



ANNUAL REPORT

ART

2011

ART PAPDEL

Mozambique



MULTILATERAL PARTNERS

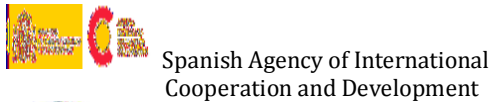
Governmental Counterparts

	Ministry of State Administration
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Partners within the UN System

	United Nations Development Programme
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Bilateral and Decentralized Cooperation Partners



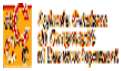
Spanish Agency of International Cooperation and Development



Region of Valencia



Extremean Agency of Cooperation



Catalan Agency of Cooperation



Galician Cooperation Fund



FAMSÍ – Andalusian Municipalities Fund for International Solidarity



Local Collectivities Fund from the Umbria Region FELCOS

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ACRONISM LIST

LEDA	Local Economic Development Agency
UNHCR	United Nations High Commission for Refugees
AECID	Spanish International Development Cooperation Agency
ANAMM	National Association of the Municipalities of Mozambique
APPI	Anti-Poverty Partnership Initiatives
ART	Articulation of Territorial and Thematic Networks
ART-PAPDEL	Articulation of Territorial and Thematic Networks – Programme to Support Local Economic Development
CCL	Local Consultative Councils
CIDEL	Local Economic Development Inter-Sector Committee
CMC	Multimedia Community Centres
CNC	National Coordination Committee
CPAP	Country Program Action Plan
CPC	Provincial Coordination Committees
CPRD	Provincial Digital Resource Centre
CRCT	Regional Science and Technology Centres
CTA	Chief Technical Adviser.
LED	Local Economic Development
DNPDR	National Directorate for the Promotion of Rural Development
DPA	Provincial Directorate of Agriculture
DPCAA	Provincial Directorate for the Coordination of Environmental Action
DPDR	Department for the Promotion of Rural Development
DPEC	Provincial Directorate of Education and Culture
DPO	Planning and Budget Department
DPOH	Provincial Directorate of Public Works and Housing
DPPF	Provincial Planning and Finance Directorate
EDEL	Local Economic Development Strategy
EDR	Rural Development Strategy
EPAP	Provincial Planning Support Team
ETD	District Technical Team

FACIM	Mozambique International Trade Fair
GMS	General Manager Support
WG – LED	Local Economic Development Working Group
DWG	District Working Group
LWG	Local Working Group
MWG	Municipal Working Group
NWG – CIDEL	National Working Group – Local Economic Development Inter-Sector Committee
PWG	Provincial Working Group
HDR	Human Development Report
ICS	Mass Communications Institute
INE	National Statistics Institute
INEFP	National Employment and Professional Training Institute
IPCC	Community Participation and Consultation Institutions
IPEME	Institute for the Promotion of Small and Medium Companies
MCT	Ministry of Science and Technology
MERA	Associative Rural Micro-Enterprise
MPD	Ministry of Planning and Development
NEX	National Execution
MDG	Millennium Development Goals
OIIL	Local Initiative Investment Budget
ILO	International Labour Organisation
WHO	World Health Organisation
NGO	Non-Governmental Organisation
CSO	Civil Society Organisation
PAPDEL	Local Economic Development Support Programme
PDHL	Local Human Development Programme
PDUT	District Land Use Plan
PES	Economic and Social Plan
PESOD	District Economic and Social Plan and Budget
GDP	Gross Domestic Product
PNPFD	National District Planning and Finance Programme
UNDP	United Nations Development Programme

PPFD	Decentralised Planning and Finance Programme
REDEL	Network of Local Economic Development Agencies
SBAA	Standard Basic Assistance Agreement
SDAE	District Economic Activities Services
SDEC	District Education and Culture Services
ToR	Terms of Reference
UNDAF	United Nations Development Assistance Framework
UNESCO	United Nations Education, Scientific and Cultural Organization
UNIFEM	United Nations Development Fund for Women
UNITAR	United Nations Institute for Training and Research
UNOPS	United Nations Office Project Services
UNV	United Nations Volunteers
US\$	United States Dollar

1 EXECUTIVE SUMMARY

Programme's Brief Summary

The ART Global Initiative – Articulation of Territorial and Thematic Cooperation Networks for Human Development (hereinafter ART) promotes the creation of horizontal, innovative and inclusive partnerships among international cooperation actors and between countries from and within the South and North. ART contributes to face up to the changes posed by the current development paradigms, which highlight the need to translate the operational coherence between local, national and global dimensions into actions and results; the articulation between different actors who operate at the local level; the partnerships with civil society and local collectivities; and cooperation activities driven by the territories' demands.

The United Nations Development Programme (UNDP) Mozambique recognizes the role of these international cooperation actors in decentralization, territorial development, governance and the MDGs. ART is an entry point for those international cooperation partners who wish to harmonize their actions in support of national local development policies, in the framework of a concrete effort to achieve the Millennium Development Goals” (MDGs), as acknowledged in the October 2010 MDG summit. This approach is another element particular to the project, which is the appraisal of an underestimated resource, whether in national development processes or in traditional cooperation: Decentralized Cooperation. Building on the past UN work in the Governance and Economic Area, ART Mozambique strengthens the institutional and legal framework for focusing on selected district administrations capacity development to include local development dimensions in their strategies and plans, as well as to monitor and evaluate their implementation. It will also consolidated itself as a valuable instrument that increases aid effectiveness at the local level, favoring the complementarity of actors in the field and the coherence between local processes and national strategies. As well as appraising the invaluable resource epitomized in the experiences, good practices and innovations of Decentralized Cooperation Networks, articulated with ongoing local and national

development processes in the country. ART Mozambique focus its interventions in supporting local governments to develop Local Development Strategy and Action Plans that include inclusive markets and inclusive finance models, build the capacity of National Directorate for the Promotion of Rural Development (DNPDR) staff at all levels to implement and monitor the local development plans, and conduct training of Local Economic Development Agencies to implement these plans. The purpose of these interventions is to ensure that Local Economic Development is an integral part of local Government strategies and plans, while empowering local communities and specially women and the youth to integrate in the local economies and fight against poverty. The project is implemented by the Ministry of State Administration, using UNDP National Implementation (NIM) modality.

