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Afghanistan

Trade and Private Sector Development (TAPS)

01 January 2006 - 31 December 2006

Project ID:	AFG/000110046 and AFG/00043018
Duration:	2004-2006
MYFF	1.5 Private Sector Development
Implementing Partners / Responsible parties:	Ministry of Commerce and Industry, Afghanistan Investment Support Agency (AISA)
(optional)	

Table of Contents

Acronyms	3
Executive Summary	4
1. Context	6
2. Performance Review.....	7
2.1 Progress Review.....	7
Overall progress towards the ANDS benchmark(s) 7	
Overall progress towards the UNDAF outcome 7	
Overall progress towards the CPAP outcome and output(s) 7	
Capacity Development 7	
Impact on direct and indirect beneficiaries 7	
2.2 Implementation strategy review.....	7
Participatory/consultative processes 7	
Quality of partnerships 7	
National Ownership 8	
Sustainability 8	
2.3 Management effectiveness review.....	8
Quality of monitoring 8	
Timely delivery of outputs 8	
Resource Allocation 8	
Cost-effective use of inputs 8	
3. Project Results Summary	9
4. Implementation Issues	13
5.1. Lessons learnt.....	14
6. Financial Status and Utilisation	15
Financial Status.....	15
Financial Utilisation	16

Acronyms

ABC	Afghan Business Centre
ACCI	Afghan Chamber of Commerce and Industry
AICC	Afghan International Chamber of Commerce
AISA	Afghanistan Investment Support Agency
ANBP	Afghan New Beginnings Programme
ANDS	Afghanistan National Development Strategy
BRAC	Bangladesh Rural Advancement Committee
BDS	Business Development Services
CDC	Community Development Council
CNTF	Counter-Narcotics Trust Fund
CPAP	(UNDP) Country Programme Action Plan
CPI	Consumer Price Index
Danida	Danish International Development Agency
DDR	Disarmed, Demobilised and Reintegrated
ECO	Economic Cooperation Organization
GDP	Gross Domestic Product
GoA	Government of Afghanistan
GTZ	Gesellschaft für Technische Zusammenarbeit
HDI	Human Development Index
ILO	International Labour Organization
ITC	International Trade Centre
IMF	International Monetary Fund
MDG	Millennium Development Goal
MISFA	Microfinance Investment Support Facility for Afghanistan
MoCI	Ministry of Commerce and Industry
MSE	Micro and Small Enterprises
MRRD	Ministry of Rural Rehabilitation and Development
NABDP	National Area Based Development Programme
NPAD	National Programme for Action on the Disabled
NGO	Non-Governmental Organization
PPSD	Partnership for Private Sector Development
RAMP	Rebuilding Afghanistan's Agricultural Markets Programme
RTA	Regional Trade Agreement
SAARC	South Asian Association for Regional Cooperation
SCO	Shanghai Cooperation Organization
SME	Small and Medium Enterprises
SOE	State Owned Enterprise
SWOT	Strengths, Weaknesses, Opportunities and Threats
TNA	Training Needs Analysis
UNDP	United Nations Development Programme
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UNIDO	United Nations Industrial Development Organization
USAID	United States Agency for International Development
WTO	World Trade Organization

Executive Summary

The Annual Project Report on Trade and Private Sector Development is descriptive of two projects – Partnerships for Private Sector Development (PPSD - 2004 to 2006) ID - 000110046; and Promotion of Regional Supply of Goods, Services and Technical Expertise for Afghanistan Reconstruction (RTCP – 2004 to- 2007) ID- 00043018.

In 2004, UNDP signed two agreements with the Ministry of Commerce. The first, for a programme designed to assist the development of the private sector and sustainable livelihoods in Afghanistan; and the second to assist at increasing connectivity, cooperation and competitiveness between Afghanistan and its neighbours, as well as validating the importance of Afghanistan as a 'land bridge'.

In June 2006 the PPSD project was closed and part of its assets and staff were transferred to the RTCP project. This was the first move towards insuring that Trade and Private Sector being integrated and operating under a single umbrella.

The trade and private sector development programme comprises three components as detailed here to achieve its objectives:

Component 1: Supporting an Enabling and Inclusive Business Environment

Component 2: Trade and Investment Capacity Building

Component 3: Development of Rural Livelihoods

In the review period, activities were delivered under the components; an integrated programme document for trade and private sector development in Afghanistan during 2007-2009 was formulated and is in the final stages of consultation with the Government of Afghanistan (GoA) and the donor-community.

