

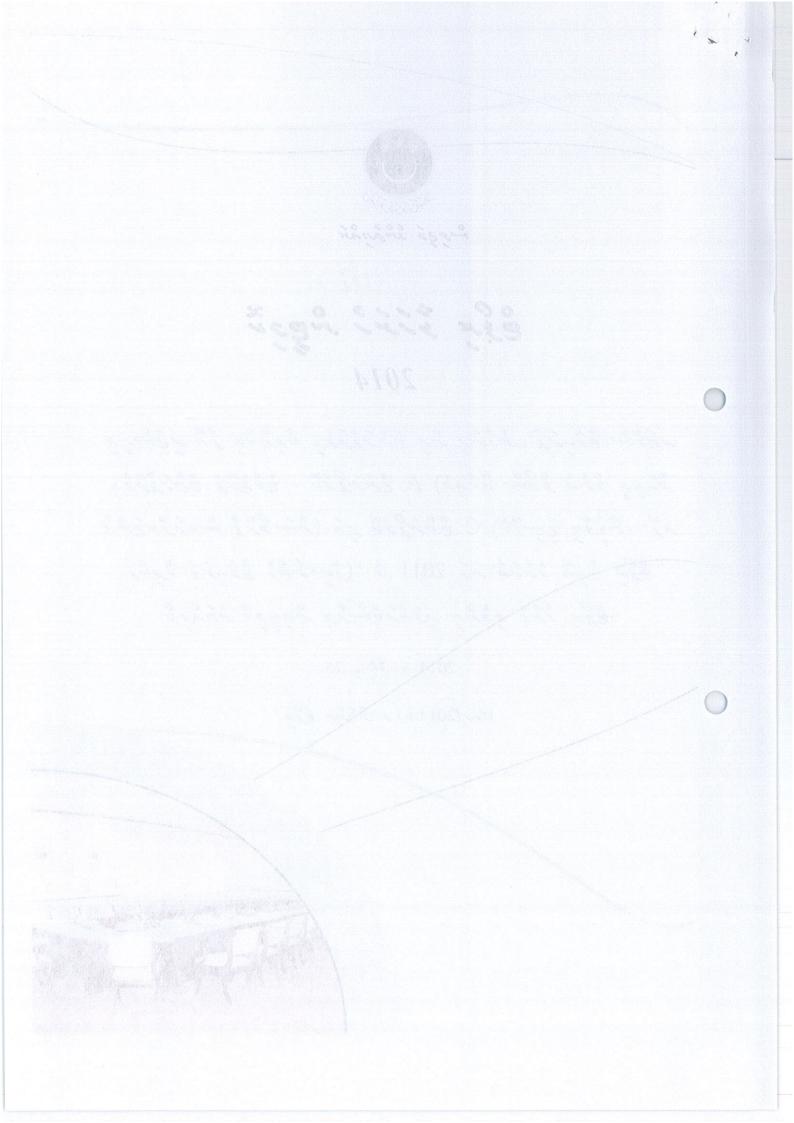
مُرْرِع مُرْرَدُ مِرْدُعُ 2014

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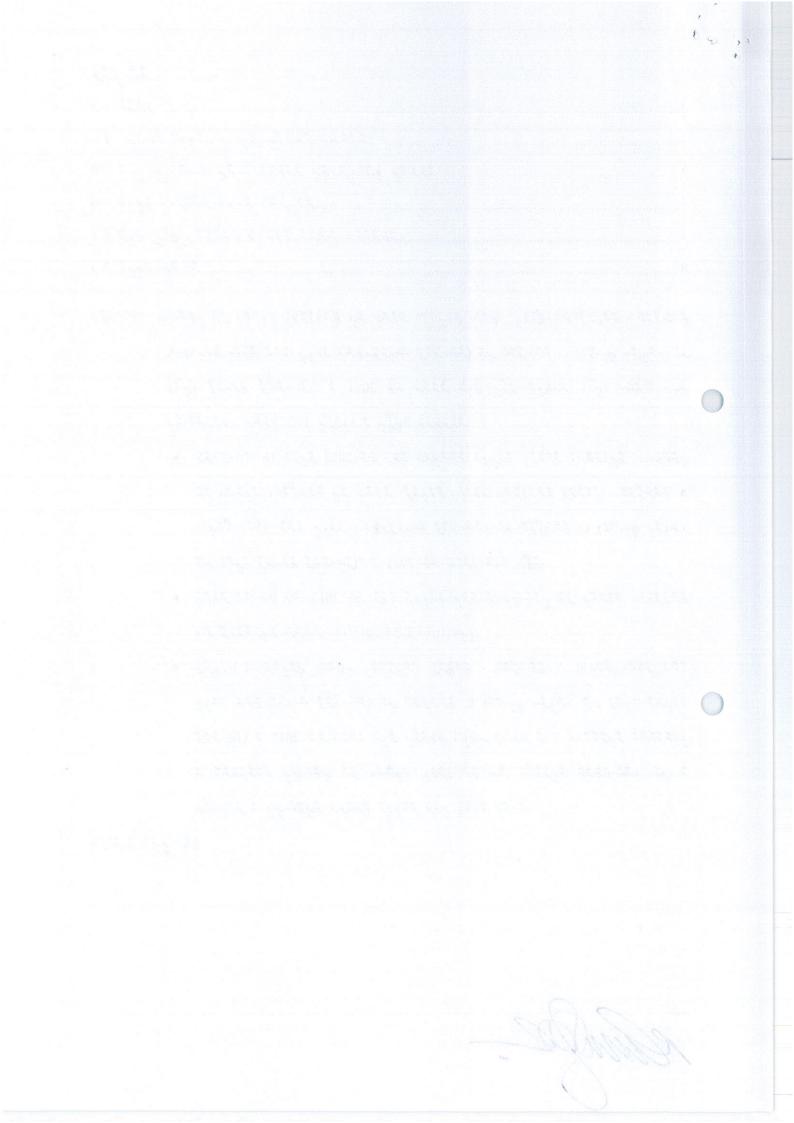




پر ^ا ر بر استان کار استان
1.0 حَرَّتُرُونَ
2.0 ב צָרָהְתִה עָבָשְ בֹּרִ רְבִּעִנִי בִּעִנִי בְּעִנִי בִּעִנִי בְּעִנִי בְּיִנִי בְּעִנִּי בְּיבְּיבְּבְּי בְּעִנִי בְּיבְּיבְּי בְּבְּיבְּי בְּיבְּי בְּיבְיבְּי בְּבְּיבְּי בְּבְּיבְּי בְּיבְּיבְי בְּיבְּיבְי בְּיבְּיבְי בְּיבְּיבְי בְּיבְּיבְי בְּבְּיבְי בְּבְּיבְּי בְּבְּיבְי בְּבְּיבְי בְּבְּיבְי בְּבְּיבְּיבְיבְּיבְי בְּבְּיבְּיבְיבְי בְּבְּיבְיבְיבְּיבְיבְּיבְּיבְּיבְיבְּבְּבְּיבְּבְּבְּבְיבְּבְּיבְּי
3.0 שֹכָשַ צֹר כֹרִשִּׁלַ בָּאִשִּׁטֹאַרְפָּבִי אַנְרְנִצְּאָרָפָ בָּתִּעִּבְּרִי
4.0 مَرْجِعِ وَ كَوْمَاهُ مُعْرِدُونُ وَمُرْعِوْمُةُ:
4-1 جُرِعُ مِرْبُعُ وَ كُنْ وَسُوْمَ لَا مُرْفِرُ مَا مُرْمُورُ مَا اللَّهُ مُرْمَدُ اللَّهُ مُرْمُونُ اللَّهُ مُرَّالًا اللَّهُ مُرْمُونُ اللَّهُ مُرَّالِيلًا لللَّهُ مُرْمُونُ اللَّهُ مُرْمُونُ اللَّهُ مُرْمُونُ اللَّهُ مُرَّالِيلًا لللَّهُ مُرَّالًا للللَّهُ مُرَّالًا لللَّهُ مُرَّالًا لللَّهُ مُرْمُونُ اللَّهُ مُرَّالًا لللَّهُ مُرْمُونُ لَلْمُونُ لِللَّهُ مُرَّالِيلًا للللَّهُ مُرْمُونُ اللَّهُ مُرْمُونُ اللَّهُ مُرَّالِيلًا للللَّهُ مُرَّالًا للللَّهُ مُرَّاللَّهُ لِلللَّهُ لِلللَّهُ لِلللَّهُ لِلللَّهُ لِلللَّهُ لِللَّهُ لِللللَّهُ لِلللَّهُ لِللللَّهُ لِلللَّهُ لِلللَّهُ لِلللَّلْمُ للللَّهُ للللَّهُ للللَّهُ للللَّهُ للللَّهُ للللَّهُ للللّلِيلُونُ للللَّهُ للللَّهُ للللَّهُ للللَّهُ لِللللَّهُ للللَّهُ لِللللَّهُ للللَّهُ للللَّهُ للللَّهُ للللَّهُ للللَّهُ للللَّهُ للللَّهُ لللللَّهُ للللَّهُ لللللَّهُ للللَّهُ لللللَّهُ للللّلْمُ للللَّهُ للللَّهُ للللَّهُ للللَّهُ للللَّهُ للللَّهُ للللّلِيلِيلُونُ للللَّهُ لللللَّهُ للللَّهُ لللللَّهُ لللللَّهُ للللَّهُ لللللَّهُ للللَّهُ للللَّهُ للللَّهُ لللللَّهُ لللللَّهُ للللَّهُ لللللَّهُ للللَّهُ للللللَّهُ للللَّهُ لللللَّهُ للللَّهُ لللللَّهُ لللللَّهُ لللللَّهُ لللللَّهُ للللَّهُ للللَّهُ للللّلْمُ لللللَّهُ للللَّهُ لللللَّهُ لللللَّهُ لللللَّهُ لللللللللللللللللللللللللللللللللللل
5.0 דֹב שֶ ב' תַתניב ריינ:
عَنْ وَوْدُ - 1.0: وِسِرَ شَعْدُ وَ وَوْدُورُ مِنْ عِلْوَدُ مِنْ مِنْ وَمُرْدُونُ الْمُدَرِدُ فَا شَاءَ مِنْ وَوَرُوسُونُ وَمُورُونُ وَمُنْ وَمُورُونُونُ وَمُؤْرُونُونُ وَمُورُونُونُ وَمُورُونُونُ وَمُورُونُونُ وَمُورُونُونُ وَمُورُونُونُ وَمُورُونُونُ وَمُورُونُونُ وَمُورُونُونُ وَمُؤْرُونُونُ وَمُورُونُ وَمُورُونُ وَمُورُونُونُ وَمُورُونُ وَمُونُونُ وَمُؤْرُونُونُ وَمُونُونُ وَمُونُونُ وَمُورُونُ وَمُؤْرُونُونُ وَمُونُونُ وَمُؤْرُونُونُ وَمُونُونُ ومُورُونُ ومُورُونُ ومُؤْرُونُونُ ومُورُونُ ومُؤْمُونُ ومُؤْمُ ومُونُونُ ومُؤْمُونُ ومُؤْمُونُ ومُونُونُ ومُونُونُ ومُؤْمُونُ ومُونُونُ ومُؤْمُونُ ومُؤْمُونُ ومُؤْمُونُ ومُؤْمُونُ ومُؤْمُونُ ومُونُونُ ومُؤْمُونُ ومُؤْمُونُ ومُؤْمُونُ ومُؤْمُونُ ومُؤْمُونُ ومُؤْمُونُ ومُؤْمُونُ ومُؤْمُونُ ومُؤْمُ ومُؤْمُونُ ومُؤْمُ ومُونُونُ ومُؤْمُونُ ومُؤْمُونُ ومُؤْمُ ومُؤْمُونُ ومُؤْمُونُ ومُؤْمُونُ ومُونُ ومُؤْمُونُ ومُؤْمُونُ ومُؤْمُونُ ومُونُ ومُؤْمُونُ ومُؤْمُونُ ومُونُونُ ومُؤْمُونُ ومُونُ ومُؤْمُونُ ومُونُونُ ومُونُونُ ومُونُونُ ومُونُ ومُونُونُ ومُونُ ومُونُ ومُونُ ومُونُ ومُونُ ومُونُ ومُونُ ومُونُ ومُونُونُ ومُونُ ومُونُ ومُونُونُ ومُونُ ومُو
స్ కస్ట్రిల్లాన్లు) C కిస్ట్రాన్స్లో స్ట్రాన్స్లో స్ట్రిస్ట్రిల్లో స్ట్రిస్ట్రిల్లో స్ట్రిస్ట్రిల్లో స్ట్రిస్ట
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- נָת נְפֹּנָע נָתֹתְפָּב נָפִיתְ בִּינָן" ב 2011 בֹּת הֹנִב הִבּ בּבּ אנָפּי
- خَرُونَدُ-1.2: 04 خَبْرُ 2013 وَسَرُ رُورُ وَجِرِدُ مِرْجُدُرُ وِسِ الْحَبْرِ مِرْدُونُ عِالْمُؤْدُ مِنْ رِيرُ وْسُرْدُو وْرِدُ سَرْسُونُ 101-EP/57/2013/11 مِنْ
- 200 900 Runo) A Enrique Evera Erizate xeve Esnia :1.3-3356 () さらっちょ いゅうちょ メラ こがこうの マーダン (でんりゃく) シュー (がん うまら ーっちょんをから ライシュ

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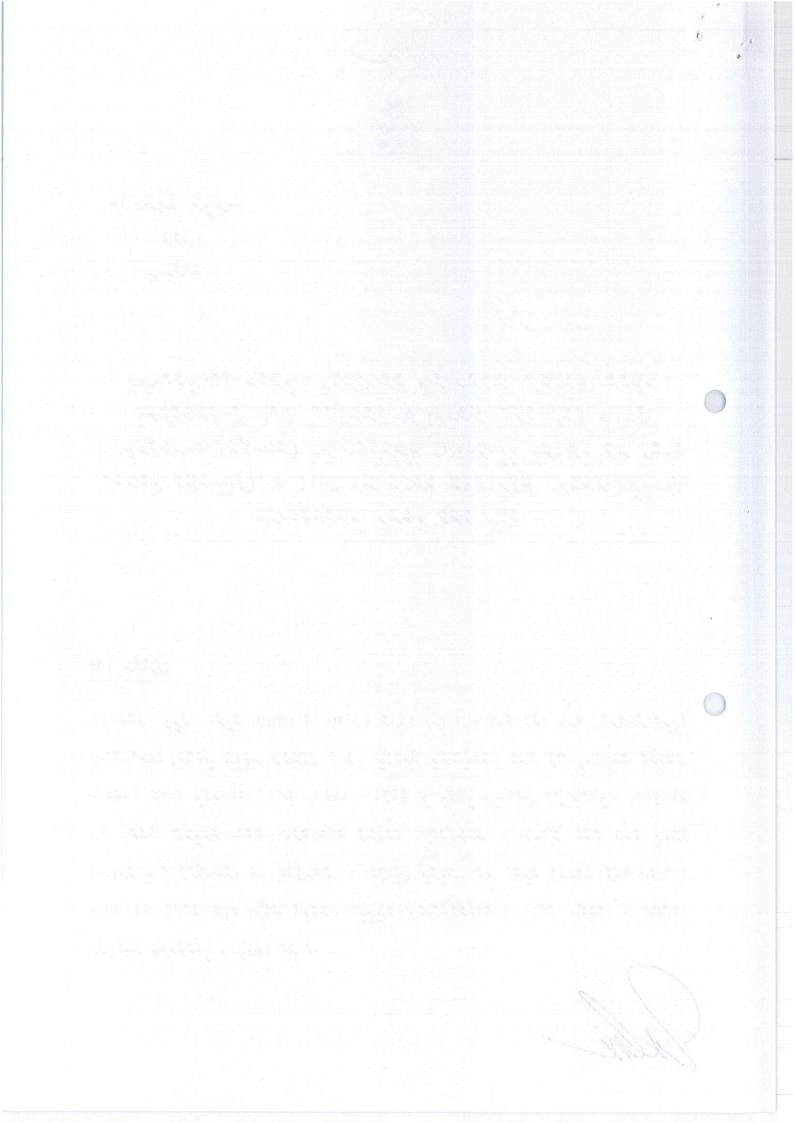


