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## GOVERNMENT OF MALAWI – MALAWI BUREAU OF STANDARDS

### UNITED NATIONS DEVELOPMENT PROGRAMME Country: MALAWI

#### PROJECT SUPPORT DOCUMENT

Project Title:	<u>Development of a robust Standardization, Quality Assurance, Accreditation and Metrology (SQAM) Infrastructure in Malawi</u>
UNDAF Outcome 1.2:	Theme 1: Sustainable and Equitable Economic Growth and Food Security Women, youth, people with disability and households benefit from decent employment, income generation and pro-poor private sector growth by 2016;
UNDAF Output 1.2.2	Business services including financial innovation, access to markets (both international and regional) and business to business linkages supporting small and medium sized enterprises including farmer organizations established in strategic industries;
Expected CPD Output(s):	New business-to-business opportunities for Malawi products;
Expected Project Output(s)	<ol style="list-style-type: none"><li>1. Strengthened capacity of the Malawi Bureau of Standards to deliver business services and to achieve financial sustainability;</li><li>2. Technical Regulations reviewed to promote efficient, effective and accountable delivery of information in accordance with SQAM legislation and regulations;</li><li>3. Structurally enhanced capacity of the Malawi Bureau of Standards for conformity assessment services;</li><li>4. Strengthened, proactive and responsive National Enquiry Points (NEP) to the information and notification requirements of WTO/TBT/SPS agreements;</li></ol>

5. Sanitary and Phytosanitary (SPS) infrastructure improved and mainstreamed into National policies;
6. Capacity of Small and Medium sized Enterprises (SME), and particularly women and youth led enterprises, strengthened to comply with quality requirements; and
7. MBS compliant with International Regulations established.

Implementing Partner: Malawi Bureau of Standards (MBS)  
Responsible Parties: UNIDO, UNDP, MBS

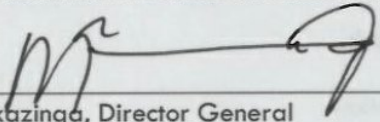
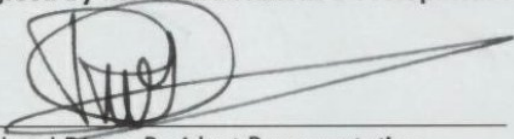
### Brief Description

There is a clear need for rapid and sustainable economic growth if Malawi is to achieve the Millennium Development Goals (MDGs) and the overall objective of poverty reduction on a meaningful scale. Trade has the potential to be an engine for growth that may lift many Malawians out of poverty. However, the country faces barriers that prevent it from benefiting fully from the world trading system. Internal barriers, e.g. inadequate knowledge and limited accessibility to information on export opportunities, excessive red tape, inadequate financing, poor quality infrastructure, pose major obstacles to Malawi's trade expansion and diversification efforts. Such quantifiable supply-side constraints substantively add to operational costs and undermine trade development and export competitiveness in Malawi.

The Malawi Bureau of Standards (MBS) is the national enquiry point required by the World Trade Organization (WTO) under the Agreement on Technical Barriers to Trade. MBS sets and implements standards and conducts conformity tests on selected imports and exports. There is a strong perception that market demand for conformity services, particularly with regards to testing and calibration services for the private sector, is higher than currently available. However, exporters from Malawi are at present disadvantaged by the lack of internationally accredited testing facilities for certification of products for export. Certificates from MBS are only accepted in the region and exporters incur in high costs to obtain certification overseas. More generally, MBS has limited infrastructure to meet demands for the provision of SQAM services within Malawi.

Against this background, the "Development of the SQAM Infrastructure in Malawi" project is meant to enhance the ability to export goods from Malawi by reducing the need for re-testing, re-inspection, re-certification abroad through acceptance of measurements, tests, conformity assessment results issued in Malawi. The purpose of the project is to contribute to a more adequate, effective and sustainable National Quality Infrastructure (NQI) in Malawi in accordance with international and regional principles and practices (e.g. Common Market for Eastern and Southern Africa (COMESA), Southern African Development Community (SADC)), by supporting the improvement of the performance of the Malawi Bureau of Standards (MBS). This will have direct implications in terms of benefits for Malawi enterprises through improved business services provided by the National Quality Infrastructure and indirectly, and in the long term, in terms of improved protection of consumer rights of Malawian citizens.

Programme Period:	September 2012 September 2016	Total resources required	12,710,911USD
Key Result Area (Strategic Plan)	_____	Total allocated resources:	12,710,911USD
Project Award ID:	00069207	• Regular	854,049USD
Project ID:	00083913	• Other:	
Start date:	01 September 2012	◦ EU	4,656,862 USD
End Date:	30 September 2016	◦ Government	7,200,000 USD
LPAC Meeting Date:	21 August 2012	Unfunded budget:	0
Implementation Modality:	National Implementation (NIM)	In-kind Contributions	500,000 USD

<b>Agreed by the Malawi Bureau of Standards</b>	
	<u>12/003</u>
Davlin Chokazinga, Director General	Date
<b>Agreed by the United Nations Development Programme – UNDP</b>	
	<u>3/10/2012</u>
Richard Dictus, Resident Representative	Date

Notes:

- (1) The conversion rate EUR/USD applied for the EU Contribution is the UN rate of 0.816 as of 01 August 2012.
- (2) The Government Contribution, amounting to MK1,800,000,000, pertains to acquisition of land and construction of the Metrology Building.

## ABBREVIATIONS

AWP	Annual Work Plan
CPD	Country Programme Document
HACCP	Hazard Analysis and Critical Control Points
ISO	International Organization for Standardization
MBS	Malawi Bureau of Standards
MDG	Millennium Development Goal
M&E	Monitoring and evaluation
MITC	Malawi Investment & Trade Centre
MGDS	Malawi Growth and Development Strategy
MoA	Ministry of Agriculture
MoIT	Ministry of Industry and Trade
NES	National Export Strategy
NIM	National Implementation Modality
NSO	National Statistical Office
SME	Small and Medium-sized enterprise
SQAM	Standards, Quality Assurance, Accreditation and Metrology
SSA	Sub-Saharan Africa
SPS	Sanitary and Phytosanitary
TBT	Technical Barriers to Trade
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNIDO	United Nations Industrial Development Organization
WDI	World Development Indicators
WTO	World Trade Organization

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## 1. SITUATION ANALYSIS

### 1.1. Background

Malawi is a landlocked, densely populated country in Southern Africa where nominal annual income currently stands at around US\$2901 and the Gross Domestic Product is estimated at US\$3.5 billion. The population is estimated at 13 million people<sup>2</sup> with an annual population growth rate of about 2.8 per cent. The country's economy is characterized by a high dependence on agriculture - vulnerable to weather shocks -, a narrow industrial base and weak inter-sectoral linkages.

Although agriculture contributes 35 percent of GDP compared to 46 percent by services and 19 percent by industry, the sector accounts for more than 80 percent of Malawi's export earnings, and supports 85 percent of the population. In addition, Malawi's trade and investment position is weak as per its low trade per capita ratio<sup>3</sup> of US\$80. This is largely attributed to structural challenges including supply-side constraints, inadequate legislation pertaining to foreign direct investment, poor public trade facilitation services, reliance on a narrow export base, the economy's vulnerability to exogenous shocks, and slow technology advancement and absorption.

There is a clear need for rapid and sustainable economic growth if Malawi is to achieve the Millennium Development Goals (MDGs) and the overall objective of poverty reduction on a meaningful scale. Trade has the potential to be an engine for growth that lifts the vast majority of the people of Malawi out of poverty. However, the country faces barriers that prevent it from benefiting fully from the world trading system. Moreover, internal barriers, e.g. inadequate knowledge and limited accessibility to information on export opportunities, excessive red tape, inadequate financing, poor infrastructure, pose major obstacles to Malawi's trade expansion and diversification efforts. Such quantifiable supply-side constraints substantively add to operational costs and undermine trade development and export competitiveness in Malawi.

Malawi is a Member of the World Trade Organization (WTO). It is also a signatory and beneficiary of a number of bilateral and multilateral trade agreements. These include the SADC Trade Protocol, COMESA, the Malawi-Zimbabwe bilateral trade agreement and Malawi-South Africa bilateral trade agreement, and the US-AGOA initiative for concessional exports to the US market. Malawi's membership to overlapping regional and bilateral arrangements with different geographical coverage, trade liberalization agendas and trading rules makes its trade regime very complex.

The Malawi Bureau of Standards is the national enquiry point that is required by the WTO under the Agreement on Technical Barriers to Trade. MBS sets and implements standards and conducts conformity tests on selected imports and exports. An increasing proportion of its funding over the years has come from revenues generated by its quality assurance and testing activities. There are three technical departments operating within MBS namely Standards Development, Quality Assurance Services, Technical/Testing Services and Metrology Services. Standards Development

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<sup>1</sup> WDI, World Bank 2008

<sup>2</sup> NSO, National Statistical Office Malawi 2008

<sup>3</sup> Trade per Capita is estimated as an economy's total trade of goods and commercial services (exports and imports, balance of payments basis) divided by the population. It is calculated on the basis of data for the three latest years available (2004-2007)

operates three divisions namely: (i) chemical and textile; (ii) engineering and materials; and (iii) food and agriculture.

The MBS is a parastatal organization established in 1972 by an Act of Parliament (Cap 51:02) under the Law of Malawi with the mandate “to promote standardization of commodities and of their manufacture, production, and processing or treatment, and to provide for matters incidental to, or connected with standardization”.

A new Malawi Bureau of Standards Act 2012 has been passed by Parliament in June 2012 replacing the previous Malawi Bureau of Standards Act (Cap. 51:02) of 1972. The new Act addresses the challenges encountered at present in the implementation of the previous act. The objectives outlined in the current act, that the MBS has to execute in order to fulfill its mandate include, amongst others,:

- Promote standardization in industry and commerce;
- Make arrangements or provide facilities for the testing and calibration of precision instruments, gauges and legal apparatus for the determination of their degree of accuracy by comparison with standards approved by the Minister on the recommendation of the Board, and for issuing related certificates;
- Make arrangements or provide facilities for the examination and testing of commodities and any material or substance from or with which they may be manufactured, produced, processed or treated, and of the manner in which this may be done;
- Control, in accordance with the provisions of the Act, the use of standardization marks and distinctive marks;
- Provide for the testing of locally manufactured or imported commodities with a view to determine whether such commodities comply with the provisions of the Standardization Act or any other law related to standards.

MBS provides business services directly to government entities and private companies. Besides, in order to best serve its clients and maintain independence from Government, MBS should systematically assess its market demand which, in most cases, is not done.

There is a strong perception that market demand for conformity services, particularly with regards to testing and calibration services for the private sector, is higher than currently available to the MBS. However, exporters from Malawi are at present disadvantaged by the lack of internationally accredited testing facilities for certification of products for export. Certificates from MBS are only accepted in the region and exporters incur high costs to obtain certification overseas. More generally, MBS has limited infrastructure to meet demands for the provision of SQAM services within Malawi.

Also the uptake of quality management systems such as ISO 9000 standards and of systematic preventative systems for food, drug, biological and chemical safety such as HACCP, whose principles inform ISO 22000, has been low. Large businesses that require such standards to supply international markets have invested towards attaining these standards and towards being certified by internationally accredited bodies. On the other hand smaller businesses have chosen to limit supply efforts to markets where such management systems are not, at present, a must. However, the need for such standards, across all companies – from small to large, is increasing and a failure to adopt them may well limit the country's exports to less demanding and hence less attractive

markets. Overall, the country's Metrology capacity is largely in disrepair since the MBS lacks adequate equipment for calibration and resources for enforcing correct measuring.

Against this background, investing in SQAM will bring long term benefits by helping to drive up product standards and food safety in the country. SMEs and the general public would benefit from better quality management services, reliable product specifications and good manufacturing processes that meet international standards; moreover improved food safety measures and improvements in metrology will have a significant impact on consumer protection. Therefore, strengthening the Standards, Quality Assurance, Accreditation and Metrology (SQAM) infrastructure in Malawi is the long term and sustainable solution to promoting exports from Malawi that meet international standards.

It is anticipated that the resulting increase in exports will have an impact on the growth of pro-poor private sector development leading to decent employment and income generation for poverty reduction.



## 2. PROJECT RATIONALE

### 2.1 Project Justification

As per above, the development of SQAM infrastructure in Malawi is a sustainable solution to promoting exports that meet international standards. Currently, product certification issued by the Malawi Bureau of Standards (MBS) does not comply with International standards and is not accepted on foreign markets, though the level of acceptance and compliance varies by product. This has grave implications on exporters that are required to undertake re-inspection and re-certification of products through private providers (located abroad) and involves higher costs and significant time delays. Exporters would therefore benefit considerably from having a lower cost, internationally accredited product certification facility in Malawi.

To be effective towards companies and organisations, The National Quality Infrastructure (NQI) should be able to:

- provide information on the application of technical regulations, on the implementation of standards especially those related to management systems (e.g. quality and food safety), training on the application of those standards, auditing and certification of the conformity of management systems in organizations and certification of conformity of products within the range of applicable standards;
- offer compliance testing and calibration services.

For such purposes the NQI, and specifically the MBS, should be prepared to incessantly evaluate the market demand for its services and to undertake the right initiatives to foster demand and consequently to deliver appropriate business to business (B2B) services.

Fulfilment of such obligations by the MBS imply the existence of a focused organisation, of competent and accountable staff, and of adequate resources as far as equipment is concerned.

The “Development of a robust standardization, quality assurance, accreditation and metrology (SQAM) Infrastructure in Malawi” project therefore intends to:

- equip the Malawi Bureau of Standards with the critical soft and hard assets needed to fully execute its mandate;
- improve systematic accessibility to all aspects related to Technical Regulations and associated enforcement institutions;
- achieve international recognition of national certificates of conformity for product and management systems standards;
- support SMEs to implement quality management systems and build capacity for export in enterprises that grow and process agricultural products for which the practice of HACCP and ISO 22000 standards will be a great asset for its competitiveness in doing business with customers abroad.

The project is expected to achieve the following:

1. A Malawi Bureau of Standards accredited for delivering audit and certification services to companies, processes, products and services in compliance with International Standards and guidelines (ISO 9001 QMS, ISO 17025, HACCP based Food Safety System, ISO 22000:2005);
2. The National Metrology function is assured with effectiveness and efficiency.

## 2.2 Strategy

### A. Inclusiveness

It is acknowledged that Gender equality is a critical and indispensable component of human development. In the particular context of Business Infrastructure Development, particular attention is paid to female and youth headed SMEs that are among the project beneficiaries. Mainstreaming gender in infrastructural interventions may be seen as less pervasive than in other areas of intervention (democratic governance, HIV/AIDS, poverty reduction etc).

In Malawi, women's share in completion rates in education, share of wage employment and self employment remains very low and stagnant, and the achievement of Millennium Development Goal three (Gender Equality) remains off-track. However, Gender mainstreaming still remains an aspiration. Malawian women reside primarily in remote rural areas with poor access to economic opportunities in terms of employment, access to markets and overall social services including education and health services. Women have very little opportunity to improve livelihoods and uplift lives out of poverty. The project will adopt gender-sensitive measures in the form of supporting enterprises managed by women, and with a view of adapting to and adopting quality standards aimed at improving product competitiveness.

The Project will thus attempt to enhance competitiveness of women and youth led enterprises particularly as far as technical assistance for compliance to quality standards are concerned. It will also prioritize in the selection of local trainers-cum-counselors and auditors for training on the application of management system standards.

