

**ANNEX: MATRIX OF DPs WORKING ON DECENTRALISATION: ACTIVITIES BY INTERNATIONAL INSTITUTIONS AND AGENCIES
IN NICARAGUA DECENTRALISATION, MUNICIPAL STRENGTHENING AND LOCAL DEVELOPMENT June 2007**

AGENCY	PROGRAMME NAME DESCRIPTION (Strategic Lines, Components)	PERIOD	COUNTERPART S	GEOGRAPHIC COVERAGE	AMOUNT	SHORT- AND LONG-TERM PERSPECTIVE S (2007-2009)
Canadian International Development Agency CIDA	1 – Fund to Support Achievement of Local Opportunity III (FAROL III ¹). The purpose is to contribute to improving socio-economic conditions for the most vulnerable population segments of Nicaragua through agricultural, water and sewer and rural electrification initiatives	2006-2011	FISE ² , INTA ³ , SETEC ⁴ and MINREX ⁵	19 municipalities in Matagalpa, Jinotega, Estelí, Nueva Segovia and Madriz	CAD 12.000.000,00 (Twelve million Canadian Dollars)	
	2- Integrated Management of River Basins, Drinking Water and Sewerage Project (PIMCHAS ⁶). The project proposes development of capacities, tools and local conditions for integral management, restoration and economic development of subsidiaries in the municipalities and communities through institutional strengthening, water management and water supply and sewerage.	2007-2015	MARENA ⁷ (Oversight institution) Other members of the steering committee: INTA, FISE, MAGFOR ⁸ , INIFOM ⁹ , IDR ¹⁰ , UNA ¹¹ , AMUNIC ¹²	17 municipalities in Nueva Segovia, Madriz, Estelí, León Norte, Matagalpa and Jinotega	CAD 10.000.000,00 (Ten million Canadian dollars)	
	3 – Fund to Facilitate Sector Approaches (FOFES ¹³). Part of the fund was approved for territorial initiatives beginning in 2006	2006-2008	FOFES 11 Project – Madriz municipality associations	Municipalities in Madriz	CAD 16.500,00 (Canadian Dollars)	
			FOFES 12 Project – Estelí Departmental Development Committees	Estelí Department	CAD 33.711,00 (Canadian Dollars)	
			FOFES 13 Project – Rio San Juan Sustainable Development Committees (CODESO)	Rio San Juan Department	CAD 28.075,64 (Canadian Dollars)	

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			FOFES 14 Project – Strengthening Territorial Development Corporation in León and Chinandega Norte	León and Chinandega Norte	CAD 28.092,95 (Canadian Dollars)	
	4 – Public Sector Reform Fund Phase II (FCARSP II ¹⁴) This fund's purpose is to contribute to development of selected public sector institutions' capabilities to implement Nicaraguan government institutional reforms, emphasising deconcentration, decentralisation, and local development, transparency and development of public service delivery capacities.	2006-2010	SETEC-OAP ¹⁵ and MINREX	National, depending on proposals	CAD 1.500.000,00 (Canadian Dollars)	
COSUDE Swiss Agency for Development and Aid	Programme to Promote Local Capacity Building (PROFCADEL ¹⁶) Financing and Technical Assistance in: 1. Municipal Institutional Strengthening with an emphasis on their resource management and administration (land records and tax administration) 2. Pre-investment Studies: with an emphasis on road infrastructure, water and sewerage and support for local economic development. 3. Municipal services	2006-2008 (Phase I)	INIFOM (VI Delegation), Matagalpa and Jinotega Municipalities and Associations	Matagalpa and Jinotega (North Central Region)	US \$ 1.488.077 (US Dollars)	
	Support for the PASE ¹⁷ System	2004-2008	SETEC / SNIP ¹⁸	National	US \$ 188.056,00 (US Dollars) in a Common Fund administered by UNDP	

