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Annual Work Plan (Cover Page)

Development of a robust Standardization, Quality Assurance, Accreditation and Metrology (SQAM) Infrastructure in Malawi

Country: MALAWI

Theme 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;

Expected Project Output(s)¹

1. Strengthened capacity of the Malawi Bureau of Standards to deliver business services and to achieve financial sustainability;
2. Technical Regulations reviewed to promote efficient, effective and accountable delivery of information in accordance with SQAM legislation and regulations;
3. Structurally enhanced capacity of the Malawi Bureau of Standards for conformity assessment services;

¹ The main project results mentioned on page 4 and 5 of the EU-UNDP Contribution Agreement on SQAM project dated 31.08.2012 and the project outputs of UNDP-Govt. of Malawi (Malawi Bureau of Standards) Project Support Document dated 3/10/2012 are exactly the same; however, the wording in the project documents are different. For reporting and monitoring of project results, the UNDP-Govt. of Malawi document and its related logical framework applies.

4. Strengthened, proactive and responsive National Enquiry Points (NEP) to the information and notification requirements of WTO/TBT/SPS agreements;
5. Sanitary and Phytosanitary (SPS) infrastructure improved and mainstreamed into National polices;
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:
Responsible Parties:

Malawi Bureau of Standards (MBS)
UNIDO, UNDP, MBS

Narrative

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.

In the first year of operation, starting March 2013, the activities that will be carried out include:

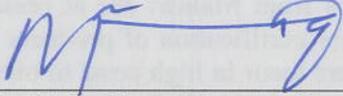
- Project inception phase;
- Project visibility and promotional events;
- Review of MBS organizational structures and strengthening its communication facility;
- Market survey on the demand for testing services;
- Preparation of a marketing unit in MBS;
- Survey on technical regulations scenario;
- Review SPS infrastructure status and prepare roadmap for its strengthening;
- Technical designing of national metrology institute to initiate NMI building construction;
- Strengthening MBS technical and human capacity for product and system certification;
- Initiate assistance to enterprises on system certification;
- Setting up the Project Management Unit, including the recruitment of CTA and other key personnel.

The activities are interrelated and many of the activities will run in parallel and will continue in the next years.

AWP Period:	02 January 2013 31 December 2013
Programme Component:	Poverty Reduction and MDGs
Intervention Title:	SQAM Infrastructure Project
Atlas Award ID:	00069207
Project ID:	00083913
Duration:	1 year

Estimated annualized budget:	\$ 2,338,546
Allocated resources:	
Government	\$1,136,363
UNDP Regular	\$ 133,986
EU	\$ 1,068,197
Unfunded budget:	\$ 0

Agreed by Malawi Bureau of Standards (MBS):

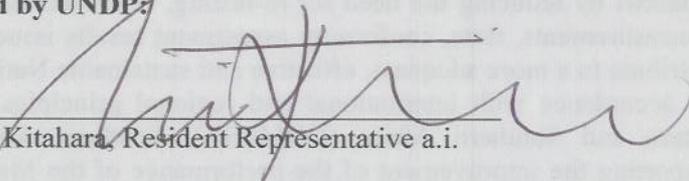


Davlin Chokazinga, Director General

13/03/05

Date

Agreed by UNDP:



Naomi Kitahara, Resident Representative a.i.

28/02/13

Date

Agreed by UNIDO:



Bernardo Calzadilla-Sarmiento
Officer in Charge
Trade Capacity Building Branch

15/03/13

Date

Note:

The conversion rate EUR/USD applied for the AWP 2013 is the official UN exchange rate of 0,737 as of 1 February 2013.