بسالندالغم الخيم

1.0

رُدُرْدَرُورُ وَ وَرُدُورُ وَ وَرُدُرُورُ وَ وَرُدُرُورُ وَ وَرُدُرُورُ وَ وَرُدُرُورُ وَرُدُورُ وَرُدُورُ وَرُدُرُورُ وَ وَرُدُورُ وَرُدُرُورُ وَرُدُرُورُ وَرَدُورُ وَرَارُ وَرَدُورُ وَرَدُورُ وَرَدُورُ وَرَدُورُ وَرَدُورُ وَرَدُورُ و

den



2.0 ב ברות של של בשור הל מול בינים בינים בינים בינים:

- - 2. نَارُوْرْ دُرِيْدُ وَسُوْرُ مُرُورْ مُورْ (وَدُرْمِيْدُ سُرَدُ وَ
 - - 4. ٧٤٠٠٤ گرميري و مرفير دروز سرسيور
 - 5. مُعْرَقِر مُرْمِدُةُ وَمُرْهَدُ مُرْوَةُ سَوِوْ
 - 6. رسروند فرمدد وسوند رویرو وردود برور
 - 7. مُعرِقْ قُرِيرُةُ وَمُعْرَفِيْ وَمِرْهُ وَرَبِهُ مِنْ مِنْ
 - 8. 6,06 2,00 6,00 8
 - 9. وَمِوْمِ وَرِمْدُو وَمُوْمَدُ رُسَامِمُ وَرُرُووْ
 - 10. وَوْوْر وُرِيْرُ وُسُرُونُ وُسُرُونُرُ بِرِيْنَ بُرُمُونُرُ
 - 11. كَدُمْرُ مُرْمِدُ وَحُرْفَهُ مُرْكُوْرُ مُرْسِورُ
 - 12. وقر قرممری وجرفتر رفتررو ورو
 - 13. وَمُرْثُرُ مُرْمِدُ وُسُومُ لِمُ مُمْرُو مَعْمِرُوْ مَعْمِرُوْ

Down

 $^{\circ}$ C $^{\circ}$ $^{\circ}$

- عَ مُرْوَدُو -1.2: 04 نَيْمُ 2013 وَمَرَ مُرُورُ وَجِهِرِرُوْ دِمُرَّمُورُ وِمِرْ عَجْرُورُ مَ مِرْدُونَ عِ وَفَرْدُورُونَ هِ فَرَدُورُونَ مِ مُرْدُونُ عِ وَفَرْدُونَا عِ وَفَرْدُونَا عِ وَمُرْدُونُا عِلَيْهِ وَمِنْ مُونُونُا مِنْ مُونُونُا مِنْ مُرْدُونُا عِ وَمُرْدُونُا عِلَا مُرْدُونُا مِنْ مُونُونُا مِنْ مُؤْمِدُ وَمِنْ مُرْدُونُا مِنْ مُونُونُا مِنْ مُرْدُونُا مِنْ مُونُونُا مِنْ مُؤْمِدُ وَمُرْدُونُا مِنْ مُونُونُا مِنْ مُؤْمِدُ وَمِنْ مُرْدُونُا مِنْ مُؤْمِدُ وَمِنْ مُرْدُونُا مِنْ مُؤْمِدُ وَمِنْ مُرْدُونُا مِنْ مُؤْمِدُ وَمِنْ مُونُونُا مِنْ مُؤْمِدُونُا مِنْ مُؤْمِدُ وَمِنْ مُؤْمِدُونُا مِنْ مُؤْمِدُونُا مِنْ مُؤْمِدُونُا مِنْ مُؤْمِدُونُا مُؤْمِنُونُا مُؤْمِدُونُا مِنْ مُؤْمِدُونُا مُؤْمِدُونُا مُؤْمِدُونُا مُؤْمِدُونُا مُؤْمِدُونُا مُؤْمِدُونُا مُؤْمِنُونُا مِنْ مُؤْمِدُونُا مُؤْمِنُونُا مُؤْمِنُونُا مِنْ مُؤْمِنُونُا مُؤْمِنُونُا مِنْ مُؤْمِنُونُا مُؤْمِنُونُا مُؤْمِنُونُا مُؤْمِنُونُا مُؤْمِنُا مُؤْمِنُونُا مُؤْمِنُونُا مُؤْمِنُونُا مُؤْمِنُونُا مُؤْمِنُونُا مُؤْمِنُونُا مُؤْمِنُونُا مُؤْمِنُونُا مُؤْمِنُونُا مُؤْمِنُ مُؤْمِنُونُا مُؤْمِنُونُا مِنْ مُؤْمِنُونُا مِنْ مُؤْمِنُونُا مُؤْمِنُونُا مُؤْمِنُونُا مُؤْمِنُونُا مُؤْمِنُونُا مُؤْمِنُونُا مِنْ مُؤْمِنُونُا مُونُونُونُا مِنْ مُؤْمِنُونُ مُونُونُونُا مِنْ مُؤْمِنُونُا مُونُونُونُونُا مِنْ مُؤْمِنُونُا مُونُونُا مِنْ مُونُونُونُا مِنْ مُؤْمِنُونُا مُونُونُونُا مُونُونُا مُونُونُونُا مُونُونُا مُونُونُا مِنْ مُونُونُا مُونُونُونُا مُونُونُونُ

4.0 مرج و د سادماه مردر وروده

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﴿ وَكُوْلَا مُرْدُونُونُونُ وَمِنَ اللَّهُ وَهُمَ اللَّهُ وَاللَّهُ وَاللَّهُ مُرْدُونُونُ اللَّهُ وَاللَّهُ وَاللَّا وَاللَّهُ وَاللّهُ وَاللَّهُ وَاللَّهُ وَاللَّهُ وَاللَّهُ وَاللَّهُ وَاللَّهُ ولَا اللَّهُ وَاللَّهُ وَاللَّهُ وَاللَّهُ وَاللَّهُ وَاللَّهُ وَاللَّالَّالِمُ وَاللَّهُ وَاللَّهُ وَاللَّهُ وَاللَّهُ وَاللَّهُ وَاللَّهُ وَاللَّهُ وَاللَّهُ وَاللَّا لَا اللَّا اللَّالَّا لَالَّا لَالَّالَّا لَا لَا اللَّلَّا لَا اللَّهُ وَلَّا لَا اللَّا

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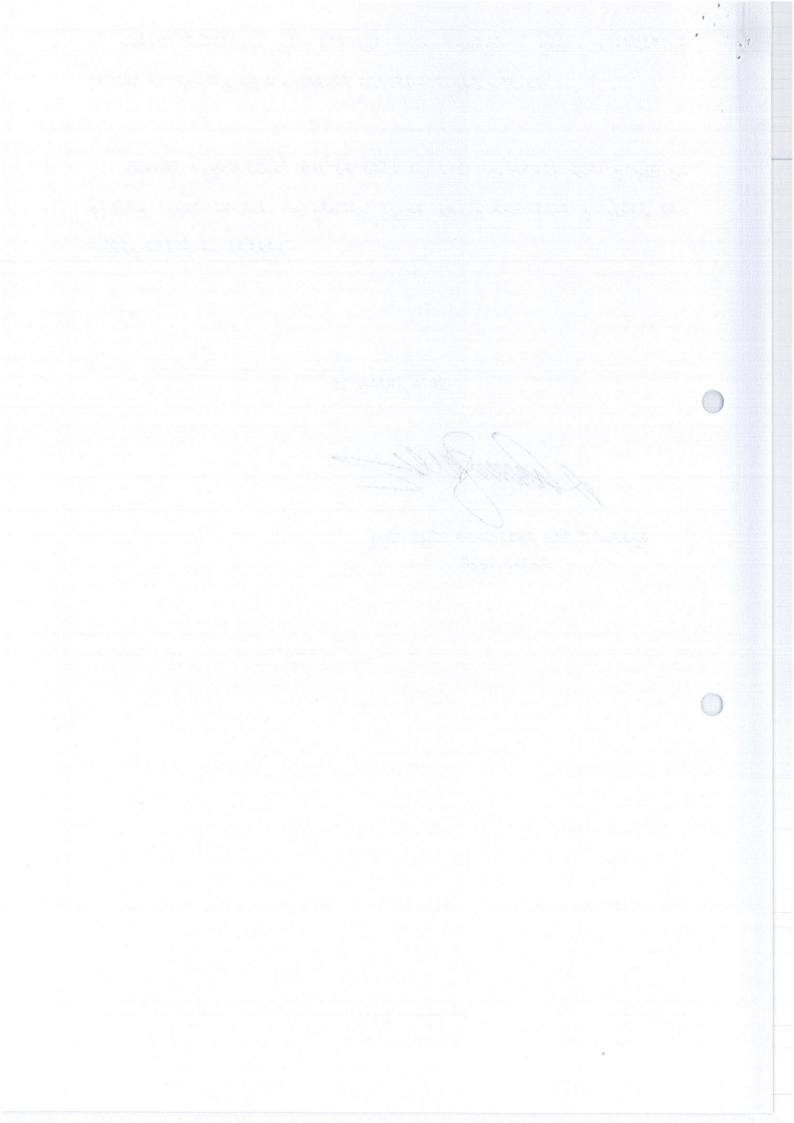
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وٍدٌ، شَرَّهُوْدُو دَخِوِرُدُ دَخَرِمُو 100 وَسَ دَّرَّمُو (ر) دُ 12 وَسَرَ سَرَّصَ ثَدَّ دَرُسَ دِ جِهُمْ مِر دِرْئَ هُمْ مِنْ دَخِوِرُرُ رُسَرَءُوْوْ. دَبِر دِرْئَ هُمْ بِر دَخِوِرُرُ وَسِرَفَا دِدَسْرَوُ دُخَمَارُ دِ جِهُمُّ دُوْرُ دُخُهُ سِرِسْرُدُوْدِ غُرْدُوْدُرْ دُبِرِ فُرْشَرُودُوْ.