Research reports covering community-based agricultural value-added processing; and a think-piece on the enabling environment for PSD in Afghanistan were prepared. Furthermore a pilot processing facility for sun-dried fruits and vegetables went into trial production. This facility comprises processing, drying, assortment and packaging streams and produced seven hundred and fifty kilogrammes, of "Dulana" branded raisins from three tonnes of grape grown in the community. This facility is owned and managed by the local community.

The Afghanistan International Investment Conference and Exhibition, during May 2006, was supported by UNDP. Potential investors and businesses exploring trade and investment opportunities in the country from regional countries participated and negotiated deals. The Afghanistan Investment Support Agency reported the signing of Letters of Intent by two investors in the food processing sector based on their participation at the event.

During 2006 PPSD and RTCP spent USD909,501 totally on project expenditures.

In being able to deliver effectively in 2006, the projects were helped by their partnerships and linkages with institutions and entities from the GoA and the UN system. These partnerships will be ramped up under the second phase of the trade and private sector development programme during 2007-2009.

This report contextualises activities during the reporting period and provides the linkages of the project with the Afghanistan National Development Strategy (ANDS); UNDAF and CPAP. It further describes the performance of the project with regards to capacity development, ownership and sustainability; and implementation strategy. The report also describes the project outputs during the period covered, with a short discussion on implementation issues as well as a listing of lessons learnt. Financial data is appended at the end of the report.

1. Context

The programme is aligned with the government's long-term strategy towards economic growth, employment creation and poverty reduction. In particular, supporting the Government in attaining two five-year strategic benchmarks as outlined in the *Afghanistan National Development Strategy* (ANDS)

"All legislations, regulations and procedures related to investment will be simplified and harmonized by Jaddi 1385 (end-2006) and implemented by Jaddi 1386 (end 2007). New business organizations laws will be tabled at the National Assembly by Jaddi 1385 (end-2006). The Government's strategy for divestment of State-owned enterprises will be implemented by Jaddi 1388 (end-2009)."

In assisting in the achievement of this benchmark the programme focused, in 2006, on the aspect of an enabling environment that encompasses procedures related to investment. Assistance to and a partnership with AISA – the one-stop shop for investor assistance – has been the major intervention towards supporting this benchmark of the ANDS.

"By Jaddi 1389 (end-2010), Afghanistan will gain accession to the WTO. By Jaddi 1389 (end-2010), exports benefiting from preferential agreements with US, EU, Japan, Canada and India will increase. By Jaddi 1389 (end-2010), Government will reduce average import times by 20 days, and export times by 15 days."

With respect to the benchmark, above, the project will focused on WTO membership-related advocacy and engage with business; sectoral support; and civil society organisations. The launch of the Asia-Pacific Regional Human Development Report for 2006 that focused on Trade and Human Development was a first step in the direction of advocacy and towards balancing regionalism with multilateralism.

The project also directly contributed to the achievement of the United Nations Development Strategy to improve the opportunities for vulnerable groups in a strengthened formal economy and private sector (UNDAF).

With regards to support for this a report was commissioned on the transformation of NGO's benefiting vulnerable groups (families headed by women; widows and the disabled) towards greater commercialization and revenue retention.

The project was implemented in synergy with other UNDP livelihood interventions under the UNDP Country Programme Action plan (CPAP) aiming at strengthening domestic economic opportunities through area based/community led initiatives, private sector partnerships, transboundary interaction and accession to relevant trade platforms (CPAP Outcome).

The year in review, 2006, witnessed activities that included the going on-stream of a community based pilot for production, processing and packaging of dried fruits; support to regional level business exchanges and interaction to spur trade and investment with Afghanistan; and support to Afghanistan's improved regional networking through support to the Second Regional Economic Conference on Afghanistan and the Regional Business Forum for Afghanistan.

2. Performance Review

2.1 Progress Review

Overall progress towards the ANDS benchmark(s)

The project supports Sector 7: Private Sector Development. In progressing towards ANDS benchmarks, the project has focused on development at the enterprise and institutional levels.

Overall progress towards the UNDAF outcome

In progressing towards the UNDAF outcome the project has focused on identification of opportunities, up gradation of skills. In aiding the creation of an enabling environment the project is working towards a strengthened formal economy and private sector. The formalisation and strengthening of the economy will positively impact hitherto poor and vulnerable groups

Overall progress towards the CPAP outcome and output(s)

In progressing towards the CPAP outcome and output(s) the project has focused on rural livelihoods in particular and activities targeting the disabled and women, to enable their enhanced integration into the economy.