PROGRAMME PHASE:	Start-up <input type="checkbox"/>	Consolidation <input type="checkbox"/>
	Ownership / Institutionalization <input checked="" type="checkbox"/>	Sustainability / Transfer <input type="checkbox"/>

PROGRAMME (TITLE): ART - Local Economic Development Process Support Programme (ART-PAPDEL)		Initial Year:	
PROGRAMME ID/AWARD: 0061417 (ID)/ 44902 (Award)		Forseen Duration:	
Signatory of the Paris Declaration? Yes/No Year	State's decentralisation legislation Yes/No Year	MDGs National Strategy MDGs National Report	Yes/No Yes/No
FUNDING RESUME 2011¹	Amount US\$	%	Territorial Map (where the CPF presence)
National Government	0	%	
Local and Regional Government	0	%	
Partner country's private sector, civil society organizations, and universities	0	%	
Bilateral Cooperation (directly channeled by UNDP CO)	300,000	34.12 %	
Bilateral Cooperation (channeled through ART Trust Fund)	300,000	34.12 %	
Decentralised Cooperation (from donor, directly channeled by UNDP CO)	0	%	
Decentralized Cooperation (from donor, channeled through ART Trust Fund)	279,064.54	31.76 %	

¹ The Funding Resume refers to the funds executed by the Programme in 2011. More information on Programme's general budget and resource mobilization and execution in 2011 will be requested in other section.

UNDP (CO, TTF, other Bureaus)			
Multilateral Cooperation (United Nations System Agencies, World Bank, European Union) <i>(directly channeled by UNDP CO)</i>	0	%	
Multilateral Cooperation (United Nations System Agencies, World Bank, European Union) <i>(channeled through ART Trust Fund)</i>	0	%	
Total		100%	

2 GENERAL INFORMATION

2.1 COUNTRY CONTEXT

Mozambique – with a population of 21.4 million people, out of which 43% are under the age of 15 (INE 2010) – emerged from civil war almost twenty years ago as one of the most impoverished and capacity constrained countries in the world. Since then, its overall economic growth has been impressive with an annual GDP growth rate of over 7.5% in each of the last five years leading to an estimated gross domestic product (GDP) of 10.5 billion US\$ for 2011 (IMF 2011). At the same time, the Government has demonstrated strong commitment to address the needs of its population and achieve the MDGs. Nevertheless, Mozambique continues to face serious challenges. Notwithstanding the Government efforts, growth has been inequitable and has not yet translated sufficiently into social and economic development. According to the 2010 Human Development Report, Mozambique ranked 165th out of 169 countries in 2010 (UNDP 2010) and the country remains one of the poorest in the world. Regardless of the high level of economic growth, progress towards achieving the MDGs and IADG has been mixed.

While the Third National Poverty Assessment published in September 2010 confirms important improvements in access to education and health services, consumption poverty still remains widespread in Mozambique. According to the report, the national poverty rate has not changed significantly since 2002/03 (54.1%) to 2008/09 (54.7%) though there have been some variations at the provincial level. The report also confirms that households headed by women are generally poorer than those headed by men.

About 70% of the population live in the rural areas and remain particularly vulnerable. The majority of the rural population depends on subsistence farming. The low productivity of the agriculture sector combined with still low quality of basic social services and the

vulnerability of the sector to climatic shocks leads to persistently high levels of child malnutrition and food insecurity in rural areas. Moreover, specific groups, such as women, children, people with disabilities, refugees, old and chronically ill people, remain more vulnerable than others.

Underlying challenges contributing to the high poverty rates and representing serious constraints to achieving the MDGs and IADG are related to limited financial and human resource capacities across national institutions, limiting the use of data for making evidence and gender inequalities based policies. In addition, the HIV epidemic threatens to undermine all development results achieved over the past decades given a national HIV prevalence for adults (15-49) of 11.5% with significant geographical variation and differences between urban and rural areas (urban population being significantly more infected). Also rapid urbanization combining high population density, poor infrastructure and fragile livelihoods as well as increasing cross-border migration present a growing challenge to development. Finally, Mozambique's vulnerability to natural disasters implies that development progress remains fragile and subject to possible setbacks. Despite these challenges, Mozambique is endowed with rich natural resources, including 36 million hectares of fertile land, out of which only about 10% are presently used for productive purposes having also numerous business opportunities. As part of its potential, the country has 2,470 km long coastline offering opportunities for fisheries and tourism. Three strategic ports and vital transport corridors serving its neighbouring landlocked countries offer many opportunities for pro-poor economic growth.

In light of this situation, the PARP 2011-2014 aims at pursuing inclusive economic growth and reducing poverty and vulnerability in Mozambique by focusing on the three general objectives of: increased production and productivity in the agricultural and fisheries sectors, employment creation, and human and social development. Good governance, macroeconomics and sound public financial management are the indispensable supporting pillars for the achievement of these objectives.

DECENTRALISATION AND DE-CONCENTRATION

It is commonly agreed in Mozambique that sustainable reduction in poverty is closely linked with local economic growth, and with the process of decentralization and de-concentration, as well as with the creation of institutions that are committed and qualified to promote the participation of civil society and the local communities. Decentralization and de-concentration of the public administration are two fundamental pillars in modernizing the state, as the Constitution of the Republic establishes in article 263 (2004).

GENDER ANALYSIS

The promotion of gender equality and human rights has always been a priority of the Government of Mozambique since the national independence. Mozambique is signatory of the main international and regional instruments for protection and defense of women's rights including the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW-1993), the Beijing Declaration (1995), the SADC Gender Declaration (1997), the Solemn Declaration on Gender in Africa (2004), the Optional Protocol to the African Charter on Human and Peoples Rights Relating to Women (2005) and the SADC

Protocol on Gender and Development signed in 2008 and ratified June 29, 2010. The commitment of the country for the promotion of equality and gender equity is reflected in the Constitution of the Republic of Mozambique and the commitments made are adopted from the International Conventions and Treaties. The National Plan of Action for the Advancement of Women (PNAM 2010-2014) has as a main character women as individuals with rights that are considering plans to extend the scope of activities that play a central role in meeting their practical and strategic needs as access to water and sanitation, electricity, roads, marketing systems and natural resource management, among others.

UNDP's Mozambique strategic objectives in relation to local government and decentralization is to ensure decentralization enhances full community participation and self driven participatory processes, to promote the forging of local political consensus building around localizing MDGs⁴ and to contribute to the achievement of the MDGs through inclusive participatory processes. ART PAPDEL is collaboratively with UNCDF and UNIFEM in the framework of GELD² Joint Programme not only implementing but up scaling local development and women's empowerment programmes

PARIS DECLARATION AND ACCRA PRINCIPALS

Mozambique is currently the only country that has implemented a mutual accountability mechanism for donors within the Paris Declaration context. This involves an assessment of donor performance for the G19 donors, based on specific Paris Declaration goals such as share of aide through a program-based approach, predictability, harmonization and alignment of aid flows, and capacity strengthening. The government is also leading an initiative to create a Code of Conduct that would include all donors in order to better align and improve aid effectiveness beyond just general budget support.

ART PAPDEL has been hosting a series of workshop for government officials and LEDAs dedicated to aid effectiveness issues. Capacity development was featured prominently at these workshops. The messages and feedback received at these workshops inform ART's work on aid effectiveness and its coordination mechanisms. However, Furthermore, improvements are still to be made in the implementation in international cooperation practices of commitments regarding the harmonization between actors in the field and their alignment with the development agendas promoted by the Paris and Accra Declarations.