25 ء شرق کا 2014

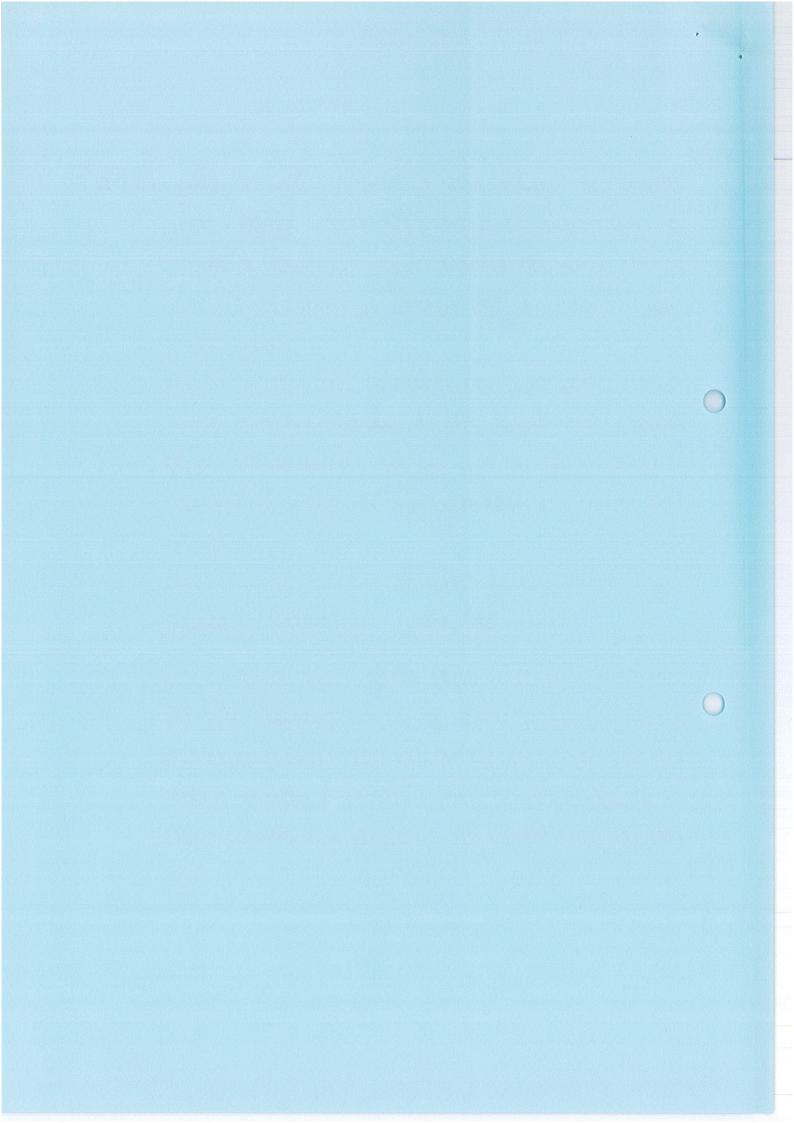
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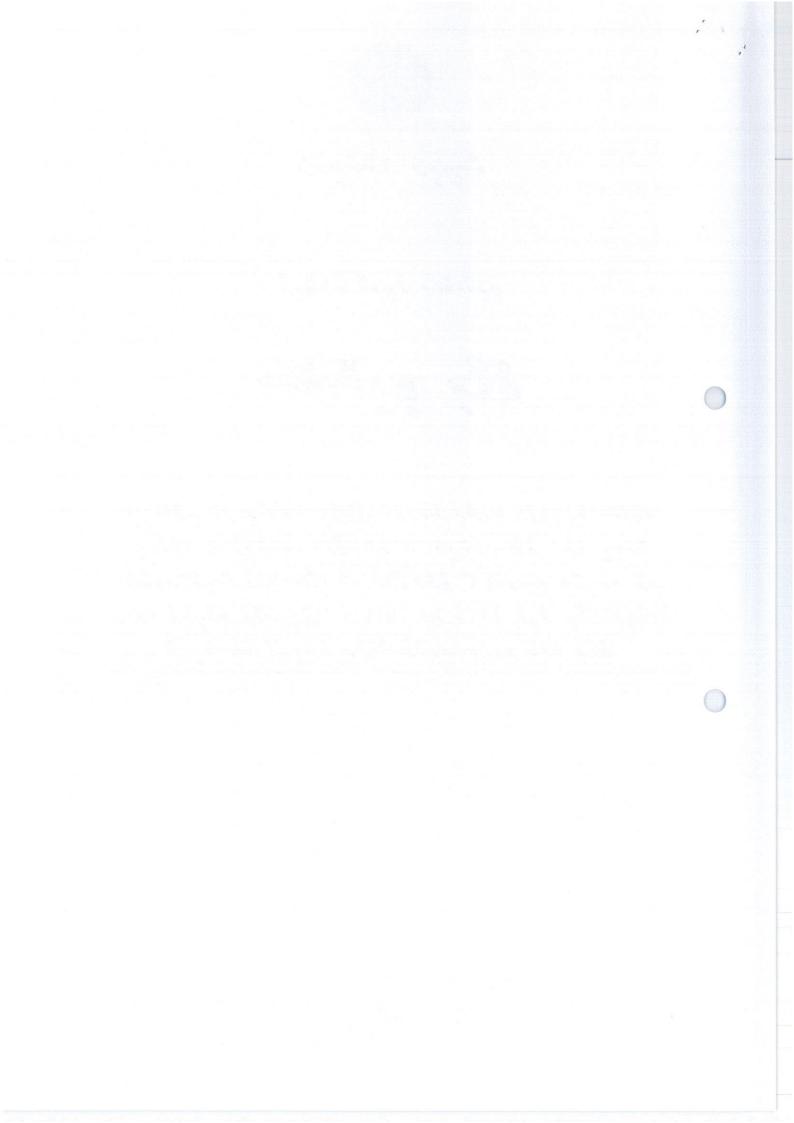
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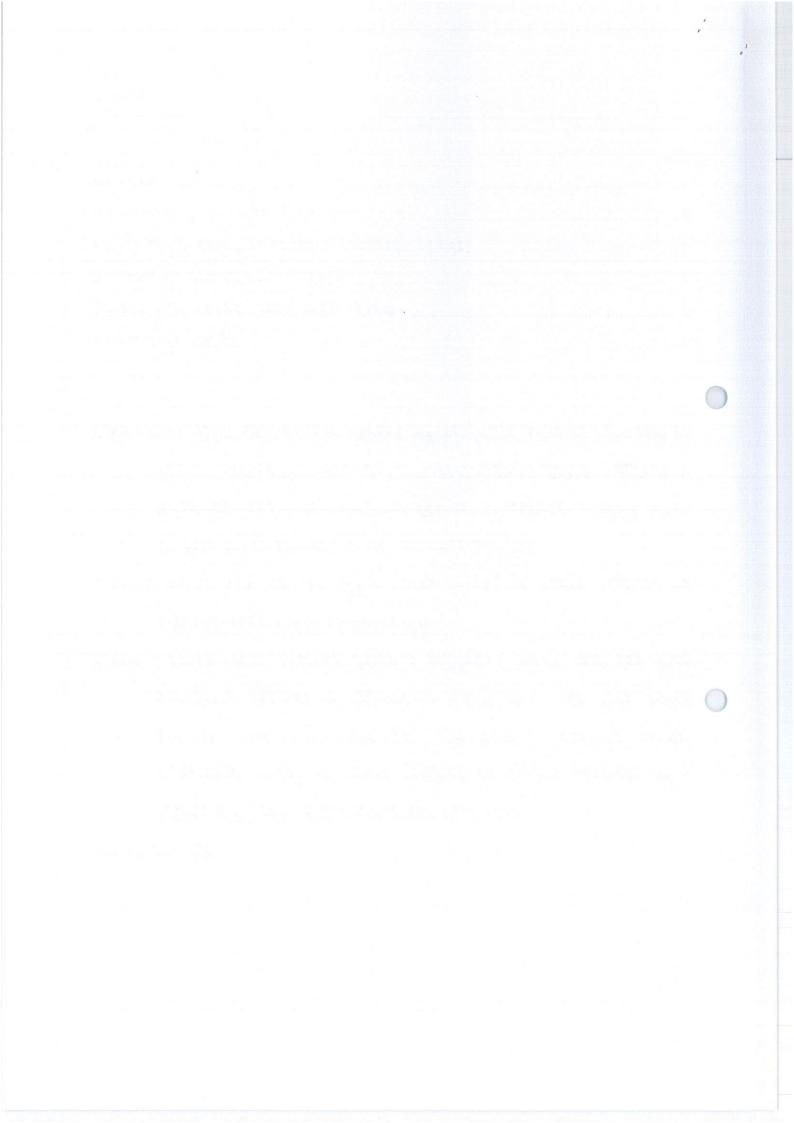
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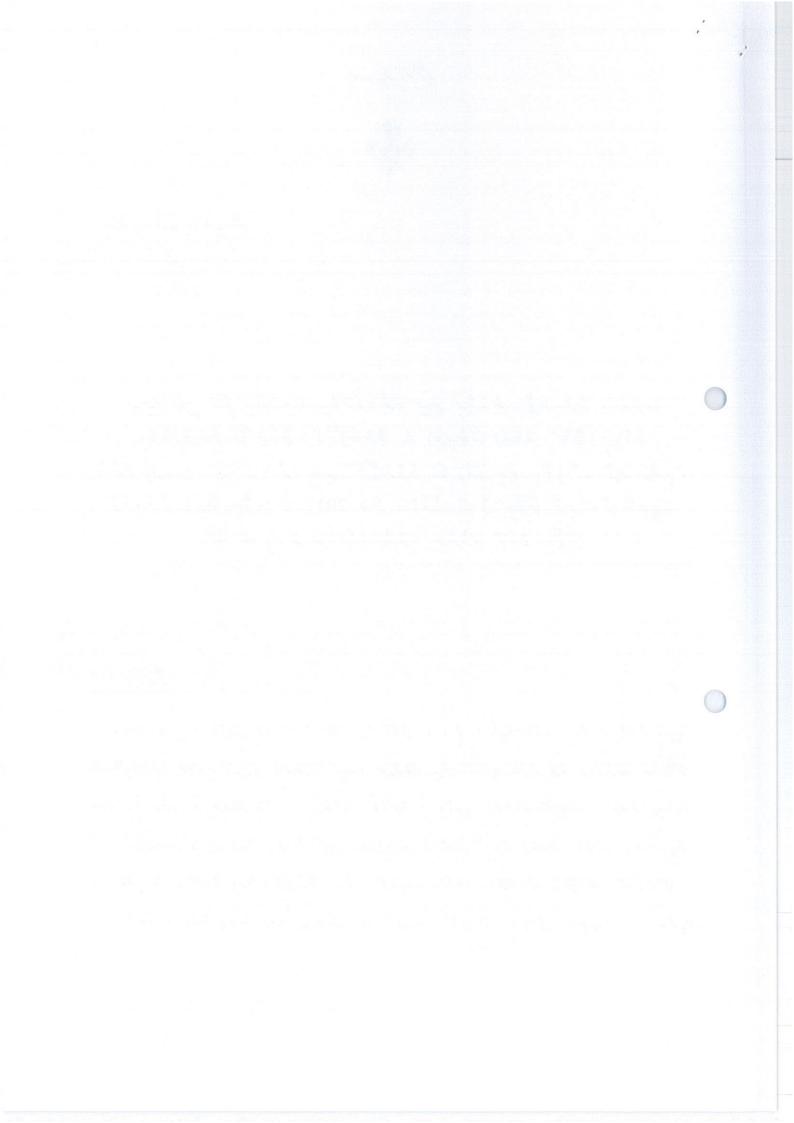




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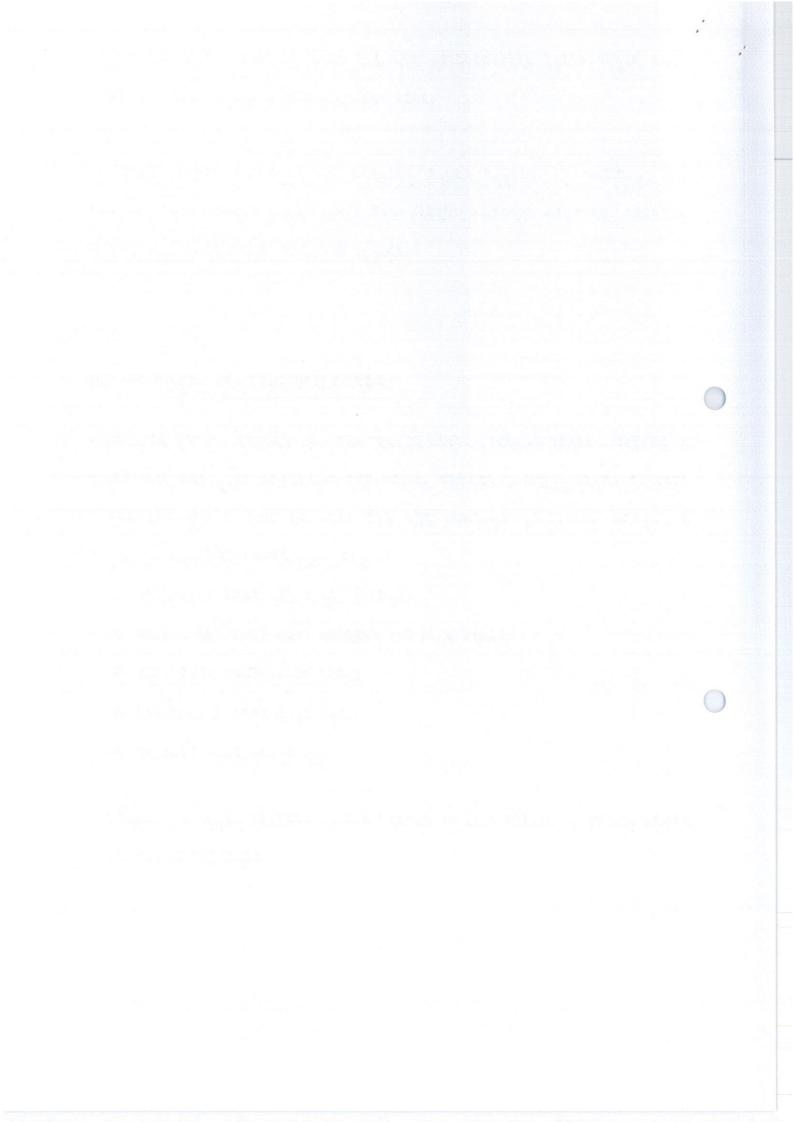


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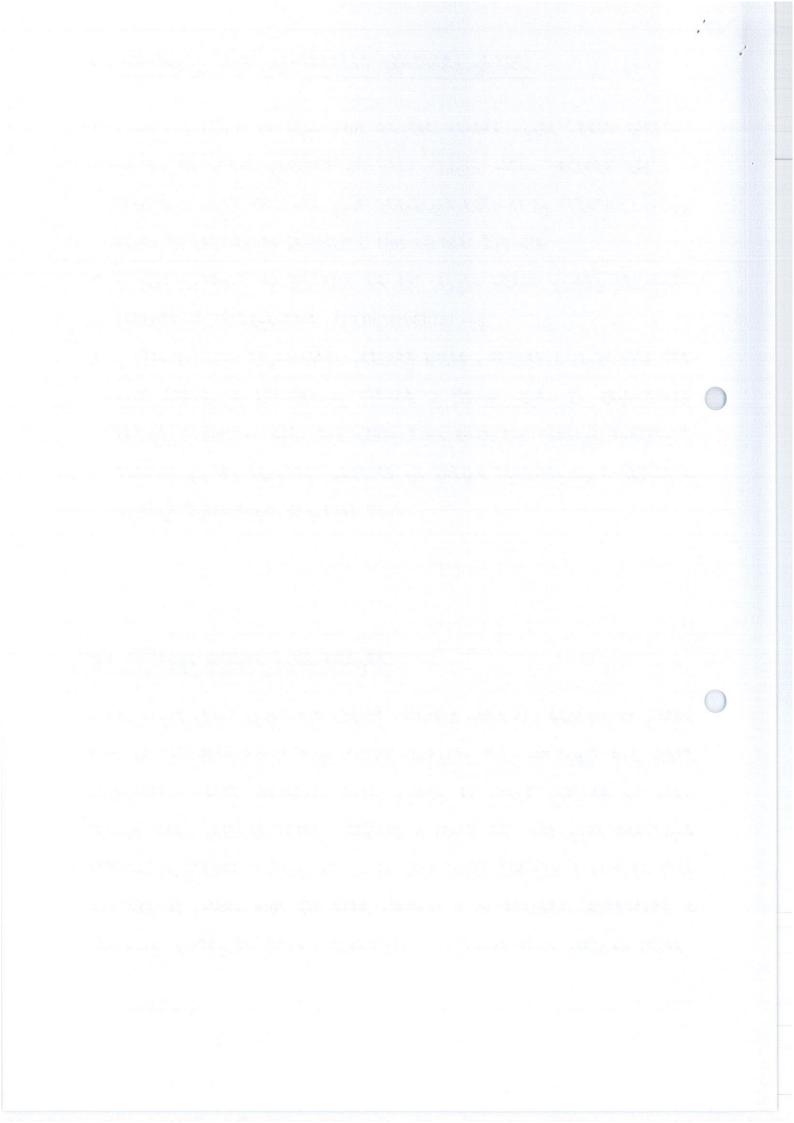
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- 2. מצבת בני המצו בתאם בשמי השבעה בא כי (מתם לצה בא
 - 3 כֹפְפָׁת בֹּתְאָצׁ כִּשִּׁפֹּגְ גִּישׁׁתְּ גָּיִרְפָּבָּ
 - 4. لَوْ لَوْ الْمُرْكُونُ وَلَوْلُوكُمْ الْمُرْكُونُو اللَّهِ الللَّهِ اللَّهِ اللَّهِ اللَّهِ اللَّهِ اللَّهِ اللَّهِ اللَّهِ اللَّهِ
 - 5. وَوْ وَرِمْوُ وَمُوهُمْ رُهُمُورُ وَرِهِ