Capacity Development

At every stage of the period in review the project has endeavoured to develop capacities at the institutional and community levels. During the period under review, the project has focused its capacity building actions specifically at the institutional and community levels. Capacity building is a continuous work-in-progress at AISA, both in the development of soft skills and through the provision of technology and equipment to improve the organisation's efficiency. At the community level the project has focused on highlighting the benefits of value-addition through improved processes and adoption of appropriate rural technologies. This has been achieved through the community seeing the benefits of improved systems and a learning-by-doing approach.

Impact on direct and indirect beneficiaries

Impact on direct beneficiaries is evident in the solar dryer pilot project, where the community is transforming from being a commodity supplier to a producer of niche product(s). The Afghan Ability pilot providing employment and income generation support to the disabled is another example. The support to AISA will translate into better service delivery to investors and businesses, thereby impacting beneficiaries indirectly.

2.2 Implementation strategy review

Participatory/consultative processes

In planning the implementation for 2006, consultations were carried out with all stakeholders, notably the Ministry of Commerce and Industry; AISA; and NPAD. In all cases the project endeavoured to insure that the implementation partners stayed and operated at the front end in delivering outputs. In respect of community level actions, the traditional "shura" process of community consultations were followed.

Quality of partnerships

The partnership with AISA has moved to a sound footing during the year in review. A manifestation of the project's relevance to AISA was borne out through the project office being located on the same premises, rent free, at the invitation of the CEO during the year in review. During 2007, a lot more

attention will be paid to the relationship with the Ministry of Commerce and Industry. The Ministry faced a great deal of internal changes in 2006, but a relatively stable team is currently in place.

National Ownership

The ultimate aim of the project is to insure national ownership. Given the situation in Afghanistan, this aim can only be achieved in the medium to long term, if pursued responsibly.

Sustainability

All interventions that the project has delivered is underpinned by the sustainability aspect. In achieving this goal, constant support is being provided to insure that the lack of sustainability does not result in the project's efforts being undone.

2.3 Management effectiveness review

Quality of monitoring

The project has not been evaluated. However, client satisfaction is constantly monitored and the results, thus far, have been satisfactory to good.

Timely delivery of outputs

Most outputs of the project have been time sensitive, therefore leading to timely delivery. With the exception of the WTO basic policy course, which was postponed at the request of the GoA, all other outputs have adhered to timely delivery.

Resource Allocation

In regard to resource allocation at the PPSD project (ID-11046); project management costs were in excess of 60% of total delivery. The reason for this was the presence of a disproportionate number of international staff members as well as establishment costs that the project incurred until its closure in June 2006. It should be noted that this disproportionate figure also reflects the lack of sufficient PSD human resource in Afghanistan.

In the case of RTCP (ID-43018); project management costs have totalled 44% of total delivery. This project witnessed a five-fold increase in head count from July 2006. However this increase has been in the number of national staff added to the project, all from the erstwhile PPSD.

Cost-effective use of inputs

The project has constantly focused on insuring cost-effectiveness. The premises of the project are rent-free. In developmental delivery, the project rigorously insures that value for money is achieved.

3. Project Results Summary

Component 1: Supporting an Enabling and Inclusive Business Environment

Activity: Support to the Enabling Environment Conference for Afghanistan

Over 80% of Afghanistan's population are dependent on the agriculture sector. The Afghanistan National Development Strategy has identified agriculture, livestock and rural enterprises as likely sources of growth. This is underpinned by the need to raise agricultural productivity and incomes; as well as job creation in the rural non-farm sector. Growth in the SME sector will provide opportunities for employment, value-added-in-country processing of Afghanistan's agricultural products, and asset creation. Most SMEs, currently, are concentrated in civil construction and fragmented across other services. Furthermore, a vast majority exist in the informal economy.

Towards highlighting the obstacles that act against an enabling and inclusive business environment in Afghanistan, the GoA and the Aga Khan Development Network, supported by World Bank Group; Asian Development Bank; and UNDP, are organising an Enabling Environment Conference during May 2007 at Kabul. This high profile Conference is viewed as an appropriate forum for charting the course for improvement in Afghanistan's business environment and laying the ground for greater public-private partnerships.

The project is specifically tasked with preparing a key think-piece for this Conference specifically addressing issues faced by SMEs in Afghanistan. A video highlighting the preparation and implementation of the project's community based initiative is also being produced. The think-piece is in the final stage of peer-review and the video is in its post-production phase.

