



विद्यया ऽ मृतमश्नुते

2014
11/11/14
11/11/14
11/11/14

2014



1994

1995

1996

1997

1998

1999

2000

2001

2002

2003

2004

2005

2006

2007

2008

2009

2010

2011

2012

2013

2014

2015

2016

2017

2018

2019

2020



Faint, illegible text, possibly bleed-through from the reverse side of the page.

Faint, illegible text, possibly bleed-through from the reverse side of the page.

[Handwritten signature]

2.0 ڈیجیٹل ٹیکنالوجی اور ریسرچ اور ڈیولپمنٹ سروسز

ڈیجیٹل ٹیکنالوجی اور ریسرچ اور ڈیولپمنٹ سروسز کے بارے میں مزید جاننے کے لیے ڈیجیٹل ٹیکنالوجی اور ریسرچ اور ڈیولپمنٹ سروسز کے ویب سائٹ پر جائیں۔

1. ویڈیو گیمز اور ڈیجیٹل ایڈورٹائزنگ سروسز (ڈیجیٹل)
2. ڈیجیٹل گیمز اور ڈیجیٹل ایڈورٹائزنگ سروسز (ڈیجیٹل)
3. ڈیجیٹل گیمز اور ڈیجیٹل ایڈورٹائزنگ سروسز
4. ڈیجیٹل گیمز اور ڈیجیٹل ایڈورٹائزنگ سروسز
5. ڈیجیٹل گیمز اور ڈیجیٹل ایڈورٹائزنگ سروسز
6. ڈیجیٹل گیمز اور ڈیجیٹل ایڈورٹائزنگ سروسز
7. ڈیجیٹل گیمز اور ڈیجیٹل ایڈورٹائزنگ سروسز
8. ڈیجیٹل گیمز اور ڈیجیٹل ایڈورٹائزنگ سروسز
9. ڈیجیٹل گیمز اور ڈیجیٹل ایڈورٹائزنگ سروسز
10. ڈیجیٹل گیمز اور ڈیجیٹل ایڈورٹائزنگ سروسز
11. ڈیجیٹل گیمز اور ڈیجیٹل ایڈورٹائزنگ سروسز
12. ڈیجیٹل گیمز اور ڈیجیٹل ایڈورٹائزنگ سروسز
13. ڈیجیٹل گیمز اور ڈیجیٹل ایڈورٹائزنگ سروسز

3.0 ڈیجیٹل ٹیکنالوجی اور ریسرچ اور ڈیولپمنٹ سروسز

1. ڈیجیٹل ٹیکنالوجی اور ریسرچ اور ڈیولپمنٹ سروسز کے بارے میں مزید جاننے کے لیے ڈیجیٹل ٹیکنالوجی اور ریسرچ اور ڈیولپمنٹ سروسز کے ویب سائٹ پر جائیں۔
- ڈیجیٹل ٹیکنالوجی اور ریسرچ اور ڈیولپمنٹ سروسز کے بارے میں مزید جاننے کے لیے ڈیجیٹل ٹیکنالوجی اور ریسرچ اور ڈیولپمنٹ سروسز کے ویب سائٹ پر جائیں۔

Faint, illegible text, possibly bleed-through from the reverse side of the page.

At this time, I am unable to provide a more detailed response due to the nature of the information requested. I will continue to review the matter and provide an update as soon as possible.

[Handwritten signature]

تۆۋەنچى قىسىم A (دەرىجىسى ئۆزگەرتىش) ۋە B (دەرىجىسى ئۆزگەرتىش) (تۆۋەنچى قىسىم C (تۆۋەنچى قىسىم))
(تۆۋەنچى قىسىم) ۋە 2011 يىلى 11 ئاينىڭ 17 كۈنى تەييارلىنىپ چىقتى.

- تۆۋەنچى قىسىم 1.2: 04 ئاينىڭ 2013 يىلى 17 كۈنى تەييارلىنىپ چىقتى، بۇ تەييارلىقنىڭ نەتىجىسى 101-EP/57/2013/11 سېغىمىدا كۆرسىتىلگەن.
- تۆۋەنچى قىسىم 1.3: تۆۋەنچى قىسىم ۋە تۆۋەنچى قىسىم - تۆۋەنچى قىسىم A (دەرىجىسى ئۆزگەرتىش) ۋە B (دەرىجىسى ئۆزگەرتىش) (تۆۋەنچى قىسىم C (تۆۋەنچى قىسىم)) ۋە 2011 يىلى 11 ئاينىڭ 17 كۈنى تەييارلىنىپ چىقتى، بۇ تەييارلىقنىڭ نەتىجىسى 101-EP/57/2013/11 سېغىمىدا كۆرسىتىلگەن. بۇ تەييارلىقنىڭ نەتىجىسى 101-EP/57/2013/11 سېغىمىدا كۆرسىتىلگەن.

4.0 تۆۋەنچى قىسىم ۋە تۆۋەنچى قىسىم

تۆۋەنچى قىسىم ۋە تۆۋەنچى قىسىم - تۆۋەنچى قىسىم A (دەرىجىسى ئۆزگەرتىش) ۋە B (دەرىجىسى ئۆزگەرتىش) (تۆۋەنچى قىسىم C (تۆۋەنچى قىسىم)) ۋە 2011 يىلى 11 ئاينىڭ 17 كۈنى تەييارلىنىپ چىقتى، بۇ تەييارلىقنىڭ نەتىجىسى 101-EP/57/2013/11 سېغىمىدا كۆرسىتىلگەن. بۇ تەييارلىقنىڭ نەتىجىسى 101-EP/57/2013/11 سېغىمىدا كۆرسىتىلگەن.

تۆۋەنچى قىسىم ۋە تۆۋەنچى قىسىم - تۆۋەنچى قىسىم A (دەرىجىسى ئۆزگەرتىش) ۋە B (دەرىجىسى ئۆزگەرتىش) (تۆۋەنچى قىسىم C (تۆۋەنچى قىسىم)) ۋە 2011 يىلى 11 ئاينىڭ 17 كۈنى تەييارلىنىپ چىقتى، بۇ تەييارلىقنىڭ نەتىجىسى 101-EP/57/2013/11 سېغىمىدا كۆرسىتىلگەن. بۇ تەييارلىقنىڭ نەتىجىسى 101-EP/57/2013/11 سېغىمىدا كۆرسىتىلگەن.

تۆۋەنچى قىسىم ۋە تۆۋەنچى قىسىم - تۆۋەنچى قىسىم A (دەرىجىسى ئۆزگەرتىش) ۋە B (دەرىجىسى ئۆزگەرتىش) (تۆۋەنچى قىسىم C (تۆۋەنچى قىسىم)) ۋە 2011 يىلى 11 ئاينىڭ 17 كۈنى تەييارلىنىپ چىقتى، بۇ تەييارلىقنىڭ نەتىجىسى 101-EP/57/2013/11 سېغىمىدا كۆرسىتىلگەن. بۇ تەييارلىقنىڭ نەتىجىسى 101-EP/57/2013/11 سېغىمىدا كۆرسىتىلگەن.



בראשית 24, 2014 ז' תמוז תשע"ד 28 וס' תמוז תשע"ד - תמוז תשע"ד

בראשית 24, 2014 ז' תמוז תשע"ד 28 וס' תמוז תשע"ד - תמוז תשע"ד

תמוז תשע"ד - תמוז תשע"ד A (תמוז תשע"ד) תמוז תשע"ד
תמוז תשע"ד C (תמוז תשע"ד) תמוז תשע"ד
תמוז תשע"ד 2- תמוז תשע"ד

4.1 תמוז תשע"ד - תמוז תשע"ד

תמוז תשע"ד - תמוז תשע"ד A (תמוז תשע"ד) תמוז תשע"ד
תמוז תשע"ד C (תמוז תשע"ד) תמוז תשע"ד
תמוז תשע"ד - תמוז תשע"ד
תמוז תשע"ד - תמוז תשע"ד
תמוז תשע"ד - תמוז תשע"ד

תמוז תשע"ד - תמוז תשע"ד
תמוז תשע"ד - תמוז תשע"ד
תמוז תשע"ד - תמוז תשע"ד
תמוז תשע"ד - תמוז תשע"ד
תמוז תשע"ד - תמוז תשע"ד
תמוז תשע"ד - תמוז תשע"ד
תמוז תשע"ד - תמוז תשע"ד
תמוז תשע"ד - תמוז תשע"ד
תמוז תשע"ד - תמוז תשע"ד
תמוז תשע"ד - תמוז תשע"ד

Faint header text at the top of the page, possibly containing a title or reference number.

First main paragraph of faint, illegible text.

Second main paragraph of faint, illegible text.

Third main paragraph of faint, illegible text.

Fourth main paragraph of faint, illegible text.

Fifth main paragraph of faint, illegible text.

Sixth main paragraph of faint, illegible text.

Seventh main paragraph of faint, illegible text.

Eighth main paragraph of faint, illegible text.

Ninth main paragraph of faint, illegible text.

Tenth main paragraph of faint, illegible text.

Handwritten signature or initials in the bottom right corner.

[Handwritten signature]

[Faint, illegible text covering the majority of the page, likely bleed-through from the reverse side.]

