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## MDG-F Knowledge Management Initiative for the Gender Window

### *Report: Key achievements and activities*

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#### Key facts on The MDG-F Gender Window

- ✓ 13 Joint Programmes: Algeria, Bangladesh, Bolivia, Brazil, Colombia, Ethiopia, Guatemala, Morocco, Namibia, Nicaragua, Palestinian territories, Viet nam and Timor-Leste.
- ✓ 90 mln USD: one of the largest ever UN joint programming initiatives on Violence Against Women
- ✓ 6 UN agencies (on average) and dozens of governmental and non-governmental counterparts
- ✓ Topics: inter-related topics under pillars of violence against women, women's economic empowerment, women's socio-political participation
- ✓ Violence Against Women: focus area for 11 programmes (primary focus area for 6 of them)
- ✓ Multi-sectoral approaches in gender-targeted programmes to facilitate holistic responses to the complex social and cultural dynamics that perpetuate gender inequality

*Below we provide a description of main achievements, knowledge products and activities developed by the project. More details on the project, as well as all knowledge products developed are available on the MDG-F Gender Window Teamworks Space at: <https://mdgf.unteamworks.org/node/16962>*

**1<sup>st</sup> YEAR: April 2010/June 2011**

#### Knowledge needs assessment

MDG-F project specific needs in terms of KM and gender identified (global and in-country needs assessments conducted) and project activities targeted to meet these needs. An assessment of the KM needs of partners in the 13 gender window JPs was conducted based on a review of joint programmes documents and interviews with partners.

The assessment was used to refine the workplan for the initiative and to inform the agenda of the global MDG-F Gender Window Knowledge Sharing Workshop. In addition, country-specific knowledge management needs were assessed through a mission to the Brazil JP for the Promotion of Gender, Race and Ethnic Equality. The mission supported JP partners in the development of a dedicated KM strategy for the JP which was presented at the global workshop.

### **First global MDG-F Gender Window Knowledge Sharing workshop**

In partnership with the Joint gender Programme (TAMKINE), and the Ministry of Social Development, Family and Solidarity of Morocco. The workshop benefited from the participation of a program coordinator and a national counterpart from 11 of the 13 MDF-Gender Window JPs, together with a team of global advisers (UNDP, UNWomen and ILO) and Moroccan partners.

To draw out the rich and varied experience of the JPS, the workshop adopted a participatory methodology designed to promote shared learning, including through a knowledge fair in which participants shared the achievements, challenges, and lessons learned of their JPs, and a field trip to the Batha Center for the Empowerment of Women, a project supported by the Morocco JP.

As results of the workshop:

- JP partners learned from the experience of their peers in joint programming for gender equality, and identified opportunities for future exchange to be supported by the Initiative
- The foundations were laid to ensure that lessons learned from the pilot experiences in delivering as one for gender equality to feed into the global knowledge base.
- The global CoP on joint programming for gender equality and achieving MDG-3 was consolidated to connect program partners and, the capacities of participants on knowledge management tools and approaches were strengthened, including through interactive training on the MDG-F Gender Window Teamworks Platform.

### **Launch of the Knowledge Transfer Agreements (KTAs)<sup>1</sup>:**

Follow-up of the global workshop 2011 by implementing the KTAs to support exchange between JPs, namely: Best practices in shelter management (oPT-Morocco); M&E, KM, Communications and Advocacy in Joint Programming for Gender Equality (Brazil-Colombia); Involving men and boys in the fight against gender-based violence (Morocco-Colombia). The KTAs have been presented during the MDG-F KM workshop with representatives of 9 UN agencies and voted by other focal points as the most innovative/interesting KM activity implemented by MDG-F KM projects.

## **2<sup>nd</sup> YEAR: July 2011/June 2012**

### **Portfolio analysis MDG-F Gender Window: “The added value of gender targeted joint programmes: Findings and recommendations to the wider community of UN agencies engaging in joint programming”:**

The paper has served as an input for the joint knowledge product (in partnership with UN Women) on the MDG-F Gender Dual Strategy. Moreover, findings from the paper have been presented in conferences and seminars (IANGWE 11<sup>th</sup> session, regional webinar organized by UNDP Regional Centre Panama, etc.) and served as a background document for the Guide on Joint Gender Programmes

The research aimed to provide credible and useful analysis on the added value of gender targeted/specific joint UN programmes, and knowledge for improvement of future gender-specific joint programmes. The review methodology included an extensive desk review of planning, management, monitoring and evaluation documents from the 13 joint gender programmes, and a scan of other related information including supplemental reports, presentations, programme products and websites produced by and about programmes.

