong Khmom provinces with total participants 270 (female 24).

The pre-meeting organized in Phnom Penh on 22 July 2014 to discuss about the structure of the new National League of Local Councilors (NLC) i.e. the National Councils, the Executive Body (ExCom) and the Leaders. The meeting participated by chiefs of Provincial Association, National Association of Capital and Provincial Councilors (NACPC), NTF members, Mol, NCDD and the staff of NLCS totaled 94 (female 18).

The National League of Local Councilors (NLC) successfully established by organizing the National Congress in Phnom Penh on 30-31 July 2014 with the participants 350 (54 females). The Congress had elected the National Councilors (100), ExCom (51) leaders 9 and Internal Auditors (7).

By 19th September, all 25 Provincial Associations and the National League have been duly registered with the Ministry of Interior.

**DELIVERABLE02: The League and its Provincial Associations have revised, improved and put into practice solid internal systems and procedures.**

Practical Operation Management Manual (POMM) for a Joint Secretariat of Regional and Local Association had been reviewed and commented by technical staff on 16-17 September 2014. The next-step meeting to finalize it will be organized in quarter 4, 2014.

The structure of joint-secretariat drafted and discussed through National Task Force Meeting on 19-20 June 2014 in Siem Reap. Based on the recommendation from MTR, this activity must hand over to IP3 to facilitate between these two Associations (Regional and Local) as it is not relevant to ACES project work plan. However, ACES staff will provide support to this activity.

Mid-term Evaluation conducted to ACES project and the international consultant employed and started his assignment on 11 August 2014. Field trip conducted to Kompong Cham, Kompong Thom, Battambang, Kampot and Sihanouk provinces. The MTR focused on seven

criteria i.e. relevance, efficiency, effectiveness, potential impacts, potential sustainability, coherence and partnership. A day debriefing meeting organized to discuss on findings of Mid-term evaluation by consultant at Naga World Hotel on 4th September 2014 with participation from NCDD, Mol and 25 PA's president, total 47 people included 6 females. The findings had shown that ACES produced low impact to Local Associations because this project had spent more time on enabling deliverables so far. From now on, project should focus more on service deliverables.

Long and short distant coaching on financial management and accounting system conducted to the secretaries and assistants of Provincial Associations. As the result, they can operate this system effectively to manage their membership fees and donors support fund. Under TA support of ACES project team, the NACPC strategic plan was officially approved by ExCom and national councils, NACPC.

**DELIVERABLE07: The interests of Local Councils and citizens have been promoted employing constructive methods for advocacy of clearly defined needs and demands.**

The first semester NLC newsletter produced by end of June 2014. 5450 newsletters disseminated to all associations and stakeholders.

With TA support of ACES team, 3 representatives of capital and provincial councils officially nominated in four sub-committees of NCDD, presently the key challenges of capital and provincial councils were primarily identified and they will be used for discussion in NCDD-sub-committee events.

**DELIVERABLE10: The members of the League have endorsed and implemented standards for public ethics in local government.**

The Code of Conduct (CoC) for Regional Association (NACPC) publicized, disseminated and officially launched and CoC-local councilors will be finalized in Q4. The CoC-local councilors and its publication designed waiting some comments from Ministry of Interior (Mol) before launching. The strategy of dissemination will be discussed and this Code of Conduct (CoC) will be officially launched in quarter 4, 2014.

**PROGRESS TOWARDS PROJECT OUTPUTS:**

<b>Output 4.3: Local Government Associations are better able to advocate for their members and provide them services.</b>			
<b>Output Indicators</b>	<b>Baseline (Aug 2012)</b>	<b>Target (Q3, 2014)</b>	<b>Current status</b>
District council members of expanded League of Councils or a separate association.  <u><b>Deliverable 1</b></u>	District councils do not have a Local Government Association which represents them	- Workshop to establish the National League of DMKCS organized.	<ul style="list-style-type: none"> <li>- Consultative meeting to separate the association of Kompong Cham and Tboung Khmom province on 8-9 July 2014.</li> <li>- Congresses were organized in Kompong Cham and Tbong Khmom provinces on 15 July to expand the PA membership with participants 270 (female 24).</li> <li>- Pre-meeting organized in Phnom Penh on 22 July 2014 to discuss about the structure of the new NLC with participation from PAs leaders from 25 provinces total 94 people (18 females).</li> <li>- National Congress organized to establish the National League of Local Councilors (NLC) in Phnom</li> </ul>