Annual Work Plan

02 January 2013 – 31 December 2013

EXPECTED CP OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES <i>List all activities including M&E to be undertaken during the year towards stated CP outputs</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount US\$
OUTPUT 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 (NQP), fast-tracked and approved by Cabinet. <u>Baseline:</u> 1 draft <u>Target:</u> 1 approved National Quality Policy.	1.1 Project Visibility event					MBS UNDP	EU	7300 – Rental & Maintenance- Premises 72400 – Communic & Audio Visual 72500 – Supplies	3,392 678 678
1.2 Level of increased organizational effectiveness of MBS	1.2 Review and set-up of organisational structures, service delivery procedures and knowledge management within MBS					MBS UNDP	EU	71600 – Travel 71300 – Local Consultants 72200 – Equipment and Furniture	1,357 4,071 47,490

<p>2.1 Number of Technical Regulations reviewed and aligned to International regulations and legislation <u>Baseline: 8; Target: 12</u></p>	<p>2.1 Documentary and field survey of the Malawian situation with regards to technical regulations and enforcement.</p>		<p><u>MBS</u> UNDP</p>	<p>EU</p>	<p>71300 – National Consultants 71200 – International Consultants 71600 - Travel</p>	<p>4,071 10,176 19,544</p>
<p>2.2 Number of organizations promoting clear technical regulations <u>Baseline: 8; Target: 12</u></p>	<p>2.2 Awareness campaigns and training on "Better regulation".</p>		<p><u>MBS</u> UNDP</p>	<p>EU</p>	<p>73100- Rental & Maintenance- Premises 71200 – International Consultants</p>	<p>4,071 10,176</p>
	<p>2.3 Data gathering on TR, analysis and consolidation. Preparation of a strategy and a plan for the institutionalisation of "Better Regulation" in Malawi.</p>		<p><u>MBS</u> UNDP</p>	<p>EU</p>	<p>71200 – International Consultants 71300 – National Consultants 72200– Equipment and Furniture</p>	<p>16,961 40,706 2,714</p>
	<p>2.4 Preparation of a strategy and a plan for the institutionalisation of "Better Regulation" in Malawi.</p>		<p><u>MBS</u> UNIDO</p>	<p>EU</p>	<p>71200 – International Consultants 71300 – National Consultants</p>	<p>6,784 1,357</p>
<p>Sub-Total</p>						<p>116,559</p>
<p>OUTPUT 3: Structurally enhanced capacity of the Malawi Bureau of Standards for conformity assessment services</p>						

<p>3.1 Number of Metrology Institutes constructed</p> <p>Baseline: 0; Target: 1</p>	<p>3.1a Construction of the Metrology building.</p>				MBS	GoM	72100 – Contractual Services Companies	1,136,363
<p>3.2 Percentage increase in demand and supply of MBS business services (standards, training and testing and calibration)</p> <p>Baseline: 21%/year; Target: 30%/year</p>	<p>3.1b Develop within MBS an accredited product certification body</p>				MBS UNIDO	EU	71200 – International Consultants 71600 – Travel	10,176
<p>3.3 Number of accreditations granted by an accreditation body full member of IAF.</p> <p>Baseline: 0; Target: 1</p>	<p>3.2 Develop within MBS a management systems certification body for ISO 9001 and ISO 22000 / HACCP</p>				MBS UNIDO	EU	71200 – International Consultants 71600 – Travel	10,176
<p>3.4 Number of MBS management systems certification body accreditations granted by an accreditation body full member of IAF for the international standards;</p>	<p>3.3 Develop a training business unit.</p>				MBS UNIDO		72100 – Contractual Services Companies	13,569
					MBS UNIDO		71200 – International Consultants	13,107

<p>ISO 9001 ISO 22000 and HACCP. <u>Baseline: 0; Target: 1</u></p>	<p>3.4 Develop a business unit to manage a pool of Malawian auditors.</p>	<p>MBS UNIDO</p>	<p>71200 – International Consultants</p>	<p>8,738</p>
<p>3.5 Number of MBS testing laboratories accreditation granted by an accreditation body full member of ILAC for the international standards. <u>Baseline: 0; Target: 2</u></p>	<p>3.6 Number of MBS calibration laboratories accreditation granted by an accreditation body full member of ILAC for the international standards. <u>Baseline: 0; Target: 2</u></p>			
<p>3.7 Number of MBS training units established <u>Baseline: 0 ; Target: 1</u></p>				
<p>Sub-Total</p>				<p>1,218,214</p>
<p>OUTPUT 4: Strengthened, proactive and responsive National Enquiry Points (NEP) to the information and notification requirements of WTO/TBT/SPS agreements</p>				