The analysis showed that a joint programming approach can increase gender responsiveness by

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<sup>1</sup> Full implementation during the second year.

concentrating funding and technical assistance for gender equality, fostering innovation in development approaches to produce evidence, and demonstrating the benefits of gender equality. Increased gender responsiveness can, in turn, lead to changes in behaviours, attitudes and social norms that help transform gender relations.

### **Mapping Good Practices in the MDG-F Gender Window:**

The mapping exercise aimed to identify promising practices on successful interventions and/or innovations for gender equality and women's empowerment in the MDG-F Gender Window. Promising practices focused on interagency and multi-sectoral approaches. A form in three languages was distributed by email, survey monkey and Teamworks. Promising practices from the MDG-F Gender Window are being included in the joint publication (in collaboration with UN Women): "Promising Practices to Advance Gender Equality: A Compendium of Case Studies from the Spanish MDG Achievement Fund." They will be also available in the MDG-F wiki page on the Gender Window: [http://wiki.mdgfund.net/Gender\\_Equality\\_and\\_Women%27s\\_Empowerment](http://wiki.mdgfund.net/Gender_Equality_and_Women%27s_Empowerment)

### **Web dialogues: Sharing experiences of MDG-F Joint programmes on GBV**

The project promoted and supported the participation of MDG-F gender programmes in the webinars on EVAW, co-organized with UN Women and BCPR. Four Gender JPs made a presentation and were actively engaged in the discussion. A report has been prepared to summarize the experience. The project has also supported the participation of Gender programmes in the webinars on economic empowerment and political participation.

### **Support to programmes on demand driven basis**

The project supported translations programmes knowledge products and experts identification on specific matters (e.g. translation French-English publication Joint programme Morocco and expert identification Joint Programme Algeria).

**3<sup>rd</sup> YEAR: July 2012/June 2013**

### **"Making Joint Gender Programmes Work: Guide for design, implementation, monitoring and evaluation"**

Based on the findings from the portfolio analysis, UNDP has produced this Guide to support formulation and implementation of Joint Gender Programmes (JGPs). Development of the Guide included a desk review summarized in an Inception Report, which set out the work plan and broad outlines for the JGP process. The review focused in particular on the portfolio analysis, MDG-F publications, UNDG reviews, and the interim findings of the Joint JGPs Evaluation. This was followed by interviews with 20 current and past JGP Coordinators and other relevant stakeholders. The development and dissemination of the Guide has also been integrated in the work plan of the UNDG Task Team on Gender Equality. A first draft of the Guide was validated at a workshop in Panama in early June 2013. Comments received during the workshop were incorporated into a final draft that was again circulated for input before finalization.

The Guide sets out how to improve the design, implementation and monitoring and evaluation of JGPs. It will also support users in addressing some of the less tangible areas that are often constraints to JGP success, such as power dynamics and the need for coordination, negotiation, leadership, and accountability. It also provides readers with a wide range of examples from JGPs that have achieved positive results.

### **Joint publication, “Two Roads, One Goal: Dual Strategy for Gender Equality Programming in the Millennium Development Goals Achievement Fund”**

The publication is the result of a joint effort with the MDG Achievement Fund and UN Women. The project was leading the development of the document, in particular the production phase. The publication was launched and disseminated at the fifty-seventh session of the CSW and through relevant networks, including the Gender-Net.

The purpose of this publication was to provide MDG-F and the United Nations Member States, agencies and country teams with a summary of MDG-F contributions to gender equality and women’s empowerment resulting from the implementation of the Fund’s dual gender-equality strategy. This publication consolidates findings and recommendations that can be used to inform decision-maker discussions on system-wide coherence for gender equality, effective collaboration and improved development and aid effectiveness—in particular through joint programming.

Two Roads, One Goal presents the initial findings of the UNDP and UN Women’s analyses, which endeavour to inform current debate on international development frameworks and the post-2015 agenda. The publication also presents the largest to date study that examines the effectiveness of combining targeted and gender-mainstreaming interventions to promote gender equality through a joint programming modality.

### **Case studies/knowledge products funded and developed at country level**

The Project promoted and funded the development of two knowledge products at country level:

1. “Guía para programas de empoderamiento económico y social de la mujer” (Bolivia). Launch event 29 January 2013 with Resident Coordinator and National partners.