### B. Environmental sustainability

In a business as usual scenario, depletion of natural resources, climate change, in compliance with environmental requirements seriously constrain economic development. Growth very often has come at the expense of the environment. In this context, the Quality Infrastructure supported under this project is a critical national asset that will need to comply with all environmental concerns and ensure environmental sustainability.

Typically, Technical Regulations (TR) are required for installations and industrial processes, laws and regulations laid down by the Malawian authorities apply to the planning, building and fitting of the Metrology Institute that will be constructed and fitted with calibration and testing laboratories. The application and enforcement of the Technical Regulations depends on the ability and independence of the conformity assessment bodies to "demonstrate specified requirements related to a product,

process, system, person or body are fulfilled”<sup>4</sup> . In such context the MBS as an Accreditation Body established under the project will comply with all necessary technical regulations and in respect of all environmental concerns.

### C. Good Governance

An accredited conformity assessment body (CAB) is a self-regulated body that must conform to stringent International Standards and to periodical audits (carried out by an independent party, namely the accreditation body) which will ensure evidence-based competence and impartiality of the CAB. This project starts with the absence of a Malawian accredited CAB and has the ambition to set up at least four accredited CBAs, thus setting a good example of a public entity self-embodied that has a good governance system.

With the assistance of government entities the project will support the mapping of existing technical regulations and correlated enforcement authorities. The findings will be updated and made available to the public. The project team will also develop recommendations that may lead to an institutionalized unit that would take on the work pertaining to better regulations, critical for good governance practices.

### D. Results-Based

On the one hand, the project aims to support the Government of Malawi to build the Quality Infrastructure required for achieving export led economic growth and is consistent with the overall vision that Malawi should be transformed from a predominantly importing and consuming country to a predominantly manufacturing and exporting economy.

On the other, this intervention is fully aligned to UNDP's MDG Breakthrough Strategy which aims to deepen UNDP's support for pro-poor, private sector led and inclusive market development in Africa as a means to contribute to poverty reduction through employment creation, income generation and overall economic development.

An improved quality infrastructure will prompt an increase in exports which will necessarily entail an increase in production. This will have a direct impact on inclusive economic growth leading to better integration of the poor in corporate supply chains and ultimately to decent employment and income generation for poverty reduction.

Increased industrial output naturally triggers momentous linkages between smallholder farmers, SMEs, agro-processing companies and lead global companies in order to expand meaningful participation of smallholder farmers in agricultural value chains and maximize industrial output of corporate players and service delivery of intermediate players. The engagement of the Private Sector is on the one hand essential to support farmers in producing both higher quality products for import substitution as well as higher value crops for export. In such context, the SQAM project ties in very well with the PSD Project which has been designed to motivate the private sector to address the market failures that it faces and that prevent markets from being inclusive of the poor.

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<sup>4</sup> Definition of “conformity assessment” in ISO/IEC 17000:2004 Conformity assessment — Vocabulary and general principles

### 2.3 Donor Coordination

The present intervention is supported by the European Union and UNDP and the project is synergetic with the broader UNDP supported “Private Sector Development Project” aimed at contributing to private sector and export-led inclusive economic growth in Malawi.

In 2012, the Ministry of Industry and Trade, with technical assistance from the United Nations Industrial Development Organization (UNIDO) and with financial support from the Norwegian Agency for Development Cooperation (NORAD), developed a Draft National Quality Policy. Through the National Quality Policy the Government of Malawi commits to develop and implement the technical regulations framework that will be followed by all ministries and their regulatory authorities. The framework is aimed at meeting Malawi’s obligations in terms of WTO TBT Agreement as well as the TBT Annex to the SADC Trade Protocol. The government also committed to review, re-engineer and strengthen the national quality infrastructure under which this intervention falls.

Whilst in 2010 UNIDO developed a project document for an intervention in legal and industrial metrology. The objective of the project was to strengthen the overall national quality conformity assessment infrastructure and its integration with the international quality infrastructure in order to improve product safety and quality features, improve competitiveness and increase consumer protection to fully achieve global market opportunities. The project might get into its implementation phase, with financial support from NORAD, pending approval of the National Quality Policy which is under discussion in Cabinet.

USAID has also in 2012 supported a study on “Using Multi Criteria Decision Analysis to Identify and Prioritize Key Sanitary and Phytosanitary (SPS) Capacity Building Options and Needs for Malawi” under the leadership of Ministry of Industry and Trade.

Looking back, few donor programmes have so far tried to build up the capacity of the MBS in terms of structural enhancement of the Malawi Bureau of Standards for conformity assessment services. Under the past Integrated Framework for Trade-related Technical Assistance Programme (IF), attempts were made for conformity assessment and standards compliance under the leadership of MBS, however the project failed to deliver on its goals due to the absence of SQAM infrastructure withheld by MBS, or in other terms, adequate laboratory equipment that would have allowed MBS to discharge its core functions.

The proposed SQAM project will fill in these gaps and will complement other interventions related to SPS, TBT and overall export-led growth in Malawi

### 3. PROJECT OBJECTIVES, OUTCOMES AND OUTPUTS

#### 3.1. Alignment to the UNDAF and CPD

The relevance of the SQAM project is enhanced by its alignment to the MGDS II, that gives priority to export led economic growth, and to its alignment to the United Nations Development Assistance Framework (UNDAF) 2012-2016. The goal of the MGDS II in the area of sustainable Inclusive economic growth is poverty reduction. The SQAM is intended to contribute to poverty reduction through the achievement of UNDAF Outcome 1.2 “Women, youth, people with disability and households benefit from decent employment, income generation and pro-poor private sector growth by 2016” under Theme 1 “Sustainable and equitable economic growth and food security”. More particularly it ties into UNDAF Output 1.2.2 that aims at contributing to improving access to markets, both international and regional.

At the project level, among the relevant key outputs stipulated in the UNDAF, the SQAM project intends to achieve a Malawi Bureau of Standards that is equipped with an effective and adequate national quality infrastructure by 2016. This would ideally support improved business to business opportunities for Malawi products and contribute to an increase in percentage of non traditional exports (baseline 10.7%, target 30% by 2016).

#### 3.2 Main Project Objectives and Outputs

The overall objective of the “Development of the SQAM Infrastructure in Malawi” is to enhance the ability to export goods from Malawi by reducing the need for re-testing, re-inspection, re-certification abroad through acceptance of measurements, tests, conformity assessment results issued in Malawi.

The project aims to contribute to a more adequate, effective and sustainable National Quality Infrastructure (NQI) in Malawi in accordance with international and regional principles and practices (e.g. Common Market for Eastern and Southern Africa (COMESA), Southern African Development Community (SADC)), through supporting the enhancement of the performance of the Malawi Bureau of Standards (MBS). This will have direct implications in terms of benefits for Malawi enterprises through improved business services provided by the National Quality Infrastructure and indirectly, and in the long term, in terms of improved protection of consumer rights of Malawian citizens.

The project is aimed at achieving seven project specific outputs:

Output 1: Strengthened capacity of the Malawi Bureau of Standards to deliver business services and to achieve financial sustainability;

Output 2: Technical Regulations reviewed to promote efficient, effective and accountable delivery of information in accordance with SQAM legislation and regulations;

Output 3: Structurally enhanced capacity of the Malawi Bureau of Standards for conformity assessment services;

Output 4: Strengthened, proactive and responsive National Enquiry Points (NEP) to the information and notification requirements of WTO/TBT/SPS agreements;

Output 5: Sanitary and Phytosanitary (SPS) infrastructure improved and mainstreamed into National policies;

Output 6: Capacity of Small and Medium sized Enterprises (SME), and particularly women and youth led enterprises, strengthened to comply with quality requirements; and

Output 7: MBS compliant with International Regulations established.

#### Outputs and Description of Activities:

OUTPUT 1: Strengthened capacity of the Malawi Bureau of Standards to deliver business services and to achieve financial sustainability.

Activities intended to contribute to this output include, amongst others, the review of the organizational structure of MBS and its delivery mechanisms, a comprehensive market survey that will determine the demand for MBS current and prospective services. It will also support the set up of a marketing unit within MBS and the preparation and implementation of a training plan for MBS personnel. This output directly relates to strengthening the delivery capacity of MBS by means of intervening and reorganizing its organization and business units, including the operationally independent structural sub-sets of MBS with their own functions, clients, methodologies, suppliers, objectives and targets (e.g. the four entities required to be accredited by an independent third party: the certification body for management systems, the certification body for products, the testing laboratories and the calibration laboratories) besides the future training unit of MBS and possibly other business units (e.g. a marketing unit).

#### Related activities

- |        |   |
|--------|---|
| ACT. 1 | Project Visibility event.   |
| ACT. 2 | Review and set-up of organisational structures, service delivery systems and knowledge management within MBS. |
| ACT. 3 | Market survey regarding demand for testing and calibration in the country.                                    |
| ACT. 4 | Preparation of a business plan and monitoring system for MBS.   |
| ACT. 5 | Development of a "marketing unit" within MBS.   |
| ACT. 6 | Enhancement and updating of MBS website.  |
| ACT. 7 | Preparation and implementation of a "training plan" for MBS.  |

OUTPUT 2: Technical Regulations reviewed to promote efficient, effective and accountable delivery of information in accordance with SQAM legislation and regulations.

Activities intended to contribute to this output include a survey of existing national Technical Regulations, the establishment of a publicly accessible and updated database comprising the full texts of TR and reference to the correspondent enforcement authorities.

This output will also emphasize on concepts of "Better regulations" which have been applied in OECD countries within the last ten years. "Better regulations" or "Better legislation" entails clear Technical Regulations, easier and less expensive to comply with by its recipients and less burdensome for the authorities to enforce – thus generating efficiencies and reducing costs for the private sector, other organizations and government.

Technical Regulations<sup>5</sup> must be clear and easily accessible. To achieve such output, the activities are meant to assess, by means of a survey, the existing national TR and to develop a publicly accessible and updated database incorporating the complete texts of TR and references to relevant enforcement authorities. This will also be an opportunity for MBS to offer, to any enforcement authority, business services to assess product compliance with applicable TR.

#### Related activities

- |        |  |
|--------|--|
| ACT. 1 | Documentary and field survey on the Malawian situation with respect to technical regulations (TR) and enforcement of the same. |
| ACT. 2 | Awareness campaigns and training on "Better regulations".  |
| ACT. 3 | Data gathering and collection of TR, analysis and consolidation.   |
| ACT. 4 | Preparation of a strategy and a plan for the institutionalization of "Better Regulation" in Malawi.                            |

OUTPUT 3. Structurally enhanced capacity of the Malawi Bureau of Standards for conformity assessment services

This output aims at having all MBS conformity assessment bodies accredited by the end of the project.

Output 3 and Output 6 are critical interventions. More specifically, this output aims at strengthening MBS capacity in delivering core business services whilst output 6 aims at increasing the demand for such services especially from the private sector.

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<sup>5</sup> Within the scope of this project, TR as defined by WTO's Agreement on Technical Barriers to Trade.

Technical regulation: "Document which lays down product characteristics or their related processes and production methods, including the applicable administrative provisions, with which compliance is mandatory. It may also include or deal exclusively with terminology, symbols, packaging, marking or labeling requirements as they apply to a product, process or production method."

The ultimate goal of accreditation will be achieved through ongoing activities implemented throughout the project which include, amongst others, improved competencies of personnel, working procedures for a documented and functioning management system, internal audits, revamping and installation of adequate equipment.

Accreditation, done by an accreditation body full member of the International Laboratory Accreditation Cooperation (ILAC) (or a full member of the International Accreditation Forum, Inc. - IAF for the certification bodies), will allow MBS accredited conformity assessment certificates to be accepted in importing countries.

Government of Malawi will strongly contribute to the achievement of this output. It will contribute towards the procurement and clearance of land, and towards the construction of the Building that will house the Metrology Institute. Prior to the construction of the Building, the UN will support MBS with the required Architectural Drawings that will lead to the construction.

#### Related activities

- ACT. 1 Develop within MBS of an accredited product certification body.
- ACT. 2 Develop within MBS of a management systems certification body for ISO 9001 and ISO 22000 / HACCP.
- ACT. 3 Upgrade and accredit testing laboratories in MBS.
- ACT. 4 Upgrade and accredit calibration laboratories in MBS.
- ACT. 5 Develop and deploy a training business unit.
- ACT. 6 Develop and deploy a business unit to manage a pool of Malawian auditors.

OUTPUT 4. Strengthened, proactive and responsive National Enquiry Points (NEP) to the information and notification requirements of WTO/TBT/SPS agreements;

The project intends to enhance the capacity of National Enquiry Points (NEP) to be able to identify, store, update, create and use the information on foreign TR, standards and conformity assessment dispositions of countries that import from Malawi.

#### Related activities

- ACT. 1 Enhance the WTO and SPS national enquiry point in MBS.
- ACT. 2 Identify, store, update, create and use the information on foreign TR, standards and conformity assessment dispositions of countries that import from Malawi.

OUTPUT 5. Sanitary and Phytosanitary (SPS) infrastructure improved and mainstreamed into National policies;

This output pertains to the analysis and preparation of an action plan for Malawian food products used either for domestic or foreign consumption. The review will also take into account all imported food products entering the Malawian market.



Related activities

- ACT. 1 Review the national SPS infrastructure.
- ACT. 2 Develop a road map to improve the Malawian SPS infrastructure.
- ACT. 3 Review and upgrade the legislation for the SPS infrastructure.

OUTPUT 6. Capacity of Small and Medium sized Enterprises (SME), and particularly women and youth led enterprises, strengthened to comply with quality requirements;

This output comprises mainly two complementary activities:

- a) Direct technical assistance to 35 selected enterprises supported to set up management systems complying with management standards ISO 9001, ISO/IEC 17025, HACCP and ISO 22000. The selection of enterprises will be based on Malawi's development priorities including the National Export Strategy.
- b) Training trainers-cum-counselors and auditors on the application and auditing management systems standards, ISO 9001, ISO/IEC 17025, HACCP and ISO 22000. This training will also extend to personnel in enterprises

Output 6 will further provide MBS with a remarkable incentive to market and promote its business services.

Related activities

- ACT. 1 Preparation of an overall training and technical assistance programme for SMEs, in particular female and youth headed SMEs.
- ACT. 2 Technical assistance to 15 SMEs, in particular female and youth headed SMEs, to comply with HACCP / ISO 22000 Food safety management systems.
- ACT. 3 Technical assistance to 10 SMEs, in particular female and youth headed SMEs, to comply with ISO 9001 Quality management systems.
- ACT. 4 Technical assistance to 10 SMEs, in particular female and youth headed SMEs, to comply with other quality requirements demanded in export markets.
- ACT. 5 Trainers-cum-counselors and auditors: Training in HACCP / ISO 22000 Food safety management systems.
- ACT. 6 Training in ISO 9001 Quality management systems for trainers-cum-counselors and auditors.
- ACT. 7 Training in "Initiating quality improvement in selected sectors" for trainers-cum-counselors.
- ACT. 8 Awareness seminars on ISO 14000 Environment management systems; GLOBAL G.A.P. (Good Agricultural Practice).
- ACT. 9 Training in ISO/IEC 17025 General requirements for testing and calibration laboratories for Trainers-cum-counselors and auditors.

## OUTPUT 7. MBS Compliant with International Regulations established.

Activities under this output pertain to all necessary undertakings related to the set-up of a Malawi national accreditation body. A national accreditation body would increase in country efficiencies and largely reduce costs for enterprises and other organizations.

### Related activities

ACT. 1 TA for the preparation of the organizational and operational internal bylaws and business plan for the Malawian Accreditation body. Capacity development of MBS senior staff members.