<p>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. Baseline: 0; Target: 1</p>	<p>4.1 Identify, store, update, create and use the information on foreign TR, standards and conformity assessment dispositions of countries that import from Malawi</p>	<p>MBS UNIDO</p>	<p>EU</p>	<p>71200 – International Consultants 71600 – Travel</p>	<p>10,176 5,867</p>
<p>4.2 Number of TR not notified during the drafting stage. Baseline: n/a (to be determined during the inception phase of the project). Target: 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. Baseline: 0; Target: 1</p>					
<p>Sub-Total</p>					<p>16,043</p>
<p>OUTPUT 5:</p>					
<p>Sanitary and Phytosanitary (SPS) infrastructure improved and mainstreamed into National policies</p>					
<p>5.1 Number of SPS infrastructure action plans approved and implemented</p>	<p>5.1 Review the national SPS infrastructure</p>	<p>MBS UNIDO</p>	<p>EU</p>	<p>71200 – International Consultants</p>	<p>27,642</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><u>Baseline:</u> 0; <u>Target:</u> 1</p> <p>Sub-Total</p>	<p>5.2 <i>Develop a road map to improve the Malawian SPS infrastructure.</i></p> <p>5.3 <i>Review and upgrade the legislation for the SPS infrastructure</i></p>	<p><u>MBS</u> UNIDO</p> <p><u>MBS</u> UNIDO</p>	<p>EU</p> <p>EU</p>	<p>71200 – International Consultants</p> <p>71200 – International Consultants</p> <p>71600 – Travel</p>	<p>4,749</p> <p>12,212</p> <p>44,602</p>
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OUTPUT 6:

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

<p>6.1 Number of HACCP / ISO 22000 Food safety management systems in place in a selected number of SMEs.</p> <p><u>Baseline:</u> 0; <u>Target:</u> 15</p> <p>6.2 Number of ISO 9001 Quality management systems in place in a selected number of SMEs.</p> <p><u>Baseline:</u> 0; <u>Target:</u> 10</p> <p>6.3 Number of SME able to comply with specific</p>	<p>6.1 Preparation of an overall training and technical assistance programme for SMEs, in particular female and youth headed SMEs</p> <p>6.2 Technical assistance to 15 SMEs, in particular female and youth headed SMEs, to comply with HACCP / ISO 22000 Food safety management systems</p>	<p><u>MBS</u> UNDP</p> <p><u>MBS</u> UNIDO</p>	<p>EU</p> <p>EU</p>	<p>72100 – Contractual Services Companies</p> <p>71200 – International Consultants</p> <p>72300 – Materials and Goods</p>	<p>20,081</p> <p>107,188</p> <p>10,448</p>
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<p>quality requirements in export markets. <u>Baseline: 0; Target: 10</u></p> <p>6.4 Number of Trainers-cum-counsellors and auditors: training in HACCP / ISO 22000 Food safety management systems and approved as trainers and auditors. <u>Baseline: 0; Target: 18</u></p>	<p>6.3 <i>Technical assistance to 10 SMEs, in particular female and youth headed SMEs, to comply with ISO 9001 Quality management systems.</i></p> <p>6.4 <i>Trainers-cum-counsellors and auditors: Training in HACCP / ISO 22000 Food safety management systems.</i></p> <p>6.5 <i>Training in ISO 9001 Quality management systems for trainers-cum-counsellors and auditors.</i></p>		MBS UNIDO	EU	71200 – International Consultants 72300 – Materials and Goods	44,803 6,965
Sub-Total			MBS UNIDO	EU	71200 – International Consultants	9,129
OUTPUT 7:						207,743
MBS compliant with International Regulations established						
<p>7.1 Number of internationally recognized certificates issued <u>Baseline: 0; Target: 5</u></p> <p>7.2 Number of business plans produced <u>Baseline: 0; Target: 1</u></p>	<p>7.1 <i>TA for the preparation of the organisational and operational internal bylaws and business plan for the Malawian accreditation body.</i></p>		MBS UNIDO	EU	71200 – International Consultants	0
Sub-Total						0
PROGRAMME MANAGEMENT:						
Operational Management Team						