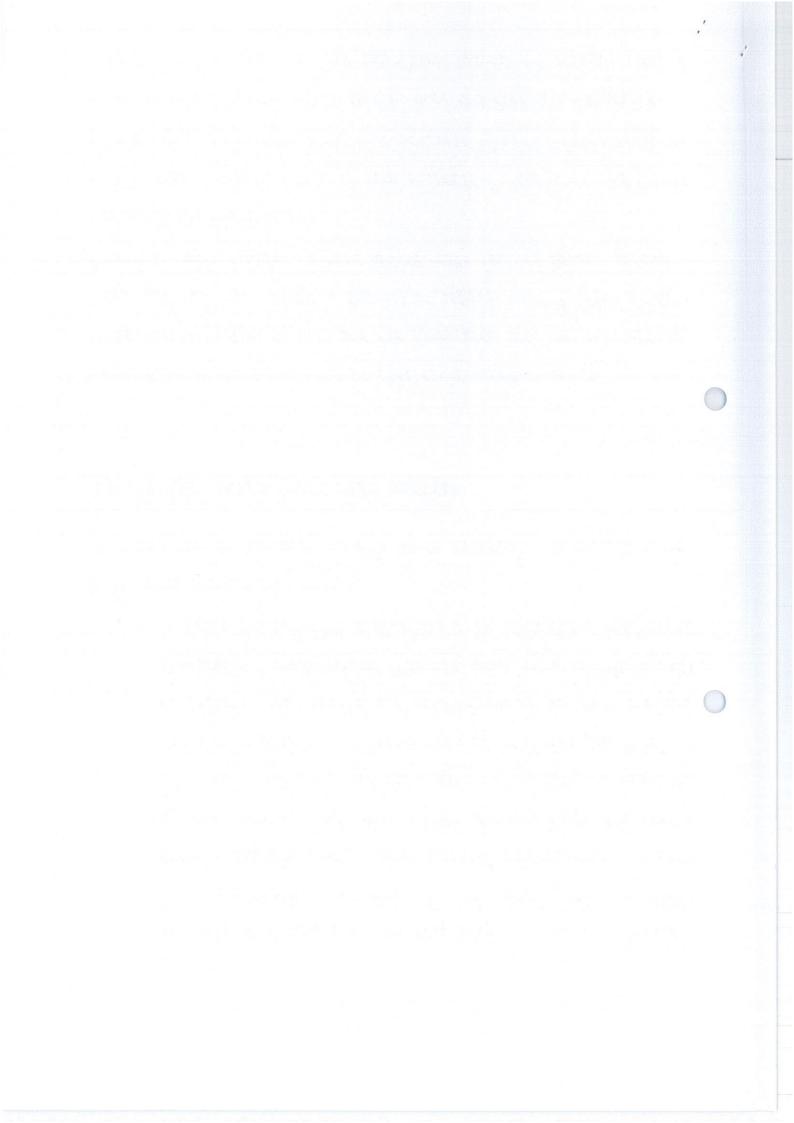
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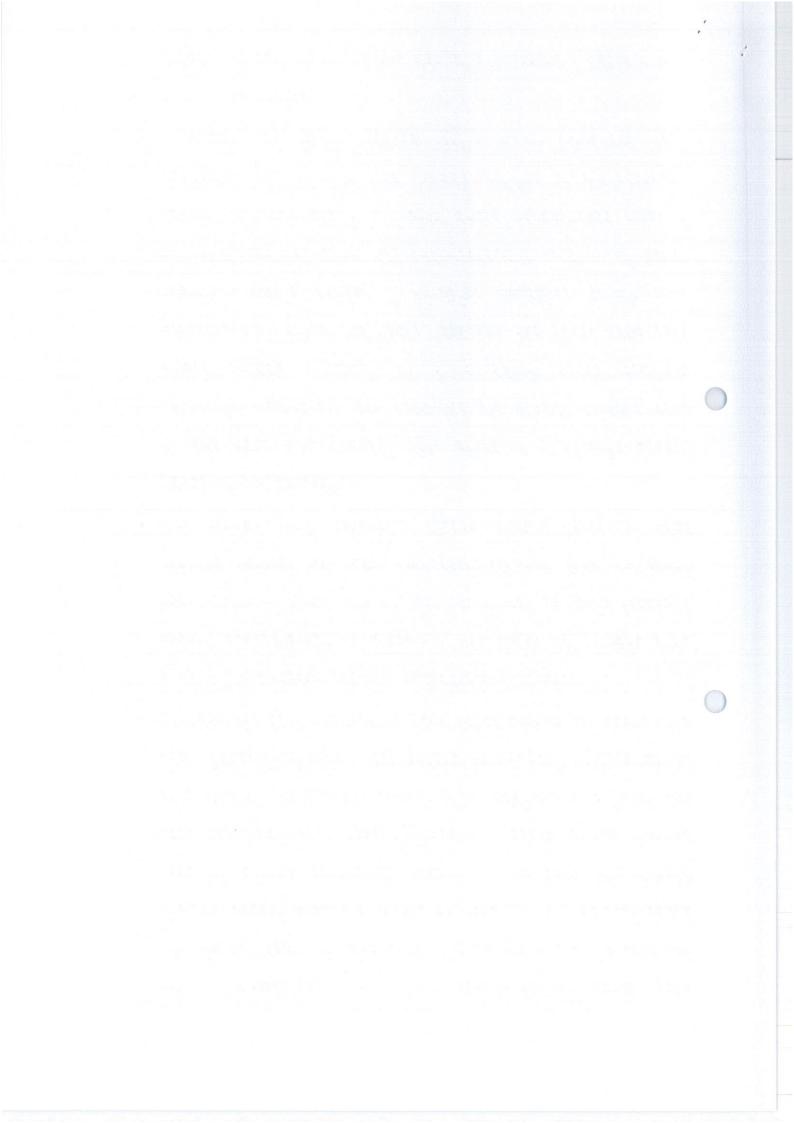


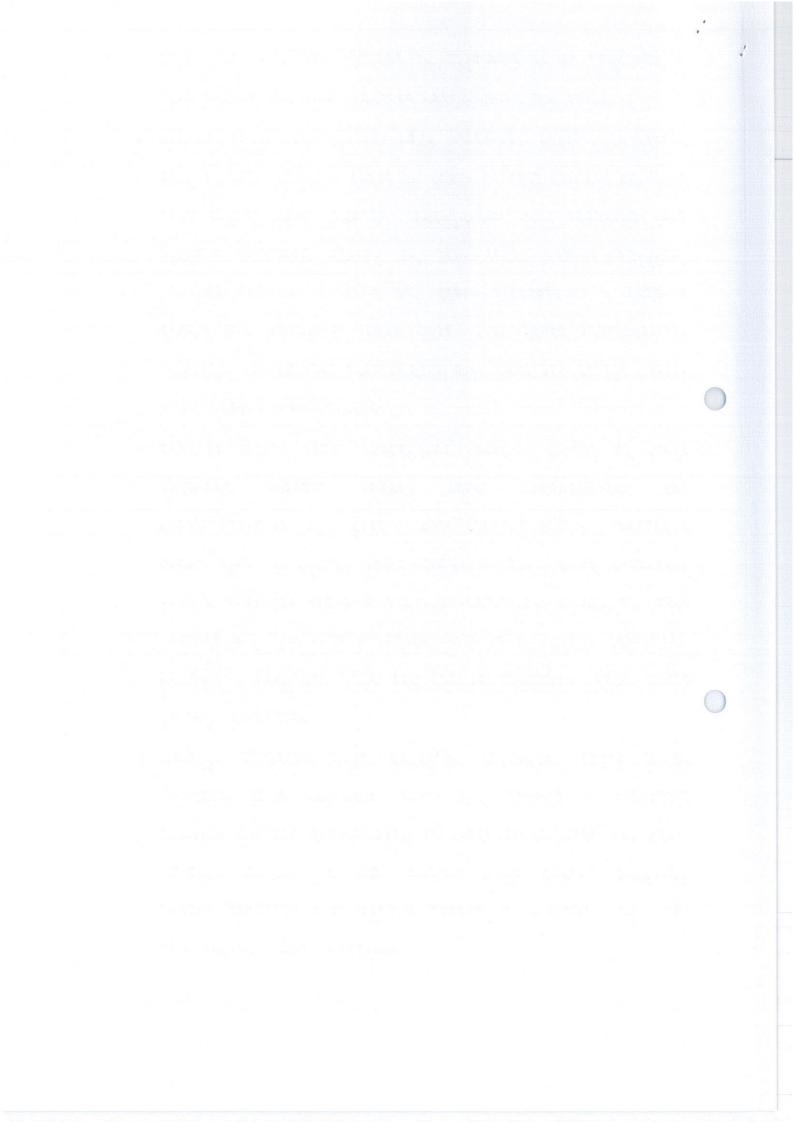
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ביש אנשת בעצמת כשופת עתפת עתפת שתפתם:

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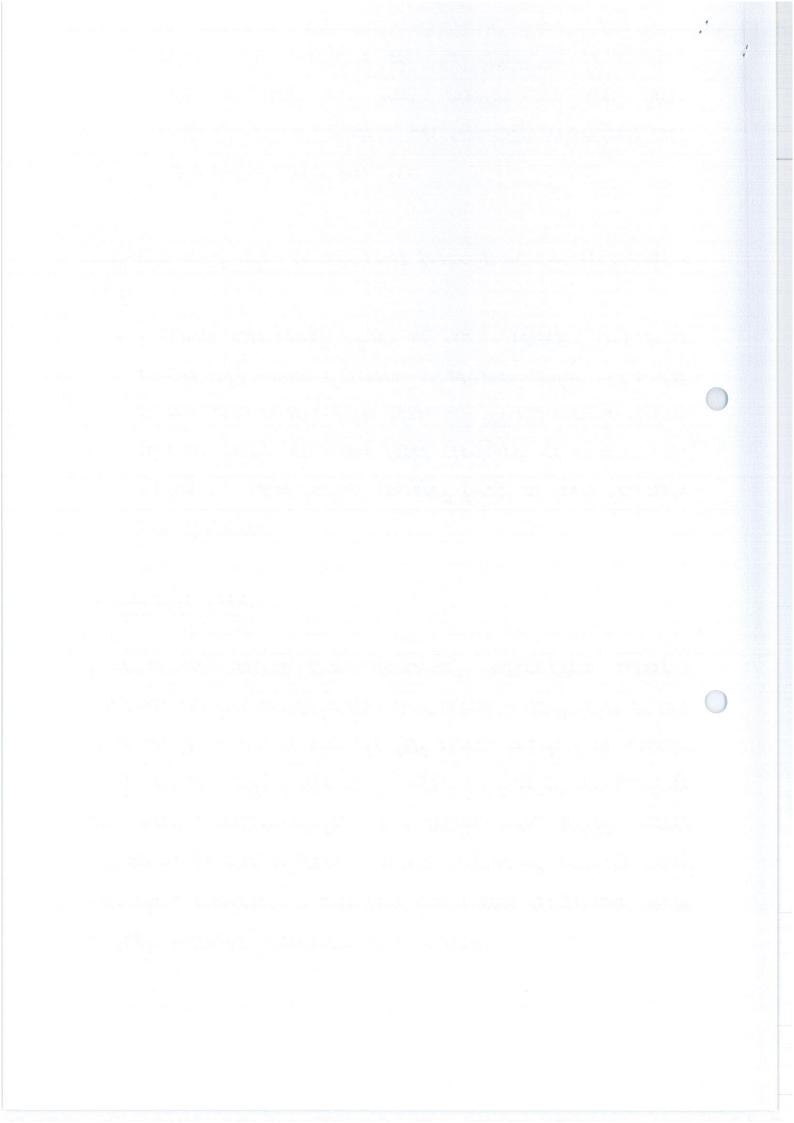
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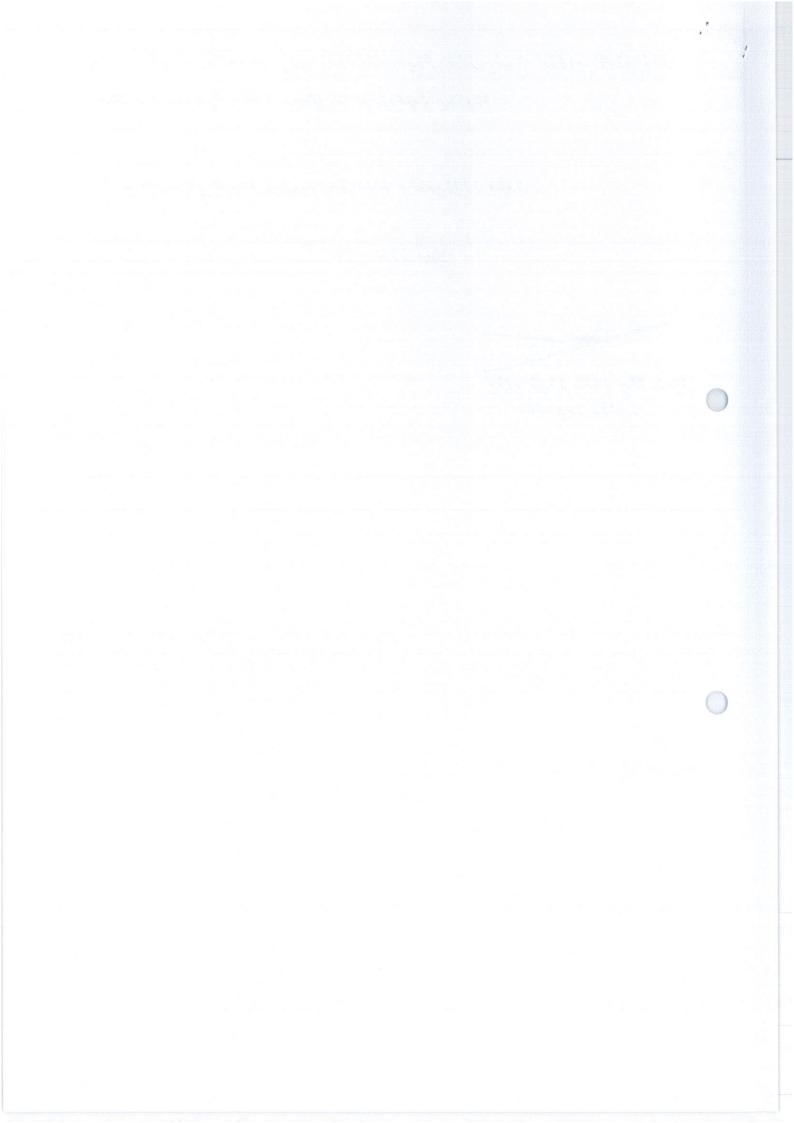
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2014 عِشْرُونَاء 2014