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German Technical Aid Agency (GTZ)	Local Development and Fiscal Transparency Programme (PRODELFI ¹⁹) Components: 1. Fiscal Transparency 2. Municipal Development 3. Local Economic Development 4. Decentralisation (Transversal)	Phase I: From 07/2004 through 06/2007	SETEC (SNIP/OAP), INIFOM, CGR ²⁰ , DGI ²¹ , MHCP ²² , FISE, AMUNIC, Municipalities and their associations that are most directly associated with key issues	Municipalities and Departments of: Rivas, Granada, Masaya, Carazo (Southeast Region) and North Atlantic Autonomous Network	Phase I: €5.500.000 (Five Million Five Hundred Thousand Euro)	<ul style="list-style-type: none"> • Total period 8 years • 2nd execution phase expected to last through 06/2010. • In the process of negotiating new components linked to fiscal policy and Citizen Participation. • Total amount expected to reach € 6,6 million.
	Support to PASE System (Phase II)	2006-2007	SETEC (SNIP) Municipalities, CDD and AMUS	Departments of Rivas, Carazo, Granada and Rio San Juan	€400.000 (Euro) for May '06 – Dec. '07	
KfW – a Development Bank	Promotion of Local Development and Governance through the FISE Community Development Fund. Programme objectives are as follows: (1) strengthening of competencies in the facilitation of public community services and (2) expansion of capital and potential for development.	2006 – 2009	FISE	National. Almost 90% of the projects are being carried in areas of high and extreme poverty. Approximately two thirds of these were implemented in rural areas and one third in urban settings.	14.2 million Euro	

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Spanish International Aid Agency (AECI ²³)	<p>Municipal Strengthening Support Project</p> <p>Mayor's Offices of Comalapa, Juigalpa and San Francisco de Cuapa assume and exercise municipal responsibility related to the livestock sector.</p> <p>Components:</p> <ol style="list-style-type: none"> 1. Livestock Records: Preparation and implementation of the Computer Information Systems tool 2. Community health and hygiene focused on fairs and markets: includes regulation and remodelling of the Juigalpa market. 3. Planning and regulation of soil use: Collecting rural geographic information and territorial regulation process. 4. Increase in tax collection as a result of responsibilities assumed. 	2003-2007	INIFOM	Chontales: Municipalities of Comalapa, Juigalpa and San Francisco de Cuapa	<p>US \$685.896,42 (US Dollars)</p> <p>*Aid not reimbursable</p>	

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Inter American Development Bank (IDB)	<p>Municipal Strengthening and Development Programme (PFDM²⁴) (NI-0156)</p> <p>Components:</p> <ol style="list-style-type: none"> 1. Municipal strengthening in areas of (i) municipal administration and finances; (ii) municipal services management; (iii) environment and natural resources management; and (iv) development planning. 2. Investments in: urban transportation infrastructure; (ii) solid waste treatment and disposition infrastructure; (iii) water drainage systems and rainwater collection in the aquifers; (iv) green and forest areas, or areas of high environmental value to mitigate vulnerability to natural disasters and (v) defences against erosion and flooding. 3. Institutional strengthening of INIFOM through: (i) municipal training and technical assistance services; (ii) financial and tax administration systems development and (iii) institutional development 	<p>2001-2007</p> <p>Beginning in 2003</p>	<p>Executor Unit INIFOM/IADB 1086/SF</p> <p>Beneficiary Mayors' Offices</p>	<p>Rivas, Granada, Masaya, Diriamba, Jinotepe, Boaco, Ciudad Sandino, Tipitapa, San Rafael del Sur, Matagalpa, Jinotega, Estelí, Ocotal, Jalapa, Bluefields and Puerto Cabezas</p>	<p>Component 1: US\$12.000.000 (American dollars)</p> <p>Component 2: US\$ 4,0 million</p> <p>Component 3: US\$ 5,6 million</p> <p>Including financing costs: US\$2,4 million</p>	<ul style="list-style-type: none"> • Still underway • The last disbursement is estimated to be extended through September 2008