2.2 BACKGROUND AND MAIN RESULTS ACHIEVED (BRIEF RESUME)

During 2011, ART Mozambique achieved 100% delivery at the national and territorial level. The implementation of the programme represented a process of capacity building and ownership by national and local actors, which have been entrusted with carrying them out whilst aligning them with the national system and procedures for the implementation of international cooperation resources. This with the effect of reducing transactions costs, simplifying procedures and policies and promoting harmonisation within the UN System.

² Gender Equitable Local Development (GELD)

During the reporting period, the ART PAPDEL Programme was established and strengthened in Cabo Delgado, Nampula, Inhambane, Gaza and Maputo Provinces. Thus, the period 2008-2011 it was positioned the ART Program UNDP Mozambique as an instrument for the local communities agencies of the five regions, in support with the coordination of the International Cooperation which intervenes in these territories and to articulate it with the request of the territory and not only over the existing offer. Subsequently, the Ministry of State Administration made operational the programme strategy through the National Directorate for the Promotion of Rural Development.

The present report gathers the undertaken activities and the results reached over the period 2010-2011, and compare them to the objectives which were traced in the PRODOC (2008-2011).

The Programme has seven outputs:

1. National and local relevant institutional for LED, set up and/or strengthened
2. LED approach inserted into local planning procedures
3. Business initiatives promoted and supported
4. Local , national and international coordination mechanisms established
5. LED knowledge management system established
6. LED Strategic Plan drawn
7. Programme management system established

At the national level, emphasis was centred in strengthening institutions relevant for Local Economic Development (LED) such as Local Economic Development Agencies; including the LED approach into local planning processes; promoting and supporting business initiatives; establishing local coordination mechanisms; establishing knowledge in LED management system as well as drawing up a LED Strategic Plan.

UNDP ART PAPDEL Mozambique utilizes a local development methodology and uses the ART tool to facilitate the complementarities and strategic and operational coordination among different development actors and other UN programmes at local level. This methodology relies on territorial networks and partnerships, which are extremely poor in the Mozambique target areas. To this end, the first steps of the programme aimed at building-up and strengthening the relational and social capital of the target territories regarding the LED component. The programme established 6 district and 3 working groups in its five target provinces. The working groups bring together the main local development stakeholders, representatives of public administrations, civil society, business sector, decentralized and international cooperation, with the technical assistance of UNDP ART PAPDEL Mozambique. In 2011 the main results achieved at the local level were the implementation and execution of initiatives responding to the Annual Work Plan activities. The enhancement of local actors' capacities training 585 people in LED, the elaboration of LED chapters in 18 districts, the establishment of collaboration areas between the international cooperation and the Working Groups and the exchange of best practices with the decentralized cooperation partners were Programmes' best practices during this year.

At the international level, the programme with government officials participated in several events in order to draw together the LED actors in dynamic networks of knowledge in the spirit of South-South, North-South and South-North cooperation.

Among the important results mentioned above and in the report, we will quote the implementation of the methodology allowing the Local Government and Local Economic Development Agencies to be able to coordinate the International Cooperation in their territories, the creation of spaces of

local dialogue (provincial and district working groups), and the development and publication of documents of territorial planning (Abordagem do DEL na Planificacao Distrital). Overall, around 10 development projects are in the course of execution, with the support of the Decentralised Cooperation and UNDP in all provinces. A total of approximately 6,000 of direct beneficiaries and several trainings being carried out at local and national level for a total of 585 local development staff. These results are the fruit of the work performed in partnership with the provinces, municipalities, civil society, the UNDP and the bilateral cooperation of Spain as well as decentralized cooperation in Galicia, Extremadura and Umbria Region (Italia). The whole of these results allow the creation of a “platform of coordination” to optimise everybody’s effort in one direction, in order to accomplish the Objectives of the Development for the Millennium.

Despite the challenges encountered during the project kick-off period and the short project implementation period, the ART PAPDEL programme is starting to demonstrate that it is an appropriate mechanism of joint efforts at the territorial level as it is delivering. The local development component and the ART methodology are certainly reaching the beneficiaries in the field.

2.3 GENERAL OBJECTIVE (AS DESCRIBED IN THE PRODOC)

GENERAL OBJECTIVE:

The strategic objective of the ART-PAPDEL programme is to make operational the Action Plan for the Reduction of Absolute Poverty for PARPA II, which, among other goals, advocates “rural development as the process of improving living conditions and of pro-rural transformation of the pattern of wealth creation and accumulation in Mozambique”, in accordance with General Objective 1 of UNDAF, seeking “to develop the institutional capacities of the territories at their different levels, for articulated support for promoting the local economy based on the sustainable use of its potential”.

SPECIFIC OBJECTIVES:

Territorial and National Level

- Technical, human and institutional capacities for Local Economic Development strengthened at the various territorial levels of intervention.
- Coordination of the various actors in local economic development encouraged.

2.4 AREAS OF IMPLEMENTATION

.....
Please provide information on the areas of implementation and the policy-administrative structure.

PROVINCES	DISTRICTS	Administrative Level XXX (e.g.: municipal) ³
Cabo Delgado Province	Pemba, Metugi, Mecufi, Quissanga	
Nampula Province	Ilha de Moçambique, Erati, Memba and Mossuril	
Inhambane Province	Massinga, Morumbene, Inharrime	
Gaza Province	Manjacaze, macia, Chokwe	
Maputo Province	Moaba, Namahacha, Matutine, Manhica	
Niassa Province	Lago	

³ The Programme has no presence at the municipality level due to the decentralization strategy in Mozambique. However, ART Mozambique has an agreement with ANAMM –National Association of Municipalities in Mozambique and its work has been mainly national. It is plan that ART starts intervening at municipal level during II Phase of ProDOC 2012-2015.

2.5 FINANCIAL RESOURCE MOBILIZATION BY THE COUNTRY PROGRAMME:

Partners	Resources MOBILIZED in 2011	Resources EXECUTED in 2011	Resources MOBILIZED (Programme's life ⁴)	Resources EXECUTED (Programme's life ⁵)
National Government				
Local and Regional Government				
Partner country's private sector, civil society organizations, and universities				
Bilateral Cooperation (directly channeled by UNDP CO)	300,000	100%	470,000	100%
Bilateral Cooperation (channeled through ART Trust Fund)	300,000	100%	2,744,474	100%
Decentralised Cooperation (from donor, directly channeled by UNDP CO)				
Decentralized Cooperation (from donor, channeled through ART Trust Fund)	192,255.526 ⁶	30%	1,040,124.05	70%
UNDP (CO, TTF, other Bureaus)				
Multilateral Cooperation (United Nations System Agencies, World Bank, European Union) (directly channeled by UNDP CO)				
Multilateral Cooperation (United Nations System Agencies, World Bank, European Union) (channeled through ART Trust Fund)				
Total				

⁴ This information should include all the mobilized resources (in the framework of signed agreements) by the Programme (channeled through the UNDP Country Office or though the ART Trust Fund) since the start of the Programme and including the resources of 2011).