[Handwritten signature]



[Handwritten signature]

[Handwritten signature]



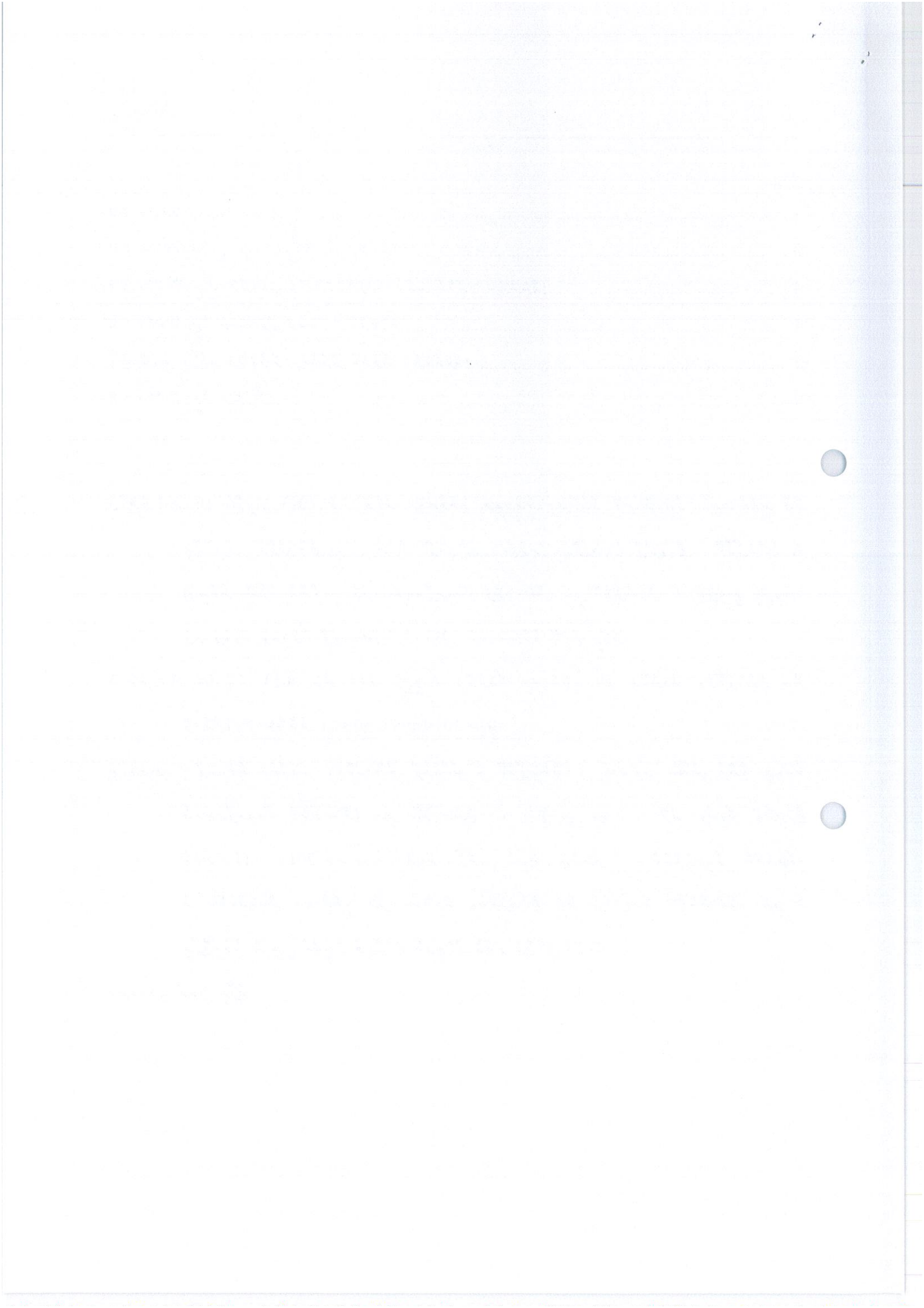
مدراسہ اسلامیہ دہلی

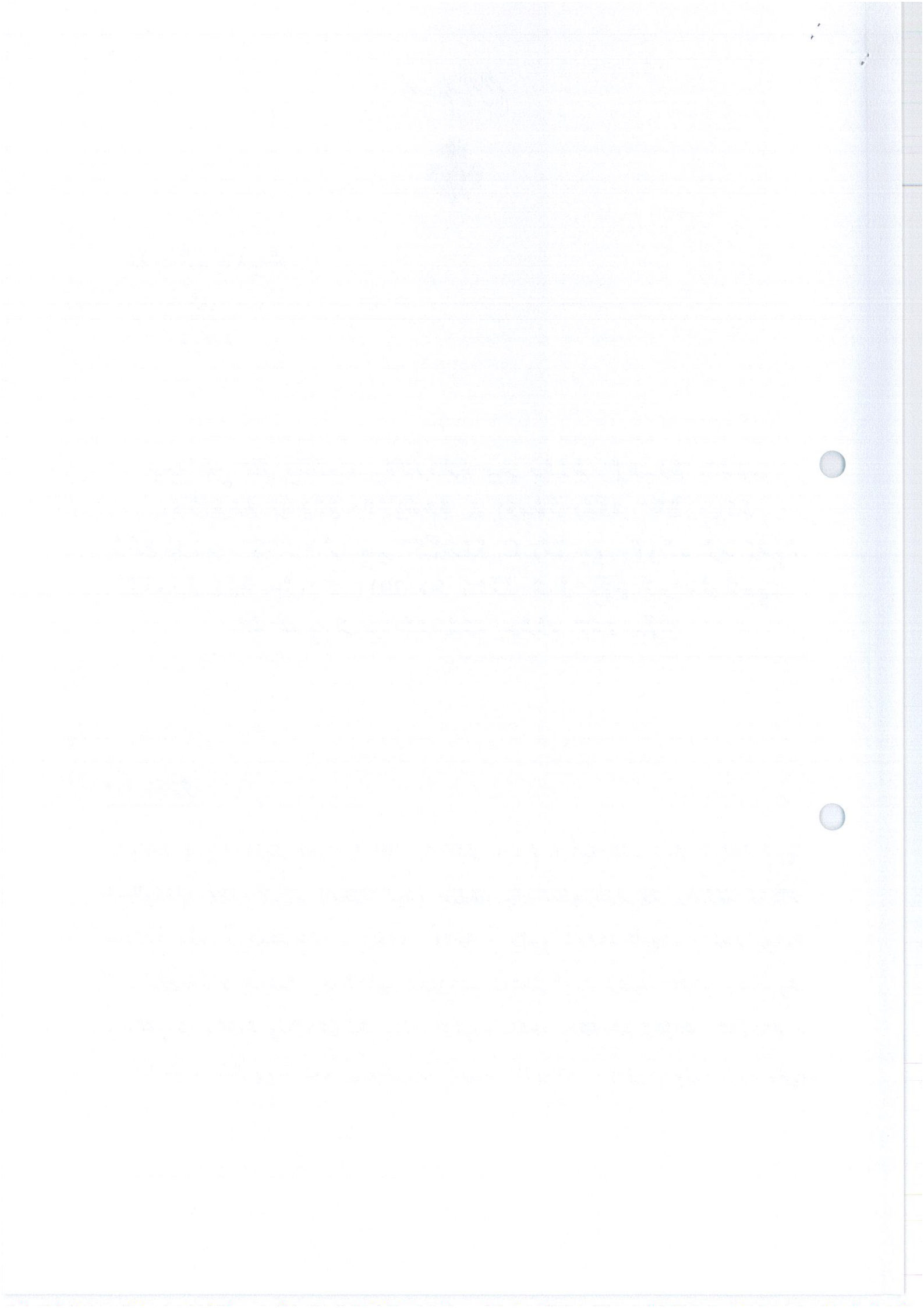
ڈیڑھ گھنٹہ کا امتحان

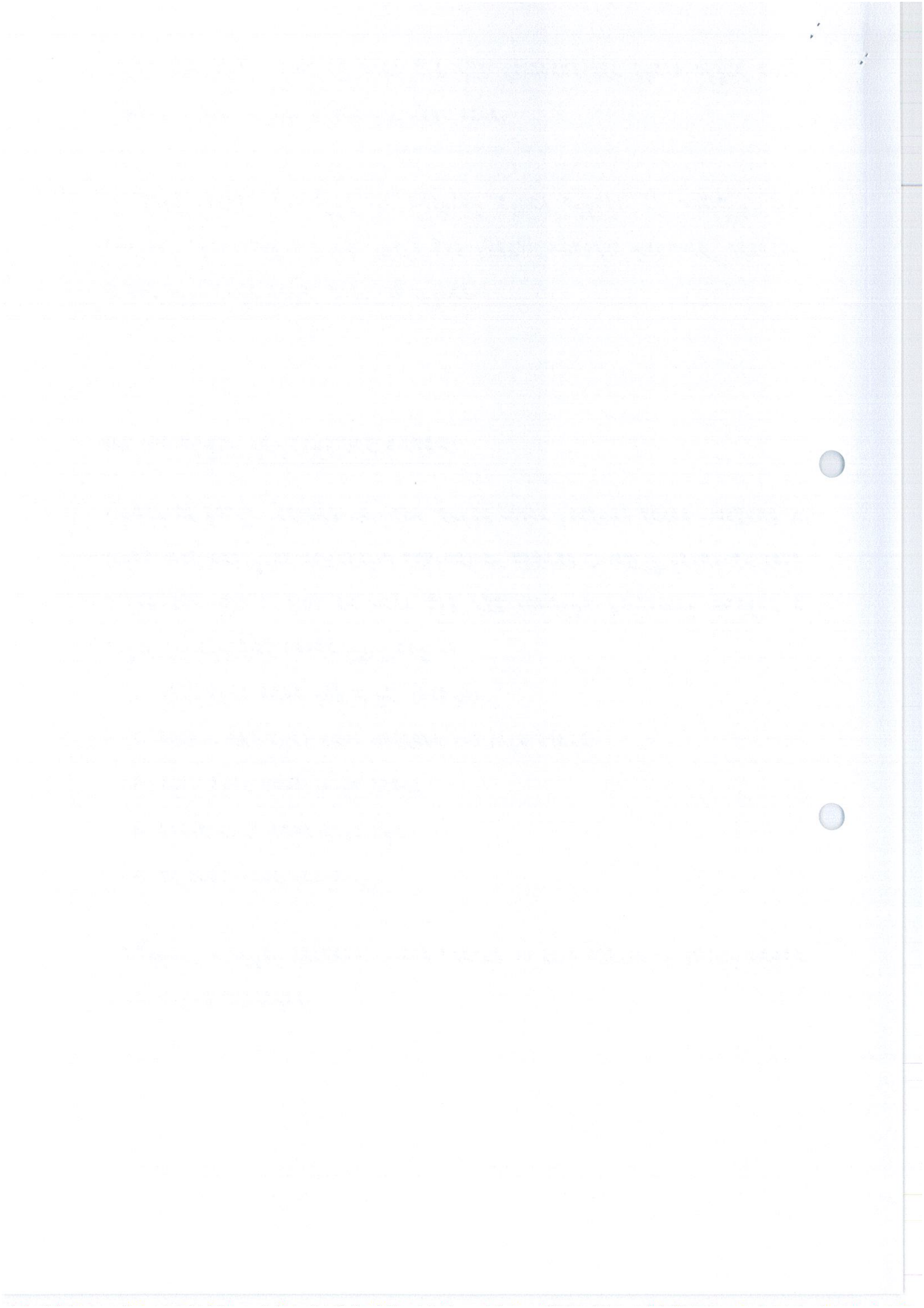
سائنس کا امتحان

پہلے حصے میں آٹھ اور دوسرے حصے میں آٹھ سوالات ہیں۔ اس امتحان میں "A" (چار سوالات) اور "C" (تین سوالات) کے سوالات ہیں۔
 پہلے حصے میں سوالات (A) کے ساتھ ساتھ "C" کے سوالات بھی ہیں۔
 دوسرے حصے میں سوالات (A) کے ساتھ ساتھ "C" کے سوالات بھی ہیں۔
 2011 کے سوالات اور اس کے ساتھ ساتھ "C" کے سوالات بھی ہیں۔
 دوسرے حصے میں سوالات (A) کے ساتھ ساتھ "C" کے سوالات بھی ہیں۔