## 3.3. Timeframe for Implementation

The proposed timeline, required for completion of the project, entails three phases:

### Phase I:

The first phase of the project involves an overall assessment of the National Quality Infrastructure and will entail data collection for the validation of baseline data pertaining to the indicators included in the logical framework. Furthermore during this phase an exercise for the quantification of the demand for testing and calibration in Malawi will be undertaken.

The organizational structure of MBS will also be critically reviewed and all new departments required to be set up will be gradually phased in (e.g. Marketing Unit). Activities intended to contribute to output two, and pertaining to Better Technical Regulation and SPS Infrastructure, will be also carried out in this phase of the project.

In this same phase, Architectural Drawings for the Metrology Institute will be prepared and a contractor contracted for commencement of construction works.

### Phase II:

A second phase will be mainly dedicated to the development of conformity assessment bodies aboard MBS (the certification bodies and the testing and calibration laboratories).

In this phase of the project, procurement and installation of partial and mobile equipment will be undertaken. The procurement and installation of all the equipment will be carried out in three phases (a detailed list of equipment, and phasing in of the same, can be made available upon request). Mobile Equipment, that can be readily procured, installed and used in the present premises of MBS will be procured first, while Fixed Equipment will be fitted into the new Metrology premises upon completion of the building.

It is expected that the construction of the building will be finalized in two years, meanwhile all equipment procured will be housed in the current premises of MBS.

### Phase III:

A third phase of the project includes all activities pertaining to technical assistance to enterprises and training of trainers and auditors.

In this phase, the Fixed equipment will be procured and installed in the new premises of MBS; this will occur in the second and third phase of the equipment procurement and installation plan.

The last six months of the implementation period of the project will be dedicated to finalizing activities, especially the installation of equipment in the new premises, and to review the organizational structure and delivery structures/mechanisms established by MBS. During this phase, a project evaluation will also be undertaken. This final phase will also entail third-party audits for the testing and calibration laboratories since these audits will only be warranted when new equipment is installed and operating under appropriate conditions in the new facilities.

Upon completion of the Building all mobile and fixed equipment will be fully fitted in the new premises of MBS.

## 4. MANAGEMENT ARRANGEMENTS

### 4.1 General Principles

In accordance with UNDP rules and procedures, the project will be implemented through the national implementation modality (NIM). The Malawi Bureau of Standards (MBS), the Implementing Partner (IP), will be responsible for the Project implementation and more specifically for the coordination, planning, implementation and monitoring and evaluation of the entire project. MBS will also be accountable for the financial management of the project.

#### Arrangements for cash transfers to the project and any related assurance activities

Based on approved Annual Work Plans (AWPs), UNDP will make cash transfers, according to the National Implementation (NIM) modality and following the procedures of the UN Harmonised Approach to Cash Transfers (HACT).

Cash transfers for activities in AWPs can be made by UNDP using the following modalities:

- a) Direct cash transfers whereby cash is transferred directly to the Implementing Partner (MBS) prior to the start of activities based on agreed cost estimates;
- b) Reimbursements whereby the Implementing Partner (MBS) is reimbursed for expenditures agreed prior to the costs being incurred; and
- c) Direct payments to vendors or third parties for obligations incurred by the Implementing Partner on the basis of requests signed by the designated official of the Implementing Partner.

Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. The National Project Coordinator will be responsible for preparing and submitting monthly financial reports and requests for quarterly advance funds to UNDP. The financial reports and requests are to be submitted according to the Funding Authorisation and Certificate of Expenditures (FACE) standard format due on the 10<sup>th</sup> day of the subsequent month. Delays in submission may negatively impact access to future advances. No new direct cash transfers will be made until at least 80% of prior advances have been satisfactorily reported against. If the implementing partner does not fully liquidate any advances made for a period of within 5 months, UNDP will suspend any further Direct Cash Transfer until the Implementing Partner clears all outstanding Direct Cash Transfer.

Reimbursements of previously authorized expenditures shall be requested and released quarterly or after completion of activities. UNDP shall not be obligated to reimburse expenditures made by the implementing partner over and above the authorized amounts. Following the completion of any activity, any balance of funds shall be re-programmed by mutual agreement between the implementing partner and UNDP, or refunded.

As per HACT procedures, UNDP will conduct HACT assurance activities including spot checks and onsite reviews on a regular basis based on the findings of HACT micro-assessments.

MBS will be responsible for the management of a project specific bank account where the advance funds will be deposited by UNDP on a quarterly basis. Based on the quarterly work plan prepared by MBS, UNDP will review the request for advance and disburse the appropriate amount. The National Project Coordinator will be accountable for the use of funds advanced to the project according to agreed upon work plans. MBS will be expected to maintain books of accounts in accordance with UNDP's NIM accounting and reporting guidelines.

In terms of the rates applied for Daily Subsistence Allowances (DSA), the harmonized DSA guidelines as stipulated in the guidance note effective 15 August 2011 will be strictly applied. UNDP will make sure that the correct rates are applied and inform MBS accordingly whenever the rates are adjusted.

#### Audit arrangements

If the annual expenditures of the project exceed US\$ 100,000 then the programme will be subject to an annual audit exercise. The audit findings will be shared with the Government of Malawi and other stakeholders.

IPs are required to provide appropriate management responses to all audit recommendations. All action plans emanating from the audit recommendations and findings will be implemented in the provided time period. If an IP has qualified audits for two consecutive years or rated higher than Significant Risk by HACT assurance activities, UNDP will suspend Direct Cash Transfer. This case will also warrant a HACT special audit to provide adequate assurances to UNDP in terms of financial accounting. This arrangement would remain in force until UNDP is satisfied that necessary steps have been taken to ensure that the implementing partner has re-gained adequate accountability and internal controls for the receipt, recording and disbursement of cash transfers, proven by HACT assurance activities or Micro-assessment. UNDP reserves the right to conduct HACT special audits when in-depth analysis on financial accountability is required.

The 2010 macro-assessment of the public financial management system pointed to limited capacity of the National Audit Office (NAO). Therefore, audits of UNDP-funded projects will be conducted by pre-qualified private audit firms until there is adequate capacity in NAO to carry out the audits. The NAO will be consulted in engaging the private audit firms and will be invited to sit on committees assessing proposals from audit firms to conduct scheduled audits and special audits. Audit reports shall be shared with NAO for their records and to ensure that they meet the required national/international standards.

#### Description of assurance mechanisms

UNDP will play an important role in ensuring that the required formulation and appraisal procedures are followed and that ATLAS project management is properly activated. Assurance mechanisms will be realised through the project board, which is a multi-sectoral, government-led committee comprised of stakeholders from various ministries, UN agencies, private sector, and Civil Society Organisations. In addition, UNDP will also conduct HACT spot checks and onsite reviews in line with the approved HACT assurance plan of the UN system. UNDP will have a dedicated team for Project assurance, coordination and management. UNDP will also be supported by a PSD Advisor that will provide expert advice to support the implementation, coordination and management of a broader UNDP-supported Private Sector Development programme, which consists of three projects, Malawi Innovation Challenge Fund, SQAM and Inclusive Finance.

### UNDP support services

Upon request by Government, UNDP may provide services in the following areas:

- Identification, assistance with and/or recruitment of long-term or short-term technical personnel in accordance with UNDP rules and regulations and with the assistance of specialized UN agencies (UNIDO);
- Procurement of specific goods and services for the programme, with assistance of specialized UN agencies (UNIDO) in cases where UNDP has a competitive advantage, e.g. import of specific goods or services from abroad. However, in general procurement will be done using national procurement systems and procedures where possible as long as key principles of competitiveness, accountability and transparency are followed;
- Identification and facilitation of training activities;
- Providing relevant information and technical advice obtained through UN global information systems, UN Knowledge Networks, Regional Centres and other UNDP;

Country Offices, e.g. rosters of consultants and providers of development services.

In case of specific implementation support services (ISS), including recruitment, procurement and other administrative matters provided upon request, the costs of UNDP's support will be charged according to the UNDP corporate Universal Price List.

### Agreement on Intellectual Property Rights and Use of Logo on the Project's Deliverables

The logos on project deliverables should be that of the IP and of UNDP. Where there are additional Requirements for inclusion of logos from specific donors, this should be explicitly outlined in the donor agreement, and communicated to personnel overseeing the production of deliverables to ensure compliance.

## 4.2. Project Management

An Operational Management team will be located in MBS and will be composed of MBS existing staff, MBS newly recruited staff and short / longer term Technical Assistance provided by UNDP and UN Technical Agencies.

The operational Management team will be led by an International Chief Technical Advisor and his/her National Counterpart who will be the Project Coordinator.

The Chief Technical Advisor will be recruited for the entire duration of the project (see attached TOR in Annex G). The Advisor will have an MBS National Counterpart (part of MBS core staff, at Director level and on the payroll of MBS - see attached TOR in Annex G. The National Counterpart will be the Deputy Director General).

The Chief Technical Advisor and the National Counterpart will report to the MBS Director General. They will operate in tandem and will be responsible for the coordination and technical implementation of the project.

The International Advisor and National Counterpart will be supported by Short Term Technical Assistance (an Operational Management team funded by the project is made of the CTA and shorter-term TA). Moreover, a team of MBS support staff (already existing in MBS and/or to be newly recruited and the cost of which will be met by MBS), responsible for general administration /

logistics of the project and including an Accountant, an Administrative Assistant, a Driver, will be deployed.

As per above, short term Technical Assistance will also be provided by UN technical specialist agencies (in particular UNIDO) throughout the project in the form of International and national consultancies. Moreover, UNIDO will lead on all technical aspects pertaining to equipment specs and environmental conditioning of the new building.

	POSITION	FROM	RESPONSIBILITIES
1	Chief Technical Advisor	UNDP/ UNIDO	Responsible for Technical and Policy direction of the project and accountable for the Project Outputs
2	MBS National Counterpart to CTA	MBS	MBS National Counterpart and National Project Coordinator
3	Accountant	MBS	Responsible for financial management of the project
4	Administrative Assistant	MBS	Responsible for the general administration of the project
5	Driver	MBS	Responsible for transport and logistics of the project

#### 4.3. Project Steering Committee

A Steering Committee will be set up. The Steering Committee will assume the following functions:

- Discuss, assess, advise, validate and oversee the overall strategy, management and implementation of the various project activities;
- Provide policy guidance;
- Review, approve and endorse all Reports and AWP;

The Steering Committee shall meet four times a year (the frequency of the Progress Reports); however, for any extraordinary situation the committee can meet and take appropriate action. The Ministry of Industry and Trade will chair the Steering Committee.

Participation to the Steering Committee could be composed of the following members:

1. Ministry of Industry and Trade (Chair);
2. Representatives of the Private Sector and Private Sector interest groups (e.g. Food Processors Association, Exporters Association etc);
3. A representative of the Malawi Bureau of Standards;
4. A representative of the Malawi confederation of Chambers of Commerce and Industry;
5. A representative of the Malawi Investment and Trade Centre;
6. A representative of the Ministry of Agriculture and Food Security;

7. A representative of the Ministry of Economic Planning and Development
8. A representative of the Ministry of Gender, Child Development and Community Development
9. A representative of UNDP;
10. A representative of the European Union Delegation;
11. The Chief Technical Advisor and the National Project Coordinator will act as Secretariat to the Steering Committee.

Additional members and observers can be invited as deemed necessary by the Steering Committee.

The final structure of the Steering Committee will be determined and agreed upon during the inception phase of the project. If necessary, adequate sub-structures may be established for each of the planned Project Outputs. The following Table 1 shows the main players involved in the project.

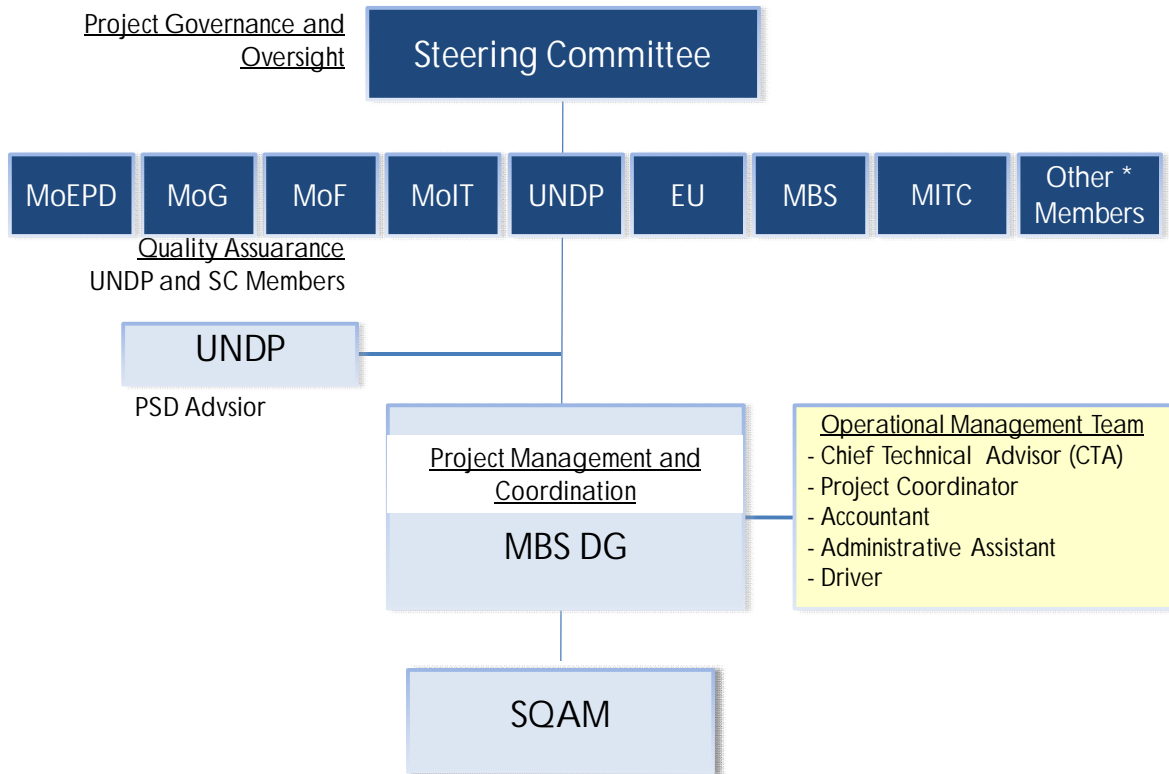
TABLE 1 Main players for the SQAM Project

ENTITY	POSITION AND/OR FUNCTION
Ministry of Finance	National Authorizing Officer, Contracting Authority. Higher level authority responsible for the implementation of the three components of the Financial Agreement which includes the present SQAM Project.
Principal Secretary in the Ministry of Industry and Trade	Controlling Officer and Policy making focal point. Will chair the SC Meetings.
Steering Committee	Oversee and validate the overall direction and policy of the SQAM Project. Discuss, assess, advice and validate the overall strategy, management and implementation of the Project.
United Nations Development Programme	Project Assurance and resource management.
United Nations Industrial Development Organization	Technical Assistance
Malawi Bureau of Standards	Project Implementing Partner .

Figure 1 below presents the management arrangements for the implementation of the SQAM Project.



Management arrangements – Figure 1



\* Other Members include e.g. Exporter Association, MoAFSA etc. A more detailed list of Steering Committee Members is elaborated in section 4.3.

## 5. PARTNERSHIP STRATEGY

The overall partnership strategy for this project is aimed at achieving broad-based support among all stakeholders on SQAM Infrastructure development and in particular at attaining strong political commitment for sustained support to the National Quality Infrastructure.