The aim of the Guide was to provide useful tools for the implementation of interventions for economic and social empowerment of women at the regional and local, based on lessons from the MDG-F Joint Gender Programme. The methodology includes desk review planning documents, biannual reports and evaluations, as well as knowledge products developed by participating UN agencies (UNDP, UN Women, UNIDO, FAO). The document is divided into two parts: the first one contains a step by step guide for implementation of interventions for economic and social empowerment of women, while the second part a toolkit to support the implementation of such interventions.

2. “Committing to the future of Bangladesh: Joint programme to address Violence against Women. Key Achievement and Lessons Learned during the implementation period” (Bangladesh). The purpose of the publication was to document the experience of the joint gender programme in Bangladesh and identify new programming areas on gender equality and women’s empowerment in the country. The document should build on good practices and lessons learned emerging from the implementation of the joint programme.

The project also supported the development of other knowledge products at country level (e.g. Colombia and Ethiopia under the UN Women Documentation Initiative).

## **Joint product: “Promising Practices to Advance Gender Equality: A Compendium of Case Studies from the Spanish MDG Achievement Fund”**

This joint publication (UN Women-UNDP) includes case studies and factsheets on promising practices in Gender Equality MDG-F Programming<sup>2</sup>. The document also features factsheets on promising practices from MDG-F Gender Programmes (collected during the mapping and further developed by the project).

### **Presentations and disseminations lessons from MDG-F Gender Window in relevant events**

Main presentations delivered by the project:

- ✓ Validation workshop Guide for formulation and implementation Joint Gender Programmes (June 2013);
- ✓ Presentations experiences from Gender and CPPB windows for conflict prevention at community and local level during Peace Knowledge Fair (Pasto, Colombia) and conducted in-depth interviews and research on sustainability MDG-F Joint Gender Programmes in Colombia (May 2013);
- ✓ UNDG Task Team on Gender Equality (May 2013);
- ✓ Presentation paper “Multi-sectoral approaches towards the achievement of MDG 3: Lessons from UNDP contribution to the MDG-F Joint Gender Programmes” during the UNDP “2013 Global MDG Conference” (February 2013);
- ✓ Lessons from the Gender Window portfolio analysis presented in regional webinar organized by América Latina Genera (October 2012);
- ✓ Key findings project presented in the closing technical seminar organized by the Brazilian Joint Programme and assessment support provided to Brazilian KM strategy (August 2012);
- ✓ Key findings from the MDG-F Gender Window presented at the IANGWE 11<sup>th</sup> Session (February 2012 – 2<sup>nd</sup> year of project implementation).

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<sup>2</sup> At the time of project closure, UN Women was leading the finalization of the draft and make necessary arrangements for production phase.

**ANNEXES**

- ✓ Year 1 work plan and budget (1 April 2010 - 30 June 2011)
- ✓ Year 2 work plan and budget (1 July 2011 - 30 June 2012)
- ✓ Year 3 work plan and budget (1 July 2012 – 30 June 2013)

**WORKPLAN AND BUDGET**

**YEAR 1: 1 April 2010 – 30 June 2011**

**Convener Agency: UNDP Gender Team**

**Thematic Window: Gender Equality and Women’s Empowerment**

Outcomes	Outputs (Products)	Main Actions	Activities	Implementing Partners	Budget (in US\$)	
					Budgeted Amount	Expenditure
The MDG-F Knowledge Management Project implemented and supporting joint programs to share knowledge to enhance delivery and results, and contribute to the achievement of MDG-3	MDG-F project specific needs in terms of KM and gender identified (global and in-country needs assessments conducted) and project activities targeted to meet these needs	Conduct, synthesize and share global and in-country needs assessment; develop dedicated pilot in-country and KM strategy for JP; refine project design to meet identified needs of KM partners	Telephone interviews with JP coordinators, development of mapping and assessment	UNDP (MDG-F Gender KM Specialist) with JP Coordinators and partners	0	0
			Mission to Brazil to conduct KM assessment for JP on Gender, Race and Ethnic Equality and support design of dedicated KM strategy	UNDP (MDG-F Gender KM Specialist) with JP Coordinator, KM focal point, and partners	6,000	7,021
			Participation in the Inter-agency knowledge fair on UN Effectiveness in Knowledge Sharing (Turin, 16-18 November 2010) – methodologies and approaches adopted for global workshop	UNDP (MDG-F Gender KM Specialist)	6,000	6,634
	MDG-F Gender community of practice (CoP) connecting JP	Launch and moderate global MDG-F Gender Teamworks space,	Design, populate and continually update global MDG-F Gender Teamworks space, and consolidate	UNDP (MDG-F Gender KM Specialist with Gender Team), JP Coordinators and	0	0