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	Local and Regional Development Support Project (ATN/SF-8162-NI) Components: (1) Improvement in the municipal financing systems: includes an evaluation of the legal/ regulatory framework that governs the main public municipal financing entities; an institutional assessment of its effectiveness and preparing a strategic plan to develop a municipal financing system. (2) Improve information regarding public municipal investment and strengthening of inter-institutional co-ordination.	2006-2009	Technical Secretary of the Presidency as the Executor Unit	National	US\$275.000 (American dollars) in the form of non-refundable technical aid	
	Social Municipal Investment Programme The programme will support furnishing a mechanism for funds bidding to assign and focus resources available for investments aimed at the country's towns. This has 3 components i) investment split among priority projects for basic services, ii) support FISE institutional transformation, iii) support programme administration and evaluating its impact.	2006-2009	FISE		US\$45.000.000 (Loan)	

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World Bank (WB)	Second Rural Town Development Project Municipal Development Component (INIFOM): 1. Strengthen INIFOM 2. Evaluate policies 3. Decentralise financing 4. Strengthen Municipal Institutions	2001-2006	INIFOM, OAP	At the beginning 43 municipalities in the departments of: Leon, Chinandega, Chontales, Rio San Juana and Zelaya Central	Amount of component: US\$28,95 million (American Dollars) Total amount for project: US\$40,7 million (American Dollars)	<ul style="list-style-type: none"> • The WB is currently preparing the new 2008-2012 Assistance Strategy with the Nicaraguan government. • Even though a specific operation on these issues or continuity of this project is not currently foreseen, as much as possible the new CAS will consider support for decentralisation, municipal strengthening and local development processes in other sectors as well through credits to support poverty reduction (PRSC²⁵) along with its associated credit for technical assistance to the public sector (PSTACII)

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Finnish Aid	<p>1. Strengthening of Municipal Management and Local Development Programme (PROGESTION²⁶)</p> <p>Development objective: Local democracy and good governance have been strengthened and public quality of life has been improved.</p> <p>Components:</p> <ul style="list-style-type: none"> a) Institutional development for the 20 mayors' offices in the departments of Boaco and Chontales. b) Citizen participation and transparency. c) Local socio-economic development promotion d) Development of national policies in the field of decentralisation. 	2004-2009	<p>INIFOM (Region V Delegation) Towns and Associations of: Boaco, Chontales</p> <ul style="list-style-type: none"> • 4 towns of the South Atlantic Autonomous Network (Zelaya Central) • Town Associations • Departmental Development Councils • Civil Society Organisations (CSO) in these departments 	Departments of Boaco, Chontales and South Atlantic Autonomous Network (4 towns) (Central Region)	<p>€ 7,5 million (Euro) of which:</p> <ul style="list-style-type: none"> • €960.000,00 will be used in Finland for technical assistance and related costs. • €750.000 of compensation from the Nicaraguan government. 	<p>Continuation of support for the decentralisation process and local development from 2009 to 2013, including FONIM, Municipal Audits, support to the Mayors' offices of Boaco and Chontales, DEL, National decentralisation and local development programme.</p> <p>Continuation of support confirmed through 2009.</p>