Building Partnerships and strategic alliances at domestic, regional and International level is at the core of the SQAM Project.

Strategic partnerships primarily with the private sector, which represents the demand for MBS services, are critical for monitoring market demand and compliance capacity of the private sector as per regards to the National Quality Infrastructure.

On the other hand a strong partnership with Government, in particular with the Ministry of Industry and Trade, is critical to address all strategic policy issues pertaining to the National Quality Infrastructure.

There is vast scope for development of conformity assessment and SQAM infrastructure in Malawi in line with international standards. Focused appraisal and prompt implementation of sound practices can allow Malawi to fully achieve its market potential and improve product safety for its consumers. The development needs of the NQI thus are vast, and to be competitive on the regional and international stage, further support is required at both policy and infrastructural level that complement the efforts of this single initiative.

This specific project, “Development of a robust Standardization, Quality Assurance, Accreditation and Metrology (SQAM) Infrastructure in Malawi” is fully resourced. It should be noted that the project will be financed by the EU in the amount of 3,800,000 EUR (equivalent to 4,656,862 USD) and UNDP will allocate its own resources in the amount of 500,769 USD. However, developing strong partnerships with Development Partners is critical for the mobilization of additional resources primarily for the growth in scope and services of the Malawi Bureau of Standards in the medium and long term. In particular, the Norwegian Embassy is considering further support to the National Quality Infrastructure, pending approval of the National Quality Policy, and complementary to this specific intervention.

## 6. MONITORING AND EVALUATION PRINCIPLES

The relevance of the SQAM project is enhanced by its alignment to the MGDS II, that gives priority to export led economic growth, and to its alignment to the United Nations Development Assistance Framework (UNDAF) 2012-2016. The goal of the MGDS II in the area of sustainable Inclusive economic growth is poverty reduction. The SQAM is intended to contribute to poverty reduction through the achievement of UNDAF Outcome 1.2 “Women, youth, people with disability and households benefit from decent employment, income generation and pro-poor private sector growth by 2016” under Theme 1 “Sustainable and equitable economic growth and food security”. More particularly it ties into UNDAF Output 1.2.2 in which access to international and regional markets is greatly emphasized.

Access to international and regional markets entails production of quality products, compliant with international standards, and that are able to compete on foreign markets. Ultimately, an increase in quality and competitiveness of Malawian products has a direct implication on improved incomes of producers and processors including smallholders, among which the youth and women, and SMEs. This represents an expanded business to business opportunity for Malawi products that the CPD also highlights.

Project specific indicators, connected to baselines and targets, will be monitored on an annual basis through a Monitoring and Evaluation framework integral part of Annual Work Plans.

Moreover, in accordance with the programming policies and procedures outlined in the UNDP User Guide, the SQAM Infrastructure project will be monitored through the following:

### Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key outputs, based on quality criteria and methods captured in the Quality Management table.
- An Issue Log shall be activated in Atlas and updated by the National Project Coordinator to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the National Project Coordinator to the Project Steering Committee through Project Assurance and uploaded in Atlas.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.
- The Monitoring schedule will include joint field visits with other UN agencies (UNIDO), Ministry of Industry and Trade and funding partners.

### Annually

- Annual Review Report. An Annual Review Report shall be prepared by the National Project Coordinator and shared with the Project Steering Committee. As a minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- Annual Project Review. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Steering Committee and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.
- End of Project Evaluation: At the end of the project cycle and not later than 2016 an end of project evaluation will be conducted by independent evaluators.

## 7. ASSUMPTIONS AND RISKS

There are two special conditions that require consideration under this project:

**The National Quality Policy:** Commitment from Government of Malawi at policy level. This entails full support and approval of the National Quality Policy, currently in a Draft form. The final approved document would enhance the policy framework for this specific project and would ideally increase the resource envelope for SQAM infrastructure related interventions from other development partners.

**MBS new premises:** Malawi Government's commitment towards a timely construction of new and adequate facilities for MBS, that are meant to host the equipment procured for testing and calibration laboratories, is a critical success factor for this project.

The main risk related to this project pertains to delayed disbursement of government funds for the construction of the new MBS premises. This will have a major impact on the timely procurement of the needed fixed equipment for the new Metrology Institute. The fixed equipment will be fitted in the premises only upon finalization of the new building and upon completion of environmental conditioning of the same.

Another risk pertains to the limited technical and financial management capacity of MBS. To mitigate such risk, under this project, UNDP will provide all the required technical assistance, also through its specialized UN Agencies and external contractors, to achieve the required capacity for project implementation.

Within this context, the UN has supported MBS in the preparation of TORs seeking Technical Assistance for the design of the new MBS premises for the calibration and testing laboratories. Technical Assistance, funded by the UN, for the design of the new premises for MBS, in particular the compound for the Metrology laboratories (funded by Government), is to be considered a preparatory activity to the SQAM Project.

## 8. LEGAL CONTEXT

This project document is the instrument referred to in Article 1 of the Standard Basic Agreement between the Government of the Republic of Malawi (herein called the Government) and the United Nations Development programme (herein called UNDP) signed on 15<sup>th</sup> July 1977.

This document together with the UNDAF AP signed by the GoM and UNDP which is incorporated by reference constitute together with a Project Document, as referred to in the SBAA, and all UNDAF AP provisions apply to this document.

Consistent with Article III of the SBAA, the responsibility for the safety and security of the Implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried out;
- b) Assume all risks and liabilities related to the implementing partners security, and the full implementation of the security plan

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan where necessary. Failure to maintain and implement an appropriate security plan required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999).

Based on agreement between the signatories, revisions may be made to the Project Document to cater for increases in costs due to inflation or as a result of the need for expenditure flexibility.

## ANNEX A: RESULTS AND RESOURCES FRAMEWORK

UNDAF Priority 1:	Sustainable and Equitable Economic Growth and Food Security
UNDAF Outcome 1.2:	Women, youth, people with disability and households benefit from decent employment, income generation and pro-poor private sector growth by 2016
UNDAF Output 1.2.2	Business services including financial innovation, access to markets (both international and regional) and business to business linkages supporting small and medium sized enterprises including farmer organizations established in strategic industries
Expected CPD Output(s):	New business-to-business opportunities for Malawi products

INTENDED OUTPUTS	OUTPUT INDICATORS (Baseline & Targets)	PROPOSED ACTIVITIES	RESPONSIBLE PARTY <sup>6</sup>	INPUTS (USD \$)
Output 1:  Strengthened capacity of the Malawi Bureau of Standards to deliver business services and to achieve financial sustainability	<p>1.1 Number of National Quality Policies (NQP), fast-tracked and approved by Cabinet.  <u>Baseline:</u> 1 draft <u>Target:</u> 1 approved National Quality Policy.</p> <p>1.2 Level of increasing organizational effectiveness of MBS.  <u>Baseline:</u> to be determined at project inception <u>Target:</u> MBS revised structure and procedures created and operationalized.</p> <p>1.3 Percentage increment of business services per year provided to Malawian organisations, both public and private,  <u>Baseline:</u> 100 Standards developed, 142 Certified products and Services, 3046</p>	<p>1.5 Project visibility event.</p> <p>1.6 Review and set-up of organisational structures, service delivery procedures and knowledge management within MBS.</p> <p>1.7 Market survey on the demand for testing and calibration in Malawi.</p> <p>1.8 Preparation of a business plan and monitoring system for MBS.</p> <p>1.9 Development of a "marketing unit" within MBS.</p> <p>1.10 Enhancement and updating of MBS website</p> <p>1.11 Preparation and implementation of a "training plan" for MBS.</p>	<p><u>MBS</u></p> <p><u>MBS</u></p> <p><u>MBS</u></p> <p><u>MBS</u></p> <p><u>MBS</u></p> <p><u>MBS</u></p> <p><u>MBS</u></p>	<p><u>Sub-total Output 1:</u> <u>USD 340,850</u></p> <p><u>Source of Funds: EU</u></p>

<sup>6</sup> The Responsible Party is the one underlined. Any additional party featuring refers to a support party to the Responsible one.



	<p>Samples Tested, 800 Verification Audits - Metrology Services)</p> <p><u>Target:</u> 30 % increase in services/per year</p> <p>1.4 Percentage increase in revenue growth per year</p> <p><u>Baseline:</u> 20%/year</p> <p><u>Target:</u> 30%/year</p>			
<p>Output 2:</p> <p>Technical Regulations reviewed to promote efficient, effective and accountable delivery of information in accordance with SQAM legislation and regulations</p>	<p>2.1 Number of Technical Regulations reviewed and aligned to International regulations and legislation</p> <p><u>Baseline:</u> 8</p> <p><u>Target:</u> 12</p> <p>2.2 Number of organizations promoting clear technical regulations</p> <p><u>Baseline:</u> 8</p> <p><u>Target:</u> 12</p>	<p>2.3 Documentary and field survey of the Malawian situation with regards to technical regulations and enforcement.</p> <p>2.4 Awareness campaigns and training on "Better regulation".</p> <p>2.5 Data gathering on TR, analysis and consolidation.</p> <p>2.6 Preparation of a strategy and a plan for the institutionalisation of "Better Regulation" in Malawi.</p>	<p><u>MBS</u></p> <p><u>MBS</u></p> <p><u>MBS</u></p> <p><u>MBS</u></p>	<p><u>Sub-total Output 2:</u> <u>USD 105,274</u></p> <p><u>Source of Funds: EU</u></p>
<p>Output 3:</p> <p>Structurally enhanced capacity of the</p>	<p>3.1 Number of Metrology Institutes constructed</p> <p><u>Baseline:</u> 0</p>	<p>3.8 Construction of the Metrology building.</p> <p>3.9 Develop within MBS</p>	<p><u>Contractor,</u> <u>MBS</u></p> <p><u>MBS</u></p>	<p><u>Sub-total Output 3:</u> <u>USD 1,735,470</u></p>

Malawi Bureau of Standards conformity assessment services	3.2	<u>Target:</u> 1 Percentage increase in demand and supply of MBS business services (standards, training services, testing and calibration)  <u>Baseline:</u> 21%/year <u>Target:</u> 30% /year	an accredited product certification body. 3.10 Develop within MBS a management systems certification body for ISO 9001 and ISO 22000 / HACCP	UNIDO	<u>Source of Funds: EU</u>
	3.3	<u>Baseline:</u> 0 <u>Target:</u> 1 Number of MBS management systems certification body accreditations granted by an accreditation body full member of IAF.	3.11 Upgrade and accredit testing laboratories in MBS 3.12 Upgrade and accredit calibration laboratories in MBS.	UNIDO	
	3.4	<u>Baseline:</u> 0 <u>Target:</u> 1 Number of MBS testing laboratories accreditation granted by an accreditation body full member of ILAC for the international	3.13 Develop a training business unit. 3.14 Develop a business unit to manage a pool of Malawian auditors.	MBS	
	3.5	<u>Baseline:</u> 0 <u>Target:</u> 1 Number of MBS testing laboratories accreditation granted by an accreditation body full member of ILAC for the international		MBS	

	standards.  <u>Baseline:</u> 0 <u>Target:</u> 2 3.6 Number of MBS calibration laboratories accreditation granted by an accreditation body full member of ILAC for the international standards.  <u>Baseline:</u> 0 <u>Target:</u> 2 3.7 Number of MBS training units established  <u>Baseline:</u> 0 <u>Target:</u> 1			
Output 4:  Strengthened, proactive and responsive National Enquiry Points (NEP) to the information and notification requirements of WTO/TBT/SPS agreements	4.1 Number of databases established and made available to the general public that provide all Malawi technical regulations (TR), drafted and approved national standards. <u>Baseline:</u> 0 <u>Target:</u> 1  4.2 Number of TR not notified during the drafting stage.	4.4 Enhance the WTO and SPS national enquiry point in MBS.  4.5 Identify, store, update, create and use the information on foreign TR, standards and conformity assessment dispositions of countries that import from Malawi.	<u>MBS</u>          <u>MBS</u>	<u>Sub-total Output 4:</u> <u>USD 14,490</u>  <u>Source of Funds: EU</u>

	<p><u>Baseline:</u> n/a (to be determined during the inception phase of the project).</p> <p><u>Target:</u> Zero TR that are not notified</p>			
	<p>4.3 Number of publicly accessible services for exporting companies on foreign TR, standards and conformity assessment dispositions of countries that import from Malawi.</p> <p><u>Baseline:</u> 0 <u>Target:</u> 1</p>			
Output 5: Sanitary and Phytosanitary (SPS) infrastructure improved and mainstreamed into National policies;	<p>5.1 Number of SPS infrastructure action plans approved and implemented</p> <p><u>Baseline:</u> 0 <u>Target:</u> 1</p> <p>5.2 Number of Reports on the review and upgrade of SPS legislation in Malawi discussed and approved by stakeholders.</p>	<p>5.3 Review the national SPS infrastructure.</p> <p>5.4 Develop a road map to improve the Malawian SPS infrastructure.</p> <p>5.5 Review and upgrade the legislation for the SPS infrastructure</p>	<p><u>MBS</u></p> <p><u>MBS</u></p> <p><u>MBS</u></p>	<p><u>Sub-total Output 5:</u> <u>USD 40,284</u></p> <p><u>Source of Funds: EU</u></p>

		<u>Baseline:</u> 0 <u>Target:</u> 1			
Output 6:  Capacity of Small and Medium sized Enterprises (SME), and particularly women and youth led enterprises, strengthened to comply with quality requirements	6.1	Number of HACCP / ISO 22000 Food safety management systems in place in a selected number of SMEs.  <u>Baseline:</u> 0 <u>Target:</u> 15	6.5	Preparation of an overall training and technical assistance programme for SMEs, in particular female and youth headed SMEs.  <u>MBS</u>	<u>Sub-total Output 6:</u> <u>USD 750,492</u>  <u>Source of Funds: EU</u> USD 676,389  <u>Source of Funds: UNDP</u> USD 74,103
	6.2	Number of ISO 9001 Quality management systems in place in a selected number of SMEs. <u>Baseline:</u> 0 <u>Target:</u> 10	6.6	Technical assistance to 15 SMEs, in particular female and youth headed SMEs, to comply with HACCP / ISO 22000 Food safety management systems.  <u>MBS</u>	
	6.3	Number of SME able to comply with specific quality requirements in export markets.  <u>Baseline:</u> 0 <u>Target:</u> 10	6.7	Technical assistance to 10 SMEs, in particular female and youth headed SMEs, to comply with ISO 9001 Quality management systems.  <u>MBS</u>	
	6.4	Number of Trainers-cum-counsellors and auditors: training in HACCP / ISO 22000 Food safety management systems and	6.8	Technical assistance to 10 SMEs, in particular female and youth headed SMEs, to comply with other quality requirements demanded in export markets.  <u>MBS</u>	