⁵ This information should include all the executed resources (in the framework of signed agreements) by the Programme (channeled through the UNDP Country Office or though the ART Trust Fund) since the start of the Programme and including the resources of 2011).

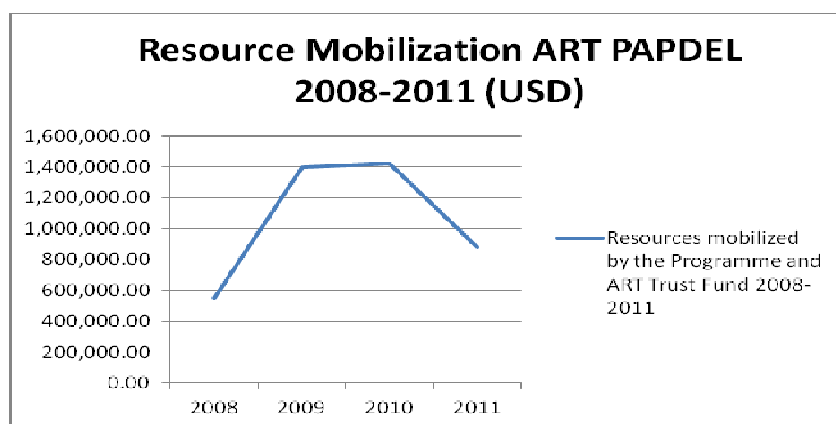
⁶ The AEXCID funds arrived midyear and we entered in ATLAS for 2012 so they were not calculated in the 2011 execution. Therefore the delivery of the programme for 2011 has been 2011.

2.6 FINANCIAL RESOURCE MOBILIZATION IN THE FRAMEWORK OF THE COUNTRY PROGRAMME⁷:

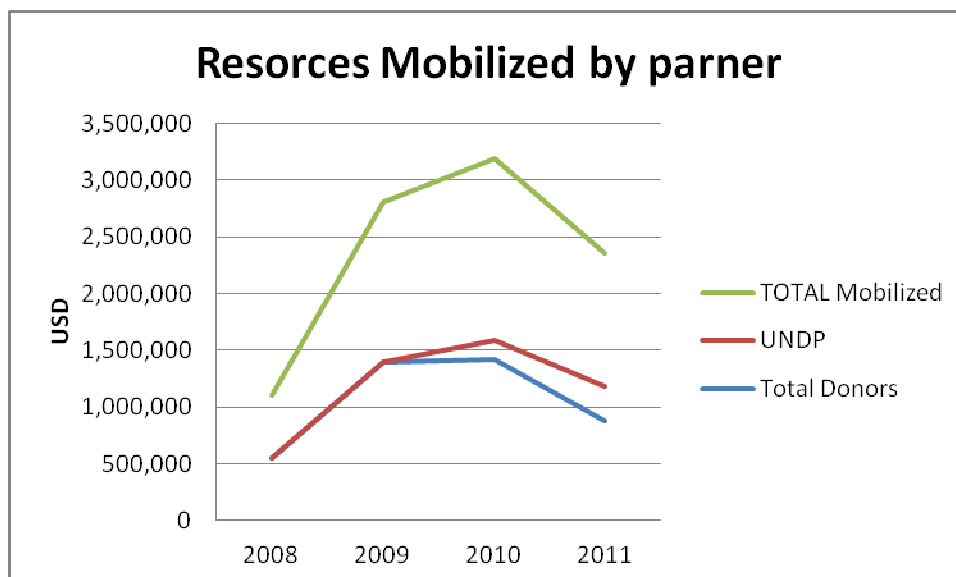
PARTNERS	Resources MOBILIZED in 2011	Resources MOBILIZED (Programme's life)
National Government		
Local and Regional Government		
Partner country's private sector, civil society organizations, and universities		
Bilateral Cooperation		
Decentralised Cooperation (from donor)	192,255.526	1,040,124.05
UNDP (CO, TTF, other Bureaus)		
Multilateral Cooperation (United Nations System Agencies, World Bank, European Union)		
Total	192,255.526	1,040,124.05

2.7 LEVERAGE/DYNAMIC EFFECT:

Please include a graphic that compares the mobilization of resources by the Programme and it's leverage effect.



⁷ This section refers to the total resources mobilized in the framework of the Programme (no necessarily channeled by the UNDP Country Office - leverage effect). An example is the resource mobilized in the framework of the Strategic Guidelines for International Cooperation where the different actors have aligned to the Guidelines elaborated by the Local Working Groups/Local Government and Programme Partners.



2.8 BENEFITED POPULATION:

	Men		Women	
	Characteristics (Description + type of "benefits" for the collective of beneficiaries)	Number	Characteristics (Description + type of "benefits" for the collective of beneficiaries)	Number
Direct beneficiaries ⁸	Men Civil servants at the national (DNPDR) and provincial level (DPDR): strengthening management skills, monitoring capacities, gender perspective and territorial knowledge.	200	Women civil servants at the national (DNPDR) and provincial level (DPPF/PDR): strengthening management, monitoring skills, gender perspective and territorial knowledge.	200
Indirect beneficiaries ⁹	Men Beneficiaries from the Development District Funds (DDF) at the local level: strengthening their productive capacities and access to income	25	Women Beneficiaries from the Development District Funds (DDF) at the local level: strengthening their productive capacities and access to income	25

2.9 MECANISMOS DE DIÁLOGO Y CONCERTACIÓN

National Level:

National Coordination Committee - Members:

The National Coordination Committee (CNC) is a programme coordination and supervisory body, on which the government, the United Nations and the cooperation partners are represented at high level.

⁸ Direct beneficiaries: recipients of direct beneficiaries of the initiatives developed in the framework of the Programme.

⁹ Indirect beneficiaries: inhabitants of the territory where the program operates.

It is chaired by the Minister of State Administration and is formed by:

- a) UNDP-Mozambique and other United Nations agencies involved in LED.
- b) The international cooperation partners participating in the Programme.
- c) Ministries involved in LED: Ministry of Foreign Affairs and Cooperation, Ministry of Education and Culture, Ministry of Science and Technology, Ministry of State Administration, Ministry of Finance, Ministry of Agriculture, Ministry of Industry and Trade, Ministry of Public Works and Housing, Ministry of Tourism, Ministry of Fisheries and Ministry of Labour, and well as the national bodies linked to them (ANAMM, IPEME, etc.).
- d) New Government or cooperation partners who join ART-PAPDEL during its implementation may form part of the CNC. The CNC technical secretariat will be guaranteed by the National Directorate for the Promotion of Rural Development (DNPDR).