	partners established on the Teamworks platform and utilized by JP partners for knowledge sharing purposes	build capacity of JP partners to use Teamworks, and pilot one in-country community of practice	responses to queries launched by partners  Train JP partners in the use of the Teamworks platform and support them to participate in the platform and to develop dedicated spaces for their JPs	partners  UNDP (MDG-F Gender KM Specialists with Gender Team), and JP Coordinators and partners		0
	Global knowledge sharing workshop conducted, connecting peers in shared learning, consolidating the CoP, and laying the foundation for future exchange	Design, prepare, handle all logistical arrangements, and conduct global MDG-F Gender Window Knowledge Sharing Workshop (29-31 March 2011, Morocco)	Budget includes: Flights, DSA, and lodging for participants; conference facilities and lunches (covered by Ministry); local transportation for field trip and lunch at field trip; local logistical company	UNDP (MDG-F Gender KM Specialist with Gender Team and UNDP Morocco), Morocco JP for the Elimination of GBV through the Empowerment of Women and Girls (TAMKINE), the Ministry of Social Development and Family Affairs of Morocco, and UN partner specialists (UNWomen, ILO)	150,000	94,138
	Multilingual dialogues on MDG-3 promoted through publication, translation and dissemination of selected materials	Translation of KM Assessment and mapping and all materials for global workshop into French and Spanish; preparation of workshop report and videos	Management and oversight of consultancy contracts	UNDP (MDG-F Gender KM Specialist and Gender Team)	6,000	3,900
<b>Staffing</b>	<b>MDG-F Gender KM</b>				160,000	145,503



	<b>Specialist</b>					
<b>Subtotal 1</b>					328,000	252,196
<b>BDP Implementation Fee (5%)</b>					16,400	13,536
<b>Subtotal 2</b>					344,400	265,732
<b>Overhead/recovery cost (7%)</b>					24,108	18,601
<b>Total</b>					<b>368,508</b>	<b>284,333</b>

**WORKPLAN AND BUDGET**

July 2011 - June 2012

Outcomes	Outputs (Products)	Main Actions	Activities	Implementing Partners	Budget (in US\$)		
					Budgeted Amount	Expenditure	
The MDG-F Knowledge Management Project continues to support joint programs to share knowledge to enhance delivery and results, and to codify their lessons learned in delivering as one for gender equality, to inform future policy and programming	Lessons learned in joint programming for GE developed, and disseminated	Implement Knowledge Transfer Agreements (KTAs) to support exchange between JPs	Implement and Monitor KTA: oPT- Morocco	UNDP (MDG-F Gender KM Specialist and Gender Team) and Gender Window JP partners (Colombia, Morocco, Brazil, oPT)	20,000	18,000	
			Implement and Monitor KTA: Brazil- Colombia		20,000	(17,954*)	
			Implement and Monitor KTA: Morocco- Colombia		20,000	20,031	
		Documentation, sharing and sharing of JPs experiences	Desk review of biannual reports, mid- term and final evaluations . Prepare a JPs database		UNDP (KDG-F KM Specialist)	0	0
			Co-organize and implement webinars on GBV good practices with UNW and BCPR		UNDP (MDG-F KM Specialist and Gender Team) with BCPR and UNWomen	0	0

	Final knowledge products on gender equality developed , disseminated and placed contents in debate on MDGs and post-2015 agenda	Development inputs for joint knowledge product 1 (MDG-F Dual Strategy)	Develop substantive analysis of Gender Window portfolio	UNDP Gender Team	20,000	19,600
			Develop concept notes, review background material	UNDP (MDG-F Gender KM Specialist and GT) with UN Women and MDG-F	0	0
		Development inputs for joint knowledge product 2 (global compendium gender promising practices from MDG-F programmes)	Mapping and document relevant good practices, not already documented by JPs. Distribute template to JPs to document best practices and lessons. Develop factsheets and case studies on most relevant good practices	UNDP (MDG-F Gender KM Specialist and GT)	0	0
			Jointly coordinate with the UN Women development of case studies from Gender Programmes under the "Documentation Initiative" (UN Women)		0	0
			Develop concept note and review background material	UNDP (MDG-F Gender KM Specialist and GT) with UN Women and MDG-F	0	0

