

Business Writing Sample

Programme Document for United Nations Joint Programme on Local Governance and Decentralised Service Delivery for Somalia

Drafting of Programme Document
and all supporting documents

Stakeholder
consultations

United Nations Joint
Programming

Colleagues said I managed to "fit a square peg in a round hole" by drafting a programme document that worked for five United Nations (UN) agencies, three sets of Somali authorities, and several large donors. That was in 2007. Ten years later, the United Nations Joint Programme on Local Governance Decentralised Service Delivery ended, but only after receiving more than USD 70m in funds and delivering over 120 developments projects across Somalia.

Some of the content that I wrote on strategy, governance and decision-making is available on the [UN Multi-Partner Trust Fund Office Gateway](#). The table of contents and list of annexes below give an idea of the scope and complexity of the programme.

TABLE OF CONTENTS

ACRONYMS	2
SECTION 1: BACKGROUND AND ANALYSIS	5
1.1. PROGRAMME FRAMEWORK	5
1.2. SITUATIONAL ANALYSIS	5
1.2.1. <i>Decentralisation and Local Governance in Somalia</i>	6
1.2.2. <i>Service Delivery</i>	10
1.2.3. <i>Linking Local Governance and Decentralised Service Delivery</i>	12
1.3. CURRENT EFFORTS IN DECENTRALISATION, LOCAL GOVERNANCE, URBAN DEVELOPMENT AND SERVICE DELIVERY	12
1.3.1. <i>Transitional Federal Government</i>	12
1.3.2. <i>Civil Society</i>	13
1.3.3. <i>UN Agencies/Organisations</i>	14
1.4. LESSONS TO BE APPLIED	15
1.5. PROGRAMME SCOPE	16
1.5.1. <i>Results overview</i>	16
1.5.2. <i>Sub-outcome 1</i>	16
1.5.3. <i>Sub-outcome 2</i>	17

1.5.4.	Sub-outcome 3.....	18
1.5.5.	Sub-outcome 4.....	19
1.5.6.	Phased Approach.....	19
1.6.	PROGRAMME STRATEGY.....	20
1.6.1.	Overview.....	20
1.6.2.	Implementation.....	20
1.6.3.	Promoting Somali Government Ownership.....	21
1.6.4.	Links to Central Government and Sectoral Policies and Systems.....	22
1.6.5.	Inter-government and Community Linkages.....	23
1.6.6.	Increasing Resource Mobilisation and Building Social Capital – Local Development Fund.....	24
1.6.7.	Sector-wide Strategy/Approach.....	27
1.6.8.	Early Results.....	27
1.6.9.	Synergies with Humanitarian Assistance.....	27
1.6.10.	Sustainability.....	28
1.7.	CROSS-CUTTING APPROACHES.....	28
1.7.1.	Peace-building and Reconciliation.....	28
1.7.2.	Gender Equity.....	29
1.7.3.	Human Rights.....	29
1.7.4.	AIDS.....	30
1.7.5.	Capacity Development.....	30
1.8.	RISKS AND CHALLENGES.....	31
SECTION 2: MANAGEMENT AND CO-ORDINATION ARRANGEMENTS.....		33
2.1	ROLE OF THE PARTICIPATING UN ORGANISATIONS.....	33
2.2	PROGRAMME DECISION-MAKING.....	33
2.2.1	Joint Programme Steering Committee.....	33
2.2.2	Joint Programme Management Committee.....	34
2.2.3	Local Governance and Service Delivery Committees.....	35
2.2.4	Technical Working Group.....	36
2.2.5	Operations Working Group.....	36
2.3	FUND MANAGEMENT ARRANGEMENTS.....	36
2.3.1	Pass-through Mechanism.....	36
2.3.2	Administrative Agent.....	36
2.3.3	Donor Relations.....	37
2.3.4	Accounting, Indirect Costs and Fees.....	37
2.3.5	Agency and Project Level Funds.....	38
2.3.6	Cash Management Transfers.....	38
2.3.7	Balance of Funds.....	38
2.3.8	Audit.....	38
2.4	RESOURCE MOBILISATION.....	39
2.5	RESULTS MANAGEMENT ARRANGEMENTS.....	39
2.5.1	Programme Co-ordination Unit.....	39
2.5.2	Agency Project Management.....	40
2.5.3	Programme Offices.....	40
2.5.4	Partnerships.....	40
2.5.5	Monitoring, Review and Evaluation.....	41
2.5.6	Communication.....	43
SECTION 3: WORK PLAN AND BUDGET.....		43
3.1	ANNUAL WORK PLAN.....	43
3.2	BUDGET PREPARATION.....	43
SECTION 4: SIGNATURES OF NATIONAL COUNTERPARTS AND PARTICIPATING UN ORGANISATIONS.....		44
SECTION 5: ANNEXES.....		45

List of annexes:

- Annex I - Results & Resources Framework
- Annex II - Programme Budget
- Annex III - Programme Management & Coordination Structure
- Annex IV - Fund Management Structure
- Annex V - Existing Projects Related to the Programme
- Annex VI - District Roll-out Principles
- Annex VII - Terms of References