3 DESCRIPTION OF RESULTS

3.1 TERRITORIAL LEVEL

EXPECTED OUTPUTS ¹⁰	RESULTS ACHIEVED ¹¹	MAIN ACTIVITIES CARRIED OUT
OUTPUT 1 LED APPROACH INSERTED INTO LOCAL PLANNING PROCEDURES	<ul style="list-style-type: none"> ✓ Build the capacity of the local governments and the consultative councils to identify potential, DEL vectors, value chains and territorial marketing. ✓ Introduce in coordination with the PNPFD the DEL chapter in strategic and annual planning and present it in district and provincial workshops. ✓ Draw up the methodological series (and didactic material) of DEL (insertion in strategic and annual planning, potential, DEL vectors, value chains, business opportunities and territorial marketing in coordination with PNPFD) 	<p>- 18 LED chapters elaborated and inserted in the Strategic Development plans. In each district 3 value chains were elaborated achieving 54 in total. Since 2010 until the reporting periode 27 LED chapters were elaborated and 81 value chains.</p> <p>- It was done a territorial diagnosis in Sofala Province in Dondo district identifying the territorial potentialities. 30 civil servants from DNPDR, MICOA, LEDA-Sofala, Universities, fishermen, Peasants Associations participated in the process.</p> <p>- 155 people trained (70% men/60%women) in LED. 5</p>

¹⁰ Outputs are the most immediate results of programme or project activities, they are usually within the greatest control of the government, UNDP or the projects manager. It is important to define outputs that are likely to make a significant contribution to achievement of the outcomes.

¹¹ Activities describe the actions that are needed to obtain the stated outputs.

		seminars were held at provincial, distrital and municipal level evolving 70 people (technicians from DPDR, International cooperation, LEDAs...)
OUTPUT 2 BUSINESS INITIATIVES PROMOTED AND SUPPORTED	<ul style="list-style-type: none"> ✓ Build the capacity of the Local governments and of the OIIL/FDD beneficiaries to draw up viability studies for income raising projects ✓ Support the establishment and/or consolidation of emerging local economic initiatives to implement district investments (public and private) through the MERA's of construction and production of local material ✓ Build the capacity and provide technical assistance for local business people (potential and actual) in management and production ✓ Undertake socio-economic analysis of projects for due approval ✓ Finance projects that raise specific revenue to benefit vulnerable groups and guarantee women's empowerment 	<ul style="list-style-type: none"> - 1,196 local entrepreneurs were trained in management, business plans, and legislation to start ups... - "Tourist office for Ilha de Mozambique" Impact project was finished - OIIL/FDD beneficiaries trained in LED and business management

3.2 NATIONAL LEVEL

EXPECTED OUTPUTS	RESULTS ACHIEVED	MAIN ACTIVITIES CARRIED OUT
OUTPUT 1 NATIONAL AND LOCAL RELEVANT INSTITUTIONAL FOR LED, SET UP AND/OR STRENGTHENED	<ul style="list-style-type: none"> ✓ Draw up the functional diagnosis and/or the process of constitution of the ADEL's throughout the country and draft an implementation programme for institutional strengthening ✓ Strengthen the DPDR's institutionally in all provinces of the country ✓ Strengthen the ADEL's institutionally in the entire country ✓ Build the capacity of the ADEL's and DPDR's to draw up viability studies for the establishment of emerging local economic initiatives for the implementation of district investments (public and private) 	<ul style="list-style-type: none"> - 7 LEDAs strengthened (Nampula, Gaza, Inhamabane, Cabo Delgado, Niassa, Sofala, Manica) regarding LED - 7 DPDRs strengthened (Nampula, Gaza, Inhamabane, Cabo Delgado, Niassa, Sofala, Manica) regarding LED - The II National Meeting of LEDAS was hold in Maputo. FAMSI was present to present the World Forum for LEDAs. 60 people participated in the meeting amongst them Spanish Cooperation.

	<ul style="list-style-type: none"> ✓ Support the functioning of the National Association of Municipalities of Mozambique (ANAMM) ✓ Support the functioning of the Institute for the Promotion of Small and Medium Companies (IPEME) ✓ Hold viability studies on the establishment of enterprise incubators, technocentres, machine centres, technological centres (agri-business), to be managed by the State, ADEL's or other forms of management. ✓ Establish enterprise incubators, technocentres, machine centres, technological centres (agri-business), to be managed by the State, ADEL's or other forms of management ✓ Support the functioning of the National Directorate for the Promotion of Rural Development (DNPDR) ✓ Build the capacity and strengthen institutionally the ADEL's and DPDR's in the spheres of land use plans (PUT's), identify business potential and opportunities, DEL vectors, value chains and territorial marketing. 	
<p>OUTPUT 2 LOCAL , NATIONAL AND INTERNATIONAL COORDINATION MECHANISMS ESTABLISHED</p>	<ul style="list-style-type: none"> ✓ Set up the National DEL Working Group and support its capacity building and operation ✓ Set up the National Coordinating Committee (CNC) ✓ Support the functioning of the national ADEL (REDEL) network ✓ Hold international missions to transfer knowledge about DEL including national, provincial, district and municipal authorities, the ADEL and the National ADEL network ✓ Organize a regional DEL conference (SADC region) ✓ Identify new strategic partners for the programme 	<ul style="list-style-type: none"> - Provincial working groups and 6 distrital working groups were established. - The National Coordinating Committee met to evaluate the strategy and next steps during the year. - REDEL was supported by ART/FELCOS Umbria in the European Commission Programme "Centre for MDGs". The first training to civil servants about MDGs and how to address it was held in Nampula. - 2 new strategic partners were identified; FICA and Engineers

		without Borders
OUTOUT 4 LED KNOWLEDGE MANAGEMENT SYSTEM ESTABLISHED	<ul style="list-style-type: none"> ✓ Draw up educational materials in collaboration with the ADEL to facilitate insertion of DEL into local curricula ✓ Draw up the post-graduate (masters) course in Local Economic Development with the cooperation of various national and foreign universities ✓ Coordinate with the faculties the insertion of DEL material into degree courses ✓ Organize national events to share knowledge in DEL ✓ Organize the National Innovation Prize on the theme of DEL. ✓ Draw up a DEL data base to systematize the good practices, lessons learnt, and the methodological materials of the Programme ✓ Draw up and implement the ART-PAPDEL Mozambique communication strategy ✓ Improve or set up the provincial, district and municipal web pages, including the DEL theme ✓ Strengthen institutionally the CMC and the community radios 	<ul style="list-style-type: none"> - Supported the II Provincial Economic Fair in Nampula. - 3 maqqazines were elaborated at provincial level in order to disseminate ART best practices and activities as well as systematizing experiences done in the districts of the province. - National ART meeting hold in Dondo (Sofala) in order to evaluate and review all the different ART activities and strategies in the country as well as exchange knowledge and best practices between LEDAs, local governments and international cooperation.