		Presentation of JPs experience and KM product in relevant conferences/event and documents.	Present good practices from Gender JPs in the Gender Team research papers and publications	UNDP (MDG-F KM Specialist and GT) and selected JP focal points	0	0
			Present Final Knowledge products and MDG Gender JPs experience and lessons learned in relevant conferences and seminars (IANGWE 11th session, etc.)		0	0
	KM capacities of JPs strengthened and CoP engaged in targeted activities with a focus on sustainability and exit strategy	Moderation and introduction of new contents in MDG-F Gender Teamworks space	Update the global MDG-F Gender Teamworks space: Collect and organize relevant material already available and post it in JPs TW space.	UNDP (MDG-F Gender KM Specialist and Teamworks support team)	0	0
		Support to JPs in the development of dedicated KM strategies and CoPs	Support JPs on demand driven basis and specific KM strategy	UNDP (MDG-F Gender KM Specialist)	0	0
<b>Staffing</b>					<b>100,000</b>	84,500
<b>Miscellaneous</b>					<b>6,500</b>	5,100
<b>Subtotal 1</b>					<b>186,500</b>	<b>147,231</b>
<b>BDP Implementation Fee (5%)</b>					<b>9,325</b>	7,361
<b>Subtotal 2</b>					<b>195,825</b>	<b>154,592</b>
<b>Overhead costs (7%)</b>					<b>13,708</b>	10,821
<b>Total</b>					<b>209,533</b>	165,413

\* Note that KTA Brazil-Colombia has been fully implemented and funds committed by the project but costs eventually covered by joint programmes involved.

**WORK PLAN July 2012- June 2013**

<b>Outcomes</b>	<b>Outputs</b>	<b>Main Actions</b>	<b>Activities</b>	<b>Implementing Partners</b>	<b>Timeline</b>	<b>Budgeted amount</b>	<b>Expenditures<sup>‡</sup></b>
The MDG-F Knowledge Management Project continues to support joint programs to share knowledge to enhance delivery and results, and to codify their lessons learned in delivering as one for gender equality, to inform future policy and programming	Final global knowledge products on gender equality developed, disseminated and placed its contents in the debate on MDGs and post-2015 agenda	Development Guidance tool on formulation and implementation gender JPs	Draft tors and recruit consultants	KM Specialist, ID Advisor, America Latina Genera, external consultants	Dec-12/Feb13	28,400	28,400
			Develop of consultation process		Mar/May-13	0	0
			Organize and facilitate Thematic Workshop to provide inputs for guidance tool		Jun-13	50,000	54,222
			Manage production final document <sup>§</sup>		Jun/July-13	10,000	3,380
		Development and dissemination of joint knowledge product 1 (MDG-F Gender dual Strategy )	Develop Gender Window input, first draft joint product, coordinate production and printing	KM Specialist, ID Advisor, external consultant	Aug-12/Feb-13	17,365	17,365
			Contribute to organization launch event/presentation and dissemination		GT, UNW, MDG-F	Feb/Apr-13	0
		Develop inputs for joint knowledge product 2 (compendium of promising practices)	Develop and disseminate factsheets on lessons learned from Gender Joint Programmes (including internal editing and design)	KM Specialist	Aug-12/May-13	0	0
			Support the completion of case studies under UNW documentation initiative		Sept-12/Feb-13	0	0
			Support development and launch Bolivia knowledge product	KM Specialist, JP coordinators, RCO focal points, external consultants	Sept-12/Jan-13	10,700	10,239
			Support the development of Bangladesh knowledge product		Dec-12/Jun-13	10,000	9,000

<sup>‡</sup> Figures have to be considered estimates based on ATLAS-IPSAS reports run on June 28<sup>th</sup> 2013 (last working day of project coordinator).

<sup>§</sup> This report does not include any production activity related to the Guide implemented beyond June 30<sup>th</sup> 2013.