	<p>approved as trainers and auditors.</p> <p><u>Baseline:</u> 0</p> <p><u>Target:</u> 18</p>	<p>6.9 Trainers-cum-counsellors and auditors: Training in HACCP / ISO 22000 Food safety management systems.</p> <p>6.10 Training in ISO 9001 Quality management systems for trainers-cum-counsellors and auditors.</p> <p>6.11 Training in "Initiating quality improvement in selected sectors" for trainers-cum-counsellors.</p> <p>6.12 Awareness seminars on ISO 14000 Environment management systems; GLOBAL G.A.P. (Good Agricultural Practice).</p> <p>6.13 Training in ISO/IEC 17025 General requirements for testing and calibration laboratories for Trainers-cum-counsellors and auditors.</p>	<p><u>MBS</u></p> <p><u>MBS</u></p> <p><u>MBS</u></p>	
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Output 7 MBS compliant with International Regulations established	<p>7.1 Number of internationally recognized certificates issued <u>Baseline:</u> 0 <u>Target:</u> 5</p> <p>7.2 Number of business plans produced <u>Baseline:</u> 0 <u>Target:</u> 1</p>	7.3 TA for the preparation of the organisational and operational internal bylaws and business plan for the Malawian accreditation body.	<u>UNDP</u>	<p><u>Sub-total Output 7: USD 0</u></p> <p><u>Source of Funds: EU</u></p>
Operational Management Team (CTA – Long-term TA, Short-Term TA)		<ul style="list-style-type: none"> <li>- Technical Assistance in the form of Long Term (CTA)</li> <li>- Technical Assistance in the form of short term for the implementation of activities set out in Outputs 1 to 7.</li> <li>- Operational costs for vehicles IT equipment, office supplies, travel costs, project visibility and communication costs, M&amp;E, Audits</li> </ul>	<p><u>UNIDO</u></p> <p><u>UNDP</u></p> <p><u>UNDP</u></p>	<p><u>Sub-total USD 1,316,265</u></p> <p><u>Source of Funds: EU</u></p>
Programme Assurance, Coordination and Management		<ul style="list-style-type: none"> <li>- Programme Assurance, Coordination and Management</li> </ul>	<u>UNDP</u>	<p><u>Sub-total USD 476,000</u></p> <p><u>Source of Funds: UNDP</u></p>
PSD Advisor		<ul style="list-style-type: none"> <li>- Private Sector Development Advisor</li> </ul>	<u>UNDP</u>	<p><u>Sub-total USD 303,945.24</u></p> <p><u>Source of Funds: UNDP</u></p>

Provision for Changes in Prices (2,5%)				<u>Sub-total</u> <u>USD 118,336</u>
UNDP Administrative Cost (GMS 7%)				<u>Sub-total</u> <u>USD 309,502</u>
			<u>TOTAL</u>	<u>USD 5,510,911</u>  <u>Source of Funds</u>  EU: <u>4,656,864</u> UNDP: <u>854,049</u>



## ANNEX B: DETAILED ANNUAL BUDGET

Intended Outputs	Source of funding	Indicative budget				
		Year 1	Year 2	Year 3	Year 4	Total
Output 1:  Strengthened capacity of the Malawi Bureau of Standards to deliver business services and to achieve financial sustainability	EU	\$162,354.17	\$79,035.54	\$79,035.54	\$20,425.25	<u>\$340,850.50</u>
Output 2: Technical Regulations reviewed to promote efficient, effective and accountable delivery of information in accordance with SQAM legislation and regulations;	EU	\$105,274.51	\$0	\$0	\$0	\$105,274.51
Output 3:	EU	\$93,381.13	\$1,240,773.28	\$401,316.18	\$0	<u>\$1,735,470.59</u>

Structurally enhanced capacity of the Malawi Bureau of Standards for conformity assessment services						
Output 4:  Strengthened, proactive and responsive National Enquiry Points (NEP) to the information and notification requirements of WTO/TBT/SPS agreements	EU	\$14,490.20	\$0	\$0	\$0	<u>\$14,490.20</u>
Output 5: Sanitary and Phytosanitary (SPS) infrastructure improved and mainstreamed into National policies	EU	\$40,284.31	\$0	\$0	\$0	<u>\$40,284.31</u>

Output 6: Capacity of Small and Medium sized Enterprises (SME), and particularly women and youth led enterprises, strengthened to comply with quality requirements	EU USD	\$232,747.55	\$65,123.06	\$361,675.25	\$16,843.14	<u>\$ 676,389.00</u>
	UNDP	\$0	\$ 74,103.46	\$0	\$0	<u>\$74,103.46</u>
Output 7  MBS compliant with International Regulations established	EU	\$ 0	\$ 0	\$ 0	\$ 0	<u>\$ 0</u>
Operational Management Team (CTA – Long-term TA, Short-Term TA)	EU	\$454,066.18	\$287,399.51	\$287,399.51	\$287,399.51	<u>\$1,316,264.71</u>
Programme Assurance, Coordination, Monitoring and	UNDP (Programme Assurance & Coordination)	\$49,000.00	\$49,000.00	\$49,000.00	\$49,000.00	<u>\$196,000.00</u>
	UNDP (Programme Management)	\$55,000.00	\$55,000.00	\$85,000.00	\$85,000.00	<u>\$280,000.00</u>

Management						
PSD Advisor	UNDP	\$ 75,986.31	\$75,986.31	\$75,986.31	\$75,986.31	<u>\$303,945.24</u>
Provision for Changes in Prices (2,5%)	EU	\$30,321.45	\$48,026.96	\$31,059.23	\$8,928.37	<u>\$118,336.00</u>
UNDP Administrative Cost (GMS 7%) and Project Management	EU	\$79,304.36	\$125,612.33	\$81,234.00	\$23,351.74	<u>\$309,502.43</u>
TOTAL	EU & UNDP	\$1,392,210.17	\$2,100,060.45	\$ 1,451,706.02	\$ 566,934.32	<u>\$5,510,911</u>

## ANNEX C: MONITORING AND EVALUATION FRAMEWORK

OUTPUTS	Indicators	Means of verification	Collection methods	Responsibilities	Risks & assumptions
1. Strengthened capacity of the Malawi Bureau of Standards to deliver business services and to achieve financial sustainability	1.1 Number of National Quality Policies fast-tracked & approved by cabinet Baseline: 1 Draft Target: 1 approved National Quality Policy	Parliamentary records	Annual review	MBS	Political will to legislate
	1.2 Level of increasing organizational effectiveness of MBS  Baseline: to be determined at project inception Target: MBS revised structure & procedures created & Operationalise	MBS internal database	Annual Review	MBS	MBS delivers services more efficiently and effectively

	<p>1.3 Percentage increase of business services per year provided to Malawian organizations, both public &amp; private</p> <p>Baseline: 100 standards developed, 142 certified products &amp; services, 3046 sampled tested, 800 verification audits – metrology services</p> <p>Target: 30% increase in services per year</p>	MBS Accounting System	Annual Review	MBS	Increased need for services
	<p>1.4 Percentage increase in revenue growth per year</p> <p>Baseline: 20% per year</p> <p>Target: 30% per year</p>	MBS Accounting System	Annual Review	MBS	Reduced need for services

2. Technical Regulations reviewed to promote efficient, effective and accountable delivery of information in accordance with SQAM legislation and regulations	2.1 Number of technical regulations reviewed & aligned to international regulations & legislation  Baseline: 8 Target: 12	Progress Reports	Quarterly and annual reviews	MBS	Institutions will deliver accurate information
	2.2 Number of organizations promoting clear technical regulations  Baselines: 8 Target: 12	Progress Reports	Quarterly and annual reviews	MBS	Institutions will deliver accurate information
3. Structurally enhanced capacity of the Malawi Bureau of Standards for conformity	3.1 Number of metrology institutes constructed Baseline: 0 Target: 1	Presence of certificates	MBS Certification System	MBS/UNDP	Equipment and Expertise available to certify
	3.2 Percentage increase in demand &	Progress reports	Quarterly reviews	MBS	Equipment & expertise availability to certify

assessment services	supply of MBS business services (standards, training services, testing & calibration  Baseline: 21%/year Target: 30%/year				
	3.3 Number of accreditations granted by an accreditation body full member of IAF  Baseline 0 Target: 1	Presence of certificates	MBS Certification System	MBS	Equipment & expertise available to certify
	3.4 Number of MBS management systems certification body accreditations granted by an accreditation body full member of IAF for international standards; ISO 9001, ISO 22000 & HACCP  Baseline: 0	Presence of certificates	MBS Certification System	MBS	Equipment & expertise available to certify



	Target: 1				
	3.5 Number of MBS testing laboratories accreditation granted by an accreditation body full member of ILAC for the international standards Baseline: 0 Target: 2	Presence of certificates	MBS Certification System	MBS	Equipment & expertise available to certify
	3.6 Number of MBS calibration laboratories accreditation granted by an accreditation body full member of ILAC for the international standards  Baseline: 0 Target: 2	Presence of certificates	MBS Certification System	MBS	Equipment & expertise available to certify
	3.7 Number of MBS training units established  Baseline: 0 Target: 1	MBS Internal data	Progress Reports	MBS	Expertise available to train

4. Strengthened, proactive and responsive National Enquiry Points (NEP) to the information and notification requirements of WTO/TBT/SPS agreements	4.1 Number of databases established and made available to the general public that provide all Malawi technical regulations (TR), drafted & approved national standards  Baseline: 0 Target: 1	Presence of certificates	MBS Certification System	MBS	Equipment and Expertise available to certify
	4.2 Number of TR not notified during drafting stage.  Baseline: n/a (TBD)  Target: 0	MBS Database	Progress Reports	MBS	Equipment & Expertise available to provide correct foreign TR
	4.3 Number of publicly accessible Services for exporting companies on foreign TR, standards & conformity assessment dispositions of	MBS database of TR	Progress Reports	MBS	Institutions will deliver accurate information

	countries that import from Malawi Baseline: 0 Target: 1				
5. Sanitary and Phytosanitary (SPS) infrastructure improved and mainstreamed into National polices;	5.1 Number of SPS infrastructure action plans approved and implemented  Baseline: 0 Target: 1	Reports	Progress Reports	MBS	Government will regulate on SPS
	5.2 Number of reports on the review & upgrade of SPS legislation in Malawi discussed and approved  Baseline: 0 Target: 1	Reports	Progress Reports	MBS	Organizations producing reports
6. Capacity of Small & Medium Sized Enterprises (SMEs), & particularly women & youth led enterprises strengthened to comply with quality	6.1 Number of HACCP/ISO 22000 Food Safety management systems in place in selected number of SMEs  Baseline: 0 Target: 15	Progress Reports	Quarterly Reviews Audit reports	MBS	Companies provide accurate information

requirements					
	6.2 Number of ISO 9001 quality management systems in place in selected number of SMEs  Baseline: 0 Target: 10	Progress Reports	Quarterly Reviews Audit reports	MBS	Companies provide accurate information
	6.3 Number of SMEs able to comply with specific quality requirements in export markets  Baseline: 0 Target: 10	Progress Reports	Quarterly Reviews Audit reports	MBS	Companies provide accurate information
	6.4 Number of Trainers-cum-counselors & auditors training in HACCP/ISO 22000 food safety management systems and approved as trainers and auditors	Progress Reports	Quarterly Reviews Audit reports	MBS	Companies provide accurate information

	Baseline: 0 Target: 18				
7.MBS compliant with International Regulations established	7.1 Number of internationally recognized certificates issued Baseline: 0 Target: 5	Presence of certificates	MBS Certification System	MBS	MBS will deliver internally accepted certificates
	7.2 Number of business plans for the Metrology Institute produced  Baseline: 0 Target: 1	Business Plan	Progress Reports	MBS	MBS will be open to critical reviews
8.Programme Assurance, Coordination and Management	8.1 Number of quarterly, mid-year, annual reports & terminal reports produced  Baseline: 0 Target: 24 (i.e. 16 quarterly reports, 4 mid-year reports, 4 Annual reports)	Reports	Quarterly and annually	MBS	Implementing Partner producing reports

	8.2 Number of mid-term reviews/evaluations conducted Baseline: 0 Target: 1	Reports	Mid term	MBS	Project will be implemented as planned.
	8.2 Number of project terminal reports produced  Baseline: 0 Target: 1	Report	Final/Terminal Report	MBS	Project will be implemented as planned
	8.3 number of best practices documented  Baseline: to determine Target: to be determined	Best practices documents	Annual	MBS	Capacity to document best practices exists.
	8.4 Number of spot checks conducted  Baseline: 0 Target: 1 6	Reports	Periodic	UNDP	Project will be implemented as planned
	8.4 Number of Audits conducted  Baseline; 0 Target: 4	Audit Report and implementation plans	Annual	UNDP	Audit services providers exists

## ANNEX D: QUALITY MANAGEMENT FOR ACTIVITY RESULTS

“Development of the SQAM Infrastructure in Malawi” Goal: Enhance the ability to export goods from Malawi by reducing the need for re-testing, re-inspection, re-certification abroad through acceptance of measurements, tests, conformity assessment results issued in Malawi.		
Activity Result 1 (Atlas Activity ID)	Short title to be used for Atlas Activity ID	Start Date: September 2012 End Date: September 2016
Purpose	What is the purpose of the activity? An adequate, effective and sustainable National Quality Infrastructure (NQI) in Malawi in harmony with international and regional principles and practices (e.g. COMESA and SADC)	
Description	Increased and improved service delivery of MBS for public and private sector demand that benefits and improves the quality of Malawi products	
Quality Criteria how/with what indicators the quality of the activity result will be measured?	Quality Method Means of verification. What method will be used to determine if quality criteria has been met?	Date of Assessment When will the assessment of quality be performed?
Increase in volume and value of Malawian exports	Trade Statistics Database of NSO, Trade performance Reports of Ministry of Industry and Trade	September 2012 (baseline) September 2014 September 2016
% of national technical regulations being enforced	Data collected among the organizations dealing with the National Quality Infrastructure	September 2012 (baseline) September 2014 September 2016
Number of private and public organisations, accredited or certified	MBS internal Database	September 2012 (baseline) September 2014 September 2016
OUTPUT 1: Strengthened capacity of the Malawi Bureau of Standards to deliver business services and to achieve financial sustainability		
Activity Result 1 (Atlas Activity ID)	Short title to be used for Atlas Activity ID	Start Date: September 2012 End Date: September 2016
Purpose	What is the purpose of the activity? To ensure provision of appropriate policies, structures, and skills to demand MBS services that will impact the increased quality of Malawi products	

Description		MBS organizational structures review, systems and services in place for good service delivery and policy in place for the National Quality Infrastructure	
Quality Criteria how/with what indicators the quality of the activity result will be measured?		Quality Method Means of verification. What method will be used to determine if quality criteria has been met?	Date of Assessment When will the assessment of quality be performed?
# of National Quality Policy (NQP) approved		National Gazette	September, 2013
MBS organisational structure reviewed and systems, including service delivery procedures, knowledge management, monitoring and evaluation, created		MBS internal database	September, 2014
# of business services per year provided by MBS to Malawian organisations, both public and private, and as % of a planned increment		MBS internal database	September, 2012 (baseline) September 2014 September 2016
% increase of financial autonomy of MBS's budget from GoM and development partners		MBS accounting system	September 2012 (baseline) September 2013 September 2014 September 2015 September 2016
OUTPUT 2: Technical Regulations reviewed to promote efficient, effective and accountable delivery of information in accordance with SQAM legislation and regulations;			
Activity Result 2 (Atlas Activity ID)		Short title to be used for Atlas Activity ID	Start Date: September 2012 End Date: September 2016
Purpose		What is the purpose of the activity? To ensure technical regulations are embraced, promoted and aligned to SQAM regulations	
Description		Advocacy, service delivery and action taking on technical regulations	
Quality Criteria how/with what indicators the quality of the activity result will be measured?		Quality Method Means of verification. What method will be used to determine if quality criteria has been met?	Date of Assessment When will the assessment of quality be performed?