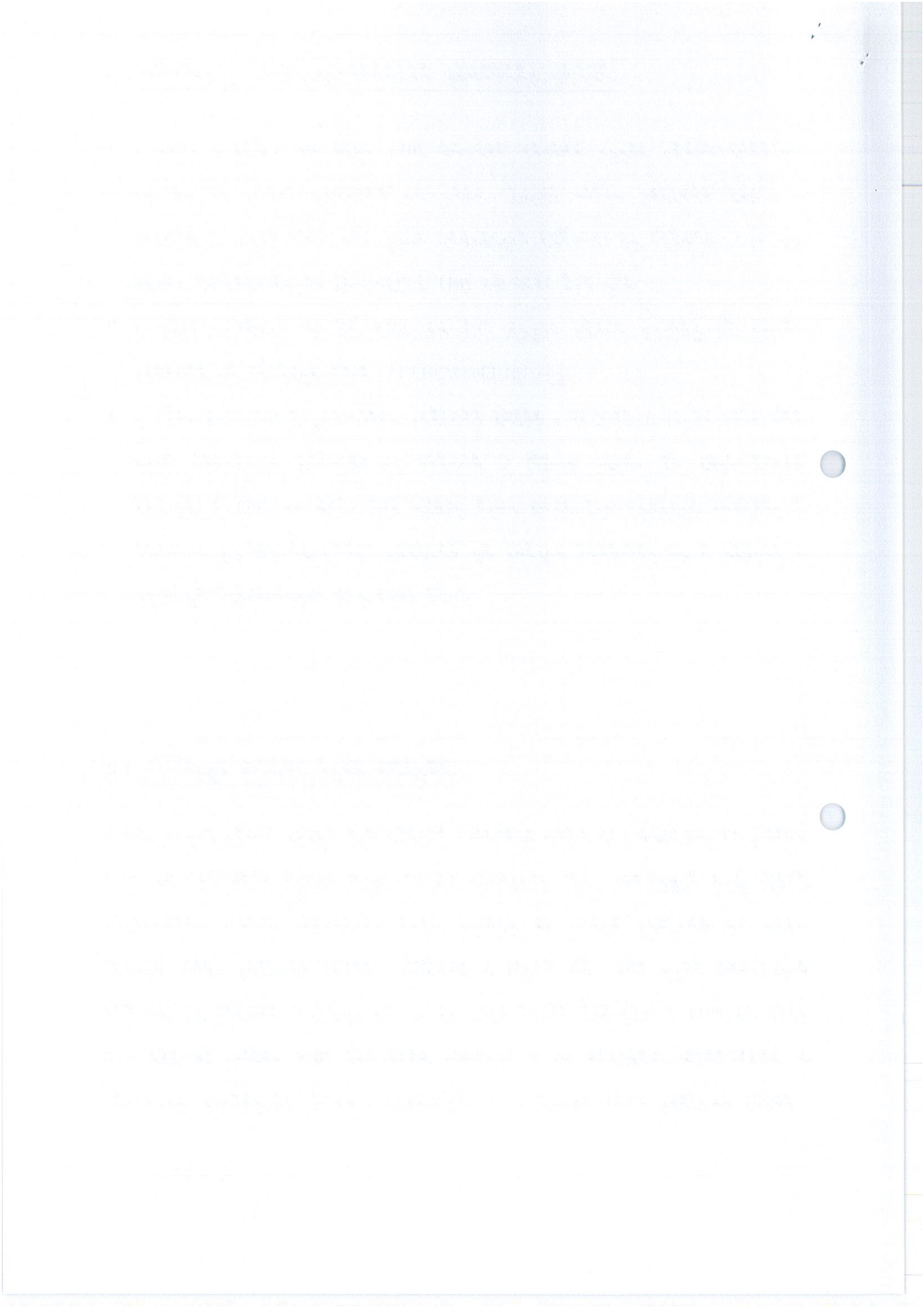


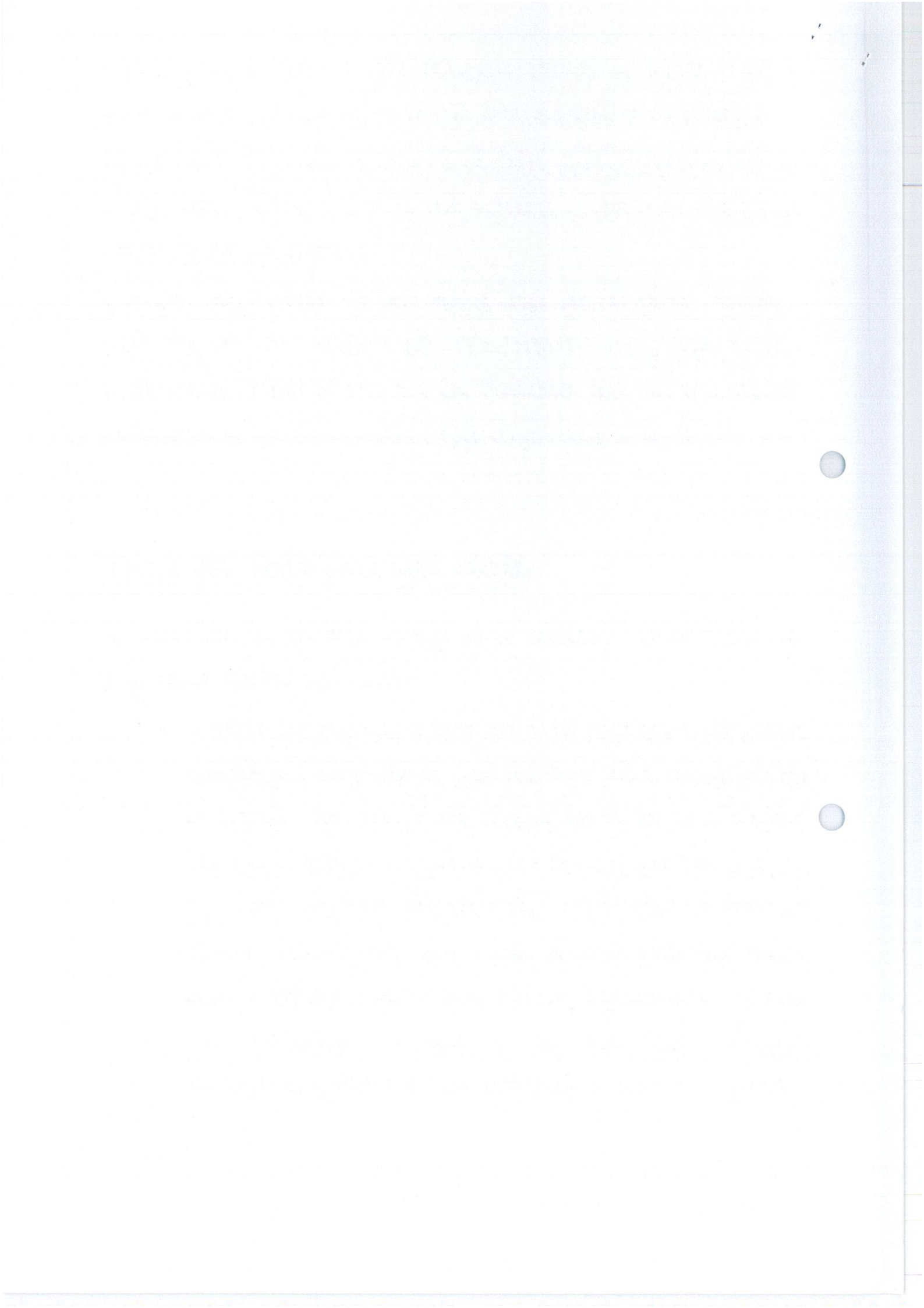
3.0 - סעיף 1-ב' - תביעה על פגיעה בנכס

1. ב-16 באוגוסט 2013 פסק דין של בית דין תל אביב-יפו (בג"פ 101-EP/57/2013/11) שבו נקבע כי התביעה אינה מקובלת.
התביעה מבוססת על פגיעה בנכס של התובע, אשר נגרמה כתוצאה משימוש במוטור.
התביעה מבוססת על א (התובע) ו-101-EP/57/2013/11 (הנתבע).
ב-4 באוגוסט 2013 פסק דין של בית דין תל אביב-יפו (בג"פ 101-EP/57/2013/11) שבו נקבע כי התביעה אינה מקובלת.
התביעה מבוססת על פגיעה בנכס של התובע, אשר נגרמה כתוצאה משימוש במוטור.
התביעה מבוססת על א (התובע) ו-101-EP/57/2013/11 (הנתבע).
ב-3 באוגוסט 2013 פסק דין של בית דין תל אביב-יפו (בג"פ 101-EP/57/2013/11) שבו נקבע כי התביעה אינה מקובלת.
התביעה מבוססת על פגיעה בנכס של התובע, אשר נגרמה כתוצאה משימוש במוטור.
התביעה מבוססת על א (התובע) ו-101-EP/57/2013/11 (הנתבע).
ב-17 באוגוסט 2014 פסק דין של בית דין תל אביב-יפו (בג"פ 101-EP/57/2013/11) שבו נקבע כי התביעה אינה מקובלת.
התביעה מבוססת על פגיעה בנכס של התובע, אשר נגרמה כתוצאה משימוש במוטור.
התביעה מבוססת על א (התובע) ו-101-EP/57/2013/11 (הנתבע).