			<p>Penh on 30-31 July 2014 with participants 350 (54 females).</p> <ul style="list-style-type: none"> <li>- 25 Provincial Associations and the National League have been duly registered.</li> </ul>
<p>Systems and procedures for operation of Local Government Associations.</p> <p><b><u>Deliverable 2</u></b></p>	<p>Insufficient systems and procedures for operation of Local Government Associations</p>	<ul style="list-style-type: none"> <li>- Workshop or meetings to finalize on single secretariat and POMM organize.</li> <li>- Mid-term evaluation of ACES project conducted.</li> </ul>	<ul style="list-style-type: none"> <li>- POMM has been reviewed and commented by ACES Technical staff on 16-17 September 2014.</li> <li>- Mid-term Evaluation conducted to ACES project. The international consultant employed and started his assignment on 11 August 2014 by conducted meeting with PA leaders at KCM KPT BTB KAM &amp; SHV Provinces and other partnership at nation level.</li> <li>- One day debriefing meeting to discuss on findings of mid-term evaluation by consultant at Naga World Hotel on 4th September 2014 with participation from NCDD Mol and 25 PA's president total 47 people included 6 females.</li> <li>- Joint secretariat need to be handed over to IP3 base on the recommendation from MTR. ACES team has been providing TA to both associations regarding draft organizational structure.</li> </ul>
<p>Number of inputs/proposals into NCDD sub-committee debates</p> <p><b><u>Deliverable 7</u></b></p>	<p>3 inputs / proposals into NCDD sub-committee debates have been addressed</p>	<ul style="list-style-type: none"> <li>- 2<sup>st</sup> Quarterly newsletters on evidence-based results and advocacy produced and disseminated.</li> </ul>	<ul style="list-style-type: none"> <li>- 5450 copies of NLCS quarterly newsletter produced and disseminated to PA and concerned stakeholders.</li> <li>- ACES team supports NACPC in proposing 4 representatives of capital and provincial councils in 4 NCDD-sub committees</li> <li>- ACES team support NACPC to pilot training for capital and provincial councilors at 4 provinces by using it membership fees.</li> </ul>
<p><b><u>Deliverable 8-</u></b> Number of services designed and delivered to councils.</p>	<p># Services designed and delivered to councilors.</p>	<ul style="list-style-type: none"> <li>- Workshop on CoC organized to councilors.</li> </ul>	<ul style="list-style-type: none"> <li>- Leaflet of CoC has been designed and submitted to Mol for comment.</li> <li>- This activity for next step need to be post-poned to next quarter 2014.</li> <li>- ACES team provided TA support to NACPC for CoC publication (500 copies) and encouragement NACPC using membership fee for this publication.</li> </ul>
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- delivery exceeds plan	- delivery in line with plan	- delivery below plan	

### PROGRESS TOWARD COUNTRY PROGRAMME (CPAP) OUTPUT:

<b>Output 4.3:</b> Local Government Associations are better able to advocate for their members and provide them services.			
Output Indicators	Baseline (Aug 2012)	Target (2014)	Current status
1. District council members of expanded League of Councils or a separate	1. District councils do not have a Local Government Association which represents them.	<ul style="list-style-type: none"> <li>- New national league of DMK/CS Provincial Associations established</li> <li>- Membership expansions carried out to include</li> </ul>	<ul style="list-style-type: none"> <li>- Dissemination workshop on the expansion of membership to include DMK to PACS organized at Paradise Hotel on 25th March 2014 in Siem Reap participated by 293 (22</li> </ul>