3.3 INTERNATIONAL LEVEL

EXPECTED OUTPUTS	RESULTS ACHIEVED	MAIN ACTIVITIES CARRIED OUT
OUTPUT 1 SOUTH-SOUTH, SOUTH-NORTH AND NORTH SOUTH TECHNICAL MISSIONS DONE.	Participation of ART Mozambique in several international forums, meetings in order to exchange knowledge and establish international partnerships.	<ul style="list-style-type: none"> - The Minister of State Administration open the National Meeting on LEDAs in Seville referring to ART and LEDAs in Mozambique - ART Mozambique was invited to Dakar and Louga (Senegal) to participate and exchange knowledge about LED and coordination of aid at local level.

4 Results by strategic lines of action.

Main results achieved regarding Multi-level Governance

Please include support offered by the Country Office, the ART Coordination Office and the Antennas

UNDP Mozambique/ART PAPDEL Programme adopts a multi-level governance methodology, which relies on three main components:

- 1) Good Governance for Local Economic Development which aims at improving skills and capacities of local authorities and administrations to plan, manage, execute, monitor and evaluate human development interventions with the private and civil society sector through the establishment of District, Provincial and National Thematic Working Groups which are participative and consultative structures, used to build or reinforce the relational and social capital in the target provinces.
- 2) Promoting balanced and inclusive local economic development through the establishment of Local Economic Development Agencies (LEDAs) and strengthening the Provincial Directorates for Rural Development (DPDRs) for promoting sustainable socio-economic development, reinforcing local competitive systems, and articulating all the LED actors in the territory.

Decentralized Cooperation which promotes cooperation among local communities from various countries, creating stable and lasting links between territories, and contributing to the development of new paradigms in South-South, South-North and North-South solidarity that follow the Millennium Development Goals and Paris Declaration. It allows access to technical assistance and financial resources from a wide-range of international partners.

1. ART Mozambique adopts a bottom-up approach in which the working groups play a pivotal role in the identification and prioritization of local needs. Given that ART PAPDEL covers governance issues and links to poverty, the environment, women empowerment and local development; this architecture has availed the needed support to complement other UNDP initiatives including Millennium Villages or Growth Sustainable Businesses.

2. In support of the LEDAs National Network (REDEL) in Mozambique, ART organized the National Meeting on LEDAs. All 11 LEDAs and local governors were discussing issues regarding LEDAs sustainability, resource mobilization, and ownership. The National meeting helped exchange ideas, information, and experiences and provided better solutions to the problems facing LEDAs sustainability. At the end of the two day meeting, a set of recommendations was raised to the Minister's attention to follow up.

See more information in annex X

Main results achieved regarding Local Economic Development

Please include support offered by the Country Office, the ART Coordination Office and the Antennas

The year 2011 was concentrated its attention in the Local Economic development component supporting the process of district and provincial planning in Cabo Delgado, Nampula, Inhamitanga, Gaza and Maputo Provinces and strengthening the coordination amongst actors at the local and international level. For this reason, meetings were held with the people in charge at the ART Office Seville and Catalonia where there are institutions with the expertise to transfer the local and territorial economic development experience. For example, the programme has draft an agreement with ACC10-Business Competitiveness with the application of a methodology and a practical analysis on how prioritise local resources thorough business incubators and similar tools.

Several missions have been organized to and from Mozambique, resulting in the identification of areas of intervention, collaboration and support to the different sectors supporting to generate income to the local beneficiaries. To name a few, these include missions to/from the Engineers Without Borders in support of the water sector in Cabo Delgado, FELCOS Umbria to support primary schools in educating MDGs in Nampula, also some joint missions has been done with UNESCO to support women entrepreneurship in Nampula Province. These missions have been facilitated through UNDP CO. The ART Geneva coordination office has also been actively present through all this, providing needed support to conduct these missions, as well as monitoring and following up on the progress achieved. Additionally, ILS LEDA as well as FAMSII has provided significant technical support throughout the year to Local Economic Development initiatives undertaken by the programme and more specifically to the process for the World Forum on Local Economic Development Agencies.



Picture: Development District Plan with LED inserted.

See more information in annex X

Main results achieved regarding Innovations Identification and Exchange

Please include support offered by the Country Office, the ART Coordination Office and the Antennas

The expertise, lessons learnt, best practices and advanced knowledge on local economic development has been delivered to the LEDAs and national and local governments during several national and international workshops conducted by ART Mozambique and DNPDR. During this provincial and national workshop some ideas, innovations identified and

experiences were captured in order to present them in the World Forum on LEDAs held in Seville (Spain).

See more information in annex X

Main results achieved regarding Capacity development

Please include support offered by the Country Office, the ART Coordination Office and the Antennas

With the aim of strengthening the local and national development strategies through the promotion of innovation, training and capacity development of territorial communities, ART PAPDEL collaborates with universities and training and research institutions in specific thematic areas such as: local development, local economic development, democratic governance, capacity development, aid effectiveness and efficiency at the local level, among others. To this end, during 2011, ART PAPDEL has been participating in the National Working Group to design a Graduate programme on LED with Eduardo Mondlane University, catering to the different actors involved in the programme officials, professionals, technicians, local and national authorities, among others. ART PAPDEL has also been supporting the elaboration of specialised courses and master's degrees in Spain jointly with FAMSI for national and local professionals of the programme.

See more information in annex X

Main results achieved regarding South-South Cooperation

Please include support offered by the Country Office, the ART Coordination Office and the Antennas

During this year ART Mozambique participated in the “LOCAL ECONOMIC DEVELOPMENT. AN AFRICAN PERSPECTIVE” LED Approach and the contribution of Decentralised Cooperation in Dakar (Senegal). The government of Mozambique recognized the added value of complementary actions between the multilateral framework and decentralized cooperation networks, which allowed ART Mozambique to be perceived as a single project to development processes and thus be able to concretely contribute results on development policies and MDGs platforms.

See more information in annex X

Main results achieved regarding Knowledge Management

Please include support offered by the Country Office, the ART Coordination Office and the Antennas

The ART-PAPDEL Mozambique programme is, in fact, a structuring methodological vector, insofar as it works with a conceptual and structural stress on coordinating a multiplicity of themes and territories and actors at various levels (local, national and international), encouraging interaction between them around common themes of cooperation interest, and forming dynamic networks of knowledge to support development, particularly local economic development. During the reported period, 4 provincial magazines regarding ART PAPDEL work were elaborated and distributed nationally and internationally. Also ART Mozambique supported the national magazine of DNPDR and ART-DNPDR activities were disseminated to all the country.