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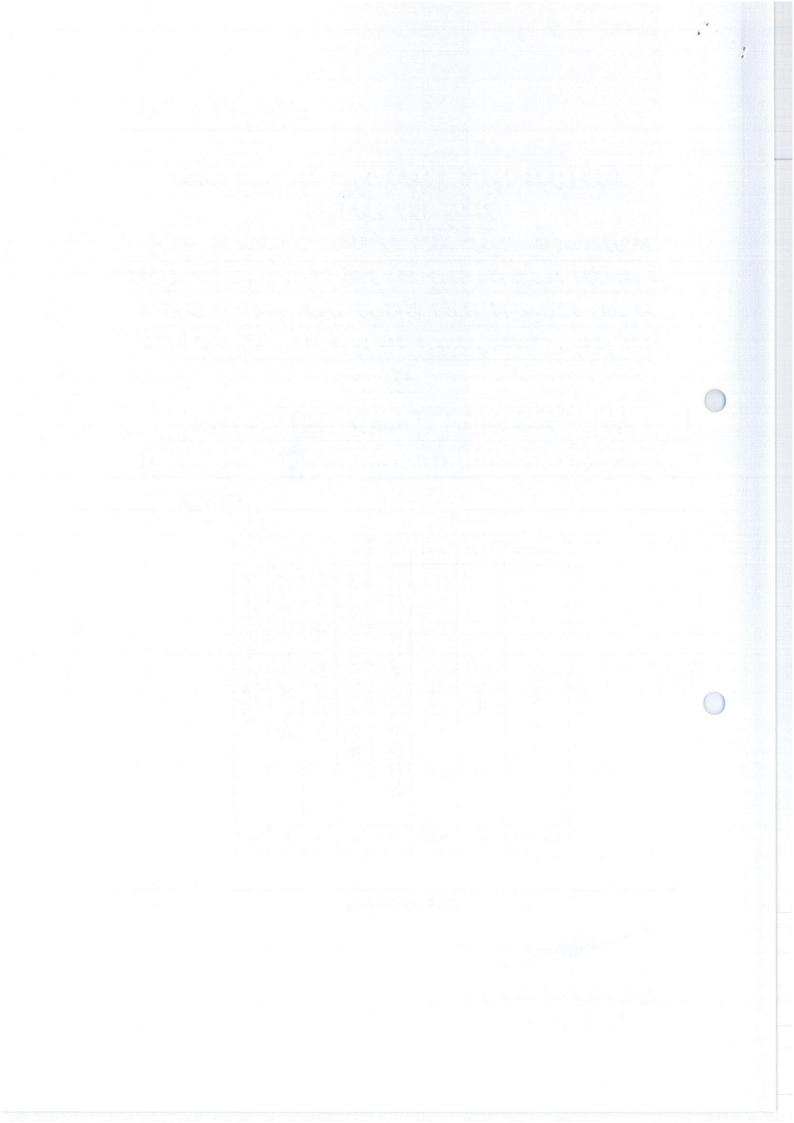
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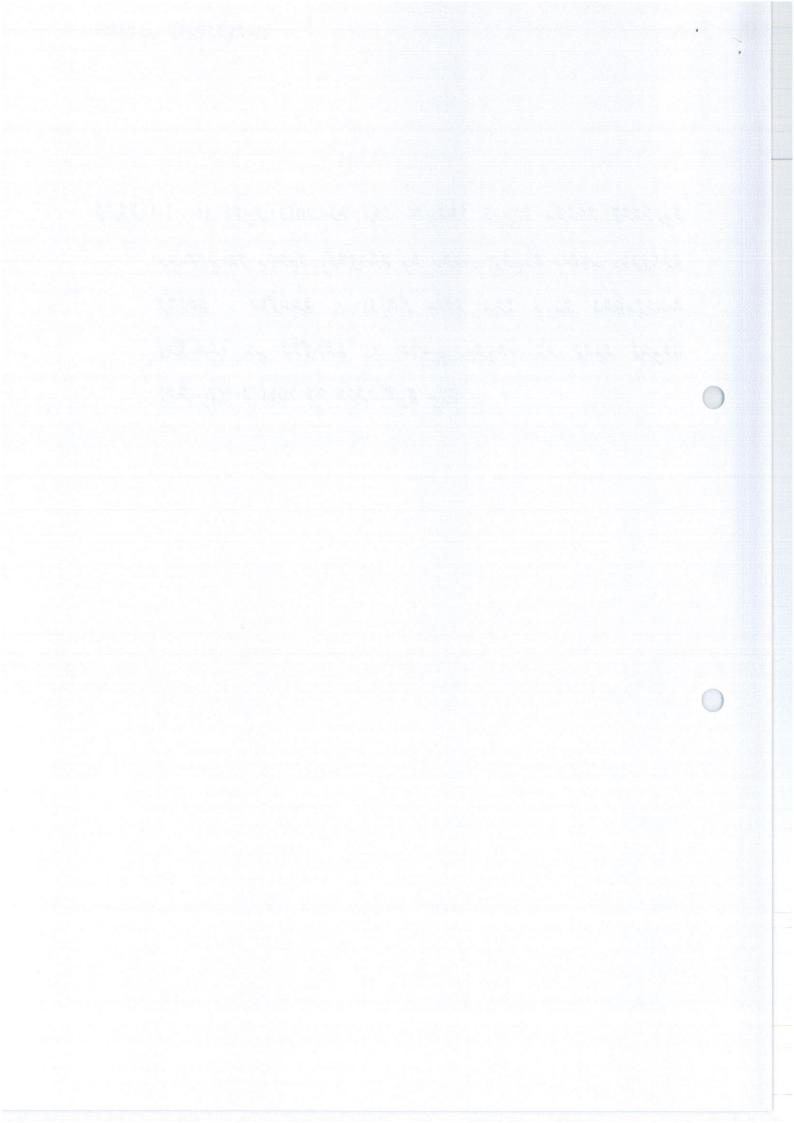
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פנינת מתאל ליתם א אתם אים ה



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REPORT NO: FIN-2013-11

16 APRIL 2013

Auditor General's Report

PRIVATE SECTOR DEVELOPMENT PROJECT - COMPONENT A

(MICRO SMALL AND MEDIUM ENTERPRISE PROMOTION) AND

COMPONENT C (CAPACITY BUILDING FOR PUBLIC PRIVATE PARTNERSHIP)

MINISTRY OF ECONOMIC DEVELOPMENT FINANCIAL YEAR 2011

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AUDITOR GENERAL'S OFFICE

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AUDITOR GENERAL'S OFFICE Malé, Republic of Maldives

AUDITOR GENERAL'S REPORT TO THE MINISTRY OF ECONOMIC DEVELOPMENT ON COMPONENTS "A" (MSME PROMOTION) AND "C" (CAPACITY BUILDING FOR PPP) OF THE PRIVATE SECTOR DEVELOPMENT PROJECT

We have audited the accompanying financial statements including the Statement of Financial Position as at 31st December 2011, the Statement of Receipts and Disbursements, and the Statement of Cash Flow for the year then ended, together with the accounting policies and notes to the financial statements as set out on pages 9 to 15.

Management's responsibility for the financial statements

The Ministry of Economic Development (MED) as the Implementing Agency of the Project is responsible for the preparation and fair presentation of these financial statements in accordance with cash basis of accounting. This responsibility includes: designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error, selecting and applying appropriate accounting policies, and making accounting estimates that are reasonable in the circumstances.

Auditors' Responsibilities

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments; the auditor considers internal control relevant to the entity's preparation and fair presentation of the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our unqualified audit opinion.



Opinion

In our opinion, the financial statements give a true and fair view of the financial position of components "A" and "C" of the Project as of 31 December 2011, and of its financial performance and its cash flows for the year then ended in accordance with the Cash Basis of Accounting.

In addition, we also believe that the funds provided under the project for component "A" and "C" have been utilized for the purposes for which they were provided.



Review of Project Progress

Without qualifying our opinion, we draw attention to the following management issues observed from our review of the project's progress.

1. Component A- Micro Small and Medium Enterprises Promotion

1.1 The targeted number of beneficiaries to be provided with technical assistance from the project have not been achieved

Under Component "A", a Cost Sharing Facility (CSF) was established with US\$ 1 million to conduct capacity development on a wide range of services to Micro, Small and Medium Enterprises (MSMEs) including training and development of Business Plans. Under the CSF, the beneficiaries who requests for the capacity building have to bear 5-20% of the total cost of the capacity building. This was originally targeted for 200 to 300 MSMEs for specified regions and sectors. However, at the end of the year 2011, the Cost Sharing Facility was used to assist the capacity building of only 38 beneficiaries which included MSMEs and individuals.

The Project Management Unit (PMU) based in Ministry of Economic Development (MED) notes that the Cost Sharing Facility was started as a pilot program and the target of 200-300 beneficiaries stated in the original document was revised when PSDP Team Leader and Ministry realised that the target was high. The PMU also notes that, with respect to the program-grant, projects such as renovation and purchase of equipment for 2 packaging facilities, training products for two business programs, training of divers (90 participants), etc was conducted and has benefited large number of SMEs. Further, the PMU notes that under the program-grant component of CSF, assistance was also provided for carrying out various trainings through the Business Development Service Centres (BDSC). As such, PMU notes that the funds under CSF was not utilized just for the 38 beneficiaries, but was spent on program grant activities and BDSC trainings as well.

Recommendation

It is recommended that while planning similar projects in the future MED should plan its activities in such a way that the project's targets and outcomes are realistic and attainable.

1.2 Non-availability of Records of the trainings conducted by Business Development Service Centre Consultants

To conduct the capacity building of the MSMEs, the CSF Manual categorised the trainings to be held in four categories as follows:

- I. G-1 Basic awareness (Business start-up training workshop)
- II. G-2 Business planning for investment
- III. G-3 Specially designed business modules
- IV. G-4 Needs based training and consultancy services



Business Development Service Centres (BDSC) were set up as the principal vehicle for the delivery of Business Development Service products to MSMEs for facilitating cluster development in targeted regions. The first two groups of training were delivered by the BDSC Consultants and the team from the Enterprise Development Unit of the Ministry. A fee was to be collected from the participants of the trainings. However, since adequate records regarding the trainings were not maintained by the BDSCs and the MED, we were not able to verify the amount of money received from these trainings. Further, it is noted that the monies collected as training fees through island councils have not been transferred to the Ministry.

Recommendation

The Ministry should maintain adequate records to account for the fees collected and training delivered. The Ministry should also take action to strengthen the internal control system pertaining to the management of projects.

1.3 Lack of a transparency in evaluation and approval of Cost Sharing Facility Applications

In accordance with the CSF Manual, the applications for the CSF below MVR 200,000 should go through 3 levels of screening, i.e., regional, central and subcommittee level. The following issues are observed with regard to the screening levels:

- The evaluators at each of these levels give a group rating for each applicant instead of
 individual ratings. As such, the basis for deriving the group rating could not be
 verified due to lack of documentary evidence over the individual ratings given.
- Some of the scoring sheets did not bear the signature of the evaluator.

Recommendation

The Ministry should take steps to ensure that the project is administered in a transparent manner and in accordance with the relevant manuals or guidelines set or required by the donor agencies for the administration of such projects. Further, the Ministry should also prepare reports stating the justification for budget allocations.

1.4 Non-compliance with the Project Document in allocating the size of Grant given to beneficiaries

As per the Project Document and the CSF Manual, the maximum individual support from the CSF is capped at MVR 51,400 (USD 4,000) to assist a maximum of 200 projects during the implementation period, and large matching grants will have a maximum of MVR512,000 (USD 40,000) to assist a maximum of 30 cooperative projects during the period.

At the time of preparation of CSF Manual the exchange rate used was MVR 12.85/US\$ which was the exchange rate fixed by Maldives Monetary Authority (MMA) then, However MMA changed the exchange rate of MVR during April 2011 which is to fluctuate within a band of 20% around the previous exchange rate. From 11th April 2011 the exchange rate is MVR 15.42/US\$. Although revisions to reflect these changes to the CSF manual have not been officially documented, the grants were allocated as per the revised rates of MMA. As a result, six of the allocated grants paid to the service providers in MVR exceeded the MVR amounts given in the CSF Manual as follows.

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Table 1: Grants that exceeded the values in MVR

- Details	Beneficiary	Amount Eligible in MVR	Amount given in MVR	Amount Exceeded in MVR
Trainer and Designer of Wood Carving and painting (lacquer)	Ibrahim Hassan/ Ahmed Gasim	102,400	115,000	12,600
Business Development, Marketing and Organizational Support.	Maldives Authentic Crafts	512,000	585,000	73,000
Exhibition Events Management (Deliver 3 events, (Preparatory fair and local products exhibition for SAARC Summit and Local Products Exhibition in the North)).	North Hubasaana Application South Hubasaana Application	1,024,000	1,233,600	209,600
Technical and Business Development Support for Goat Farming.	Falas	51,200	392,000	340,800
Support Poultry Technician	Baarah Coop Society	512,000	603,308	91,308
Feasibility Study and Business Plan for Aquaculture (Grouper)	J Local Investments Ibrahim Sidheeq Magenta Investments	358,400	740,160	381,760

Recommendation

The Ministry should ensure that the threshold given in the Project document is not exceeded so that the benefit of the project could be given to as many beneficiaries as possible. Furthermore, the Ministry should ensure that any revisions that are brought need to be documented and authorised.

1.5 Service Provider Procurement

In accordance with the CSF Manual, every bid document shall be closely reviewed for price and duration in addition to checks made on validity of the service providers, financial condition and prices quoted against the available market rates.

However, it cannot be verified if these checks were made and the price and delivery duration were not included in the evaluation criteria. As price was not included in the criteria, Tender Agency Committee minutes records that bids received over the budgets were also awarded after negotiating a price within the project budget. There is a possibility that this practice provided an unfair advantage to some bidders and it is not in line with the Public Finance Regulation section 8.19(a), which states that the evaluation criteria should be laid down for price, duration, quality amongst other specific requirements.



Recommendation

The Ministry should ensure that price and duration are included in the evaluation criteria to prevent bids that exceed the allocated budget from winning the contract.

1.6 Non-enforcement of the Contract Terms

- In the year 2011, BDSC entered in to 21 contracts amounting to MVR 10,266,093 (USD 665,764) as shown in Annex 1. Out of these contracts, 8 contracts had been completed as of 30th July 2012, while the rest are still in progress. Liquidated damages have not been charged on the contractors although the contract includes a clause to deduct the damages if the contractor failed to meet the contract completion deadline. Further, there are no documents to substantiate that the contract deadlines had been extended.
- Out of 21 contracts, 2 contracts were terminated based on non-performance and the advances paid to these contractors amounting to MVR 140,869 (USD 9,135) have not been collected back. Further the PMU has not taken any action against these service providers.

Recommendation

The Ministry should ensure that the contracts be enforced and if the contract duration is extended, the procedure for this must be in line with the Financial Regulations section 8.29. Further, Ministry should ensure that the advance payments made to those contracts which have not completed be recovered to the Ministry.

1.7 Unverified minutes of the Subcommittee meeting

In accordance with the CSF Manual, the Subcommittee minutes on the records of discussions and decisions made are required to be circulated to Committee members within one working day of the meeting, and the Project Coordinator shall sign on the minutes as an accurate account of meeting decisions within one working day. However, the accuracy of the minutes cannot be verified as it has not been signed. This reduces the credibility of the minutes and the decisions taken by the subcommittee.

Recommendation

The Ministry should ensure that accurate and signed minutes are maintained for committee meetings administered in accordance with the relevant manuals or guidelines set or required by the donor agencies for the administration of such projects.

1.8 Lack of Reporting as per the Cost Sharing Facility Manual

 We could not verify if the BDSC Office submitted monthly reports required by the CSF Manual, detailing program participation, CSF Fund distribution, successes and any risks and actions taken to mitigate those risks to ensure the Project success. • This report is to be forwarded to the BDSC Central Office in the 3rd working day of each month. The Central Office is to collate the reports from the North and South and present the Report to MED by the 5th working day of each month. We could not verify if this reporting structure was followed by the BDSC as documents were not available.