<p>association.</p> <p><b>Deliverable 1:</b></p>		<p>DMK in remaining 13 provinces.</p>	<p>females).</p> <ul style="list-style-type: none"> <li>- Approach papers for the expansion of DMK finalized and approved through NTF meeting on 26<sup>th</sup> March 2014 at Paradise Hotel in Siem Reap participated by 24 (3 females).</li> <li>- The provincial congresses for 13 provinces organized from 10<sup>th</sup>-26<sup>th</sup> April 2014 to include DMK to the Provincial Associations with total participants 2497 (345 females).</li> <li>- NTF meeting organized in Phnom Penh on 18<sup>th</sup>-19<sup>th</sup> April 2014 at Senate compound with 48 participants (13 females) to review, discuss the statute and internal rule of National League of Local Council (NLC).</li> <li>- NTF meeting organized in Siem Reap on 19<sup>th</sup>-20<sup>th</sup> June 2014 at Angkor Paradise Hotel with 25 participants (5 females) to review, discuss and finalize the statute and internal rule of National League of Local Council (NLC).</li> <li>- The meeting to discuss about the structure of Single Secretariat of Regional and Local Association organized at Paradise Hotel in Siem Reap on 27<sup>th</sup> March 2014 participated by 24 (3 females).</li> <li>- Consultative meeting to separate the association of Kompong Cham and Tboung Khmom province on 8-9 July 2014.</li> <li>- Congresses were organized in Kompong Cham and Tbong Khmom provinces on 15 July to expand the PA membership with participants 270 (female 24).</li> <li>- Pre-meeting organized in Phnom Penh on 22 July 2014 to discuss about the structure of the new NLC with participants 94 (female 18).</li> <li>- National Congress organized to establish the National League of Local Councilors (NLC) in Phnom Penh on 30-31 July 2014 with participants 350 (54 females).</li> <li>- 25 Provincial Associations and the National League have been duly registered.</li> </ul>
<p>2. Systems and procedures for operation of Local Government Associations.</p> <p><b>Deliverable 2:</b></p>	<p>2. Insufficient systems and procedures for operation of Local Government Associations.</p>	<ul style="list-style-type: none"> <li>- Systems and procedures for operation of Regional and Local Government Associations are developed.</li> <li>- National Single Secretariat Established.</li> <li>- Management meetings to direct ACES project organized.</li> </ul>	<ul style="list-style-type: none"> <li>- The first drafted of POMM has been submitted for review and comment by International Consultant.</li> <li>- The Project Board Meeting (PBM) organized at the NCDD Secretariat to discuss about ACES top priorities for year 2014-15 presided over by H.E Sak Setha, Secretary of State of Mol and Head of NCDDS on 12<sup>th</sup> March 2014 participated by 24 (4 females).</li> <li>- BDO (Cambodia) limited Auditing Firm conducted an audit to ACES project for fiscal year 2013 from 3-7 March 2014 at NLCS office. The</li> </ul>

			<p>management responses had already been submitted to auditor and UNDP.</p> <ul style="list-style-type: none"> <li>- Organize meeting to present the audit's findings to ACES staff and assigned tasks for them in response to these findings.</li> <li>- POMM has been reviewed and commented by ACES Technical staff on 16-17 September 2014.</li> <li>- Mid-term Evaluation conducted to ACES project. The international consultant employed and started his assignment on 11 August 2014 by conducted meeting with PA leaders at KCM KPT BTB KAM &amp; SHV Provinces and other partnership at nation level.</li> <li>- One day debriefing meeting to discuss on findings of mid-term evaluation by consultant at Naga World Hotel on 4th September 2014 with participation from NCDD Mol and 25 PA's president total 47 people included 6 females.</li> <li>- Joint secretariat need to be handed over to IP3 base on the recommendation from MTR. ACES team has been providing TA to both associations regarding draft organizational structure.</li> </ul>
<p>3. Number of training courses designed and delivered to councils by Local Government Associations.</p> <p><b>Deliverable 3-6:</b></p>	<p>3. No training courses have been delivered.</p>	<ul style="list-style-type: none"> <li>- Capacity building for national single secretariat in providing services to their members (Regional and Local Associations)</li> <li>- Membership fee rate is approved by the government and will be implemented in 2015.</li> <li>- Local Governance Best Practice Award program has been successfully completed.</li> <li>- Institutional strengthening initiative piloted in selected provinces (at least 2 provinces)</li> </ul>	<ul style="list-style-type: none"> <li>- The training on leadership, facilitation skills and financial management conducted to PA leaders, secretaries and assistants at Khmer Red-Cross Hotel in Svay Rieng province on 10th-13th February 2014 participated by 60 (20 females).</li> <li>- Conducted long and short distant coaching to secretaries and assistants of Provincial Associations.</li> </ul>
<p>4. Number of inputs/proposals into NCDD sub-committee debates.</p> <p><b>Deliverable 7:</b></p>	<p>4. 3 inputs/proposals into NCDD sub-committee debates have been addressed.</p>	<ul style="list-style-type: none"> <li>- Functional Review of DMK councils operated.</li> <li>- Local Council research for evidence based best practice in advocacy has been conducted.</li> <li>- ProMob, ProCab and NatCab implemented in Expanded Provinces.</li> </ul>	<ul style="list-style-type: none"> <li>- 5450 copies of NLC/S quarterly newsletter published and disseminated to 24 PAC/S, ministries, NGOs and other stakeholders.</li> <li>- The letter for expansion of 23 provinces and NLC congress approved by Mol on 17th Feb 2014.</li> <li>- 5450 copies of NLCS quarterly newsletter produced and disseminated to PA and concerned stakeholders.</li> <li>- ACES team supports NACPC in proposing 4 representatives of capital and provincial councils in 4 NCDD-sub committees</li> <li>- ACES team support NACPC to pilot training for capital and provincial councilors at 4 provinces by using it membership fees.</li> </ul>