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	<p>2. Computer Systems and Communication Integration Programme in the Municipal Management and Decentralisation Programme (Municipal CCT)</p> <p>Development objective: Improve and intensify democratic processes and governance through use of Computer and Communication Technologies (CCT).</p> <p>Components:</p> <p>a) Twenty mayors' offices using CCT to improve and achieve more efficient communication with the central government, as well as establish co-ordination among the towns.</p> <p>b) Through use of CCT, 20 towns have improved their citizen participation channels, transparency mechanisms in local governments and co-ordination structures for economic development at the local level.</p> <p>c) Strengthening of INIFOM capacities results in better access to appropriate tools and systems for institutional management, thus improving performance of principal functions and providing appropriate and timely support to the towns.</p>	2006-2010	<ul style="list-style-type: none"> • For one part of component 3, 153 municipalities have access to funds through FONIM • SECEP²⁷ for component 4 in the first stage and AMUNIC the last 2 years • INIFOM (Region V Delegation) • INIFOM Central Towns and Associations in Boaco, Chontales and 4 South Atlantic Autonomous Network towns (Zelaya Central) • Municipal Associations • Departmental Development Councils • These department CSOs • CONICYT²⁸ Agreements • Telcor (Rural telephone), Nicaragua Internet Association, others 	Departments of Boaco, Chontales and South Atlantic Autonomous Network (4 municipalities). At the national level for some actions (Central region)	<p>€4,95 million of which:</p> <ul style="list-style-type: none"> • €880.000 will be used in Finland for technical assistance and related costs • €495.000 of compensation from the Nicaraguan government. 	

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	3. Participation in the common support to civil society fund for democratic governance in Nicaragua	2006-2009	<ul style="list-style-type: none"> • Civil Society Organisations (CSO) • Administrative fund for the OXFAM GB, Trocaire, SNV²⁹ and NOVIB Consortium. St: OXFAM 	National level	Approximately €840.000 (Euro)	
Finnish Government Bilateral Aid	<p>4. FOMEVIDAS³⁰ Programme (Rural Development Strengthening and Poverty Reduction Programme in Boaco and Chontales)</p> <p>Development Objective: Contribute to rural development and poverty reduction in the departments of Boaco and Chontales through promotion, support and strengthening of local, departmental and national organisations and institutions; in this way improve access to assets, reducing vulnerability and supporting means of living strategies for the poor, both men and women.</p> <p>Components: a) productivity, employment and income b) Human capital development c) Institutional development</p>	2004-2007	<ul style="list-style-type: none"> • Central IDR • IDR Rural Development Agency (ADR) in Boaco and Chontales • Mayors' offices: Local NGOs³¹ • Rural Communities 	Departments of Boaco and Chontales.	<ul style="list-style-type: none"> • €8,58 million (Euro) • €780.000 of compensation from the Nicaraguan government. 	

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Danish Aid (Royal Danish Embassy)	Decentralisation and Local Development Process Support Project Components: 1. National Component: Support for the decentralisation and local development process 2. Regional Component: Support for Decentralisation and Local Development (Technical Assistance and financing in municipal services, DEL promotion and citizen participation)	2004-2008	<ul style="list-style-type: none"> • SETEC (OAP) • INIFOM • AMUINIC • FONIM • National Assembly: CPD and AM • Regional Governments (North Atlantic Autonomous Network and South Atlantic Autonomous Network) 	National Regional	US\$ 19.531.250 (American Dollars)	<ul style="list-style-type: none"> • Analysing the possibility of a SWAP in governance matters • Includes a fund for investment in social infrastructure and productivity through FONIM
UK Department for International Development (DFID)	Specific initiatives in the framework of PRS and Governance Programme: 1. Support to FONIM 2. Support for regional apprenticeship initiatives (carried out by SNV) 3. Work with GTZ to implement municipal financial audits	2006-2007	<ul style="list-style-type: none"> • Transfer Commission, SNV, GTZ 	National	<ul style="list-style-type: none"> • £500.000 (Pounds) for FONIM in 2006: Similar in '07 to confirm after the annual Budgetary Support meeting (May). • £50.000 (Pounds) PAR programme through March '07. Similar for a 2nd phase through August '07. • £500.000 (Pounds) through the DFID-GTZ Combo. • Design of the new tri-annual programme for Government Governance Reform will also begin this year. In principle this should become effective towards the end of August and would include new Municipal Decentralisation and Strengthening activities 	
	Support for PASE System (Phase II)		SETEC/SNIP	National	£370.000 PASE (Pounds) in a Common Fund administered by UNDP ³²	