Recommendation

The Ministry should ensure that the reporting requirements pertaining to the administration of the project are followed in accordance with the relevant manuals or guidelines set or required by the donor agencies for the administration of such projects.

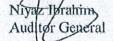
2. Component C- Capacity Building for Public Private Partnership

This component was aimed to establish a Public Private partnership (PPP) cell within the Ministry and consultancy was sought to carry out two PPP Projects on a pilot basis. Although the consultants prepared documentation for the legal framework and set up of a PPP unit, the pilot project which was to be carried out was not executed.

Recommendation

The Ministry should ensure that the intended outcomes of similar projects are achieved by strengthening of the monitoring and project implementing mechanism at the Ministry.

16th April 2013



Annex 1: Status of the completion of Contracts as of 30th July 2012

#	Details	Contract Price (MVR)	Contract Date	Date to be completed	Status of Completion
1	Business Development Consultant	158,379	5.09.2011	11.05.2011	Terminated
2	Trainer and Designer of Wood Carving and painting (lacquer)	115,000	12.12.2011	29.09.2011	Completed
3	Business Development, Marketing and Organizational Support.	585,748	25.08.2011	15,01,2012	On-going
4	Marketing, Product Development, Packaging and Training on Souvenir Making	1,068,606	28.11.2011	15,02.2012	On-going
5	Marketing, Packaging, and HACCP for Food Processors	613,000	01.11.2011	24.02.2012	On-going
6	Business Development and Marketing Services.	736,140	24.08.2011	11.01.2012	On-going
7	Coop. Business Service Consultant.	570,532	13.09.2011	05.02.2012	On-going
8	Trainer and Designer for prototypes of Sewing Souvenir Gifts.	123,360	14.12.2011	01,10.2011	Terminated
10	Coop. Business Service Consultant.	398,607	12.12.2011	28,11.2011	Completed
11	Develop a Self learning Manual on Business Skills Development	385,500	24,12,2011	30.11.2011	Completed
12	Marketing, Branding and Packaging Services Consultant.	311,328	20.07.2011	08.09.2011	Completed
13	Qualified national expert to develop visual aids such as banners and posters on business development.	337,450	15.09.2011	15.11.2011	On-going
14	Exhibition Events Management (Deliver 3 events, (Preparatory fair and local products exhibition for SAARC Summit and Local Products Exhibition in the North)).	1,233,600	15.09.2011	15.12,2011	Completed
15	Events Management.	308,400	25.10.2011	30.01.2012	On-going
16	Regonal PADI CERTIFIED OPEN SEA Scuba Diving and Environmental Awareness Program. Second Instalment 50%	389,080	10.12,2011	31.10.2011	Completed
17	Feasibility study and Business Plan for packaging and labelling facility. 50%	213,000	22.08.2011	30.10.2011	Completed
18	Technical and Business Development Support for Goat Farming, 50%	392,000	22.08.2011	11.01.2012	Completed
19	Business Development Support & Training on Hydrophonics, Autopot and Organic farming, 50%	982,896	10.10.2011	29.02.2012	On-going
20	Support Poutrly Technician	603,308	18.07.2011	18.01.2012	On-going
21	Feaibility Study and Business Plan for Aquaculture (Grouper)	740,160	21,09,2011	02.01.2011	On-going

MINISTRY OF ECONOMIC DEVELOPMENT COMPONENTS A AND C OF PRIVATE SECTOR DEVELOPMENT PROJECT

(Component A: Micro Small and Medium Enterprises Promotion and Component C; Capacity building of Public Private Partnership)

Statement of Receipts and Disbursements

Year Ended

	For the year ended 31.12.2011	For the year ended 31.12.2010
Note	USD	USD
	enaka.	
3	1,167,101	588,414
4	(947,997)	(75,033)
5	(166,346)	(423,108)
	52,758	90,273
	3	ended 31.12.2011 Note USD 1,167,101 4 (947,997) 5 (166,346)

The accounting policies and notes on pages 8 through 15 form an integral part of the financial statements.

16th April 2013

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MINISTRY OF ECONOMIC DEVELOPMENT COMPONENTS A AND C OF PRIVATE SECTOR DEVELOPMENT PROJECT

(Component A: Micro Small and Medium Enterprises Promotion and Component C: Capacity building of Public Private Partnership)

Statement of Financial Position

Year Ended

	Note	As at 31.12. 2011 USD	As at 31.12.2010 USD
ASSETS			
Non-Current Assets			
Equipment		6,181	
Current Assets			
Cash and Cash Equivalents	6	143,032	90,273
Total Assets		149,213	90,273
Equity and Liabilities			
Accumulated Surplus		149,213	90,273
		149,213	90,273
Total equity and liabilities		149,213	90,273

Management of the Project is responsible for the preparations and presentation of these financial statements.

Signed for and on behalf of the Ministry of Economic Development:

1. Nuha Mohamed Riza, Project Director, PSDP

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2. Usman Shakir, Director General

integral part of the

The accounting policies and notes on pages 12 through 15 form an integral part of the statements.

16th April 2013

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MINISTRY OF ECONOMIC DEVELOPMENT COMPONENTS A AND C OF PRIVATE SECTOR DEVELOPMENT PROJECT

(Component A: Micro Small and Medium Enterprises Promotion and Component C: Capacity building of Public Private Partnership)

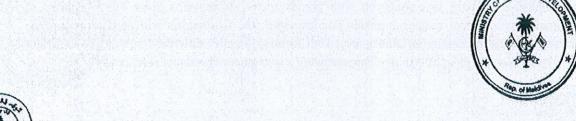
Statement of Cash Flows

Year Ended 31st December 2011	For the year ended 31.12.2011 USD	For the year ended 31.12.2010 USD
Receipts	1,167,101	588,414
Less: Payments		
Micro Medium and Small Enterprise Development Public Private Partnership	(947,997) (166,346)	(75,033) (423,108)
Cash and Cash Equivalents as at 1st January	90,273	
Cash and Cash Equivalents as at 31st December	143,031	90,273

The accounting policies and notes on pages 9 through 15 form an integral part of the financial statements.

16th April 2013 Male'





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MINISTRY OF ECONOMIC DEVELOPMENT COMPONENTS A AND C OF PRIVATE SECTOR DEVELOPMENT PROJECT

(Component A: Micro Small and Medium Enterprises Promotion and Component C: Capacity building of Public Private Partnership)

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2011

1. PROJECT INFORMATION

Components "A" and "C" of the Private Sector Development Project are managed and implemented by the Ministry of Economic Development. The Project is financed under a Loan Agreement signed by the Ministry of Finance and Treasury and Asian Development Bank on 13th January 2009 for 4,573,000 SDR (Special Drawing Rights) which is equivalent to USD 7.5 million.

The loan agreement specifies that the Ministry of Finance and Treasury pay an interest charge at the rate of one per cent (1%) per annum during the grace period, and one and one-half per cent (1.5%) per annum thereafter, on the amount of the loan withdrawn from the loan account and outstanding from time to time.

The intended impact of the whole Project is to develop and expand Micro Small and Medium Enterprises (MSME) subsectors which would lead to a broad-based, private sector-led, and sustainable inclusive growth. The intended outcomes are

- (i) Enhanced access to finances by Micro Small and Medium Enterprises (MSME) by providing Bank of Maldives (BML) with a Line of Credit Facility (LCF) to pilot credit assistance to MSMEs in designated regions
- (ii) Enhanced access to markets, technology, information and strengthened capacity of MSMEs through the establishment of Business Development Services Centres (BDSC) and a Cost-Sharing Facility (CSF) designed to meet their specific needs, and
- (iii) Improved support infrastructure through Public Private Partnerships (PPP)

The Financial Statements have been prepared for Components "A" and "C" of the Project. The objectives of the two components are stated below;

Component A: MSME Promotion

The component focused on establishing Business Development Service Centres operations and a Cost Sharing Facility to facilitate demand-oriented private sector Business Development Services to assist the MSMEs, both existing and start-ups, and develop the capacity of related stakeholders. To effectively support development of the MSME sector, the Government needs to pure a well-coordinated approach in consultation with private sector stakeholders. Since the responsibilities of expansion to be provided the capacity development training institutes is constrained, the Government will need be expansion to be provided the capacity development training institutes is constrained, the Government will need be expansion to be provided to be p

Component C: Capacity Building for Public Private Partnership (PPP)

This component is focused on the development of enabling frameworks for PPP; capacity development of government agencies in formulating PPP strategies, projects and managing PPP process, review and development of improved policies supporting PPP projects and private sector participation, development of Project Development Fund and Project Preparation Fund, and conceptualization and structuring of two pilot infrastructure projects on PPP basis.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

2.1 Basis of preparation

The financial statements are prepared under the historical cost convention in accordance with the cash basis rules. No adjustments are made for inflationary factors affecting these accounts.

2.2 Cash and cash equivalents

Cash flow statement is prepared in "direct method".

2.3 Revenue recognition

Revenue is recognised when the cash is received. Direct payments by Asian Development Banks are those payments made directly by the ADB to the consultants. Government contributions are recognised when the project staff salary is paid from the Ministry's Budget. Receipts from Cost Sharing Facility are the amounts are recognised when it is received and deposited to the Trust Fund Account from the beneficiaries.

2.4 Expenditure recognition

Expenses are accounted for on a cash basis. Expenses are recognised in the Receipts and disbursement statement when they are paid on the basis of a direct association between the cost incurred and the specific project activity.

2.5 Presentation Currency

The financial statements have been prepared using the United States Dollars (USD) as the presentation currency.

2.6 Foreign Currency Translation

The financial statements are presented in United States Dollars (USD) which is the functional and presentation currency of the project. Foreign exchange translations to the presentation currency are made using the spot rate of exchange prevailing at the time.



MINISTRY OF ECONOMIC DEVELOPMENT COMPONENTS A AND C OF PRIVATE SECTOR DEVELOPMENT PROJECT

(Component A: Micro Small and Medium Enterprises Promotion and Component C: Capacity building of Public Private Partnership)

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2011

	For the year ended 31.12.2011 USD	For the year ended 31.12.2010 USD
3. Receipts		
Loan advances from Asian Development Bank	511,029	364,138
Direct Payments by Asian Development Bank	595,596	224,276
Government Contributions	48,399	
Receipts from Cost Sharing Facility	12,077	
	1,167,101	588,414

The Loan advances from the Asian Development Bank are the advances deposited in the Imprest Accounts in MMA for Project Expenditure.

Direct Payments by Asian Development Banks are those payments made directly by the ADB to the consultants.

Contributions from GOM include the salaries of the project staff paid from the MED's budget. Receipts from Cost Sharing Facility are the amounts received from the beneficiaries due from the Cost Sharing Facility. Such funds are deposited in a trust fund account.

4. Component A: Micro Small and Medium Enterprise Promotion

Consultants Payments (Direct Payments)	429,251	75,033	
Cost Sharing Facility Contracts	470,347		
Government Contributions	48,399		
			OMIC DEL
	947,998	75,03	168
5. Component B: Capacity building of Public Private Pa	ortnership		1.
	166,346	149,243	Maldhea
Consultants Payments (Direct Payments)	100,540	149,243	
Consultants Payments (MMA Account no.6168 account)		273,865	
W St.	166,346	423,108	