4.0 - סעיף 1-ב' - תביעה על פגיעה בנכס

ב-17 באוגוסט 2014 פסק דין של בית דין תל אביב-יפו (בג"פ 101-EP/57/2013/11) שבו נקבע כי התביעה אינה מקובלת.
התביעה מבוססת על פגיעה בנכס של התובע, אשר נגרמה כתוצאה משימוש במוטור.
התביעה מבוססת על א (התובע) ו-101-EP/57/2013/11 (הנתבע).
ב-18 באוגוסט 2014 פסק דין של בית דין תל אביב-יפו (בג"פ 101-EP/57/2013/11) שבו נקבע כי התביעה אינה מקובלת.
התביעה מבוססת על פגיעה בנכס של התובע, אשר נגרמה כתוצאה משימוש במוטור.
התביעה מבוססת על א (התובע) ו-101-EP/57/2013/11 (הנתבע).



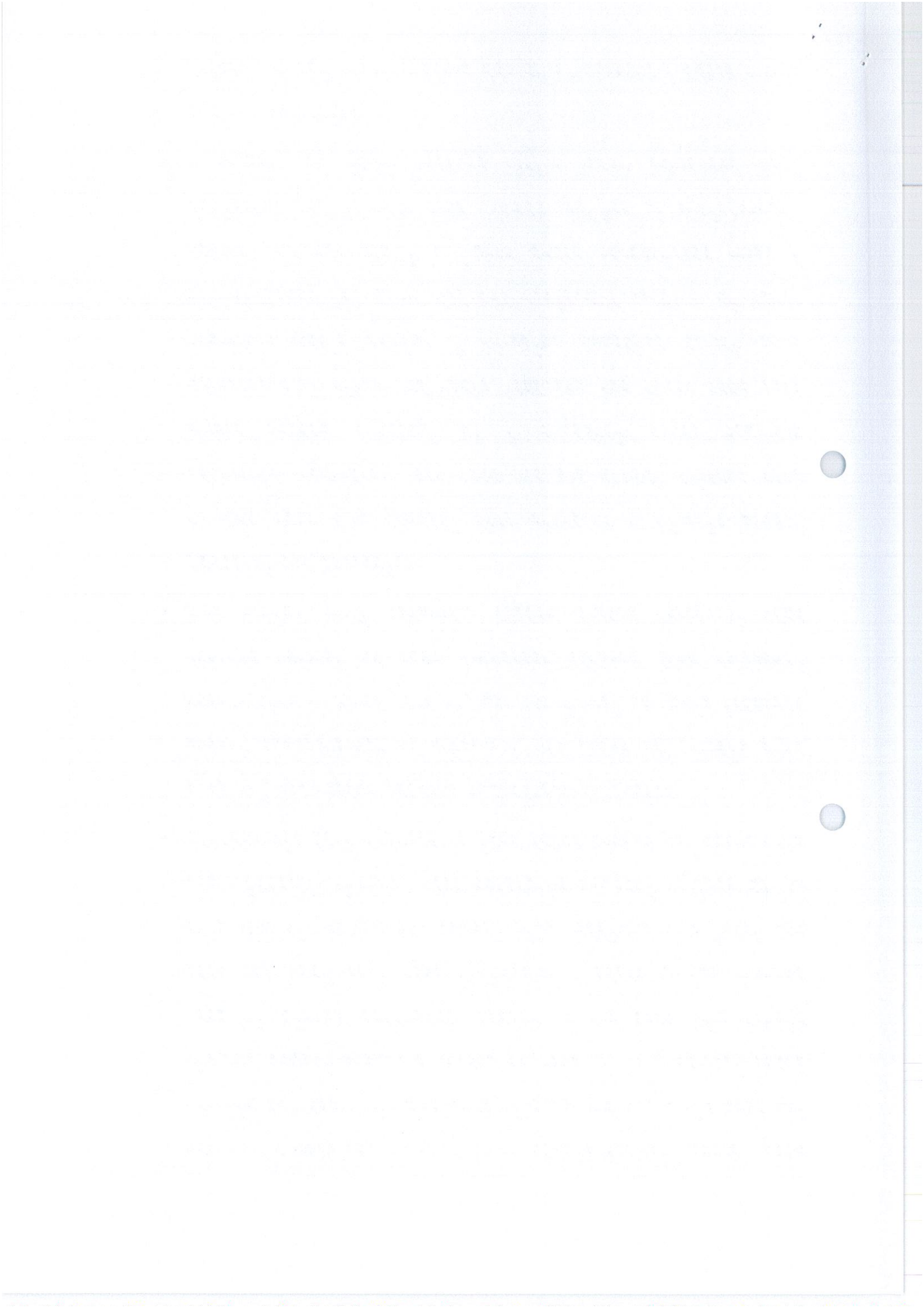


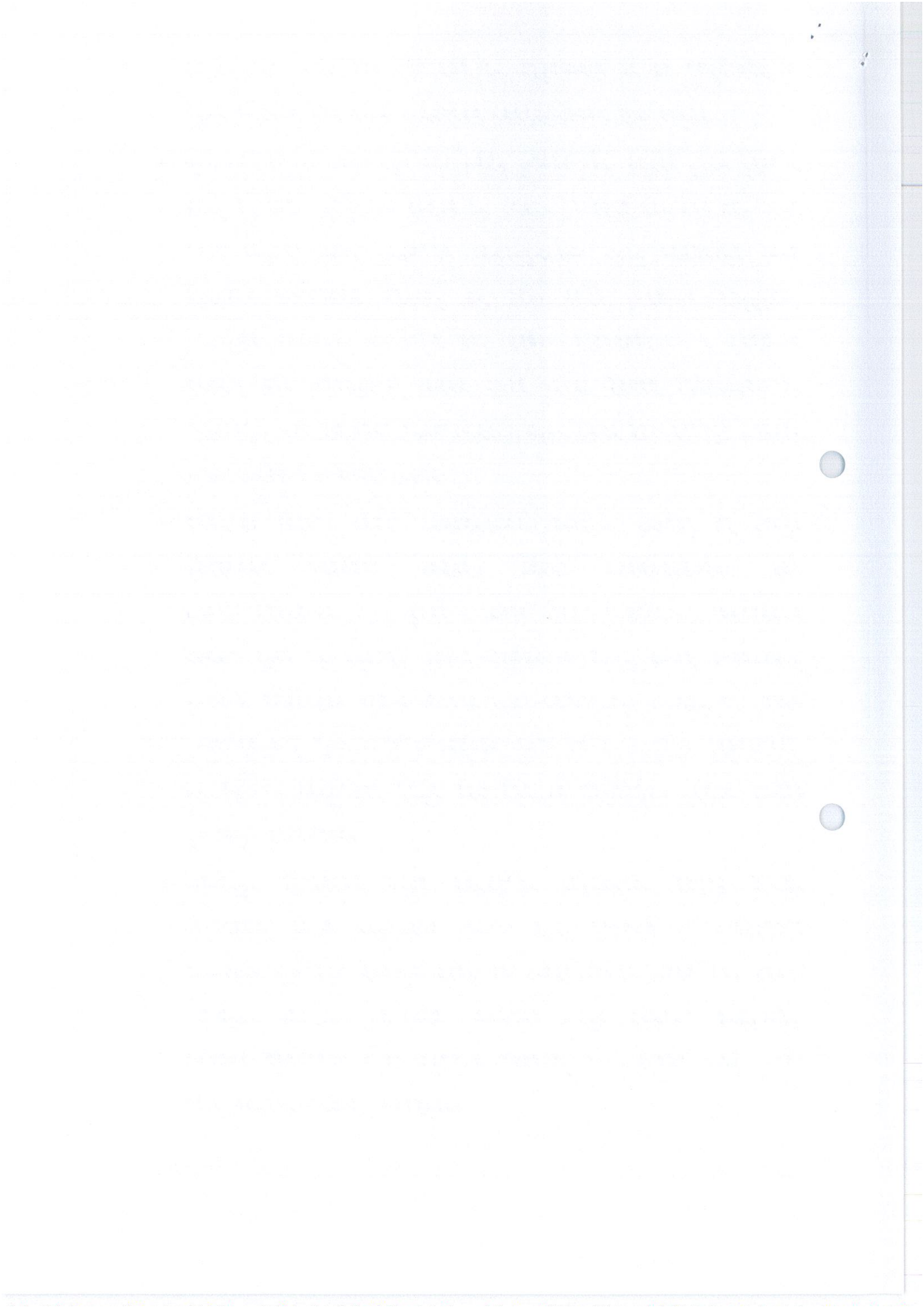
קיימת תוכנית לשיפור רמת החינוך וההכשרה של המורים, תוך מתן הדרכה וקורסי הכשרה מתמשכים. תוכנית זו תכלול גם קורסי הכשרה לשיפור רמת החינוך וההכשרה של המורים, תוך מתן הדרכה וקורסי הכשרה מתמשכים.