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United Nations Capitalisation Development Fund (UNCDF) in alliance with UNDP Nicaragua	Support to the Municipal Strengthening Programme Components: (1) Development and trial of an "Integrated Municipal Financing Administration System" (SIAF ³³) (2) Development, trial and extension of an "Integrated Municipal Planning System" (3) Assessment and Trial of "good practices" of municipal action for local economic development. (4) Strengthening of INIFOM capacity for development and execution of national decentralisation policies.	2001-2007 (July)	<ul style="list-style-type: none"> • INIFOM • AMUNIC • SETEC 	<ul style="list-style-type: none"> • National • Municipalities of León and Chinandega 	US\$3.726.865 (American Dollars)	
	Strengthening of Local Governance Programme for ODM No. 1 Objective: Contribute to reduction of hunger, malnutrition and poverty in Nicaragua in the most vulnerable families through strengthening of local governance, improving actions co-ordination and mobilisation of local actors and the poorest people around ODM No. 1 in the 52 selected municipalities.	July 2007 – June 2008	AMUNIC	52 Municipalities	US\$ 606.780,00 (American Dollars)	

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United Nations Infancy Fund (UNICEF)	<p>Awareness, research and effect on childhood Programme still being defined.</p> <ul style="list-style-type: none"> In the framework of SNU joint work with 52 prioritised municipalities. UNICEF will support formation of the municipal, national, and regional governments and civil society institutional capacity in formulating policies for local development, for decision-making aimed at children's well-being based on an accurate analysis of their situation and sensitisation about their rights. The component also has a strategic line to support UNICEF's integral intervention including key issues like health, education, water and sewerage, HIV/AIDS and protection for integral development of children and adolescents. 	2008 – 2012	Mainly regional and municipal authorities, departmental & national municipality associations. Municipal commissions on Childhood and Adolescence. INIFOM, GTZ and SNV. Other UN agencies	15 prioritised municipalities with special focus on vulnerable municipalities and the poor (North Atlantic Autonomous Network)	<p>US\$2.000.000 (American Dollars)</p> <ul style="list-style-type: none"> The amount includes activities in municipal strengthening for local management (water, information systems) and children and adolescent participation Does not include UNICEF education and health intervention that is done at the local level that are administered in regional and departmental delegations 	Development of activities is not planned that are not included in this component, but the exact definition of this component is still ongoing.
UNDP (Environment Area)	Productive use of small scale hydroelectric production		9 communities of El Bote-on the Cúa, Bilampí on Río Blanco and Río Bravo in Waslala, Salto Bosayá on the Tortuguero in the South Atlantic Autonomous Network, Salto Negro on Santo Tomás, Salto Molejones on Wapi			

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United Nations Population Fund (UNFPA)	Local Population and Development Dynamic in Managua District III Components: 1. SIG for Mayor's Office central level 2. Officials' training at the central district level and community leaders. 3. Mayor/community relations. 4. Woman empowerment	2003-2007	Managua Mayor's Office	District III, 4 neighbourhoods	<ul style="list-style-type: none"> • Municipal Government Contribution: US\$139.835 • UNFPA Contribution: US\$396.200 • Total Cost: US\$536.035 	Project ends in 2007. In principal there is a commitment of the mayor's office to extend it to other districts
	Within the framework of the new Country Programme 2008-2012, in the area of gender issues, work will be done in different municipalities to promote women's empowerment through the strengthening of municipal government in municipal planning and budget processes with a focus on gender issues.	2008-2012	To be defined	To be defined		
	Alliance for Nicaraguan Youth. Components aiming for decentralisation: Public youth policies, training and effect with decision-makers at a local level.	2007-2008	INJUVE	To be defined		
	Local capacity building to promote sexual and reproductive health at the community level. Components: 1. SSR community plans and community participation and action to promote SSR 2. Education processes to improve self-care of the population in 12 selected municipalities 3. Social communication and institutional and sector co-ordination	2003-2007	Nicaraguan Communal Movement (MCN)	Municipalities of Matagalpa, Tuma-La Dalia, Rancho Grande, Matiguás, Jinotega, San Rafael del Norte, El Cua-Bocay, Pueblo Nuevo, San Juan de Limay, Somoto, Wiwili and District III		