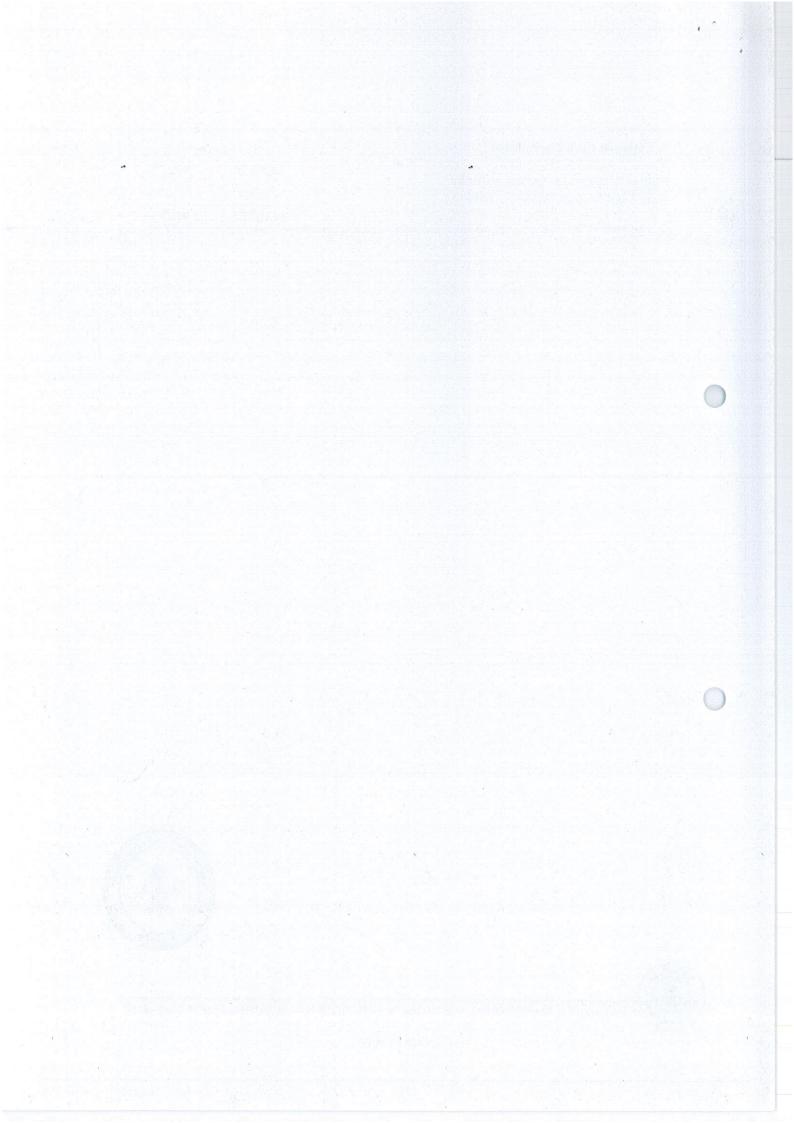
6. Cash and Cash Equivalents

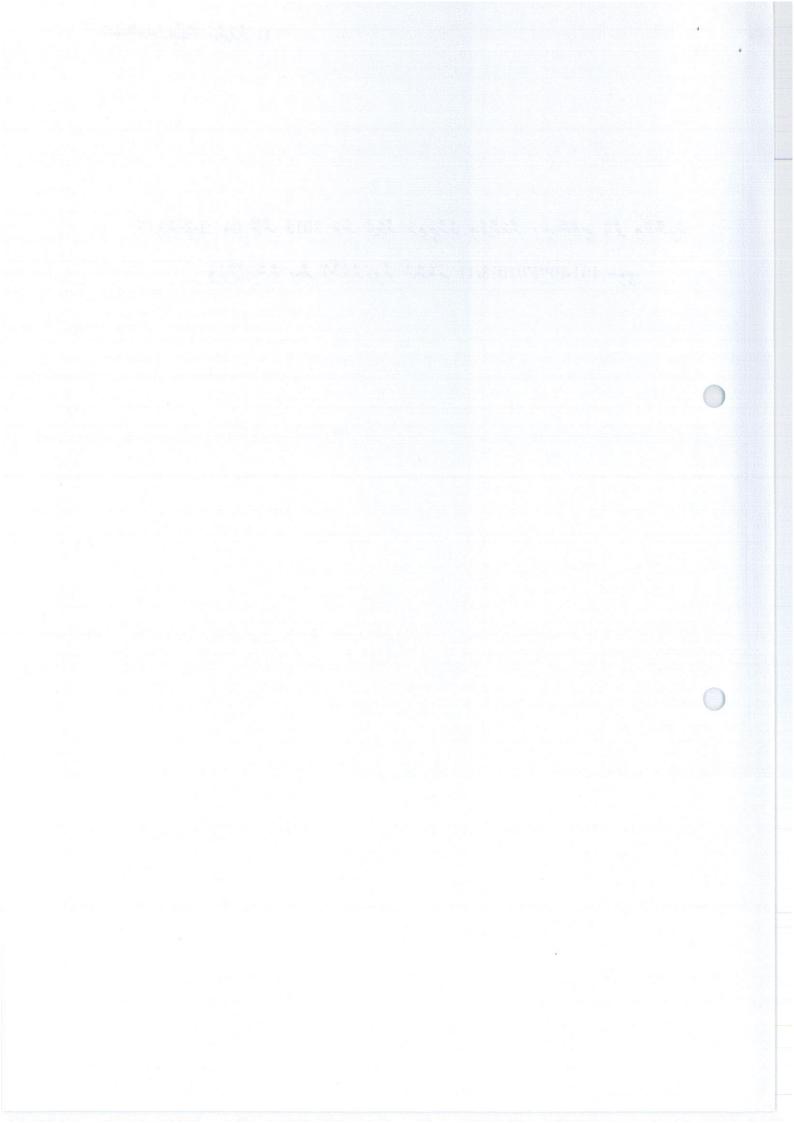
Cash at Bank (MMA Account no.6168)
Trust Fund Account (MMA Account no.)

•	130,955	90,273
	12,077	
	143,032	90,273









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Private Sector Development Project Audit 2011, Ministry of Economic Development

beneficiaries which	building of only 38	used to assist the capacity	Cost Sharing Facility was	end of the year 2011, the	sectors. However, at the		to 300MSMEs for	originally targeted for 200	building. This was	total cost of the capacity	have to bear 5-20% of the	for the capacity building	beneficiaries who requests	Plans. Under the CSF the	development of Business	uair.	(MSMEs)	Small and Medium		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	*******	Se One million to		17	not been achieved	from the project have	technical assistance	provided with	of beneficiaries to be	1.1 The targeted number	Observation
																	attaithable.	outcomes are realistic and	project's targets and	such a way that the	should plan its activities in	projects in the future MED		is recommended that							Amimi
שמודנים	mean 38 individuals.	mentioned here does not	note that 38 beneficiaries	MED would also like to	sought to assist them.	and service providers are	SMEs apply for the service	project grant whereby	were provided under the	those to whom services	The 38 beneficiaries are			component was	program grant	and a project and a	that the target was high	Leader and MED realised	revised when PSDP Team	original document was	beneficiaries stated in the	and the target of 200-300	started as a pilot program	Cost Sharing Facility was					- 10	-86	
								Accessor								agencies.	the donor	consultation with	by the ministry in	will be addresses	Stage this issue	Project Planning	by the Auditor at	As recommended							
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Private Sector Development Project Audit 2011, Ministry of Economic Development

could also be a cooperative society where almost the whole island community holds shares. Hence although it is stated 38 as a number, the impact of these 38 beneficiaries goes to the whole community. With respect to the program grant, projects such as removation and purchase of equipment for 2 packaging facilities, training products for two business programs, training products of SMEs will be benefitting. Furthermore, under the program grant component of CSF, assistance was also provided for the earrying out of various trainings through the BDSCs. As such, it is to be noted	grant, projects such as renovation and purchase of equipment for 2 packaging facilities, training products for two business programs, training of divers (90 participants), etc was conducted. For these projects, large communities of SMEs will be benefitting. Furthermore, under the program grant component of CSF, assistance was also provided for the carrying out of various trainings through the BDSCs. As such, it is to be noted	started as a pilot program and the target of 200-300 beneficiaries stated in the original document was revised when PSDP Team Leader and Ministry realised that the target was high. The PMU also notes that, with respect to the program-grant, projects such as renovation and purchase of equipment for 2 packaging facilities, training products for two business programs, training of divers (90 participants), etc was conducted and has benefitedlarge number of SMEs. Further the PMU notes that under the program-grant component of CSF, assistance was
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gement d in nnomic (MED) (Cost	impact of these 38	Sharing Facility was
		the
	Hence although it is	Development (MED)
	community holds shares.	Ministry of Economic
	almost the whole island	Unit(PMU) based in
	cooperative society where	The Project Management
	could also be a	
	group of individuals and it	
included MSMEs and individual, an SME with a	individual, an SME with a	individuals.



Private Sector Development Project Audit 2011, Ministry of Economic Development

To conduct the capacity building of the MSMEs, the CSF Manual categorised the trainings to be held in four categories as follows: I. G-1 Basic Awareness (Business Startup Training Workshop) II. G-2 Business Planning for Investment III. G-3 Specially Wilding of the MSMEs, maintain adequate remaintain adequate remaintain adequate remaintain for the Ministry s collected and tradiction and the maintain adequate remaintain	1.2 Non-availability of Records of the trainings conducted by BDSC Consultants	through the Business Development Service Centres (BDSC). As such, PMU notes that the funds under CSF was not utilized just for the 38 beneficiaries, but was spent on program grant activities and BDSC trainings as well.	Observation Auditor out various trainings
The Ministry should it is acknowledged that maintain adequate records training records has not to account for the fees collected and training and this is one aspect in delivered. The Ministry which MED is now should also take action to strengthen the internal control system pertaining to the management of that training fees are projects. It is acknowledged that training records has not when it should also be noted that training fees are being collected through island councils where is staff capacity shortage and hence MED has been facing lots of		38 beneficiaries only, but was spend on program grant activities and BDSC trainings as well.	
Maintaining records of trainings conducted by BDSC Consultants will be further strengthened in future projects. Lessons learnt from PSDP it has been decided at management level that project			Avriginativei
No specific parties mentioned in the Audit report			Raidy Bardy

Auditor. problems in transferring management team the training fees to MED with Project Director as the head.
management team will be within MED with Project Director as the head.

Observation -	Auditor	Andros		Pars
trainings. Further, it is noted that the monies collected as training fees through island councils have not been transferred to the Ministry.				
1.3 Lack of a transparency in evaluation and approval of CSF Applications				
In accordance with the CSF Manual, the applications for the CSF below MVR 200,000 (USD 15,564) should go through 3 levels of screening, i.e., regional, central and subcommittee level. The following issues are observed with regard to the screening levels: • The evaluators at each of these levels give a group rating for each applicant instead of	The Ministry should take steps to ensure that the project is administered in a transparent manner and in accordance with the relevant manuals or guidelines set or required by the donor agencies for the administration of such projects. Further, the Ministry should also prepare reports stating the justification for budget allocations.	CSF is implemented in accordance with the CSF manual which is the official project document; CSF Manual does not state that each evaluator should score the application individually. CSF Manual also says that decision of the subcommittee would be by a majority vote; hence individual scores are not necessary. • At Central BDSC and Subcommittee with the committee would be by a majority when we individual scores are not necessary.	Strengthening the management for future projects, so that the evaluation is even more transparent.	No specific parties mentioned in the Audit report.

As per the with the Project Document and the CSF	1.4 Non-compliance with the Project Document in allocating the size of Grant given to beneficiaries								evaluator.	signature of the	not bear the	scoring sheets did	 Some of the 	given.	individual ratings	evidence over the	documentary	due to lack of	not be verified	group rating could	for deriving the	As such, the basis	individual ratings.	Observation
The Ministry should ensure that the threshold given in												\$1.00 · 1.00 ·		· · · · · · · · · · · · · · · · · · ·					新型新加州市 · 表版 60 10 10 10 10 10 10 10 10 10 10 10 10 10					Auditor
As the auditor general has noted, the value noted as		being completed.	it and sheets are	MED followed up on	were not signed,	 Scoring sheets which 	allocated.	maximum ceiling any	manual states the	applicant, CSF	allocation for each	on the budget	all members discuss	At the subcommittee	score sheets.	in the application	and which is stated	all the evaluators	agreed mutually by	a scoring which is	application and give	pros and cons of the	members discuss the	Auditor
As advised by the Auditor General																								
No specific parties			M	INIBY											***************************************				***************************************					्रा क्षेत्र के जिल्ला है।

The recommendations same budget provided are noted for the future. future.	• In the year 2011, BDSC entered in to 21 contracts amounting to USD 665,764 (MVR10, 266,093) as shown in	1.2 Non-enforcement of the Contract Terms	•	requirements.	other specific	be laid down for price,	evaluation criteria should	which states that the	and it is not in line with	advantage to some bidders	practicenrovided an unfair	Lhere	a price within the project	contracts after negotiating	were also awarded	received over the budgets	minutes records that bids	Agency Committee	the criteria, Tender	price was not included in
comes with the same budget allocations. And it is also noted here that it is a practise in some govt offices to negotiate with the highest scoring bidder so as to get the best services. The best services with service provider shall be revised and strengthened to allow the	The Ministry should ensure that the contracts be enforced and if the contract duration is extended, the procedure																			
H E S & e .!!	As noted earlier CSF started as a pilot project and at the start projects have been delayed and although completion dead																future.	provided are noted for the		
	Contracts with service provider shall be revised and strengthened to allow the									the orat act a loca.	the heat corrience	highest scoring	negotiate with the	offices to	in some govt	that it is a practise	is also noted here	allocations. And it	same budget	comes with the

In line line extended, proper nancial documentation were not 8.29. present in some should instances. But this brance problem has been rectified and all ve not documentation has been properly filed as at current time. As for collecting liquidated damages, MED has opted for negotiating with the service provider and getting the services completed so that beneficiary is not at a loss. It is also to be noted that most of the service providers hired are themselves SMEs and it was the objective of MED to arrive at an amicable solution wherever possible which does not impact the beneficiaries who are considered as the most critical stakeholder. • Contracts which were terminated, due to unsatisfactory work, auditor general has noted that advances paid to these	line extended, proper documentation were not present in some instances. But this problem has been rectified and all documentation has been properly filed as at current time. As for collecting liquidated damages, MED has opted for negotiating with the service provider and getting the services completed so that beneficiary is not at a loss. It is also to be noted that most of the service providers hired are themselves SMEs and it was the objective of MED to arrive at an amicable solution wherever possible which does not impact the beneficiaries who are considered as the most critical stakeholder. Contracts which were terminated, due to unsatisfactory work,
	d d

Observation	Discryation Auditor Auditor		Actions taken	Je of Hoc	Bardy
1.1 Unverified minutes of the Subcommittee meeting		contractors should be collected back. It should be noted that all these contractors did some amount of work and hence MED cannot collect the whole advance payment, however MED needs to add in clauses to the contract so that any funds advanced could be collected back if this situation arises.			
In accordance with the CSF Manual, the Subcommittee minutes on the records of discussions and decisions made are required to be circulated to Committee members within one working day of the meeting, and the Project Coordinator shall sign on the minutes as an accurate account of meeting decisions within one working day. However, the accuracy of several minutes cannot be	The Ministry should ensure that accurate and signed minutes are maintained for committee meetings administered in accordance with the relevant manuals or guidelines set or required by the donor agencies for the administration of such projects.	Subcommittee minutes are mailed to the members and members send in comments if they have any, and the mails are taken as official documents. The recommendation is noted to be strengthened in the future.	Project management would be further strengthened for future projects.	•	parties mentioned in the Audit report

verified as it has not been signed. This reduces the credibility of the minutes and the decisions taken by the subcommittee. 1.2 Lack of Reporting as per the CSF Manual • We could not verify if the BDSC Office submitted monthly reports required by the CSF Manual, detailing program participation, CSF Fund distribution, successes and any risks and actions taken to mitigate those risks to ensure the Project success. • This report is to be forwarded to the BDSC Central Office in the 3 rd working day of each month. The Central Office is to collate the reports from the North and South and present the Report to MED by the 5 th working day of each	Auditor's Observation
The Ministry should ensure that the reporting requirements pertaining to the administration of the project are followed in accordance with the relevant manuals or guidelines set or required by the donor agencies for the administration of such projects.	Recommendation from Auditor
The Project Team Leader compiled monthly reports on CSF based on updates received via the field consultants, and sends to PINZ, the project management contractor. However MED has not maintained a copy of these monthly reports, but MED has the quarterly reports which includes the progress of CSF.	Recommendation from Management's Response Actions taken De Audifor
Project management would be further strengthened for future projects. Further since the Ministry has decided to keep the project management team in-house, this aspect would be further supervised and monitored.	Aprilons failean
	Dexdine
No specific parties mentioned in the Audit report	Responsible.

month. The audit could not verify if this reporting structure was followed by the BDSC as documents were not available.	Apditor's Observation
could orting wed by ments	
	Recommendation from Auditor
	Management's Response Actions taken Dead
	Response
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	ken Dea
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	2. Component C- Capacity Building for Public Private Parmership (PPP) Under this component it was aimed to a PPP cell within the Ministry and consultancy was sought to carry out two PPP Projects on a pilot basis. Although the consultants prepared the documentation for the legal framework and set up of a PPP unit, the pilot project which was to be carried out has not executed.
	The Ministry should ensure that the intended outcomes of similar projects be achieved by strengthening of the monitoring and project implementing mechanism at the Ministry. MED was housing the technical unit of the Privatization Committee, thus, its role was to liaise between the implementing agencies and the consultant for the design, advertisement of the project.
	The implementing agency for these pilot projects was not MED. MED was housing the technical unit of the Privatization Committee, thus, its role was to liaise between the implementing agencies and the consultant for the design, advertisement and procurement of the project.
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Feydhoo Womens Cooperative Society, Veymmandoo Womens Cooperative Society	Thenndhoo Cooperative Society, Kotella Cooperative Society, Valient, Addu Arts and Crafts Cooperative Society, Your Enterprise Pvt Ltd, Mohamed Rasheed	Kurinbi Cooperative Society, Vaikaradhoo Cooperative Society, Rimsa Adam, Fareeda Moosa, Hussein Adam, Bizville Maldives	Magenta Investment, Schery, Mohanted Hussain, Ashraf Moosa, Abdulla Moosa, Mohamed Ali, Mohamed Abu Bakr	Group Application from South (Addu Holdings, Beach Store, Black Yard Investment, Cozeway, City Bend Investment Group Application from North (Ahmed Mohamed, Mohamed Hussein, Mohamed Adam, Hussein Adam, Ibrahim Hussein, Ibrahim Khaleel)	A-11 Cooperative Society, Bas Rah Cooperative Society, Coop management support Society, AMCS Coop Society, Fuvah Mulak Cooperative Society	MSPEA	Zifi, Addu Arts & Crafts Coope Society, Ali Fahmee Ahmed, Ahmed Shafeeq	Baa Rah Cooperative Society	Maldives Arts and Crafts Cooperative Society	Beneficiary
Marketing, Packaging, and HACCP for Food Processors	Marketing, Product Development, Packaging and Training on Souvenir Making	Business Development Support & Training on Hydrophonics, Autopot and Organic farming.	Featbility Study and Business Plan for Aquaculture (Gropuer)	Exhibition Events Management (Deliver 3 events, (Preparatory fair and local products exhibition for SAARC Summit and Local Products Exhibition in the North)).	Coop. Business Service Consultant.	Grant - MOU European Seafood Exposition in Brussels	Business Development and Marketing Services.	Support Pourtly Technician.	Business Development, Marketing and Organizational Support	Details
613,000	1,068,606	982,896	740,160	1,233,600	570,532	600,000	736,140	805,508	585,748	Contract Price (MVR)