		Presentation and dissemination findings from MDG-F KM project in relevant conferences/events	Prepare and present paper on lessons from MDG-F Gender Programmes in UNDP Global Conference (Bogotá)	KM Specialist	Dec-2012/Feb-13	0	0
			Disseminate lessons Gender Window via web, TW, seminars (Brazil) and webinar (UNDP regional center (Panama), CSW, etc.		Oct-12/Jun-13	2,000	1,460
	KM capacities of JPs strengthened and CoP engaged in targeted activities with a focus on sustainability and exit strategy	Moderation and introduction of new contents in websites and MDG-F Gender Teamworks space	Update the global MDG-F Gender Teamworks space: Collect and organize relevant material, post it TW space and UNDP/MDG-F websites	KM Specialist	Jul-12/Apr-13	0	0
		Support JPs in the development of dedicated KM strategies and CoPs	Support to JPs on demand driven basis including in the development and dissemination of knowledge products		Jul-12/Jul-13	0	0
		Support to JPs in sustainability and exit strategy and document successful experience	Conduct analysis on successful sustainability in MDG-F joint gender programmes with a focus on the colombian experience		Apr-13/Jul-13	0	0
	<b>Staff</b>	<b>KM specialist</b>					140,000
<b>Miscellaneous</b>						10,000	9,135
<b>Subtotal 1</b>						268,465	251,450
<b>BDP Implementation fee (5%)</b>						13,423	12,572
<b>Subtotal 2</b>						281,888	264,022
<b>Overhead costs (7%)</b>						19,732	18,481
<b>Subtotal Jul-12/Jul-13</b>						301,620	282,503
<b>Expenditures until Jun-12</b>						449,746	449746
<b>Total</b>						751,366	732,249

**Fund Balance Projection**

As of 27 Sept 2013

Fund 30000

Project 00069825

Donor 00220

Year	Description	96001	46001	46004	70001	48608
2010	Expenses	73,486.82				
	Collected ISS	3,674.34				
	Total	77,161.16				
	Collectible GMS (7%)	5,401.28				
	Actual GMS Collection	-				
	Variance	5,401.28				
2011	Gross Expenses	277,309.97	9,072.10	5,398.66	20,036.00	
	Collected ISS	13,865.50				
	Total Expenses	291,175.47	9,072.10	5,398.66	20,036.00	-
	Collectible GMS (7%)	20,382.28	635.05	377.91	1,402.52	
	Actual GMS Collection	(132.87)	649.16	-	-	
	Variance	20,515.15	(14.11)	377.91	1,402.52	
2012	Gross Expenses	112,445.43				3,448.28
	Collected ISS	5,447.27	*			
	Total Expenses	117,892.70	-	-	-	3,448.28
	Collectible GMS (7%)	8,252.49				241.38
	Actual GMS Collection	7,626.18				241.38
	Variance	626.31				(0.00)
2013	Gross Expenses	160,413.96				6,549.20
	Uncollected ISS	8,020.70	**			
	Total Expenses	168,434.66	-	-	-	6,549.20
	Collectible GMS (7%)	11,790.43	-	-	-	458.44
	Actual GMS Collection	-				-
	Variance	11,228.98				458.44
Total	Gross Expenses	623,656.18	9,072.10	5,398.66	20,036.00	9,997.48
	Collected ISS	31,007.81	-	-	-	-
	Unrecorded ISS	8,195.70				
	Total Expenses	662,859.69	9,072.10	5,398.66	20,036.00	9,997.48
	Collectible GMS (7%)	46,400.18	635.05	377.91	1,402.52	699.82
	Actual GMS Collection	7,493.31	649.16	-	-	241.38
	<b>Variance (for adjustment)</b>	<b>38,906.87</b>	<b>(14.11)</b>	<b>377.91</b>	<b>1,402.52</b>	<b>458.44</b>

38,906.87

Fund Balance (as of 27 Sept)

Less: For adjustment

Fund Deficit after collection

\* ISS should be \$5,622.27. There was uncollected 2012 ISS of 175

\*\* Uncollected 2013 ISS of \$8,020.70

\*\*\* Sum of 2012 and 2013 uncollected ISS



39201	51101	Total
		73,486.82
		3,674.34
		77,161.16
		5,401.28
		-
		5,401.28
		311,816.73
		13,865.50
-	-	325,682.23
		22,797.76
		516.29
		22,281.47
		-
		115,893.71
		5,447.27
-	-	121,340.98
		8,493.87
		7,867.56
		626.31
		-
9,000.00	14,244.87	190,208.03
		8,020.70
9,000.00	14,244.87	198,228.73
630.00	997.14	13,876.01
-	-	-
630.00	997.14	13,314.56
9,000.00	14,244.87	691,405.29
-	-	31,007.81
		8,195.70
9,000.00	14,244.87	730,608.80
630.00	997.14	51,142.62
-	-	8,383.85
<b>630.00</b>	<b>997.14</b>	<b>42,758.77</b>

27,223.75

41,623.62

of GMS and ISS

**(14,399.87)**