Apart from the structuring knowledge management approach of the ART-PAPDEL

Mozambique programme, it includes documentation of the initiatives and methodologies, and cataloguing and disseminating good practices which, among others, has been captured during the reported period through monitoring and evaluation. During 2011 it is expected to organise it in an appropriate documentation centre, both physical and virtual, so that it can be available to interested users through the ART-PAPDEL-Mozambique site on the Internet, under the responsibility of the DNPDR in coordination with the priority provinces.



Picture: ART Magazine for Nampula

See more information in annex X

5 Paris and Accra Results (Added Value Instrument)

Succinct description of the Programme's contribution to Aid Effectiveness (Paris and Accra)¹²

PROGRAMME'S CONTRIBUTION TOWARD HARMONISATION (DONORS-DONORS)

Please make reference to the Programme's actions/agreements for the use of shared information between donors, donor complementarity, and the simplification of procedures

ART-PAPDEL adopts a multi-donor framework as a means to clarify accountability for results and strengthen resource effectiveness. In this context, donor countries and Decentralized Cooperation (DC) partners are uniting and pooling their contributions in support of the programme. The programme is based on a decentralized cooperation framework between Mozambican, European, and International communities interested in combining their efforts to share experiences, best practices and know-how. The DC represents an innovative model of international cooperation which sets out to achieve the Millennium Development Goals through a relationship of partners and colleagues rather than the traditional beneficiaries and donors. At international level, the programme results and activities were promoted to European donors and DC partners through the ART Coordination Office based in UNDP Geneva and in collaboration with ART Antennas in Rome, Seville and Catalonia. Also, technical visits were exchanged between Mozambican

¹² Please see the document "Manual of Implementation of the Instrument on Added Value of Actors Complementarity for the Measurement of Paris and Accra at the Territorial Level of the UNDP-ART Initiative"

and European local institutions facilitating the transfer of knowledge, best practices and experiences on issues of common interests. The Programme has been acting as a coordinator of joint efforts of DC in each territory, supporting the donors to use and share information regarding the real needs of the territory. ART PAPDEL Mozambique mobilized and attracted a number of DC partners from Italy, Spain and Belgium. To date 8 partnerships have been established with local European partners, of which 2 were newly established in 2011.

PROGRAMME'S CONTRIBUTION TOWARD ALIGNMENT (PARTNERS-DONORS)

Please refer to the Programme's actions and/or agreements destined to the alignment with National Development Plans, national budgets, the use of common procedures, capacity development, the mechanisms and structures favouring the use of partner systems, etc.

Since ART PAPDEL is a National Implementation Modality (NIM) Programme, donors base their overall support on partner countries' national development strategies, institutions and procedures. The ART PAPDEL Programme is based on a cooperation framework between local, national and international partners as well as between UN agencies/programmes interested in combining and coordinating their efforts to achieve the Millennium Development Goals (MDGs) and to contribute to local governance, decentralization, and balanced socio-economic development in the medium and long term. Donors are supporting the national development strategies and we report to the periodically to check the progress in implementing these strategies. During 2011, the ART PAPDEL programme was visited by FICA, Engineers without borders, ACCD, AECID and AEXICD to promote policy dialogues and draw some observations to improve the programme/government implementation.

PROGRAMME'S CONTRIBUTION TOWARD OWNERSHIP (PARTNER LEADERSHIP)

Please refer to and justify the way in which the current level of national ownership has been reached, the implemented strategies, and so on. Answers should be based on the following definition: process by which national governments take effective leadership over the ART methodology and approach, as reflected / expressed in local strategies and institutional arrangements that seek to lead the alignment of resources and overseas development assistance to national development policies, as well as leading donor harmonisation.

The optimal level of ownership is reached when the national and local governments take over the effective leadership of the ART method and approach, as reflected in the national institutional arrangements seeking to align development, aid, and external resources to national policies and to harmonize national, regional and local actions and priorities. The Program is in 'ownership phase' when the ART methodology or its instruments become part of the National/Local Development Plans; the work carried out in the selected areas is replicated to other regions at the request of the country itself; decrees formalize the Local Working Groups within Local Governments; the Program's staff members are institutionalized; the LPC is included in territorial processes; cooperation strategies are updated; policies are influenced; and / or budgets for the support and maintenance of the Program are approved.

ART PAPDEL coordinates closely with MAE and DNDPR and ensures the programme comply with the national policies as well as facilitates the complementarities and strategic and operational coordination among different development actors and programmes on the field. This close liaison between the programme and relevant ministries shall be retained throughout 2012.

The UNDP National Implementation Modality (NIM) is in itself a form of developing the government's capacities to implement development programmes, guaranteeing ownership of the process through the transfer of technical capacities to the government structures and trying to ensure that they are included as institutional practices. The methodological approach of ART-PAPDEL Mozambique is in itself a way of sustainability and ownership,

insofar as it works with a conceptual and structural stress on coordinating a multiplicity of themes and territories and actors at various levels (local, national and international). This approach encourages interaction between them around common themes of cooperation interest, and forming dynamic networks of knowledge to support development, particularly local economic development. The government is making efforts to absorb in its structures relevant project recruited staff as well as the Local Economic Development Advisors in order to ensure retention of capacities. The complete involvement of the Government as well as its contribution in kind, at both national and provincial level, should be understood as a form of ownership of the programme, and a contribution to its sustainability. During 2011, almost 75% of the resources were used at the territorial level. Their implementation represented a process of capacity building and ownership by national and local actors, which have been entrusted with carrying them out whilst aligning them with the national system and procedures for the implementation of international cooperation resources. This with the effect of reducing transactions costs, simplifying procedures and policies and promoting harmonisation within the UN System. There is a high degree of ownership of the proposed mechanisms by the institutions and authorities. The consolidation, ownership and stability of the participation together with the operational capabilities shown by the consultation and territorial articulation mechanisms lead to the conclusion that the ART PAPDEL has entered a new phase. This new stage is based on the decision of the CNC of incorporating new focuses at the territorial level and coordination of aid at local level, a part from the Local Economic Development approach to ensure the ART sustainability in the country.

6 Knowledge Products

Best Practices¹³ (identify the 3 main Best Practices)

Successful initiatives, processes, activities or projects	Criteria for Best Practices (<i>others can be considered</i>)			
	Integration in the local Government's programmes, services or action lines (institutionalization)	Empowerment of the benefited population	Articulation with other actors	Best Practice formal systematization
DEL component inserted in 18 district planning; didactic materials on territorial marketing elaborated; promotion of value chains and business incubators are in the Provincial Strategic Plan 2010-2020 of Nampula Province	Yes/No	Yes/No	Yes/No	Yes/No
ACCD visited Nampula province and discussed with the Provincial Working Group of Business Incubators to develop a business incubator in the province	Yes/No	Yes/No	Yes/No	Yes/No
The Minister of State Administration opened the World LED forum in Seville (Spain)	Yes/No	Yes/No	Yes/No	Yes/No

Please have in mind that knowledge production is part of the Communication Strategy for 2012 and systematization of best practices will be requested.