# of organisations that adopt a methodology for clear, feasible, cost effective and harmonized technical regulations	Progress and Evaluation Reports	Quarterly/Annually
OUTPUT 3: Structurally enhanced capacity of the Malawi Bureau of Standards for conformity assessment services		
Activity Result 3 (Atlas Activity ID)	Short title to be used for Atlas Activity ID	Start Date: September 2012 End Date: September 2016
Purpose	What is the purpose of the activity? To ensure increased and enhanced delivery of conformity assessment services	
Description	Infrastructural, regulatory and skills upgrade enhancing conformity assessment services	
Quality Criteria how/with what indicators the quality of the activity result will be measured?	Quality Method Means of verification. What method will be used to determine if quality criteria has been met?	Date of Assessment When will the assessment of quality be performed?
% increase in demand and supply of MBS business services (standards, training services, testing and calibration)	MBS internal database	September 2012 (baseline) September 2013 September 2014 September 2015 September 2016
# of accreditations granted by an accreditation body full member of IAF.	MBS accounting system and certification system	September 2014 September 2016
# of MBS management systems certification body accreditations granted by an accreditation body full member of IAF for the international standards; ISO 9001 ISO 22000 and HACCP	MBS accounting system and certification system	September 2014 September 2016
# of MBS testing laboratories accreditation granted by an accreditation body full member of ILAC for the international standards.	MBS accounting system and certification system	September 2014 September 2016
# of MBS calibration laboratories accreditation granted by an accreditation body full member of ILAC for the international standards.	MBS accounting system and certification system	September 2014 September 2016

# of MBS training units operationalized.	Progress and Evaluation Reports	September 2014 September 2016
OUTPUT 4: Strengthened, proactive and responsive National Enquiry Points (NEP) to the information and notification requirements of WTO/TBT/SPS agreements		
Activity Result 4 (Atlas Activity ID)	Short title to be used for Atlas Activity ID	Start Date: September 2012 End Date: September 2016
Purpose	What is the purpose of the activity? To ensure effective NEPs aligned to international requirements	
Description	Capacity building of NEPs, stakeholders and the general public	
Quality Criteria how/with what indicators the quality of the activity result will be measured?	Quality Method Means of verification. What method will be used to determine if quality criteria has been met?	Date of Assessment When will the assessment of quality be performed?
# of databases established and made available to the general public that provide all Malawi technical regulations (TR), drafted and approved national standards	MBS internal data	September 2014 September 2016
# of TR incorrectly not notified during the drafting stage	MBS database of National TR	September 2012 (baseline) September 2013 September 2014 September 2015 September 2016
# of publicly accessible services for exporting companies on foreign TR, standards and conformity assessment dispositions of countries that import from Malawi	MBS internal data	September 2014 September 2016
OUTPUT 5: Sanitary and Phytosanitary (SPS) infrastructure improved and mainstreamed into National policies;		
Activity Result 5 (Atlas Activity ID)	Short title to be used for Atlas Activity ID	Start Date: September 2012 End Date: September 2016
Purpose	What is the purpose of the activity? To ensure effective SPS infrastructure and aligned to international requirements	
Description	Capacity building of exporters, stakeholders and the general public	
Quality Criteria	Quality Method	Date of Assessment

how/with what indicators the quality of the activity result will be measured?	Means of verification. What method will be used to determine if quality criteria has been met?	When will the assessment of quality be performed?
# of SPS infrastructure action plan	Progress Reports	September 2014
# of Reports on the review and upgrade of SPS legislation in Malawi discussed and approved by stakeholders	Progress and Evaluation Reports	September 2014 September 2016
OUTPUT 6: Capacity of Small and Medium sized Enterprises (SME), and particularly women led enterprises, strengthened to comply with quality requirements		
Activity Result 6 (Atlas Activity ID)	Short title to be used for Atlas Activity ID	Start Date: September 2012 End Date: September 2016
Purpose	What is the purpose of the activity? To ensure compliance of SMEs to standards and quality requirements	
Description	Capacity building of SMEs	
Quality Criteria how/with what indicators the quality of the activity result will be measured?	Quality Method Means of verification. What method will be used to determine if quality criteria has been met?	Date of Assessment When will the assessment of quality be performed?
# of HACCP / ISO 22000 Food safety management systems in place in a selected number of SMEs	Progress Reports and Evaluation Reports	September 2014
# of ISO 9001 Quality management systems in place in a selected number of SMEs	Progress Reports and Evaluation Reports	September 2014 September 2016
# of SME able to comply with specific quality requirements in export markets	Progress Reports and Evaluation Reports	September 2014 September 2016
# of Trainers-cum-counsellors and auditors: training in HACCP / ISO 22000 Food safety management systems and approved as trainers and auditors.	Progress Reports and Evaluation Reports	September 2014 September 2016
OUTPUT 7: MBS Compliant with International Regulations established		
Activity Result 7 (Atlas Activity ID)	Short title to be used for Atlas Activity ID	Start Date: September 2012 End Date: September 2016

Purpose	What is the purpose of the activity? To ensure Technical assistance is provided throughout the accreditation process for MBS		
Description	Infrastructural, regulatory and skills within MBS for international accreditation		
Quality Criteria how/with what indicators the quality of the activity result will be measured?	Quality Method Means of verification. What method will be used to determine if quality criteria has been met?	Date of Assessment When will the assessment of quality be performed?	
# of business plans for the national Malawian accreditation body prepared and approved	Progress Reports Accreditation Bill enacted in Parliament	September 2014	

## ANNEX E: RISK LOG

Project Title: Development of a robust Standardization, Quality Assurance, Accreditation and Metrology (SQAM) Infrastructure in Malawi									
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Political interference with Project delivery;	2012	Political Strategic Operational	<p>Civil unrest or political crisis in Malawi.</p> <p>P = Low I = High</p> <p>Loss of political will for export-led growth.</p> <p>P = Low I = Medium</p>	<p>Active monitoring of the situation on the ground will be carried out by MBS. The Project Steering Committee will be immediately informed and consulted if an impact on output delivery is expected.</p> <p>The MGDS I and the new MGDS II place great emphasis on private sector and export-led growth that is critical for the development of Malawi, therefore reducing the risk of a sudden shift in policies regarding the</p>	National Coordinator			No change

					role of the private sector.				
2	Decreased engagement of Project stakeholders and Steering Committee members;	2012	Organizational Strategic	Decreased interest and buy-in into the project.  P = Medium I = High	The Project SC will be kept regularly informed and encouraged to take ownership of activities. At least quarterly meetings will be organized to maintain or renew interest in the project.	National Coordinator			No change
3	Decreased commitment of Government on the National Quality Policy and National Quality Infrastructure;	2012	Political Strategic	Decreased interest of Government institutions at national level are affecting project implementation (i.e. construction of building that will host the metrology institute);  P = Low I = Medium	Follow-up and Feed-in mechanisms to policy makers are established to ensure effectiveness of policy decision making and budgetary allocations to the project	National Coordinator / CTA/MBS DG			No change
4	Resources reallocation	2012	Financial Operational Strategic	The project undergoes resource envelope restructuring	The PSD has a detailed resource allocation which has to be followed and	National Coordinator			No change

				due to poor delivery  P=Low I =Medium	accounted for.				
5	Delays in timely disbursement of funds to the project	2012	Financial Strategic Operational	Disbursement of advance payments is often delayed by UNDP and slowing down project implementation  P=Medium I=High	UNDP has improved procedures and is able to transfer funds within one week after the request was submitted.	UNDP Program Analyst, ARR, PMSU, UNDP Finance department			Decreased/ improved
6	Delays in Procurement of equipment	2012	Operational	Procurement which is processed through UNDP is delaying due to irregularities with suppliers and clearing with customs;  P=Medium I=High	UNDP has improved procurement procedures and tries to best arrange with the IP on the specifications and communication with suppliers	UNDP Program Analyst, UNDP Procurement/UNIDO			Decreased/ improved

## ANNEX F: CAPACITY ASSESSMENT OF THE IMPLEMENTING PARTNER

Proposed IP: MALAWI BUREAU OF STANDARDS

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
PART I. BACKGROUND INFORMATION		
1. History	Date of establishment of the organization The Malawi Bureau of Standards was established in 1972	MBS Act
2. Mandate and constituency	What is the current mandate or purpose of the organization? Who is the organization's primary constituency? The Malawi Bureau of Standards was established with a mandate to promote standardization of commodities and of their manufacture, production, processing or treatment; and further to provide for matters incidental to, or connected with standardization. The primary constituency comprises of the private and public sectors.	MBS Act, Annual Report
3. Legal status	What is the organization's legal status? Has it met the legal requirements for operation in the programme country? The Malawi Bureau of Standards is a Statutory Corporation established through an Act of Parliament Cap 51:02	MBS Act
4. Funding	What is the organization's main source (s) of funds? GoM, UNDP, UNIDO and Royal Norwegian Embassy	MBS
5. Certification	Is the organization certified in accordance with any international standards or certification procedure? Though the MBS is affiliated to a number of international organisations such as ISO, IEC, OIML and regional standardization bodies in the COMESA and SADC, its certification, testing and metrology systems are not yet accredited to international standards due to capacity gaps that are expected to be addressed by the project.	MBS
6. Proscribed organizations	Is the organization listed in any UN reference list of proscribed organizations?  No	UNDP
PART II. PROJECT MANAGEMENT CAPACITY		
2.1 Managerial Capacity		



AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
1. Leadership Commitment	<p>Are leaders of the organization ready and willing to implement the proposed project?</p> <p>The MBS team has consistently demonstrated a commitment to developing the National Quality Infrastructure in Malawi. Moreover, the project is designed in coherence with the export-led growth ambitions underpinned in the Malawi Growth and Development Strategy II, and in coherence with UNDAF 2012-2016.</p>	Interviews, experience, long term relationships
2. Management experience and qualifications	<p>Which managers in the organization would be concerned with the proposed project?</p> <p>What are their credentials and experience that relate to the proposed project?</p> <p>Do these managers have experience implementing UNDP or other donor-funded projects?</p> <p>The National Project Coordinator in liaison with the Deputy Director General, the Director for Standards Development, the Director for Quality Assurance Services, the Director for Technical Services, the Director for Metrology Services and the Director for Finance and Administration, will have the main responsibility to deliver on outputs and financial management. Most of the program staff, boasts over 7 years years' experience with the MBS.</p>	Evaluation reports, interviews
3. Planning and budgeting	<p>Does the organization apply a results-based management methodology? Are there measurable outputs or deliverables in the strategies, programmes and work plans? Are budgets commensurate with intended results? How do planners identify and accommodate risks?</p> <p>The Programme applies the RBM methodology. Measurable indicators are clearly set out in the PSD. Budgets are based on the various outputs which are designed to lead to the realization of the intended results. Planners identify risks at both the design and on-going monitoring levels. Project activities are adjusted accordingly depending on the identified risks.</p>	Strategy documents
4. Supervision, review, and reporting	<p>How do managers supervise the implementation of work plans? How do they measure progress against targets? How does the organization document its performance, e.g., in annual or periodic reports? How are the organization's plans and achievements presented to stakeholders?</p> <p>Does the organization hold regular programme or project review meetings? Are such meetings open to all stakeholders? Are the organization's activities subject to external evaluation? How does the organization learn and adapt</p>	<p>Quarterly and Annual reports,</p> <p>Presentation to stakeholders</p> <p>Evaluation reports</p> <p>Lessons-Learned reports</p>

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
	<p>from its experience?</p> <p>Managers supervise the implementation of work plans through continuous engagement and monitoring of activities against submitted quarterly work plans. Progress is measured through quarterly reports and concrete evidence towards progress will be only obtained through external evaluations.</p> <p>The Programme documents its performance through quarterly, bi-annual and annual progress reports. The Programme's plans and achievements are presented to stakeholders through annual work plans and reports.</p> <p>The Programme holds tripartite review meetings with its financing partners once a year and other stakeholders through stakeholders consultative forums. The meetings are open to implementing partners and cooperating organizations.</p>	
5. Networking	<p>What other organizations are critical for the successful functioning of this organization? How does the organization conduct relations with these organizations? Is the organization a party to knowledge networks, coordinating bodies, and other fora?</p> <p>The critical organizations to the successful functioning of the MBS include local and international organisations. On the international and regional front, the organisations include standards development organisations such as the ISO, IEC, ITU, OIML, SADC SQAM regional grouping, COMESA SQAM regional grouping, Codex Alimentarius Commission, donors and others; while on the local front, the organisations include various Ministries and Departments involved in trade, quality assurance, sanitary and phytosanitary (SPS), health, environmental management, legal affairs and finance. These include the Ministry of Industry and Trade, the Ministry of Agriculture (i.e. Departments of Animal Health and Plant Protection), the Ministry of Health, the Ministry of Environmental Affairs, the Ministry of Justice and the Ministry of Finance, amongst others.</p> <p>The MBS works with the international organisations through its attendance in various forums and participation in related programmes/activities in accordance with international protocols and agreements. Locally, the MBS works with various ministries and departments in response to National Programmes and Strategic Plans.</p>	MBS
2.2 Technical Capacity		

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
1. Technical knowledge and skills	<p>Do the skills and experience of the organization's technical professionals match those required for the project? Would these professionals be available to the project?</p> <p>Does the organization have the necessary technical infrastructure (e.g. laboratories, equipment, software, technical data bases, etc.) to support the implementation of the project?</p> <p>How do staff members of the organization keep informed about the latest techniques and trends in their areas of expertise?</p> <p>What external technical contacts and networks does the organization utilize?</p> <p>What professional associations does the organization and/or its professional staff belong to?</p> <p>The skills and experience of technical professionals match those required for the programme and will be supported by an International Chief Technical Advisor (for the whole duration of the project) and short term TA.</p> <p>There is adequate technical infrastructure in the form of IT equipment.</p> <p>The staff keep informed about latest developments in their specialist areas through continuous staff development programs, attending workshops and conferences.</p> <p>The National Project Coordinator has vast experience in administration, project management and more than 20 years experience in standardization, quality assurance, metrology and accreditation related activities.</p> <p>The organisation and its professional staff belong to international and regional associations dealing with SQAM activities but also those dealing with environmental and financial management.</p>	<p>CVs of technical staff</p> <p>Knowledge network membership</p> <p>Interviews</p>
<b>PART III. ADMINISTRATIVE AND FINANCIAL MANAGEMENT CAPACITIES</b>		
<b>a. Administrative capacity. Note: Answer only questions that are relevant to the proposed project.</b>		
1. Facilities, infrastructure and equipment	<p>Does the organization possess sufficient administrative facilities, infrastructure, equipment and budget to carry out its activities, particularly in relation to the requirements of the project?</p> <p>Can the organization manage and maintain the administrative and technical equipment and infrastructure?</p> <p>The organization possesses sufficient administrative facilities. The infrastructure and equipment in the form of testing labs and calibration</p>	MBS

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
	equipment is not satisfactory and the project is designed to specifically address this shortfall.	
2. Procurement and contracting	<p>Does the organization have the legal authority to enter into contracts and agreements with other organizations? Does the organization have access to legal counsel to ensure that contracts are enforceable, meet performance standards, and protect the interests of the organization and UNDP?</p> <p>Does the organization have dedicated procurement capacity? Do procurement personnel have skills and experience that are appropriate to the requirements of the project? Does the organization have written procurement procedures?</p> <p>Is there evidence that the organization conducts procurement on the basis of best value for money, transparency, and effective international competition?</p> <p>Does the organization have a system and procedures for asset management and inventory control?</p> <p>The organization has legal authority. Being a Statutory Body, the final resort in terms of legal matters is with the Attorney General's Office but this has never been invoked so far. Further to the above, the organisation has its own subcontracted legal counsel that assists to resolve any legal related matters.</p> <p>Despite that the organisation has its own Procurement Unit with a competent Procurement Officer as required by the National Procurement Laws, the organization has limited procurement capacity for this specific project given the sensitive nature of the goods to be procured (calibration machinery and testing equipment). It is therefore expected that with the guidance of the Chief Technical Advisor for the project, UNDP and UNIDO will take the lead on procurement of all goods required for the project and pertaining to Metrology. UNDP and UNIDO will also provide support for the procurement of services (Short-term and Long Term Technical Assistance).</p> <p>Due to the Procurement Unit and adherence to procurement procedures as required by the national procurement regulations, the MBS has a track record of efficiency and transparency in the manner with which it procures its goods and services. It is expected that this experience coupled with the guidance of the Chief Technical Advisor, UNDP and UNDO will assist in the</p>	<p>Malawi Public Procurement Act</p> <p>Standard contracts</p> <p>Audit reports</p> <p>Asset registers.</p>