Annex 2



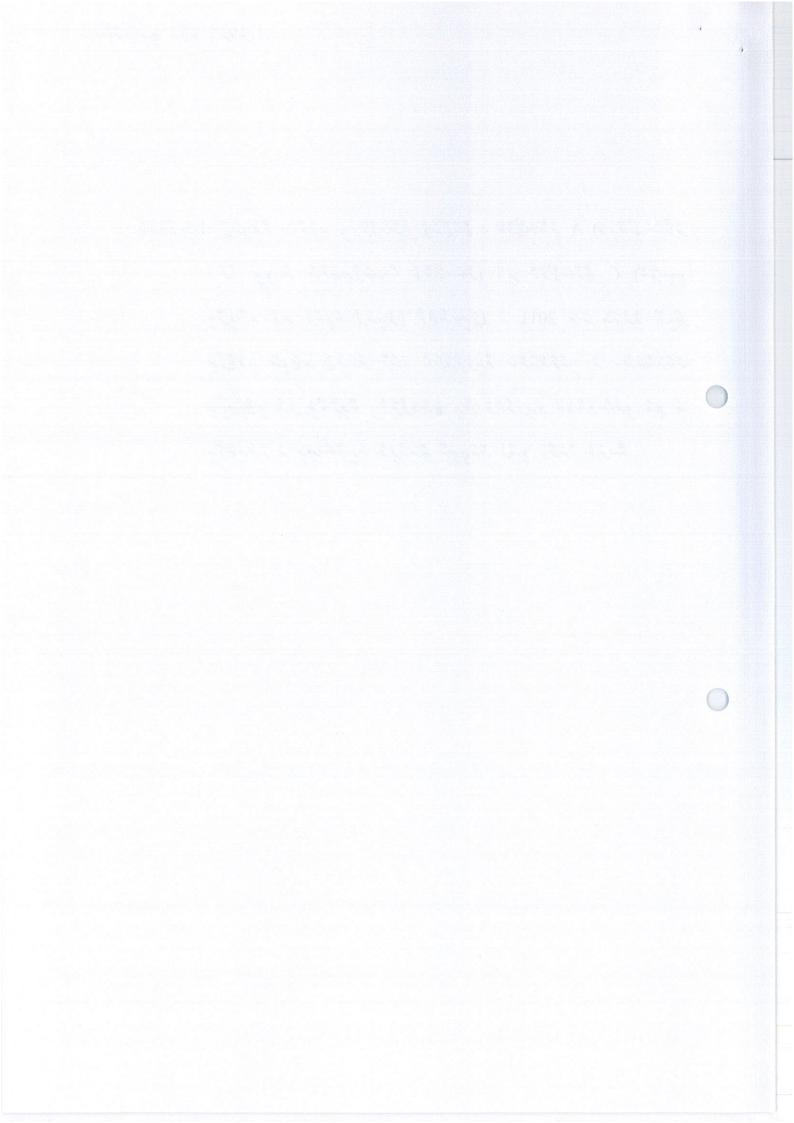
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Exhibition Events Management (Deliver 3 events, (Preparatory fair and local products exhibition for	Qualified national expert to develop visual aids such as banners and posters on business development.	Marketing, Branding and Packaging Services Consultant.	Develop a Self learning Manual on Business Skills Development	Coop. Business Service Consultant.	Trainer and Designer for prototypes of Sewing Souvenir Giffs.	Coop. Business Service Consultant.	Business Development and Marketing Services.	Marketing, Packaging, and HACCP for Food Processors	Marketing, Product Development, Packaging and Training on Souvenir Making	Business Development, Marketing and Organizational Support.	Trainer and Designer of Wood Carving and painting (lacquer)	Business Development Consultant	Details	Coordination
1,233,600	337,450	311,328	385,500	398,607	123,360	570,532	736,140	613,000	1,068,606	585,748	115,000	158,379	Contract Price	
15.09.2011	15.09.2011	20.07.2011	24.12.2011	12.12.2011	14.12.2011	13.09.2011	24.08.2011	01.11.2011	28.11.2011	25.08.2011	12.12.2011	5.09.2011	Contract Date	Auditor
15.12.2011	15.11.2011	08.09.2011	30.11.2011	28.11.2011	01.10.2011	05.02.2012	11.01.2012	24.02.2012	15.02.2012	15.01.2012	29.09.2011	11.05,2011	Date to be completed	
Completed	On-going	Completed	Completed	Completed	Terminated	On-going	On-going	On-going	On-going	On-going	Completed	Terminated	Status of Completion	
	The Control of the Co	MINISTRI	OF ECO											



Deadline Responsible Party

Auditor's Recommendation from Management's Response Observation Auditor	SAARC Summit and Local Products Exhibition in the North)).	Events Management. 308,400 25.10.2011 30.01.2012	Regonal PADI CERTIFIED OPEN SEA Scuba Diving and Environmental 389,080 10.12.2011 31.10.2011 Awareness Program. Second Instalment 50% 10.12.2011 31.10.2011	Feasibility study and Business Plan for packaging 213,060 22.08.2011 30.10.2011 and labelling facility. 50%	Technical and Business Development Support for 392,000 22.08.2011 11.01.2012 Goat Farming, 50%	Business Development Business Development Buybort & Training on Hydrophonics, Autopot and Organic farming, 50% Buy Spaint Earning, 50%	Support Poutrly Technician 603,308 18.07.2011 18.01.2012	Featibility Study and 740,160 21.09.2011 02.01.2011 Agraculture (Grocuer)
Management's Response Actions taken		2 On-going		1 Completed	2 Completed	2 On-going	2 On-going	





ద్యాండిండిని కేష్మం కినిమ కికిట్ వీర్సిన (ప్రానికి - కిరిప్రినికి - కిరిప్రినికి ప్రానికి క్రిస్ట్ కిష్టున్ని కిష్టున్ని

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שותתיתו

מל פל מתותני

ב בישונו בינית בינית בינית בישול בישול בישול ביו בנו בול הבישול בביני בינית בינית בינית בינית בינית בינית בינית مُعَرِّدُ גרופל בנת הפעל בנו בנוצים בנו בי שותו העל הבנים צייל עות ביל ב הצל הפיל בעלה 200 527 mags in 27 1205 שנו פנו פנו בין בין בין בין בין בין مندرس وسوع (م.دم.در) در دردندور रेर देव में इस्पेर हरिये हरिये अह ביבותה בוש ביש של של של בית בית 200 תר الحديد ومروف و ويترفاعة ورد المرس 300 مُرْفَرُوْ عَدِ فِيرِسْ مِنْ وَيَرْسِ مُرِ مُرِينَا וצלעת הצלמשיל המעוציה בנ وَيُرْتَارُورِ مِرْوَرُتَا وَمُرْدُونُ مِنْ الْمُسْارُورُ مِنْ وَيُعْرُدُونُ وَ وَتُونِي وَ وَمُونِي وَ وَمُونُ مُونِونَ रंदर्वा देव देव देव हेर हेर देव प्रदे हेर्द हेर्द हेर्द हो है .25% कार्रेय हे मार्थ में देह हे में के के के के रिल दे रे 2562625 38 سَهُوبُ سَدُعَهُ تَدُرْسَوْعَادُهُمُ رِبْرُورُ وِبِرْسَاقِيمُ وَبِرِسَاعَيْهُ وَوَرُدُعَوْدُ لَيَدُووُونُ وَيُروَوُنُونَ مدور عَيْرِهِ مِنْ وَمِنْ وَمِرْ مِنْهِ مُرْمَدُ وَوَمِنْ فَاسْرَا وَمَرْ مِنْ مِنْ مِنْ وَمَنْ الْمُنْ عُلِمَ الْمَ

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בא איים בל לעלייני בולפל בבפעיינים עליים עליים איים בליצה אייל

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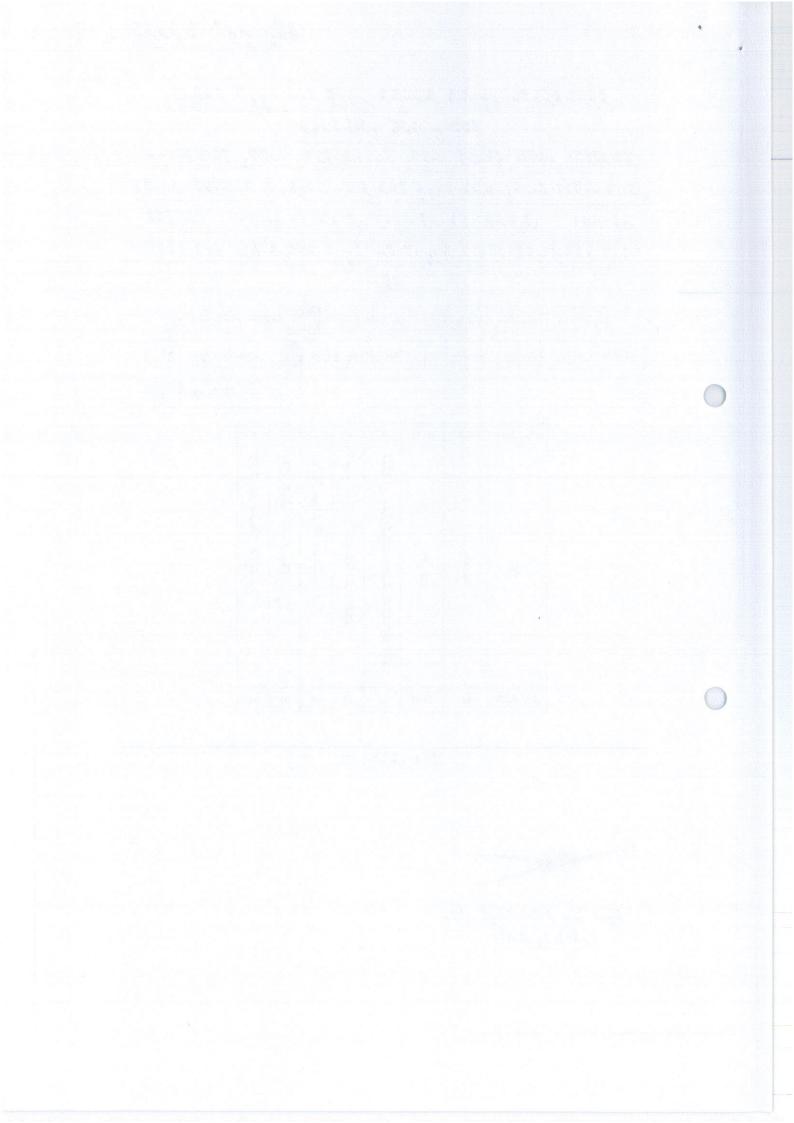
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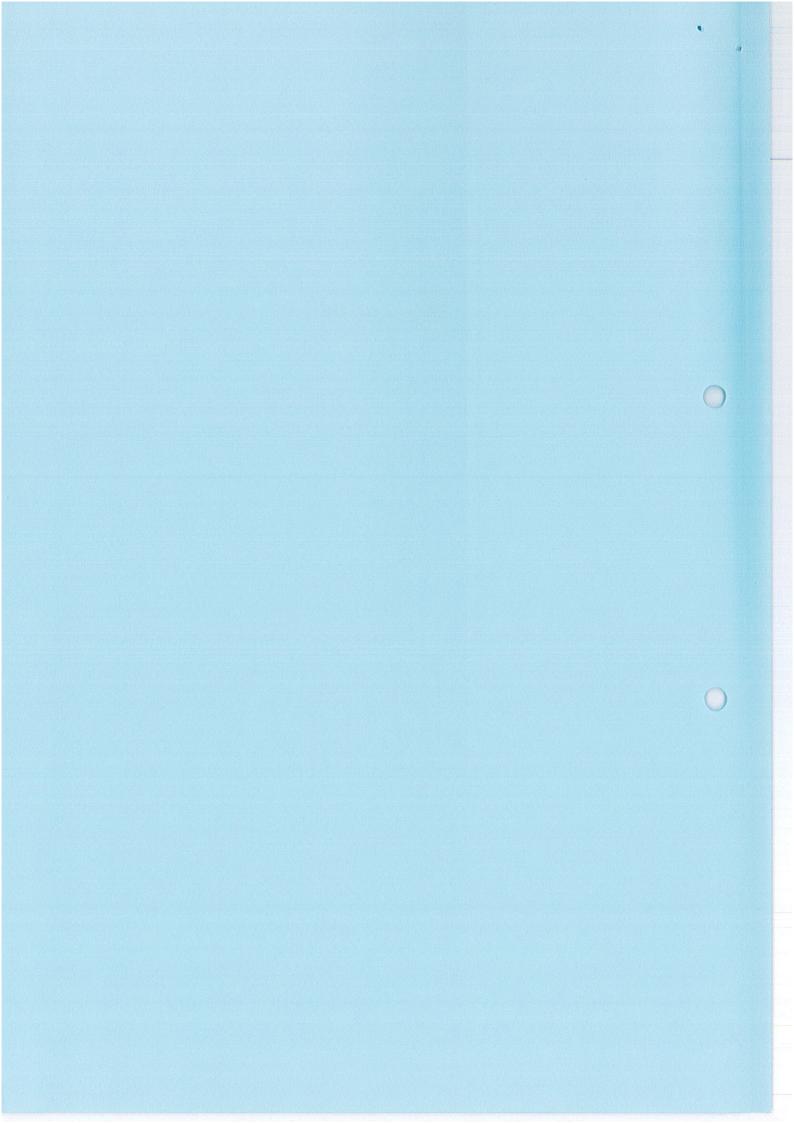
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ومِوَّة وَرُمَّة وَرُمَا لَهُ مِرْدُة مِرْدُو رُمَا رُسَامِ مِرْدُوسِنَ

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