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	Preparation of an Adolescent and Youth Programme to strengthen participation and exercise of their rights at the municipal level is concluded	2008-2012	AMUNIC	Somoto, Las Sabanas, Totogalpa, San Juan de Río Coco, El Jícaro, Ocotal, Jalapa, Quilalí, Estelí, Condega, San Juan de Limay, Pueblo Nuevo, Rancho Grande, Tuma – La Dalia, Matagalpa, Waslala, Matiguás, Wiwili, Jinotega, El Cuá, Santa María de Pantasma, Somotillo, Santo Tomás del Norte, Chinandega, El Viejo, Corinto, León, Managua, Districts II and III, Ciudad Sandino, Mateare, Siuna, Waspán, Puerto Cabezas, Juigalpa, Nueva Guinea, Bluefields, El Rama, Paiwas, San Carlos		

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European Union	Local Development and Food Safety Programme (PRODELSA ³⁴) (This project is being transferred to MAGFOR) Components: 1. Institutional Municipal Strengthening 2. Social and Productive Investment Fund 3. Women's Fund	2004-2008	INIFOM 15 rural municipalities in the north region	Municipalities of: El Tuma – La Dalia, Rancho Grande, Wiwilí – Jinotega, El Cuá, San José de Bocay, San Sebastián de Yalí, fantasma, San Rafael del Norte, La Concordia, San Juan de Río Coco, Jalapa, Quilalí, El Jicaró, Murra y Wiwilí, Nueva Segovia, Estelí, Jinotega, Matagalpa, Ocotal y Somoto	Totals: €13 million (Euro) of which: • Approximately €5,5 comes from the Social & Productive Investment Fund and • 2,3 million (Euro) for FONMUJER	<ul style="list-style-type: none"> Through Nicaragua CSP one of the sectors prioritised by the EU is governance with which decentralisation support could be a prioritised issue. Also another financing alternative is through the line of support to non-government actors, wherein the municipal governments are contemplated.
	Support to urban populations of Estelí, Matagalpa, Jinotega, Ocotal and Somoto	2005-2007	INIFOM		€3.000.000 (Euro)	
USAID (Through Casals & Associations, Inc.)	Transparency Programme Components: <ul style="list-style-type: none"> Improve transparency in local government management Support the purchasing departments in mayors' offices of 5 municipalities Improve national budget transparency and Support civil society organisations that promote approval of an Information Access Law 	2005-2009	Direct Beneficiaries: 17 Municipalities <ul style="list-style-type: none"> Executors: Ethics and Transparency NGO Local Development Network Fundemos NGO Others: INIFOM, DGCE, Attorney General's complaint office 	Municipalities of Carazo, Masatepe and Santo Tomás del Norte <ul style="list-style-type: none"> Nueva Guinea, San Carlos, San Juan del Sur, Sébaco and Nagarote. Cinandega and Palacagüina Tipitapa, Nandaime, Mozonte, Condega 		

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Sources:

- Official Co-operation System for Nicaragua (*Sistema de la Cooperación Oficial para Nicaragua – SysODA*), Ministry of Foreign Affairs, Republic of Nicaragua (*Cancillería de la República de Nicaragua*). <http://www.cancilleria.gob.ni>
- INIFOM Web Pages: www.inifom.gob.ni.
- The World Bank: www.worldbank.org
- Inter-American Development Bank: www.iadb.org
- United Nations Capital Development Fund www.uncdf.org
- European Union www.delnic.ec.europa.eu