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
	procurement of goods and services for the project.	
3. Recruitment and personnel management	<p>Does the organization have the legal authority to enter into employment contracts with individuals?</p> <p>Does the organization have dedicated personnel capacity? Do recruitment personnel have Skills and experience that are appropriate to the requirements of the project? Does the organization have written recruitment procedures? Is there evidence that the organization conducts recruitment objectively on the basis of competition, fairness, and transparency?</p> <p>Does the organization have a salary scale that would apply to project personnel? Would that scale inhibit the hiring of the best candidates?</p> <p>The organization has legal authority to enter into employment contracts. There is some personnel capacity within the organization but, UNDP will support in recruitment of the Chief Technical Advisor. The organization has its own written recruitment procedures that compliment the recruitment procedures by the Government of Malawi. It is expected that the UNDP will provide guidance on the requirements for recruitment of personnel for the project, including the Chief Technical Advisor.</p>	<p>Personnel manual</p> <p>Standard contracts and agreements</p> <p>Job descriptions or terms of reference</p> <p>Documentation of recruitment processes</p> <p>Roster files of potential job candidates</p> <p>CVs of recruitment personnel</p>
<b>3.2 Financial Management Capacity</b>		
1. Financial management organization and personnel	<p>Does the organization have written rules and regulations for financial management that are consistent with international standards? Does the organization have a dedicated finance unit?</p> <p>Do finance managers and personnel have skills and experience that are appropriate to the requirements of the project? Is the existing financial management capacity adequate to meets the additional requirements of the project?</p> <p>Do finance personnel have experience managing donor resources?</p> <p>The MBS has a full department with a competent Director and Managers that have qualifications to international standards in financial management. Having managed other projects in the past, including those funded by UNDP and UNIDO, the MBS financial managers have adequate experience and capacity to manage the donor resources.</p>	<p>CVs of financial personnel</p> <p>A bank account or bank statements</p> <p>Interviews with financial management staff</p> <p>Finance manual</p>
2. Financial position	<p>Does the organization have a sustainable financial position?</p> <p>What is the maximum amount of money the organization has ever managed? If the proposed project is implemented by this organization, what percentage of</p>	<p>Financial statements and MBS approved Budget</p>

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
	<p>the organization's total funding would the project comprise?</p> <p>The MBS has a stable and sustainable financial position. The maximum amount the MBS has managed from UNDP is K14,000,000.00. It should be noted however, that the MBS makes and manages amounts more than K800,000,000.00. in its day to day business. The MBS is not funded by the Central Government, it generates its own revenue, hence it will be able to provide some administrative support for the project using its own resources.</p>	
3. Internal control	<p>Does the organization maintain a bank account? Does the organization have written rules and procedures on segregation of duties for receipt, handling and custody of funds? How does the organization ensure physical security of advances, cash and records?</p> <p>Does the organization have clear written procedures and internal controls governing payments? How does the organization ensure that expenditures conform to their intended uses? Does the organization have a policy requiring two signatures for payments over a defined limit?</p> <p>Is there any evidence of non-compliance with financial rules and procedures?</p> <p>Despite the MBS having several bank accounts, a special bank account will be opened for appropriate management of the donor funds allocated for the project. The MBS has a well detailed Accounting procedure manual, which is in line with the international Financial Reporting Standards as well as the Finance act.</p> <p>The MBS has a good record keeping procedure and an up to date computerized accounting package, which enables it to input, process, keep and retrieve information just on time. The MBS also has fire proof lockable cash chests in all its offices to ensure physical security of cash. The written accounting procedure manual states clearly the internal controls governing payments and that two signatures are required for all payments and over a defined limit. The internal Audit unit of the MBS is one of the example of tools used by the MBS in ensuring that expenditures conform to their intended uses. There is no evidence of non-compliance with the financial rules because all the MBS statute audits have been unqualified reports.</p>	<p>Finance manual</p> <p>Financial rules and regulations</p> <p>statute audits reports</p>

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
4. Accounting and financial reporting	<p>Are accounts established and maintained in accordance with national standards or requirements?  When and to whom does the organization provide its financial statements?  Can the organization track and report separately on the receipt and use of funds from individual donor organizations?  Is there any evidence of deficiencies in accounting or financial reporting?  The Accounting system is functional and there are no evidence of deficiencies in accounting or financial reporting.  The MBS' accounts are established and maintained in accordance with national standards or requirements as evidenced by the audit reports since time in memorial.  The MBS provides its financial statements by 31 October of every year to the government of Malawi through statutory corporation.</p> <p>The MBS has a clear policy on donor fund which helps it to track and report separately on funds received from individual donor organizations.</p> <p>At present, there is no any evidence of deficiencies in accounting or financial reporting</p>	Description of accounting system and reporting arrangements
5. Audit	<p>Is the organization subject regularly to external audit? Is audit conducted in accordance with international audit standards? Are audit findings public? If so, have the organization's financial audits produced any significant recommendations for strengthening of financial systems and procedures? Have audits identified instances non-compliance with rules and procedures or misuse of financial resources? What has been done to carry out audit recommendations?</p> <p>The MBS is audited every year by external auditors, in accordance with international audit standards, and an audit report is given to the Malawi government. The financial systems and procedures are sound and strong hence no significant findings have been made by the auditors on the MBS activities. Thus, the audits have not identified instances of non compliance with rules and procedures or misuse of financial resources.</p>	<p>Audit reports  Audit follow up reports</p>

## ANNEX G: TERMS OF REFERENCE FOR PROJECT PERSONNEL

A. CHIEF TECHNICAL ADVISOR (International)

I. Post Information	
Post Title: Chief Technical Advisor (CTA) Post Number: Post Category: Type of Contract: FTA International Duty Station: Malawi	Current Grade (if applicable): Proposed Grade: P- 4 Supervisor Grade: -
II. Organizational Context	
<p>Within the context of the Malawi Growth and Development Strategy (MGDS II), the United Nations' collective objective is to assist Malawi achieve the Millennium Development Declaration and the MDGs and contribute to equitable economic growth and poverty reduction.</p> <p>There is a clear need for rapid and sustainable economic growth if Malawi is to achieve the Millennium Development Goals (MDGs) and the overall objective of poverty reduction on a meaningful scale. Trade has the potential to be an engine for growth that may lift many Malawians out of poverty. However, the country faces barriers that prevent it from benefiting fully from the world trading system. Internal barriers, e.g. inadequate knowledge and limited accessibility to information on export opportunities, excessive red tape, inadequate financing, poor quality infrastructure, pose major obstacles to Malawi's trade expansion and diversification efforts. Such quantifiable supply-side constraints substantively add to operational costs and undermine trade development and export competitiveness in Malawi.</p> <p>The Malawi Bureau of Standards (MBS) is the national enquiry point required by the World Trade Organization (WTO) under the Agreement on Technical Barriers to Trade. MBS sets and implements standards and conducts conformity tests on selected imports and exports. There is a strong perception that market demand for conformity services, particularly with regards to testing and calibration services for the private sector, is higher than currently available. However, exporters from Malawi are at present disadvantaged by the lack of internationally accredited testing facilities for certification of products for export. Certificates from MBS are only accepted in the region and exporters incur in high costs to obtain certification overseas. More generally, MBS has limited infrastructure to meet demands for the provision of SQAM services within Malawi.</p> <p>Against this background, the "Development of the SQAM Infrastructure in Malawi" project is designed to enhance the ability to export goods from Malawi by reducing the need for re-testing, re-inspection, re-certification abroad through acceptance of measurements, tests, conformity assessment results issued in Malawi. The purpose of the project is to contribute to a more adequate, effective and sustainable National Quality Infrastructure (NQI) in Malawi in accordance with international and regional principles and practices. Ultimately, the Project will establish an accredited MBS in support of Malawi's export-led growth aspirations and product competitiveness requirements on a regional and global scale.</p>	



<p>The International Chief Technical Advisor (CTA), competent in Standards, Quality Assurance, Accreditation and Metrology (SQAM) issues, shall under the overall guidance of the Director General of the MBS, and in liaison with the Deputy Director General - his/her MBS National Counterpart and Project Coordinator - provide expert technical advice on all SQAM related issues and support the implementation of activities falling under the Project. The CTA is overall responsible for Technical and Policy direction of the project and is accountable for the Project Outputs.</p>
<p>III. Functions / Key Results Expected</p>
<p>Summary of Key Functions:</p> <ol style="list-style-type: none"> <li>1. Provide specialist technical advice and expertise to MBS with regard to the development of SQAM Infrastructure;</li> <li>2. Ensure effective implementation and monitoring of the SQAM project focusing on quality technical and policy advice throughout the implementation phase.</li> <li>3. Undertakes advocacy and information, communication and knowledge management.</li> </ol>
<ol style="list-style-type: none"> <li>1. Provide specialist technical advice to MBS with regard to the implementation of the Project by ensuring that all activities under the Project are technically sound, properly planned and implemented: <ul style="list-style-type: none"> <li>• Provide technical leadership in all SQAM related issues falling under the project;</li> <li>• Contribute to the advancement of policies pertaining to the National Quality , national strategies and delivery mechanisms in the fields of SQAM;</li> <li>• Provide technical assistance on all activities under various components of the project such as business planning, surveys, databases, training sessions, etc</li> <li>• Advise on the elaboration of guidelines, methodologies, manuals and supporting documentation relevant to Standards;</li> <li>• Provide technical guidance on the procurement of goods (conformity assessment equipment and other facilities) and services related to the project and in accordance with relevant local and international guidelines in consultation with the National Coordinator, through: <ul style="list-style-type: none"> <li>- Formulation of specifications for the intended goods and services;</li> <li>- Formulation of appropriate procurement documents, including bids and contracts;</li> <li>- Evaluation of procurement documents submitted by prospective suppliers;</li> <li>- Assessment of compliance of delivered goods and services against specified requirements and international standards.</li> </ul> </li> <li>• Provide guidance on the supervision of construction work(s) for the project in accordance with: <ul style="list-style-type: none"> <li>- Approved architectural designs for the infrastructure;</li> <li>- The Monitoring and Evaluation Plan(s) of the Environmental Impact Assessment Report and other related documents;</li> <li>- The requirements of appropriate Construction Regulators in the country;</li> <li>- The contractual requirements between the contractors and the project developers/financing agents.</li> </ul> </li> <li>• Provide policy guidance to the team on donor, contractual and legal requirements related to the project and based on international practices on similar projects elsewhere.</li> <li>• Liaise with the Ministry of Industry and Trade for all related Policy issues pertaining to the National Quality Infrastructure.</li> </ul> </li> </ol>

2. Ensure effective implementation and monitoring of the SQAM project focusing on quality technical and policy advice throughout the implementation phase:

- Provide strategic advice in the revision of the operational planning and budgeting system for the project;
- Constant monitoring and analysis of the project environment, and guidance to Government in undertaking timely adjustments for the project;
- Develop and maintain harmonious relationships with government colleagues, as well as with other stakeholders involved in the project;
- Skills transfer and capacity development of MBS personnel attached to the project through on-the-job coaching, briefings and technical study sessions, etc.
- Coordinate the monitoring and evaluation for the activities of the project using appropriate tools with output verifiable indicators;
- Assist the National Counterpart with technical input for technical progress reports in accordance with UNDP standards and procedures;
- In consultation with the National Counterpart, prepare quarterly and annual work-plans;
- Maintain close links with other SQAM initiatives to ensure a consistent and integrated approach;
- Assist in the design and implementation of all activities required to achieve the Project's objectives as specified in the Programme Support Document (PSD);
- Assist the National Counterpart in developing strategies for improving project delivery and incorporating cross-cutting themes.

3. Undertakes advocacy and information, communication and knowledge management focusing on:

- Facilitating the process of creating and raising the level of awareness on issues emerging in the fields of SQAM;
- Contribution to learning in the area of competence in MBS, and contribution to the knowledge management under the project;
- Successes and best practices generated and communicated, with the aim of informing the national-level policy and political dialogue in the fields of SQAM and National Quality;
- Creating high-level advocacy on relevant development policies in relation to SQAM and across the representatives of top echelon of the country's stakeholders;
- Determining appropriate media for reaching out to the public and design strategies for reaching target groups in consultation with National Coordinator;
- Develop Knowledge Management products and communication plans.

#### IV. Impact of Results

The key results have impact on the planning, budgeting and implementation of project activities, monitoring and knowledge management. Specifically, it has impacts on the following results areas:

- Capacity development of MBS personnel involved in the implementation of the project through the provision of specialist technical advice and training, knowledge and information management.
- Implementation and monitoring of the SQAM project.
- Development and management of strategic partnership with key national and international stakeholders in the field of SQAM.

## V. Competencies

### Corporate Competencies:

- Promotes the vision, mission and strategic goals of MBS.
- Displays cultural, gender, religion, race, nationality, and age sensitivity and adaptability.

### Functional Competencies:

#### (1) Technical knowledge:

- Demonstrates a thorough understanding of the issues and challenges related to SQAM.
- Exhibits a good knowledge of institutional development and capacity building issues.

#### (2) Development and Operational Effectiveness:

- Ability to lead and contribute to strategic planning, change processes, results-based management, work planning, and reporting.
- Ability to formulate and manage budgets, oversight of implementation, monitoring and evaluation of development projects.
- Ability to apply development theory to the specific country context to identify creative, practical approaches to overcome challenging situations.
- Ability to implement new systems and effect behavioural and attitudinal change.

#### (3) Knowledge and Information Management and Learning:

- Facilitates knowledge and information sharing and learning culture.
- Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills.

#### (4) Management and Leadership:

- Builds strong relationships with stakeholders and clients, focuses on impact and results for clients, and respond positively to feedback.
- Ability to establish effective working relations in a multicultural team environment.
- Excellent interpersonal skills.
- Consistently approaches work with energy and a positive, constructive attitude.
- Demonstrates strong oral and written communication skills.
- Demonstrates capacity to communicate effectively; resource management; capacity to plan and organize programmes effectively.
- Demonstrates resourcefulness, initiative and mature judgment.
- Demonstrates openness to change and ability to manage complexities.
- Patience to work under pressure and maintains positive outlook and humour.

## VI. Recruitment Qualifications

Education:	At least a Master's degree in Engineering, Environmental Engineering, Industrial Chemistry Engineering or a related field
Experience:	<ul style="list-style-type: none"> <li>• At least 10 years practical experience in SQAM;</li> <li>• Experience in developing countries, preferably in the Africa region;</li> </ul>

	<ul style="list-style-type: none"> <li>• Thorough knowledge of standardisation, technical regulations, metrology, accreditation, conformity assessment and international harmonization;</li> <li>• Experience working in similar organizations in developing countries is an added advantage;</li> </ul>
Language Requirements:	Excellent written and oral communication skills and fluency in English.