Operational Management Team	Operational Management Team				UNIDO	EU	77300 - Salary and related costs-TA/IP	248,109
							71600 - Travel	14,821
					UNDP	EU	72800 - Information Technology Equipmt	12,890
							72200 - Equipment and Furniture	70,000
Programme Assurance, Coordination and Management								
Programme Assurance, Coordination and Management	Coordination				UNDP	UNDP Regular Resources	77100 -TA/NP cost	49,000
							72300- Materials & Goods	3,000
							71600 - Travel	4,000
							72400 - Communic & Audio Visual Equip	2,000
PSD Advisor								
PSD Advisor	PSD Advisor				UNDP	UNDP Regular Resources	77100 -TA/IP cost	75,986
								71,516
UNDP/UNIDO Administrative Cost (GMS 7%)								
Sub-Total								551,322
GRAND TOTAL								2,338,546

Amor

The Annual Work Plan (AWP) Monitoring Tool

Year 2013

CP Component: Poverty Reduction Implementing Partner: Malawi Bureau of Standards

EXPECTED CP OUTPUTS AND INDICATORS INCLUDING ANNUAL TARGETS	PLANNED ACTIVITIES <i>List all the activities including monitoring and evaluation activities to be undertaken during the year towards stated CP outputs</i>	EXPENDITURES <i>List actual expenditures against activities completed</i>	RESULTS OF ACTIVITIES <i>For each activity, state the results of the activity</i>	PROGRESS TOWARDS ACHIEVING CP OUTPUTS <i>Using data on annual indicator targets, state progress towards achieving the CP outputs. Where relevant, comment on factors that facilitated and/or constrained achievement of results including:</i> - <i>Whether risks and assumptions as identified in the CP M&E</i> - <i>Framework materialized or whether new risks emerged</i> - <i>Internal factors such as timing of inputs and activities, quality of products and services, coordination and/or other management issues</i>
OUTPUT 1: Strengthened capacity of the Malawi Bureau of Standards to deliver business services and to achieve financial sustainability	1.1 Project Visibility event			
1.1 Number of National Quality Policies (NQP), fast-tracked and approved by Cabinet.	1.2 Review and set-up of organisational structures, service delivery procedures and knowledge management within MBS			
Baseline: 1 draft Target: 1 approved National Quality Policy.	1.3 Market survey on the demand for testing and calibration in Malawi			
1.2 Level of increased organizational effectiveness of	1.4 Preparation of a business plan and monitoring system for MBS.			
	1.5 Development of a "marketing unit" within MBS.			

<p>MBS</p> <p><u>Baseline:</u> to be determined at project inception</p> <p><u>Target:</u> MBS revised structure and procedures created and operationalized.</p>	<p>1.6 Enhancement and updating of MBS website</p>			
<p>1.3 Percentage of increment of business services per year provided to Malawian organisations, both public and private,</p> <p><u>Baseline:</u> 100 Standards developed, 142 Certified products and Services, 3046 Samples Tested, 800 Verification Audits - Metrology Services)</p> <p><u>Target:</u> 30 % increase in services/per year</p>	<p>1.7 Preparation and implementation of a "training plan" for MBS.</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: Technical Regulations reviewed to promote efficient, effective and accountable delivery of information in accordance with SQAM</p>	<p>2.1 Documentary and field survey of the Malawian situation with regards to technical regulations and enforcement.</p>			