<p>5. Number of services designed and delivered to councils.</p> <p><b>Deliverable 8-13:</b></p>	<p>5. 1 service has been designed and delivered to councils.</p>	<ul style="list-style-type: none"> <li>- Strategy for accessible information Developed.</li> <li>- Code of Conduct for Regional and Local Councils implemented.</li> <li>- NLCS and NCDDDS cooperated on capacity development for sub-national councillors.</li> </ul>	<ul style="list-style-type: none"> <li>- The training on the promotion of positive views of male in support of women's roles in politics to League's Women and Children Committee and M&amp;E Office organize by PyD organization held on 25-26 February 2014.</li> <li>- Leaflet of CoC has been designed and submitted to Mol for comment.</li> <li>- This activity for next step need to be post-poned to next quarter 2014.</li> <li>- ACES team provided TA support to NACPC for CoC publication (500 copies) and encouragement NACPC using membership fee for this publication.</li> </ul>
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## PROGRESS TOWARD COUNTRY PROGRAMME (CPAP) OUTCOME:

<b>Outcome 4:</b> By 2015, sub-national Administrations have capacity to take over increased functions.			
Outcome Indicators	Baseline (Aug 2012)	Target (2015)	Current status
1. Number of key functions developed for Sub-national administrations by line ministries.	1. 0	1. Well-defined CS functions	<ul style="list-style-type: none"> <li>- CS package function submitted to NCCDS.</li> <li>- Key challenges of capital and provincial councils identified, these will be used for input's discussion in NCDD-sub-subcommittee events.</li> </ul>
2. Citizen satisfaction on Sub-national Administration services.	2. 56 LG-citizen forums	2. 200 LG-citizen forums	-75 forums organized (up to date)

### Capacity Development:

In year 2014, Capacity Development to NLCS and PAs remains the project's outstanding attention through conducting trainings, workshop, meetings, exposure visit and coaching. This year 2014, training on leadership, facilitation skills and financial management for PAs leaders, secretaries and assistants conducted in Svay Rieng on 10-13 February 2014. During these sessions, most participants are reflected and aware of their leadership in response to the needs of their members and citizens at their localities.

### Gender:

The national league of Communes and Sangkats (NLCS), at the National Task Force meeting on 29 August 2013, encouraged the participation of women in politics by enshrining and enforcing the statutes of Local and Regional associations to promote the women for their participation in all activities conducted by NLCS and Associations. In year 2014, League's Women and Children Committee and M&E Officer had attended the training on the promotion of positive views of male in support of women's roles in politics held on 25-26 February 2014. With support from EU and UNDP, dissemination workshop will be conducted to all women councillors and the Women Committee to strengthen and disseminate the roles and responsibilities.

### Lessons learnt:

In organizing the national and provincial congresses smoothly, we need to have a pre-meeting such as National Task Force meeting and or extra ordinary meeting to clarify related issues concerned with the process of the congress, structure of governance body and secretariat, the budget and the spirit of the team. It will not be achieved without these crucial factors.



With regards to MTR, there were less support providing to provincial associations during past three years, therefore TA and financial supports will be focused on provincial associations in year 2015.

### III. Project implementation challenges:

#### Project risks and actions:

#	Risks	Proposed Action
1	The delay of fund committed by EU	- This issue need to be re-enforced during Project Board Meeting as well to prepare for the slim-down strategy of the project (ACES) as recommended by MTR.
2	The direction of ACES project need to be committed by Project Board and Implementing Agency (NLC).	- ACES project with or without EU funding need to be committed by Project Board, stakeholders and Implementing Agency (NLC) so as to be achieved the outputs as plan. This project should not be dominated more by politics.