This intervention will go a long way in insuring sufficient programmatic options for Phase II of UNDP's Trade and PSD programme during 2007-2009.

Activity: Afghan Ability

This joint NPAD-PPSD activity was handed over to NPAD in June 2006. During the reporting period, AA met focus groups, employers, corporate, public sector trainers and income generation programmes, some civil society organizations, and interviewed approximately 300 members of the AA community (Afghans with disabilities and widows). AA developed messages and key contents for a brand. AA is scheduled to produce a directory or similar promotion of AA shopping locations and corporate sponsors during its pilot phase. AA's retail network should form the foundation of this directory or flyer, along with corporate which have recruited through AA. During the review period, AA engaged businesses at three levels: seeking direct job placement, eliciting sponsorship for micro-businesses selling the companies' products, and proposing distribution services.

A job placement service for cooks, cleaners and guards; supplementary income at home; market development skills for tailors; product development for embroiderers; distribution units to link with businesses for sale of goods; retail shelf-sharing and joint marketing for businesses both owned and employing within the AA community; small businesses based on improved conditions for existing sales patterns.

A successful public-private partnership output was the sponsorship of ten convenience store booth that was allotted by lottery, to twenty disabled people to manage for employment and income generation. This pilot, if successful will be rolled-out to different Provinces in Afghanistan. This activity has helped in continued mainstreaming of disabled in Afghanistan. It provides employment and income to hitherto excluded segment of the population.

Component 2: Trade and Investment Capacity Building

Activity: Study tour for revival of Afghanistan's dried-fruits and agro-processing industry

A delegation of 22 representatives from government, chambers of commerce, fruit growers associations, and private industry visited Malaysia during February 2006. The purpose of the visit was to view first-hand technologies and practices being used by Malaysian farmers to produce dried and processed fruits to international standards for export. This was a follow-up to a Rapid Appraisal Needs Assessment undertaken in October 2005, in cooperation with UNDP Malaysia. The delegation looked at Malaysia's good farming practices, land development schemes, agro-based processing facilities/incubators and quality assurance centres. They observed the role played by farmer's organisations in providing agricultural extension services and building capacity of agro-based SMEs. A business briefing cum dialogue was organized in collaboration with the Government of Malaysia and the Malaysian South-South Association (MASSA) and Malaysian South-South Corporation (MASSCORP) that provided an excellent networking forum and possibilities for several future collaborations. The Afghanistan Chambers of Commerce and Industry (ACCI) signed a MoU for future cooperation with the National Chambers of Commerce and Industry Malaysia (NCCIM) that country's apex trade support institution.

A major outcome of the delegation visit was the agreement for the Malaysia Agricultural Research and Development Institute (MARDI) to draft three agro-based pilot projects: (i) a Public-Private Food Quality Assurance and Technology Centre - to provide services for laboratory testing and food product development and R&D aimed at developing an AFG National Food Standard consistent with Codex alimentarius, the global standard; (ii) improvements to On Farm Processing Systems - to design and develop a programme to assist farmers to improve traditional sun-drying that will enhance product quality and safety; and (iii) Soil Suitability Mapping for horticulture. Full project proposals were finalized during July 2006. It was then agreed in consultation with GoA and the Malaysian side that one pilot will be launched in 2006. This is described in the next output.

Activity: Support to the Afghanistan International Investment Conference and Exhibition:

The Afghanistan Investment Support Agency (AISA) organized the conference and exhibition from 9 to 12 May 2006. The project provided support through substantive inputs and insuring the participation of potential investors from regional countries at the event. There were a total number of forty-nine business enterprises from Pakistan, Iran, Tajikistan, Kazakhstan and Uzbekistan that participated and reported that their aims at participating at the conference and exhibition had been met. AISA reported that two investment proposals, through letters of intent, were realised in the dairy processing sector.

The Conference and exhibition were served as fora in highlighting opportunities for trade with, and investment in, Afghanistan and went a long way in improving business perception. This activity also provided capacity building to AISA in the preparation and organisation of important trade and investment events.

Activity: AISA Business Registration Database and IT up gradation:

AISA CEO requested the project's assistance with upgrading their business registration database. This database was originally provided by PPSD and is based on MS Access. AISA has expanded its functions and staffing levels during the past 12 months, and is now undertaking many more functions than originally stated in its mandate. Therefore, AISA wished to be able to track investment into Afghanistan more thoroughly and obtain more relevant and timely business investment information from the database than what was available. This was also an opportunity to upgrade AISA computer operating systems to international industry standards.