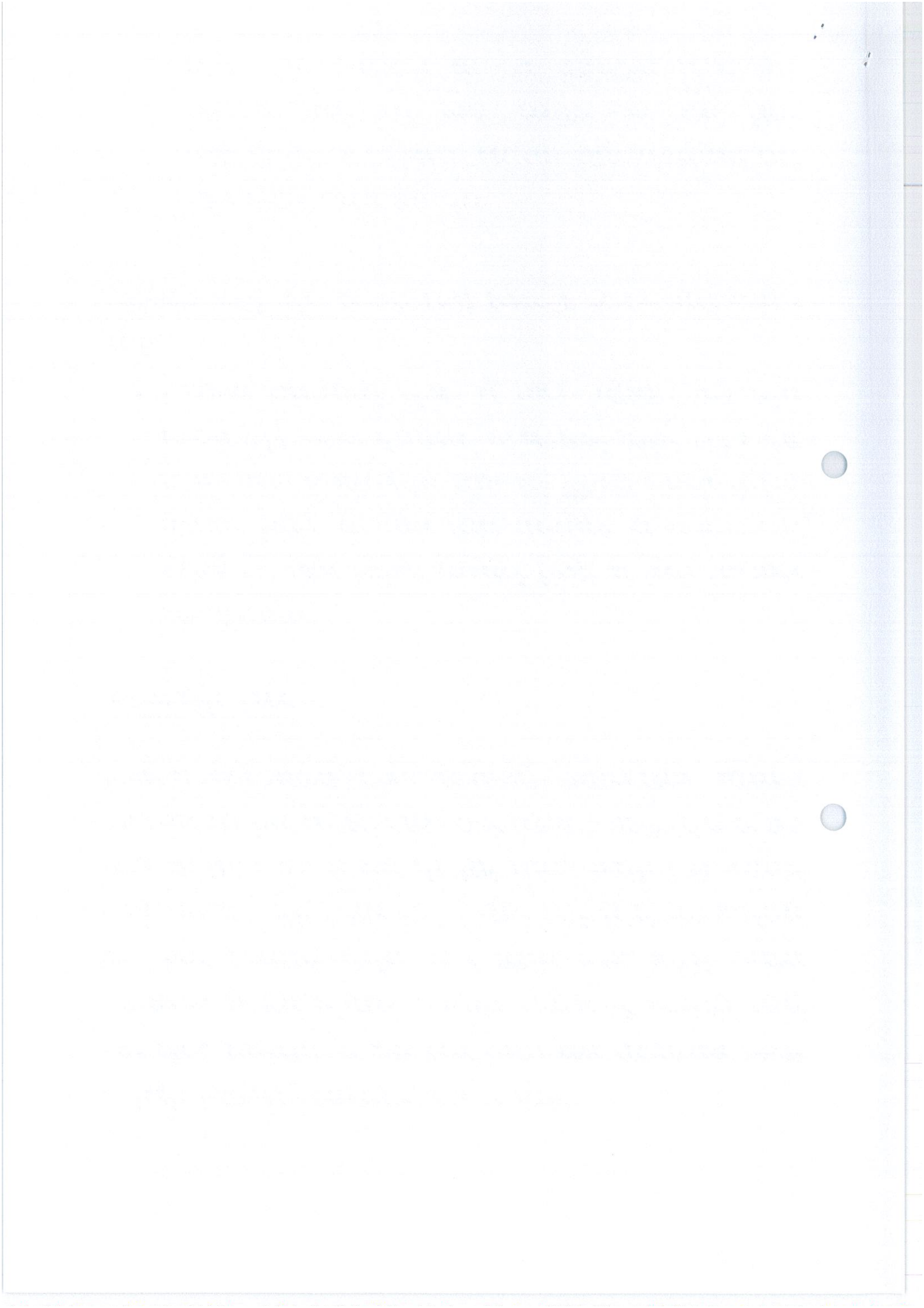
ב-2011 תוקם תוכנית לשיפור רמת החינוך וההכשרה של המורים, תוך מתן הדרכה וקורסי הכשרה מתמשכים. תוכנית זו תכלול גם קורסי הכשרה לשיפור רמת החינוך וההכשרה של המורים, תוך מתן הדרכה וקורסי הכשרה מתמשכים.

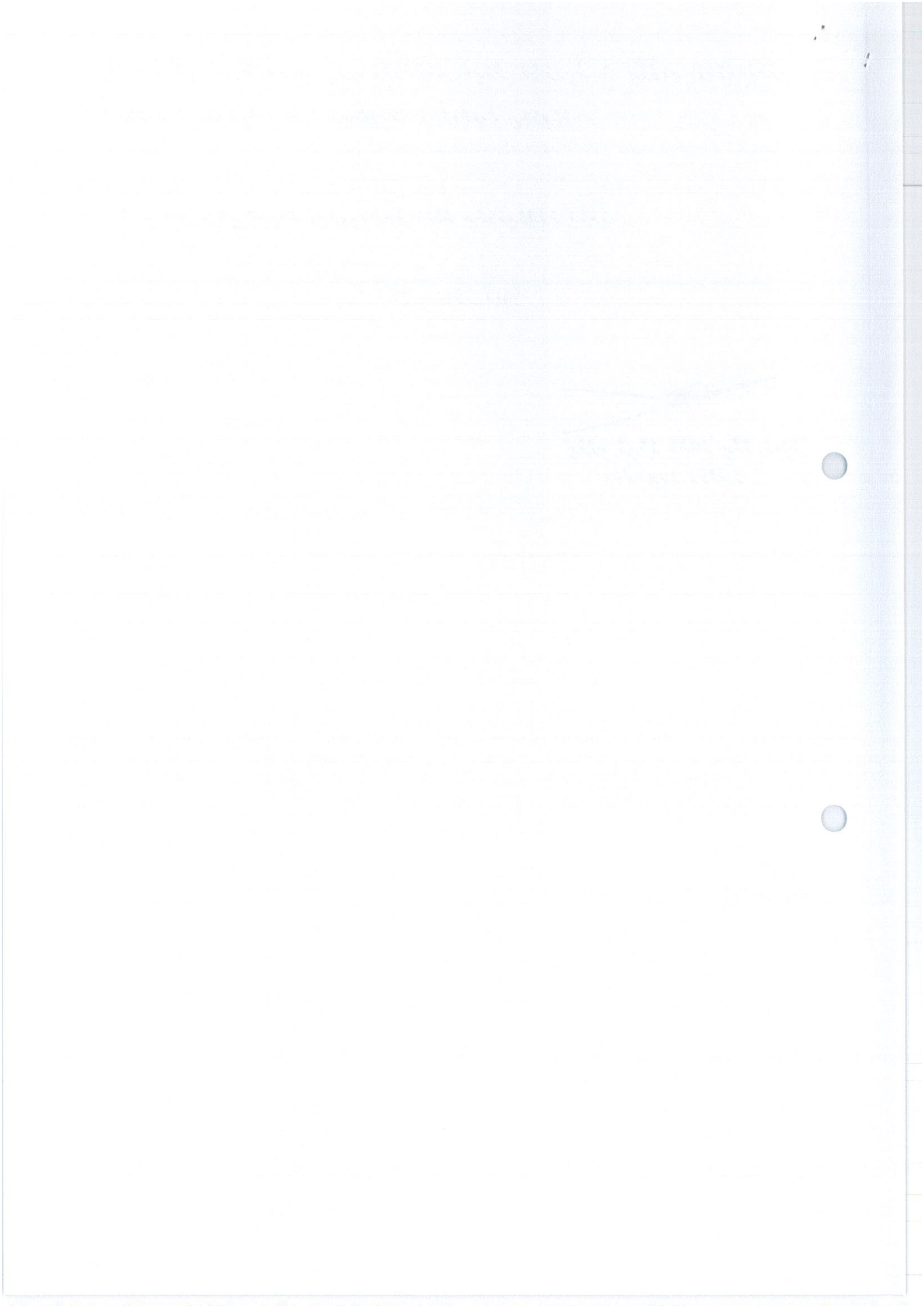
ב-2011 תוקם תוכנית לשיפור רמת החינוך וההכשרה של המורים, תוך מתן הדרכה וקורסי הכשרה מתמשכים. תוכנית זו תכלול גם קורסי הכשרה לשיפור רמת החינוך וההכשרה של המורים, תוך מתן הדרכה וקורסי הכשרה מתמשכים.

ב-2011 תוקם תוכנית לשיפור רמת החינוך וההכשרה של המורים, תוך מתן הדרכה וקורסי הכשרה מתמשכים. תוכנית זו תכלול גם קורסי הכשרה לשיפור רמת החינוך וההכשרה של המורים, תוך מתן הדרכה וקורסי הכשרה מתמשכים.









تعمیراتی کاموں کی تفصیلی رپورٹ

تعمیراتی کاموں کی تفصیلی رپورٹ اور اس کے تحت کی جانے والی کاموں کی تفصیلی رپورٹ

تعمیراتی کاموں کی تفصیلی رپورٹ

تعمیراتی کاموں کی تفصیلی رپورٹ اور اس کے تحت کی جانے والی کاموں کی تفصیلی رپورٹ

تعمیراتی کاموں کی تفصیلی رپورٹ اور اس کے تحت کی جانے والی کاموں کی تفصیلی رپورٹ

تعمیراتی کاموں کی تفصیلی رپورٹ اور اس کے تحت کی جانے والی کاموں کی تفصیلی رپورٹ

تعمیراتی کاموں کی تفصیلی رپورٹ اور اس کے تحت کی جانے والی کاموں کی تفصیلی رپورٹ

تعمیراتی کاموں کی تفصیلی رپورٹ

✓	تعمیراتی کاموں کی تفصیلی رپورٹ	-	تعمیراتی کاموں کی تفصیلی رپورٹ	L	تعمیراتی کاموں کی تفصیلی رپورٹ
---	--------------------------------	---	--------------------------------	---	--------------------------------

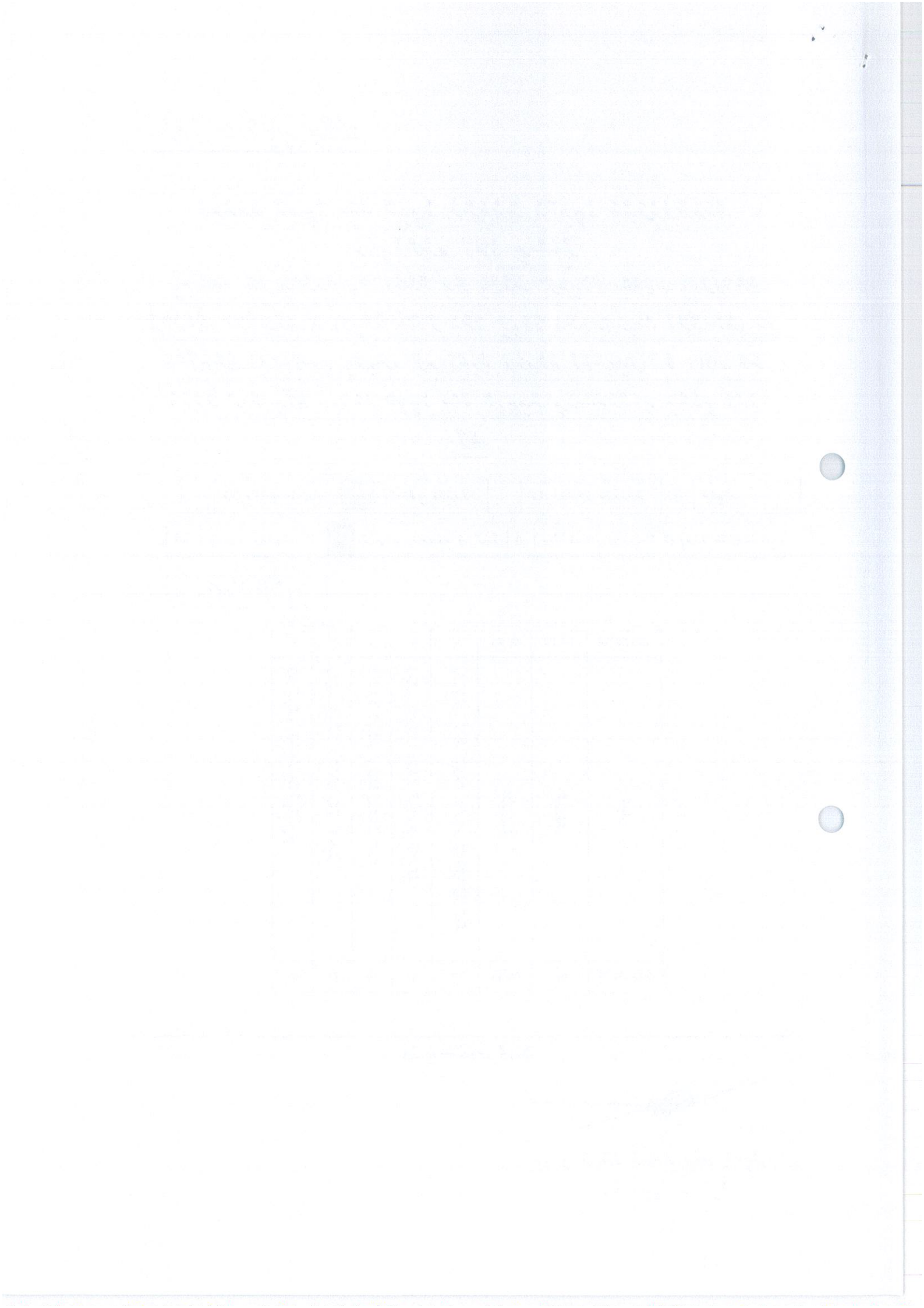
M	تعمیراتی کاموں کی تفصیلی رپورٹ	0	تعمیراتی کاموں کی تفصیلی رپورٹ	@	تعمیراتی کاموں کی تفصیلی رپورٹ
---	--------------------------------	---	--------------------------------	---	--------------------------------