<p>legislation and regulations</p> <p>2.1 Number of Technical Regulations reviewed and aligned to International regulations and legislation</p> <p><u>Baseline: 8; Target: 12</u></p>	<p>2.2 Awareness campaigns and training on "Better regulation".</p>		
<p>2.2 Number of organizations promoting clear technical regulations</p> <p><u>Baseline: 8; Target: 12</u></p>	<p>2.3 Data gathering on TR, analysis and consolidation. Preparation of a strategy and a plan for the institutionalisation of "Better Regulation" in Malawi.</p>		
<p>OUTPUT 3: Structurally enhanced capacity of the Malawi Bureau of Standards for conformity assessment services</p>	<p>3.1a Construction of the Metrology building.</p>		
<p>3.1 Number of Metrology Institutes constructed</p> <p><u>Baseline: 0; Target: 1</u></p>	<p>3.1b Develop within MBS an accredited product certification body</p>		
<p>3.2 Percentage increase in demand and supply of MBS business services (standards, training services, testing and calibration)</p> <p><u>Baseline: 21%/year;</u></p>	<p>3.2 Develop within MBS a management systems certification body for ISO 9001 and ISO 22000 / HACCP</p>		
	<p>3.3 Develop a training business unit.</p>		

<p>Target: 30% /year</p> <p>3.3 Number of accreditations granted by an accreditation body full member of IAF.</p> <p><u>Baseline: 0; Target: 1</u></p> <p>3.4 Number 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.</p> <p><u>Baseline: 0; Target: 1</u></p> <p>3.5 Number of MBS testing laboratories accreditation granted by an accreditation body full member of ILAC for the international standards.</p> <p><u>Baseline: 0; Target: 2</u></p> <p>3.6 Number of MBS calibration laboratories accreditation granted by an accreditation body full member of ILAC for the international standards.</p> <p><u>Baseline: 0; Target: 2</u></p>	<p>3.4 Develop a business unit to manage a pool of Malawian auditors.</p>
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<p>OUTPUT 4: Strengthened, proactive and responsive National Enquiry Points (NEP) to the information and notification requirements of WTO/TBT/SPS agreements</p> <p>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.</p> <p><u>Baseline:</u> 0; <u>Target:</u> 1</p> <p>4.2 Number of TR not notified during the drafting stage.</p> <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>	<p>4.1 Identify, store, update, create and use foreign TR, standards and conformity assessment dispositions of countries that import from Malawi</p>			
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<p>OUTPUT 5: Sanitary and Phytosanitary (SPS) infrastructure improved and mainstreamed into National polices</p>	<p>5.1 Review the national SPS infrastructure</p>		
<p>5.1 Number of SPS infrastructure action plans approved and implemented Baseline: 0; Target: 1</p>	<p>5.2 Develop a road map to improve the Malawian SPS infrastructure.</p>		
<p>5.2 Number of Reports on the review and upgrade of SPS legislation in Malawi discussed and approved by stakeholders. Baseline: 0; Target: 1</p>	<p>5.3 Review and upgrade the legislation for the SPS infrastructure</p>		
<p>OUTPUT 6: Capacity of Small and Medium sized Enterprises (SME), and particularly women and youth led enterprises, strengthened to comply with quality requirements</p>	<p>6.1 Preparation of an overall training and technical assistance programme for SMEs, in particular female and youth headed SMEs</p>		
<p>6.1 Number of HACCP / ISO 22000 Food safety management systems in place in a selected number of SMEs.</p>	<p>6.2 Technical assistance to 15 SMEs, in particular female and youth headed SMEs, to comply with HACCP / ISO 22000 Food safety management systems</p>		