## B. PROJECT COORDINATOR (National)

The National MBS Project Coordinator, competent in Standards, Quality Assurance, Accreditation and Metrology (SQAM) issues, shall in liaison with the office of the Director General of the MBS and in particular with the CTA, provide overall project management and coordination activities for project implementation. The National Coordinator is overall responsible for programme management and is accountable for the Project Outputs.

Main Responsibilities of the National Project Coordinator include:

- Lead the implementation of the Project by ensuring that all activities under the Project are properly planned, co-ordinated and implemented;
- Provide managerial leadership in administrative and financial reporting in accordance with National Execution (NEX) standards and procedures;
- Monitor progress in programme implementation

Key Duties and Responsibilities:

The duties of the National Coordinator shall include the following:

- Provide leadership in the Project Coordination;
- Manage resources under the Project;
- Update the Project Steering Committee on project implementation progress;
- Hold regular working sessions with subject specialists and stakeholders on project activities so that they are effectively co-ordinated and integrated;
- Liaise with all stakeholders involved in project activities and lead on effective delivery;.
- Act as the primary interface with the Programme Resource Management Unit (PRMU) of UNDP in establishing administrative/financial, reporting and review mechanisms as part of NEX procedures;

- Maintain close links with Ministry of Industry and Trade to ensure synergies with Policy developments related to the National Quality Infrastructure;
- Prepare quarterly and annual work-plans and budgets;
- Prepare Project reports and present them to the UNDP, Programme Steering Committee (PSC) and other relevant stakeholders;
- Identify additional project needs and prepare supplementary terms of reference, sub-contracts and other documentation as required;
- Serve as the main communications channel between the UNDP, PSC, and stakeholders in all matters concerning the Project;
- Set up monitoring and evaluation mechanisms and procedures for the Project. Advise and guide Project staff in the preparation of their monitoring tools and progress reports;
- Promote and co-ordinate the incorporation of the cross-components strategies and themes in the relevant component activities;
- Promote and co-ordinate incorporation of cross-cutting themes in Programme implementation;
- Serve as a Secretary to the PSC.

#### C. PROJECT ACCOUNTANT

The Project Accountant is responsible for the overall financial management of the Project.

##### Key Duties and Responsibilities

- Overall Management of Financial resources allocated to the Project;
- Prepare annual budgets and quarterly Work plans in liaison with the National Coordinator;
- Prepare quarterly financial reports to UNDP and SC;
- Prepare monthly management accounts;
- Prepare bank reconciliation statements;
- General ledger reconciliation;
- Keep custody of cheque books and other security documents;
- Process payments for salaries, goods and service;
- Attend meetings on financial management;
- Financial monitoring of programme Implementation Partners;
- Ensure that procurement of goods and services is in accordance with UNDP and Malawi Government rules and regulations;
- Prepare for audits of PO and supported projects in consultation with the National Coordinator.

#### D. ADMINISTRATIVE ASSISTANT

The Administrative Assistant, resourced from MBS personnel, is responsible for the overall administrative support to be provided to the Project.

##### Key Duties and Responsibilities

- Supervise other staff affiliated to the project and including office assistants and drivers;
- Maintain an efficient filing system;
- Maintain stores and fuel registers;
- Prepare Documentation Packs for meetings;
- Manage the PO transport fleet;
- Keep and produce accurate records of all meetings related to the project and prepare follow-up action matrixes;
- Type project documents, reports and manage general correspondence;
- Manage the National Coordinator's appointments;
- Any other duties as may be assigned by the CTA, National Coordinator.

#### E. DRIVER

The Driver, resourced from MBS personnel, is responsible for all logistical support to be provided to the Project.

##### Key Duties and Responsibilities

- Drive Vehicles;
- Collect and deliver mail;
- Promote security/safety of vehicles;
- Promote safety of passengers in vehicles;
- Maintain and clean Vehicle.

## F. PSD ADVISOR

I. Post Information	
Post Title: Private Sector Development Advisor Post Number: Post Category: Type of Contract: FTA International Duty Station: Malawi	Current Grade (if applicable): Proposed Grade: P- 4 Supervisor Grade: NOD
II. Organizational Context	
<p>Within the context of the Malawi Growth and Development Strategy (MGDS II), the United Nations' collective objective is to assist Malawi achieve the Millennium Development Declaration and the MDGs and contribute to equitable economic growth and poverty reduction.</p> <p>The private sector has been highlighted in the MGDS II document as the engine of economic growth and wealth creation. It is a sub-theme under the theme of 'Sustainable Economic Growth'. The MGDS II document stipulates that increased industrial activities are critical for generating employment opportunities, expanded manufacturing base, enhancing value addition and diversifying exports. In addition to enhancing foreign exchange, trade promotion is expected to assist industries benefit from economies of scale through expanded markets.</p> <p>The UNDP Country Office in Malawi has been expanding its work in Private Sector Development (PSD) and has formulated a new strategic programme for the next five years, in support of the MGDS which envisages private sector and export-led growth. The Programme comprises of two sub-projects. One project pertains to the development of the National Quality Infrastructure in Malawi whilst the other seeks to support innovative approaches to engage the private sector to improve opportunities for the poor to participate in markets as producers, employees, or consumers in strategic value chains and to engage financial service providers to improve financial access to the poor and marginalized including micro-entrepreneurs at the Bottom of the Pyramid.</p> <p>The Programme will establish a Malawi Innovation Challenge Fund, under the leadership of the Export Development Fund - spun-off from Reserve Bank of Malawi. The Fund is aimed at catalyzing innovative pro-poor business models that engage and benefit the underprivileged and at encouraging financial innovations amongst financial service providers that support financial inclusion and propel SMEs growth and micro-entrepreneurship.</p> <p>Under the overall guidance of the Head of PADU (Policy Advisory and Development Unit) and in liaison with the Assistant Resident Representative responsible for Growth and MDG Achievement Cluster, the PSD Advisor will provide expert advice to support the implementation, coordination and management of the new PSD programme, which consists of three projects, ie MICF, SQAM and Inclusive Finance. At the same time, the Advisor will lead in retailing innovative ideas and financial innovations, conceptualizing and spinning-off other export/PSD-related and Inclusive Finance projects, will institutionalize and maintain donor intelligence, will build strategic partnerships and engage in resource mobilization; and will undertake advocacy, information, communication and knowledge management. The Advisor will also work alongside UNDP staff to provide technical advice and with Government staff to provide technical guidance and support capacity building in the areas of competence.</p>	

III. Functions / Key Results Expected
<p>Summary of Key Functions:</p> <ol style="list-style-type: none"> <li>4. Provide specialist technical advice and expertise to UNDP and Government Implementing Agencies with regard to development of policy, methodologies, innovations, tools and working instruments in the fields of inclusive finance, private sector development, industrial development, trade and other related areas;</li> <li>5. Ensure effective management of the PSD programme focusing on quality control of the full cycle of programming from formulation, monitoring, implementation, and reviews.</li> <li>6. Facilitate and maintains strategic partnerships and resource mobilization;</li> <li>7. Undertakes advocacy and information, communication and knowledge management.</li> </ol>
<ol style="list-style-type: none"> <li>4. Provide specialist technical advice to the PSDP Government Implementing Partners and UNDP with regard to the development of policy, methodologies, innovations, tools and working instruments in the fields of inclusive finance, private sector development, industrial development and trade: <ul style="list-style-type: none"> <li>• Thorough analysis of the socio-economic situation of the country, esp. considering the current Government's new Presidential Initiatives among which the PI on Hunger and Poverty Reduction;</li> <li>• Contribute to the development of poverty-orientated policies, national strategies and operational tools in the fields of financial innovation, agricultural diversification, industrial development and export in support of the Government's vision and in partnership with strategic partners;</li> <li>• Advise on the elaboration of guidelines, methodologies, manuals and supporting documentation relevant to the Malawi Innovation Challenge Fund (MICF);</li> <li>• Provide technical backstopping on the development of methodologies and guidelines for the integration of cross-cutting issues in strategic operational plans and budgets;</li> <li>• Provide technical inputs to the development and implementation of a performance monitoring system for the MICF;</li> <li>• Technical support for the conceptualization and deployment of implementation platforms for the National Export Strategy and support the conceptualization of mechanisms for the deployment of a Trade, Industry and Private Sector Development Sector Working Group;</li> <li>• Providing specialist advice on a timely basis to UNDP and the UN System on significant policy measures being considered or implemented by the Government of Malawi in the fields of financial innovation, private sector development, industry and trade; and</li> <li>• Serve as UNDP focal point for PSD and represent UNDP in Sectoral and Technical Working Groups and UN Meetings.</li> </ul> </li> </ol>
<ol style="list-style-type: none"> <li>5. Ensure effective management of the PSD programme focusing on quality control of the full cycle of programming from formulation, monitoring, implementation, and reviews: <ul style="list-style-type: none"> <li>• Leadership and technical guidance in the implementation of the PSD programme including the three sub-set projects pertaining to MICF, SQAM Infrastructure and inclusive finance;</li> <li>• Technical support and application of effective application of corporate RBM tools,</li> </ul> </li> </ol>



<p>establishment of management targets and monitoring and achievement of results;</p> <ul style="list-style-type: none"> <li>• Provide technical advice to Government in assuming leadership and strategic oversight of the planning, budgeting, implementation and monitoring of the programme;</li> <li>• Provision of strategic advice in the formulation, implementation, and revision of the operational planning and budgeting system for the programme ensuring its alignment with existing Government planning and budgeting instruments;</li> <li>• Effective monitoring, measuring the impacts of the PSD programme on a regular basis. Constant monitoring and analysis of the programme environment, and guidance to Government in undertaking timely adjustments for the programme;</li> <li>• Develop and maintain harmonious relationships and team work with government colleagues, as well with colleagues in the country office and the UN system level;</li> <li>• Skills transfer and capacity development in Government through on-the-job coaching, briefings and technical study sessions, etc.</li> </ul>
<p>6. Facilitate and maintains strategic partnerships and resource mobilization:</p> <ul style="list-style-type: none"> <li>• Analysis of environmental scanning and donor intelligence in the areas of public sector development;</li> <li>• Identification of strategic and innovative areas of collaboration with interested development partners in supporting financial innovations and inclusion, private sector development, industry and trade;</li> <li>• Development of partnerships for achieving effective resource mobilization to achieve programme outcomes and fill in the resource gap for the PSD programme;</li> <li>• Establishment and coordination of partnerships with UN agencies, bilateral and multilateral donors, government institutions, private sector, CSOs and other stakeholders;</li> <li>• Preparation of technical briefings on possible areas of cooperation and identification of opportunities for cost-sharing agreements;</li> <li>• Support in the preparation and finalization of cost-sharing agreements achieved in resource mobilization efforts, in line with UNDP's corporate cost-sharing policies and procedures;</li> <li>• Liaise with the African Facility for Inclusive Markets (AFIM) in support for exchange of information and experience with other countries; and</li> <li>• Technical support and expert advice in the implementation, monitoring, and reviews of the UNDAF and the UNDP country programme.</li> </ul>
<p>7. Undertakes advocacy and information, communication and knowledge management focusing on:</p> <ul style="list-style-type: none"> <li>• Facilitating a process of creating and raising the level of awareness on issues emerging in the fields of financial innovation and inclusion, private sector development, industry and trade;</li> <li>• Contribution to learning in the area of competence in government as well as in UNDP CO, and contribution to the knowledge management initiative of the PSD programme; Promote and advocate for an integrated vision of private sector development that includes all relevant national institutions and stakeholders and seek dialogue and consensus building between partners for an holistic programmatic approach;</li> <li>• Conceptualize and support the launch of Private Sector Sensitization Campaigns on Malawi Innovation Challenge Fund (MICF);</li> <li>• Successes and best practices generated and communicated, with the aim of informing the national-level policy and political dialogue in the fields of financial innovation, private sector</li> </ul>

<p>development, industry and trade;</p> <ul style="list-style-type: none"> <li>• Creating high-level advocacy on relevant development policies and programmes in relation to financial innovations, PSD and across the representatives of top echelon of the country's stakeholders;</li> <li>• Determining appropriate media for reaching out to the public and design strategies for reaching target groups in consultation with the CO communications unit;</li> <li>• Support the development guidelines and methodologies for the dissemination of information to the MICF and SQAM; and</li> <li>• Develop a Knowledge Management products in public sector management, and contribute to the corporate KM platform.</li> </ul>
IV. Impact of Results
<p>The key results have impacts on the overall success of the PSDP. In particular, the key results have impact on the definition, planning, budgeting and implementation of programming activities, programme monitoring and knowledge management and the creation of strategic partnerships with actual and potential programme partners. In specific terms, it has impacts on the following results areas:</p> <ul style="list-style-type: none"> <li>• Capacity development of government agencies involved in the implementation of the programme through the provision of specialist technical advice and expertise, training, and knowledge and information management.</li> <li>• Management, coordination, implementation and monitoring of the PSDP</li> <li>• The development and management of strategic partnership with key national and international stakeholders in the field of financial inclusion, private sector development, industry and trade.</li> </ul>
V. Competencies

## Corporate Competencies:

- Promotes the vision, mission and strategic goals of UNDP.
- Demonstrates integrity by modelling the UN's values and ethical standards.
- Displays cultural, gender, religion, race, nationality, and age sensitivity and adaptability.

## Functional Competencies:

## (3) Technical knowledge:

- Demonstrates a thorough understanding of the issues and challenges related to private sector development and trade.
- Exhibits a good knowledge of institutional development and capacity building issues.
- Displays process, transparency and accountability in the country.

## (4) Development and Operational Effectiveness:

- Ability to lead and contribute to strategic planning, change processes, results-based management, work planning, and reporting.
- Ability to formulate and manage budgets, oversight of implementation, monitoring and evaluation of development projects.
- Ability to apply development theory to the specific country context to identify creative, practical approaches to overcome challenging situations.
- Ability to build and sustain effective partnerships with UN Agencies and main constituents, advocate effectively, communicate sensitively across different constituencies.
- Ability to mobilise resources and undertake cost-recovery.
- Ability to implement new systems and effect behavioural and attitudinal change.

## (3) Knowledge and Information Management and Learning:

- Facilitates knowledge and information sharing and learning culture.
- Has good knowledge on UNDP programme and operational issues.
- Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills.
- Has knowledge of UNDP/UN policies and programme in decentralisation.

## (4) Management and Leadership:

- Builds strong relationships with stakeholders and clients, focuses on impact and results for clients, and respond positively to feedback.
- Ability to establish effective working relations in a multicultural team environment.
- Excellent interpersonal skills.
- Consistently approaches work with energy and a positive, constructive attitude.
- Demonstrates strong oral and written communication skills.
- Demonstrates capacity to communicate effectively; resource management; capacity to plan and organize programmes effectively.
- Demonstrates resourcefulness, initiative and mature judgment.
- Demonstrates openness to change and ability to manage complexities.
- Patience to work under pressure and maintains positive outlook and humour.

VI. Recruitment Qualifications	
Education:	At least a Master's degree in Development Studies, Economics, Business Administration, or a related field
Experience:	<ul style="list-style-type: none"> <li>• At least 7 years practical experience in Private Sector Development and practical experience in economic development;</li> <li>• Experience in developing countries, preferably in the Africa region;</li> <li>• In-depth understanding of private sector's role in growth and poverty reduction, financial sector innovations and development and regulatory policies;</li> <li>• Experience working in/with the UN System in developing countries is an added advantage;</li> <li>• Demonstrated resource mobilization skills through strategic partnership building with multiple donors and national stakeholders.</li> </ul>
Language Requirements:	Excellent written and oral communication skills and fluency in English.