FAST FACTS

Please include two successful histories to include as part of the ART Global Annual Report 2011

Fast Fact 1

The National Coordinating Committee (NCC) Meeting of the ART-PAPDEL Programme in Maputo Maputo, 13 April 2011 - The Local Economic Development Process Support Programme called ART-PAPDEL has significantly contributed to the implementing the District Development Funds. This was the main message of the Deputy Minister of State Administration José Tsamba when having the National Coordinating Committee (NCC) Meeting of the ART-PAPDEL Programme in Maputo, on 30th of March organized by UNDP Mozambique.

“Through various trainings provided to Local Advisory Councils and local citizens and entrepreneurs, we have noticed that now the beneficiaries have an idea of what is a value chains, what is required for a business plan, and what might be the potential of the community or the district”, explained the Deputy Minister.

The meeting was assessing the past year’s results and discussing the plan for the current year. It was chaired by the Deputy Minister José Tsamba with the participation of the Deputy Chief of the Spanish Embassy, the Deputy Resident Representative of UNDP, Coordinator of the Spanish Agency Cooperation for Development (AECID), Representatives of the Ministries and

national directors.

The Coordinating Committee is directing various local economic development projects and contributions towards the logic of the ART-PAPDEL Programme, and thereby generating marked improvements in the outcome and impact of international cooperation. The committee ensures that local initiatives are in line with national development policies. It is also disseminates effective work methods around the country.

The local working groups (of what?) coordinate the implementation of initiatives in order to avoid overlaps and gaps, and they maintain contact with donors present in their area.

The ART-PAPDEL Programme provides the opportunity to translate the donors' willingness/will to coordinate – expressed insistently at various institutional levels – into an effective operating strategy

Fast Fact 2

National Meeting of the Local Economic Development Agencies

The National Meeting of Agencies of Local development in Mozambique was held on June 28 and 29 in Maputo, with the participation of Vice-Minister of Ministry of State Administration, the National Director of National Directorate for the Promotion of Rural Development (DNPDR), Provincial Directors, Presidents and directors from LEDAs, Local Economic Advisors, the Andalusian Fund of Municipalities for the International Solidarity

(FAMSI), and UNDP. The meeting was organized by the National Network of Local Economic Development Agencies (REDEL) and UNDP/ART PAPDEL Programme. The meeting aimed at presenting the results and challenges of the 10 Local Economic Development Agencies (LEDAs) in Mozambique, their importance in a national and international perspective, the importance and strengthen of the National Network of Local Economic Development Agencies (REDEL) and advances in the preparation of the LEDAs International Forum to be held in Seville on October.

During the meeting was released the achievements and progress of the LEDAs strategy in each territory that seeks to build consensus on the model of inclusive local economic development and ensure its sustainability through a private-public methodology. ART PAPDEL Mozambique is supporting LEDAs to achieve political, social, financial and technical sustainability by strengthening Local Economic Development (LED) processes at the territorial level enhancing and supporting human development through a territorial approach that improve the productivity, competitiveness, generating local employment and fighting against poverty and inequalities.

LEDAs have proven to suitable instruments for achieving sustainable human development and in the territory and grouped in Mozambique as the National Net (REDEL). REDEL strengthen the process of promoting and coordinating the exchange of experiences, best practices, business practice among the 10 LEDAs in Mozambique and other countries as

well as increasing jointly participation in events and missions and twinning arrangements is enhanced and facilitated.

Knowledge Products (Studies, evaluations, systematizations)

Titile	Year
<i>Operations Manual ART PAPDEL</i>	2009
Manual about the process of creating a working group at provincial and distrital level	2011

7 COMMUNICATION AND VISIBILITY

	Theme	Type of material/Means of Communication	Level (national/territorial)
Press releases issues	National Magazine of the National Directorate for Rural Development		National
	UNDP Webpage		International
Programme features in the media			
Participation of Goodwill ambassadors and celebrities	National Coordination Committee of ART PAPDEL	Press	National/International
Visibility materials (dissemination brochures, merchandise in diverse formats, etc.)	Inhamabane ART PAPDEL Magazine	Magazine	Territorial
	Gaza ART PAPDEL Magazine	Magazine	Territorial
	Nampula ART PAPDEL Magazine	Magazine	Territorial
	Cabo Delgado ART PAPDEL Magazine	Magazine	Territorial
		Magazine	Territorial
Advocacy Campaigns			

Please include the documents as Annex

8 CHALLENGUES AND LESSONS LEARNED

Lessons Learned:

Please identify at least 3 lessons learned in the framework of:

- i) Programme implementation

ii) Establishment and operation of Programme Structures (NCC, Working Groups, Local Programme Cycle, Strategic Guidelines)

iii) Implementation of the partnerships

Challenges:

Please refer to external and internal challenges to the Programme

Programme strengths	Programme weaknesses
<ul style="list-style-type: none"> - Ownership - Technical Assistance 	<ul style="list-style-type: none"> - Officials constant mobility - Programme sustainability - LEDAs sustainability
Programme opportunities	Threats to the programme
<ul style="list-style-type: none"> - UNDP programmes interested in joining efforts and knowledge with ART PAPDEL (UNWomen, UNCDF) - Credibility in the international donors, mainly decentralized cooperation arena 	<ul style="list-style-type: none"> - International Economic and Financial Crisis affecting donor/partners as well as UNDP structure - Fund raising

9 Annex

Annex 1: Financial Report. ¹⁴ (Please see the template)

Annex 2: Communication and visibility materials

Annex 4: Ownership verification resources (for example: institutionalization of Local Working Groups)

Annex 5: List of Partners.

¹⁴ Financial Reporting

Financial reporting and control mechanisms that are used to monitor finances are:

- The Combined Delivery Report (CDR) reflects all disbursements made by the project in a certain period. The final CDR at the end of the year must be signed by the designated Project Manager within the UNDP Office and certified by the Resident Representative in the CO (or by the designated Project Manager in case of regional projects).

The CDR constitutes the official report of expenditures/obligations of the project for the period. Therefore, the CDR issued at the end of the year will contain all valid transactions of the project for the closed year. The expenditures/obligations there reflected are considered as final for that year, and consequently the re-phasing of the remaining budget to the following year(s) of the project will be done based on this information.

- The Expenditures detail must also be used to monitor the correctness of the recorded expenditures, and to provide detailed financial information to the projects.
- Country offices should maintain records locally to reflect accumulated expenditures per budget line, budget balances and outstanding obligations. These records serve to monitor the project’s financial situation and to share financial information with other stakeholders. (See attached)