<p><u>Baseline: 0; Target: 15</u></p> <p>6.2 Number of ISO 9001 Quality management systems in place in a selected number of SMEs.</p> <p><u>Baseline: 0; Target: 10</u></p> <p>6.3 Number of SME able to comply with specific quality requirements in export markets.</p> <p><u>Baseline: 0; Target: 10</u></p> <p>6.4 Number of Trainers-cum-counsellors and auditors: training in HACCP / ISO 22000 Food safety management systems and approved as trainers and auditors.</p> <p><u>Baseline: 0; Target: 18</u></p>	<p>6.3 Technical assistance to 10 SMEs, in particular female and youth headed SMEs, to comply with ISO 9001 Quality management systems.</p> <p>6.4 Trainers-cum-counsellors and auditors: Training in HACCP / ISO 22000 Food safety management systems.</p> <p>6.5 Training in ISO 9001 Quality management systems for trainers-cum-counsellors and auditors.</p>				
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<p>OUTPUT 7: MBS compliant with International Regulations established</p> <p>7.1 Number of internationally recognized certificates issued <u>Baseline: 0; Target: 5</u></p> <p>7.2 Number of business plans produced <u>Baseline: 0; Target: 1</u></p>	<p>7.1 TA for the preparation of the organisational and operational internal bylaws and business plan for the Malawian accreditation body.</p>				
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<p>Strategic Performance Indicators</p>	<p>EL-1-1-1-1</p>	<p>10/28/2016</p>	<p>10/28/2016</p>	<p>10/28/2016</p>	<p>10/28/2016</p>
<p>Business Plan</p>	<p>10/28/2016</p>	<p>10/28/2016</p>	<p>10/28/2016</p>	<p>10/28/2016</p>	<p>10/28/2016</p>
<p>Business Plan</p>	<p>10/28/2016</p>	<p>10/28/2016</p>	<p>10/28/2016</p>	<p>10/28/2016</p>	<p>10/28/2016</p>
<p>Business Plan</p>	<p>10/28/2016</p>	<p>10/28/2016</p>	<p>10/28/2016</p>	<p>10/28/2016</p>	<p>10/28/2016</p>
<p>Business Plan</p>	<p>10/28/2016</p>	<p>10/28/2016</p>	<p>10/28/2016</p>	<p>10/28/2016</p>	<p>10/28/2016</p>

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Procurement of Services of a National Consultant	1	Person	30079/10159	0000000002	71300	6,784	USD	6,784	6,784	UNDP Support Service	01-07-2013	MBS	Timothy Shawa
Procurement of Services of an International Consultant	1	Person	30079/10159	0000000003	71200	10,176	USD	10,176	10,176	UNIDO	01-10-2013	UNIDO	-
Procurement of Services of an International Consultant	1	Person	30079/10159	0000000003	71200	10,176	USD	10,176	10,176	UNIDO	01-10-2013	UNIDO	-
Procurement of Services of an International Consultant	1	Person	30079/10159	0000000003	71200	13,107	USD	13,107	13,107	UNIDO	01-07-2013	UNIDO	-
Procurement of Services of an International Consultant	1	Person	30079/10159	0000000003	71200	8,738	USD	8,738	8,738	UNIDO	01-07-2013	UNIDO	-
Procurement of Services of an International Consultant	1	Person	30079/10159	0000000004	71200	10,176	USD	10,176	10,176	UNIDO	01-07-2013	UNIDO	-
Procurement of Services of an International Consultant	1	Person	30079/10159	0000000005	71200	27,642	USD	27,642	27,642	UNIDO	01-06-2013	UNIDO	-
Procurement of Services of an International Consultant	1	Person	30079/10159	0000000005	71200	4,749	USD	4,749	4,749	UNIDO	01-06-2013	UNIDO	-
Procurement of Services of an International Consultant	1	Person	30079/10159	0000000005	71200	12,212	USD	12,212	12,212	UNIDO	01-06-2013	UNIDO	-
Procurement of Services of an International Consultant	1	Person	30079/10159	0000000006	71200	107,188	USD	107,188	107,188	UNIDO	01-10-2013	UNIDO	-

Procurement of Services of an International Consultant	1	Person	30079/10159	00000000006	71200	44,803	USD	44,803	UNIDO	01-10-2013	UNIDO	-
Procurement of Services of an International Consultant	1	Person	30079/10159	00000000006	71200	9,129	USD	9,129	UNIDO	01-08-2013	UNIDO	-
Procurement of Services of an International Consultant	1	Person	30079/10159	00000000006	71200	9,129	USD	9,129	UNIDO	01-08-2013	UNIDO	-
Total						516,327	USD	516,327				

Jmoe