J	تعمیراتی کاموں کی تفصیلی رپورٹ
---	--------------------------------

18.12.2014	02	00:45	✓	✓	-	✓	✓
			تعمیراتی کاموں کی تفصیلی رپورٹ	تعمیراتی کاموں کی تفصیلی رپورٹ	تعمیراتی کاموں کی تفصیلی رپورٹ	تعمیراتی کاموں کی تفصیلی رپورٹ	تعمیراتی کاموں کی تفصیلی رپورٹ
تعمیراتی کاموں کی تفصیلی رپورٹ	01	00:45	01	01	00	01	01



تعمیراتی کاموں کی تفصیلی رپورٹ اور اس کے تحت کی جانے والی کاموں کی تفصیلی رپورٹ



THE UNIVERSITY OF CHICAGO

PHYSICS DEPARTMENT

PHYSICS 309

LECTURE 10: QUANTUM MECHANICS

PROFESSOR JOHN MITCHELL

LECTURE 11: QUANTUM MECHANICS

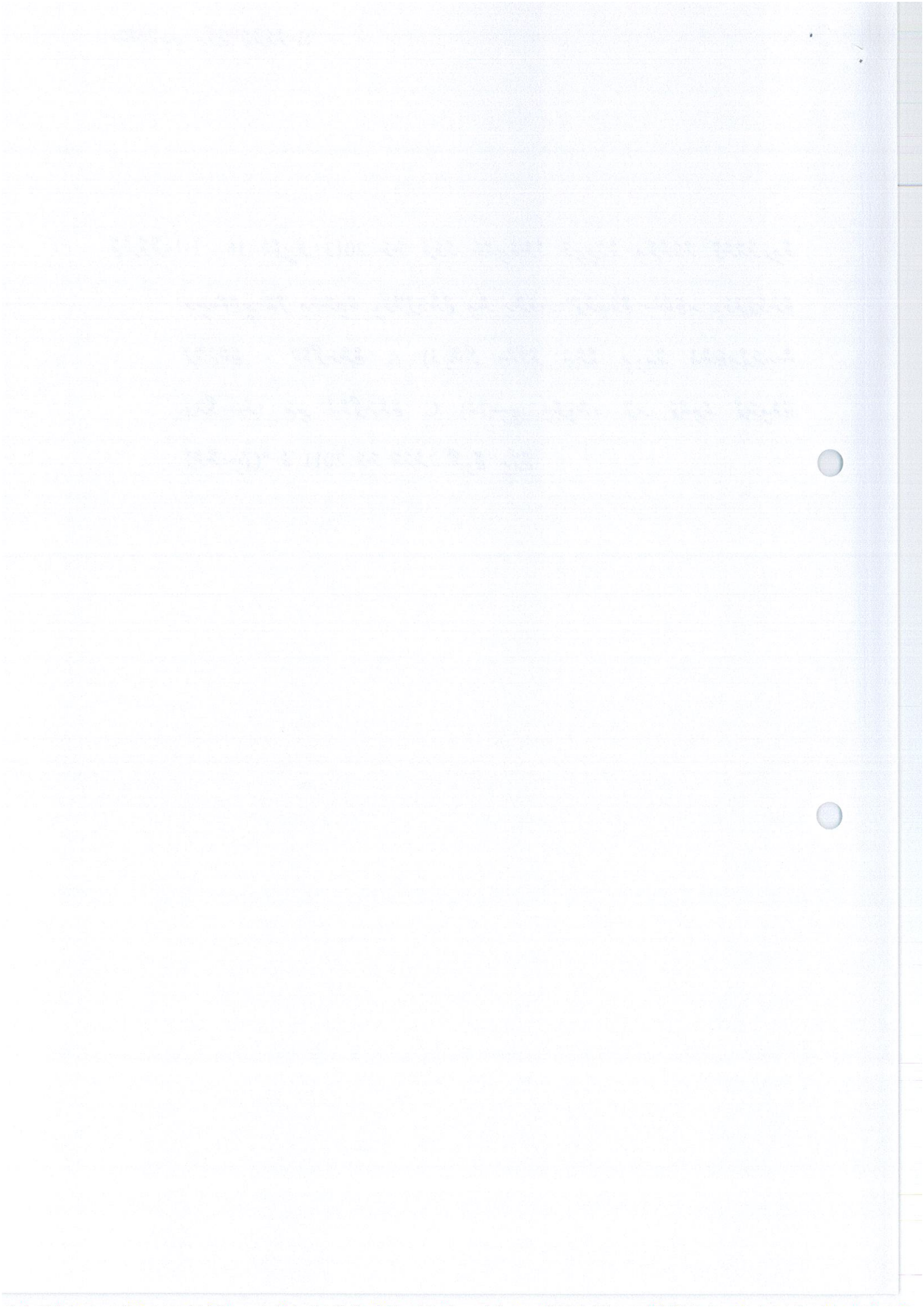
PROFESSOR JOHN MITCHELL

LECTURE 12: QUANTUM MECHANICS

PROFESSOR JOHN MITCHELL

LECTURE 13: QUANTUM MECHANICS

PROFESSOR JOHN MITCHELL





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

CONTENTS

AUDITOR GENERAL'S REPORT TO THE MINISTRY OF ECONOMIC DEVELOPMENT AND PRIVATE SECTOR DEVELOPMENT PROJECT

Management's responsibility for the financial statements	1
Auditors' Responsibilities	1
Opinion.....	2
Review of Project Progress	3
1. Component A- Micro Small and Medium Enterprises Promotion	3
1.1 The targeted number of beneficiaries to be provided with technical assistance from the project have not been achieved	3
1.2 Non-availability of Records of the trainings conducted by Business Development Service Centre Consultants	3
1.3 Lack of a transparency in evaluation and approval of Cost Sharing Facility Applications	4
1.4 Non-compliance with the Project Document in allocating the size of Grant given to beneficiaries	4
1.5 Service Provider Procurement	5
1.6 Non-enforcement of the Contract Terms	6
1.7 Unverified minutes of the Subcommittee meeting.....	6
1.8 Lack of Reporting as per the Cost Sharing Facility Manual.....	6
2. Component C- Capacity Building for Public Private Partnership.....	7
Statement of Receipts and Disbursements	9
Statement of Financial Position.....	10
Statement of Cash Flows.....	11
NOTES TO THE FINANCIAL STATEMENTS.....	12



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 M&ED, 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 MVR 512,000 (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.



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.

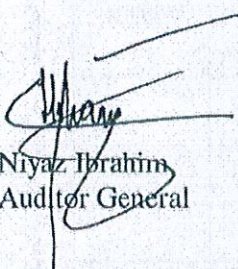
2. Component C- Capacity Building for Public Private Partnership

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


Niyaz Ibrahim
Auditor General



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	Regional 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 Hydroponics, 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

	Note	For the year ended 31.12.2011 USD	For the year ended 31.12.2010 USD
<u>Receipts</u>			
Receipts	3	1,167,101	588,414
<u>Less:</u>			
Disbursements			
Component A: Micro Medium and Small Enterprise Development	4	(947,997)	(75,033)
Component C: Capacity building of Public Private Partnership	5	(166,346)	(423,108)
Surplus / (Deficit) for the period		52,758	90,273

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

16th April 2013

Male'



**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

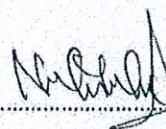
Year Ended

	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
Total equity and liabilities		149,213	90,273

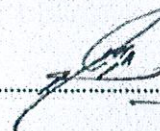
Management of the Project is responsible for the preparations and presentation of these financial statements.

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

1. Nuha Mohamed Riza, Project Director, PSDP



2. Usman Shakir, Director General



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

16th April 2013

Male'



1st Floor, Ghaazee Building, Ameeru Ahmed Magu, Malé, Maldives. Tel: + (960) 3323939, Fax: + (960) 3316430, e-mail: info@audit.gov.mv

**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	(947,997)	(75,033)
Public Private Partnership	(166,346)	(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'



**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.

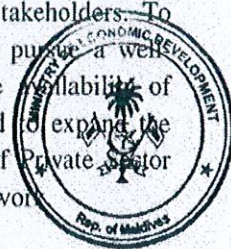
The intended impact of the whole Project is to develop and expand Micro Small and Medium Enterprises (MSME) subsectors which would lead to a broad-based, private sector-led, and sustainable inclusive growth. The intended outcomes are

- (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 pursue a well coordinated approach in consultation with private sector stakeholders. Since the availability of capacity development training institutes is constrained, the Government will need to expand the responsibilities of Enterprise Development Unit to bring together different types of Private Sector Development including MSME development under a strengthened institutional framework.