#### Key project issues and actions:

#	Issues	Proposed Action
1	Joint secretariat of Regional and Local Association to be handed over to IP3.	- This topic should be discussed during Project Board Meeting in the upcoming quarter and take action quickly as it relates to the structure of the new secretariat that focuses more on core staffs that will provide support to both Associations in a long-term strategy. It is also linked to the development of its Practical Operation Management Manual (POMM) as well. If this activity delayed some activities delayed as well.
2	Staff requirement of ACES project should be considered carefully.	- Staff requirement of ACES project should be discussed carefully in order of ACES project achievement and secretariat's long-term strategy because ACES staff might be secretariat's staff when ACES project ended and these staffs will be core staff of new secretariat.

#### Donor Visibility:

Under current UNDP financial support, all ACES activities have been posting UNDP logo on backdrop and acknowledgement made. Representatives of UNDP CO invited as honor guests and participants in all activities.

With strong expectation and hope receiving financial support from EU for ACES, the logo of EC also showed up.

### IV. Financial Status and Utilization:

**Table2: Expenditure by Activities (Atlas format) from July to September 2014 (Q3)**

Activities	Approved Budget	Quarter/Year Expenditure	Balance	Delivery %
<b>Deliverable 1:</b> The consultation processes required for the expansion of the League's membership with District, Municipal and Khan Councils have been designed, endorsed by the RGC, and implemented.	30,000	32,730.09	-2,730.09	109.10
<b>Deliverable 2:</b> The League and its Provincial Associations have revised, improved and put into practice solid internal systems and procedures.	56,125	29,682.10	26,442.90	52.88
<b>Deliverable 7:</b> The interests of Local Councils and citizens have been promoted employing constructive methods for advocacy of clearly defined needs and demands.	19,187.20	21,535.48	-2,348.28	112.23
<b>Deliverable 10:</b> The members of the League have endorsed and implemented standards for public ethics in local government.	16,800	898.34	15,901.66	5.34
<b>Total Budget for this Quarter:</b>	<b>122,112.20</b>	<b>84,846.01</b>	<b>37,266.19</b>	<b>69.48</b>

**Table 3: Cumulative expenditure by Activity (in Atlas format) from January to September 2014**

Activities	Total Project Budget	Cumulative Expenditure	Balance	Delivery %
<b>Deliverable 1:</b> The consultation processes required for the expansion of the League's membership with District, Municipal and Khan Councils have been designed, endorsed by the RGC, and implemented.	\$144,570.00	142,130.85	2,439.15	98.31
<b>Deliverable 2:</b> The League and its Provincial Associations have revised, improved and put into practice solid internal systems and procedures.	\$155,700.00	135,510.37	20,189.63	87.03
<b>Deliverable 3:</b> The members of the governing bodies of the League and its 24 Provincial Associations have the analytical capacities to proactively develop policies, to communicate their opinions, and to supervise the activities of their respective secretariats.	\$3,090.00	3064.18	25.82	99
<b>Deliverable 4:</b> The support staff of the League and the 24 Provincial Associations has the technical skills to comply with the internal systems and procedures.	\$3,091.20	3064.18	27.02	99
<b>Deliverable 5:</b> The League's financial sustainability strategy is implemented including the revision of membership fees, the spread of donor dependency, and research on service charges.				
<b>Deliverable.6:</b> The capacities of Local Councils have been developed by mutual learning, stimulating the communication and exchange of information among Cambodian Councilors, and between Cambodian Councilors and other Councilors from the developing world.				
<b>Deliverable 7:</b> The interests of Local Councils and citizens have been promoted employing constructive methods for advocacy of clearly defined needs and demands.	\$76,748.80	67,685.04	9,063.76	88.19
<b>Deliverable 8:</b> Local Councils have improved access to information from Government and non-government sources.				
<b>Deliverable 9:</b> Local Council civic engagement policies and processes have been enhanced by transparent governance mechanisms and proactive communication.				
<b>Deliverable 10:</b> The members of the League have endorsed and implemented standards for public ethics in local government.	\$16,800.00	898.34	16800.00	5.34
<b>Total Project Budget:</b>	<b>\$400,000.00</b>	<b>352,352.96</b>	<b>47,647.04</b>	<b>88.08</b>
The financial report in this table included both Advance and the direct expenditures incurred by UNDP CO.				