Communications members of the sub-table in the following order:

- o USAID-CASALS and DFID letter dated 1.3.07
- o Finnish Embassy correspondence of 13.03.07 and 29.05.07
- o AECI correspondence of 24.05.07
- o COSUDE correspondence 29.05.07
- o DANIDA and United Nations System correspondence of 31.05.07
- o IADB and ACDI correspondence of 01.06.07
- o EU correspondence of 05.06.07
- o WB correspondence of 11.06.07

¹ **Fondo de Apoyo a la Realización de Oportunidades Locales III**

² **Fondo de Inversión Social de Emergencia**

³ **Instituto Nicaragüense de Tecnología Agropecuaria** – Nicaraguan Institute for Agricultural Technology

⁴ **Secretaría Técnica de la Presidencia** – Technical Secretariat of the Presidency

⁵ **Ministerio de Relaciones Exteriores** – Ministry of Foreign Affairs

⁶ **Proyecto de Manejo Integrado de Cuencas Hidrográficas Agua Potable y Saneamiento**

⁷ **Ministerio del Ambiente y Recursos Naturales** – Environment and Natural Resources Ministry

⁸ **Ministerio Agropecuario y Forestal** – Ministry of Agriculture and Forestry

⁹ **Instituto Nicaragüense de Fomento Municipal** – Nicaraguan Institute for Municipal Development

¹⁰ **Instituto de Desarrollo Rural** – Rural Development Institute

MATRIX OF ACTIVITIES BY INTERNATIONAL INSTITUTIONS AND AGENCIES IN NICARAGUA DECENTRALISATION, MUNICIPAL STRENGTHENING AND LOCAL DEVELOPMENT

- ¹¹ **Universidad Nacional Agraria** - National Agricultural University
- ¹² **Asociación de Municipios de Nicaragua** - Association of Nicaraguan Municipalities
- ¹³ **Fondo para la Facilitación de Enfoques Sectoriales**
- ¹⁴ **Fondo de Reforma del Sector Público FASE II**
- ¹⁵ **Oficina de Administración Pública**- Public Administration Office (appointed to SETEC)
- ¹⁶ **Programa de Fomento al Desarrollo de Capacidades Locales**
- ¹⁷ **Proyecto de Apoyo al Seguimiento y Evaluación de la ERCERP (Estrategia Reforzada de Crecimiento Económico y Reducción de la Pobreza)** – ERCERP (Reinforced Strategy for Economic Growth and Poverty Reduction) Follow up and Evaluation Support Project
- ¹⁸ **Sistema Nacional de Inversión Pública** - National Public Investment System
- ¹⁹ **Programa de Desarrollo Local y Transparencia Fiscal**
- ²⁰ **Contraloría General de la República** - Treasury Inspector's Office of the Republic
- ²¹ **Dirección General de Ingresos** - Income Tax General Management
- ²² **Ministerio de Hacienda y Crédito Público** - Ministry of Treasury and Public Credit
- ²³ **Agencia Española de Cooperación Internacional**
- ²⁴ **Programa de Fortalecimiento y Desarrollo Municipal**
- ²⁵ **Poverty Reduction Support Credit**
- ²⁶ **Programa de Fortalecimiento de la Gestión Municipal y Desarrollo Local**
- ²⁷ See SETEC
- ²⁸ **Consejo Nicaragüense de Ciencia y Tecnología** – Nicaraguan Council of Science & Technology
- ²⁹ Netherlands Development Organisation
- ³⁰ **Fortalecimiento al Desarrollo Rural y Reducción de la Pobreza en Boaco y Chontales**
- ³¹ **Non-Governmental Organizations**
- ³² United Nations Development Programme for Latin America
- ³³ **Sistema Integrado de Administración Financiera** - Integrated Municipal Financial Management System
- ³⁴ **Programa de Desarrollo Local y Seguridad Alimentaria**