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	
	947,998	75,033

5. Component B: Capacity building of Public Private Partnership

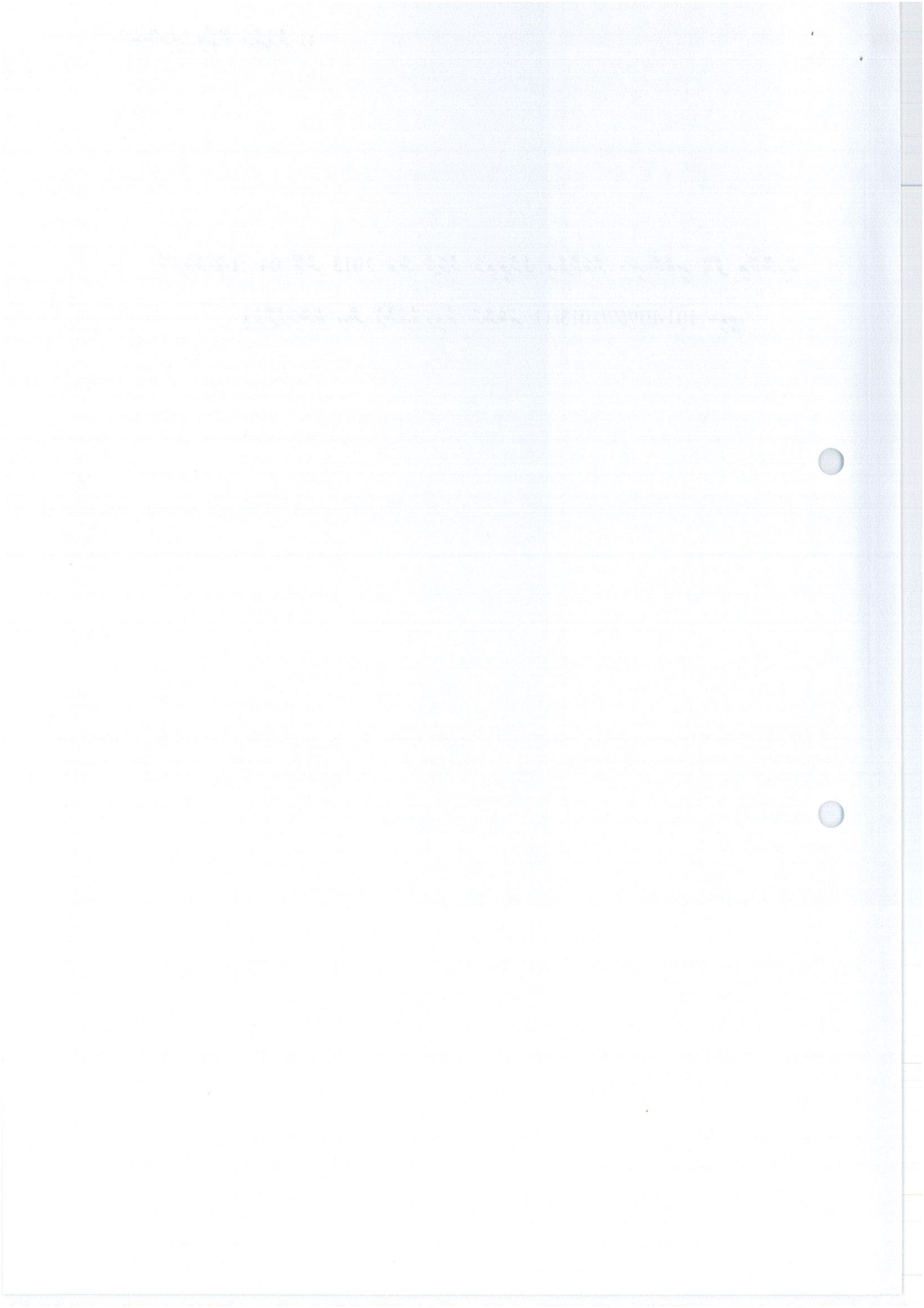
Consultants Payments (Direct Payments)	166,346	149,243
Consultants Payments (MMA Account no.6168 account)		273,865
	166,346	423,108



6. Cash and Cash Equivalents

Cash at Bank (MMA Account no.6168)	130,955	90,273
Trust Fund Account (MMA Account no.)	12,077	
	<u>143,032</u>	<u>90,273</u>





Private Sector Development Project Audit 2011, Ministry of Economic Development

Auditor's Observation	Recommendation from Auditor	Management's Response	Actions taken	Deadline	Responsible Party
<p>1.1 The targeted number of beneficiaries to be provided with technical assistance from the project have not been achieved</p> <p>Under Component A, a Cost Sharing Facility (CSF) was established with US\$ One 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 300MSMEs 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</p>	<p>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.</p>	<p>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 MED realised that the target was high and a project and a program grant was established.</p> <p>The 38 beneficiaries are those to whom services were provided under the project grant whereby SMEs apply for the service and service providers are sought to assist them. MED would also like to note that 38 beneficiaries mentioned here does not mean 38 individuals. Beneficiaries can be an</p>	<p>As recommended by the Auditor at Project Planning Stage this issue will be addresses by the ministry in consultation with the donor agencies.</p>		<p>No specific parties mentioned in the Audit report.</p>




Private Sector Development Project Audit 2011, Ministry of Economic Development

Auditor's Observation	Recommendation from Auditor	Management's Response	Actions taken	Deadline	Responsible Party
<p>included MSMEs and individuals.</p> <p>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</p>		<p>individual, an SME with a group of individuals and it 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.</p> <p>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. For these projects, large communities of SMEs will be benefiting. Furthermore, under the program grant component of CSF, assistance was also provided for the carrying out of various trainings through the BDSGs.</p> <p>As such, it is to be noted that the funds under CSF</p>			



Private Sector Development Project Audit 2011. Ministry of Economic Development


Auditor's Observation	Recommendation from Auditor	Management's Response	Actions taken	Deadline	Responsible Party
<p>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.</p> <p>1.2 Non-availability of Records of the trainings conducted by BDSC Consultants</p> <p>To conduct the capacity building of the MSMEs, the CSF Manual categorised the trainings to be held in four categories as follows:</p> <p>I. G-1 Basic Awareness (Business Start-up Training Workshop)</p> <p>II. G-2 Business Planning for Investment</p> <p>III. G-3 Specialty</p>	<p>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.</p>	<p>It is acknowledged that training records has not been at satisfactory levels and this is one aspect in which MED is now working on.</p> <p>It should also be noted that training fees are being collected through island councils where there is staff capacity shortage and hence MED has been facing lots of</p>	<p>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</p>	<p>-</p>	<p>No specific parties mentioned in the Audit report</p> 

Private Sector Development Project Audit 2011. Ministry of Economic Development

Auditor's Observation	Recommendation from Auditor	Management's Response	Actions taken	Deadline	Responsible Party
<p>IV. designed business modules G-4 Needs based training and consultancy services</p> <p>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 2 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</p>		<p>problems in transferring the training fees to MED trust fund.</p>	<p>management team will be within MED with Project Director as the head.</p>		



Private Sector Development Project Audit 2011, Ministry of Economic Development

Auditor's Observation	Recommendation from Auditor	Management's Response	Actions taken	Deadline	Responsible Party
<p>trainings. Further, it is noted that the monies collected as training fees through island councils have not been transferred to the Ministry.</p> <p>1.3 Lack of a transparency in evaluation and approval of CSF Applications</p> <p>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:</p> <ul style="list-style-type: none"> The evaluators at each of these levels give a group rating for each applicant instead of 	<p>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.</p>	<p>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 the decision of the subcommittee would be by a majority vote; hence individual scores are not necessary.</p> <ul style="list-style-type: none"> At Central BDSC and Subcommittee screenings, all the 	<p>Strengthening the management for future projects, so that the evaluation is even more transparent.</p>	<p>=</p>	<p>No specific parties mentioned in the Audit report.</p> 

Private Sector Development Project Audit 2011. Ministry of Economic Development

Auditor's Observation	Recommendation from Auditor	Management's Response	Actions taken	Deadline	Responsible Parties
<p>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.</p> <ul style="list-style-type: none"> Some of the scoring sheets did not bear the signature of the evaluator. <p>1.4 Non-compliance with the Project Document in allocating the size of Grant given to beneficiaries</p> <p>As per the with the Project Document and the CSF</p>	<p>The Ministry should ensure that the threshold given in</p>	<p>members discuss the pros and cons of the application and give a scoring which is agreed mutually by all the evaluators and which is stated in the application score sheets.</p> <p>At the subcommittee all members discuss on the budget allocation for each applicant, CSF manual states the maximum ceiling any application can be allocated.</p> <ul style="list-style-type: none"> Scoring sheets which were not signed, MED followed up on it and sheets are being completed. 	<p>As advised by the Auditor General</p>	<p>-</p>	<p>No specific parties</p>



Private Sector Development Project Audit 2011, Ministry of Economic Development

Auditor's Observation	Recommendation from Auditor	Management's Response	Actions taken	Deadline	Responsible Party
<p>price was not included in the criteria, Tender Agency Committee minutes records that bids received over the budgets were also awarded contracts 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 government procurement regulations which states that the evaluation criteria should be laid down for price, duration, quality amongst other specific requirements.</p> <p>1.2 Non-enforcement of the Contract Terms</p> <ul style="list-style-type: none"> In the year 2011, BDSC entered in to 21 contracts amounting to USD 665,764 (MVR10, 266,093) as shown in 	<p>The Ministry should ensure that the contracts be enforced and if the contract duration is extended, the procedure</p>	<p>As noted earlier CSF started as a pilot project and at the start projects have been delayed and although completion dead</p>	<p>Contracts with service provider shall be revised and strengthened to allow the</p>	<p>=</p>	<p>No specific parties mentioned in the Audit report</p>



Private Sector Development Project Audit 2011, Ministry of Economic Development

Auditor's Observation	Recommendation from Auditor	Management's Response	Actions taken	Deadline	Responsible Party
<p>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.</p> <ul style="list-style-type: none"> Out of 21 contracts 2 contracts were terminated based on non-performance and the advances paid to these contractors amounting to USD 9,135 (MVR 140,869) have not been collected back. Further the PMU has not taken any action against these service providers. 	<p>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.</p>	<p>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.</p> <p>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.</p> <ul style="list-style-type: none"> Contracts which were terminated, due to unsatisfactory work, auditor general has noted that advances paid to these 	<p>ministry to take actions under this circumstance. However it should be noted, all service providers whose contracts were terminated, did some amount of work hence the ministry cannot collect the whole advance payment. All contracts signed in future will be in line with the Financial Regulations.</p>		



Private Sector Development Project Audit 2011, Ministry of Economic Development

Auditor's Observation	Recommendation from Auditor	Management's Response	Actions taken	Deadline	Responsible Party
<p>1.1 Unverified minutes of the Subcommittee meeting</p> <p>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</p>	<p>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.</p>	<p>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.</p>	<p>Subcommittee minutes are mailed to the members and members send in comments if they have any, and the mails are taken as official documents.</p> <p>The recommendation is noted to be strengthened in the future.</p>	<p>Project management would be further strengthened for future projects.</p>	<p>No specific parties mentioned in the Audit report.</p>



Private Sector Development Project Audit 2011. Ministry of Economic Development

Auditor's Observation	Recommendation from Auditor	Management's Response	Actions taken	Deadline	Responsible Party
<p>verified as it has not been signed. This reduces the credibility of the minutes and the decisions taken by the subcommittee.</p> <p>1.2 Lack of Reporting as per the CSF Manual</p> <ul style="list-style-type: none"> 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 	<p>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.</p>	<p>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.</p> <p>However MED has not maintained a copy of these monthly reports, but MED has the quarterly reports which includes the progress of CSF.</p>	<p>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.</p>	<p>=</p>	<p>No specific parties mentioned in the Audit report</p>



Private Sector Development Project Audit 2011, Ministry of Economic Development

Auditor's Observation	Recommendation from Auditor	Management's Response	Actions taken	Deadline	Responsible Party
<p>month. The audit could not verify if this reporting structure was followed by the BDSC as documents were not available.</p>					



Private Sector Development Project Audit 2011, Ministry of Economic Development

Auditor's Observation	Recommendation from Auditor	Management's Response	Actions taken	Deadline	Responsible Party
<p>2. Component C - Capacity Building for Public Private Partnership (PPP)</p> <p>Under this component it was aimed to a PPP call 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.</p>	<p>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.</p>	<p>The implementing agency for these pilot projects was not MED.</p> <p>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.</p>	<p align="center">-</p>	<p align="center">-</p>	<p align="center">-</p>



Private Sector Development Project Audit 2011. Ministry of Economic Development

Auditor's Observation	Recommendation from Auditor	Management's Response	Actions taken	Deadline	Responsible Party
-----------------------	-----------------------------	-----------------------	---------------	----------	-------------------

Annex 1

PV no	Vendor	Beneficiary	Details	Contract Price (MYR)
028	AMINATH LAITHEEFA PPRASEED OTHAYOTH KOTTARON	Maldives Arts and Crafts Cooperative Society	Business Development, Marketing and Organizational Support	585,748
029	AAHII PVT LTD	Baa Rah Cooperative Society	Support Fourty Technician	603,308
032	MSPEA	Zifi, Addu Arts & Crafts Coops Society, All Fatme Ahmed, Ahmed Shareeg	Business Development and Marketing Services Grant - MOU European Seafood Exposition in Brussels	736,140 600,000
033	MSPEA	A-11 Cooperative Society, Baa Rah Cooperative Society, Coop management support Society, AMCS Coop Society, Euvah Malak Cooperative Society	Coop. Business Service Consultant	570,532
034	AVHI PVT LTD	Group Application from South (Addu Holdings, Beach Store, Black Yard Investment, Cozway, City Bend Restaurant, Group Application from North (Ahmed Mohamed, Mohamed Hussain, Mohamed Adam, Hussain Adam, Ibrahim Hussain, Ibrahim Khalid)	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
037	HGH RISE	SEA HARVEST MALDIVES PRIVATE LIMITED	Feasibility Study and Business Plan for Aquaculture (Gropuer)	740,160
039	IZZATH RASHEED	Kaunhi Cooperative Society, Vaikarandoo Cooperative Society, Rimsa Adam, Fureeda Moosa, Hussain Adam, Bivulle Maldives	Business Development Support & Training on hydroponics, Aquapon and Organic farming.	982,896
050	ART MART	Therandoo Cooperative Society, Kotila Cooperative Society, Vaitani, Addu Arts and Crafts Cooperative Society, Four Enterprise Pvt Ltd, Mohamed Rasheed Feydhoo Women's Cooperative Society, Veermandoo Women's Cooperative Society	Marketing, Product Development, Packaging and Training on Souvenir Making	1,068,606
053	ART MART		Marketing, Packaging, and HACCP for Food Processors	613,000

Annex 2



Private Sector Development Project Audit 2011, Ministry of Economic Development

#	Auditor's Observation	Contract Price	Recommendation from Auditor	Date to be completed	Status of Completion	Management's Response	Actions taken	Deadline	Responsible Party
1	Business Development Consultant	158,379	5.09.2011	11.05.2011	Terminated				
2	Trainer and Designer of Wood Carving and painting (laquer)	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	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	1,233,600	15.09.2011	15.12.2011	Completed				



Private Sector Development Project Audit 2011, Ministry of Economic Development

Auditor's Observation	Recommendation from Auditor	Management's Response	Actions taken	Deadline	Responsible Party
SAARC Summit and Local Products Exhibition in the North).					
15 Events Management	308,400	25.10.2011	30.01.2012	On-going	
16 Regional 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 Hydroponics, Autopot and Organic farming. 50%	982,896	10.10.2011	29.02.2012	On-going	
20 Support Poultry Technician Feasibility Study and Business Plan for Aquaculture (Grouper)	603,308	18.07.2011	18.01.2012	On-going	
21	740,160	21.09.2011	02.01.2011	On-going	



سؤالات 1-3: برقیات میں سلسلے میں ڈیوٹیڈ سیرس کے لیے - A (دراصل یہ سیرس

ہے اور ڈیوٹیڈ سیرس میں ڈیوٹیڈ سیرس کے لیے) C (نہیں ہے

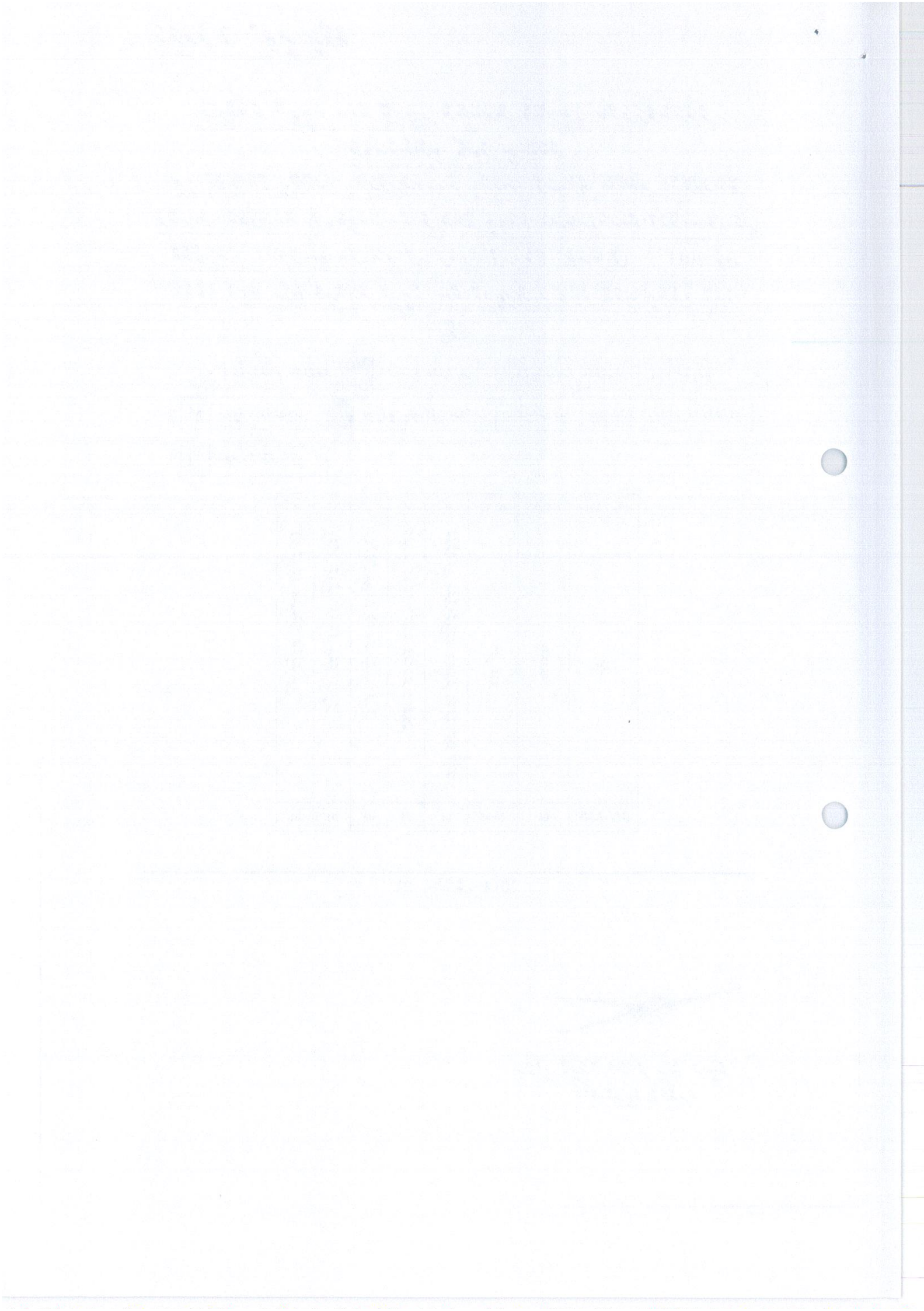
سیرس میں کسی بھی ڈیوٹیڈ سیرس کے لیے) 2011 سے پہلے کے

برقیات میں ڈیوٹیڈ سیرس کے لیے ڈیوٹیڈ سیرس کے لیے

ڈیوٹیڈ سیرس کے لیے ڈیوٹیڈ سیرس کے لیے ڈیوٹیڈ سیرس کے لیے

برقیات میں ڈیوٹیڈ سیرس کے لیے ڈیوٹیڈ سیرس کے لیے ڈیوٹیڈ سیرس کے لیے

		<p>8-29</p>
<p>8-29</p>	<p>8-29</p>	<p>8-29</p>
<p>8-29</p>	<p>8-29</p>	<p>8-29</p>
<p>8-29</p>	<p>8-29</p>	<p>8-29</p>
<p>8-29</p>		



عَمْرُوهُ-2: شَيْخٌ بَرِيءٌ.