Based on the formal request of October 2006, the project has already completed the procurement of the hardware, through the LTA UNDP has with DELL Inc. During 2007 the software, training and support components will be implemented.

In equipping a key agency of the GoA with tools for improving its efficiency and efficacy, the project is supporting Afghanistan in moving towards its goal of increased trade and investment flows.

Activity: Support to the Second RECC and RBFA:

As a follow-up to the first Regional Economic Cooperation Conference (RECC) organised in Kabul during December 2005, the Second RECC was hosted in New Delhi, India, on 18 and 19 November 2006. The Regional Business Forum for Afghanistan (RBFA) was organised concurrently with the RECC.

The project provided support through, its partner AISA, substantive inputs and insuring the participation of eighty-two business person from Afghanistan at the RECC and RBFA. At the RBFA the Afghanistan delegation had the opportunity of being matched with potential partners from India, Pakistan, the United Arab Emirates, Kazakhstan, Tajikistan, Kyrgyzstan, Uzbekistan, Iran, Turkey and the United States of America. The first day of the RBFA was devoted to plenary business sessions covering the policy and regulatory environment in Afghanistan. The project chaired the panel on the business environment in Afghanistan, where successful investors in the country shared their experiences with the gathering. A total of two-hundred and fifty business people from the participating countries attended the RBFA. At the RECC the project provided inputs to the sub-working groups on transit and business issues.

The RECC and RBFA provided a platform for regional countries to gather and support the reconstruction and regional mainstreaming of Afghanistan. Trade, Investment, Business Potential, Transit and Energy were the main issues discussed at the RECC. The New Delhi Declaration provides a set of deliverables to be worked on before the next RECC and RBFA scheduled for late 2007. The project facilitated a meeting between the CEO of AISA and his counterpart at the Export Import Bank of India (EXIM Bank). A Mou is under preparation that will pave the way towards EXIM Bank supporting capacity building activities and explore partnership opportunities with AISA.

Component 3: Development of Rural Livelihoods

Activity: Community Based Solar Drying Facility, Parwan Province:

Comprising a solar dryer; preparation; processing and storage areas, the facility is purpose built to dry grapes and other seasonal fruits, and package the processed product(s) in direct-to-market mode.

The site at Dulana village was chosen, after a search that extended across three provinces, based on the availability of quality raisin-grade grape (the first seasonal fruit for trial production); a proactive NSP Shura; and its proximity to Kabul which makes the site ideal for demonstrator-extension purposes. A member of the community provided land for the facility.

The community, in consultation with a team from UNDP and MARDI, identified three individuals from Dulana to be trained in all aspects of the dryer and processing – erection of the facility; operation and maintenance; pre-drying preparation; post-drying grading and assortment; packaging and storage. The first segment of the training was held in Malaysia at MARDI in August 2006. This segment exposed the trainees, from Dulana, to product preparation, processing and packaging methods. They were also able to experiment with a prototype dryer to process about 250 kgs of grape that was carried by them from Dulana, through different treatment processes. After their return to Afghanistan the trainees are part of the team that is erecting the facility, thereby gaining intensive practical knowledge. Guiding them is a team of three engineers and technicians from MARDI. A second team from MARDI was later

in Afghanistan to develop a standard operating procedure for field and post-harvest handling methodologies that are relevant to the Afghanistan context.

The facility is underpinned by the rationale of reviving Afghanistan's dried fruits industry through improved post-harvest processing at the community level. The business model focuses on enhanced revenue generation and retention at the community level. It redefines the traditional three-step farm-processing-market methodology, to two-steps, by bringing processing facilities to the farm-gate. The facility has provided the community with a learning-by-doing approach that is simple, and offers scalability and replicability across the country.

4. *Implementation Issues*

During the course of 2006, a few implementation issues surfaced that could have negatively impacted the project, if not addressed appropriately and solutions devised to mitigate any fallout.

The integration of PPSD and RTCP was time consuming, due to the difference in staff and partner focus and perception. This was solved through tactical intervention by the project management.

A planned activity that could not be undertaken, despite an advanced stage of preparation was the WTO Trade Policy Basics course that was prepared at the request of the GoA's Ministry of Commerce and Industry. This was jointly prepared by the project and UNESCAP with inputs from external resource persons. The GoA asked for postponement at the last minute due to internal issues and therefore this course was postponed to 2007. This postponement reflects the slow capacity development at the Ministry and phase II of the project will strive to focus capacity building actions in this direction.

The Afghan Ability and NGO's in Transition activities could deliver to their potential. A reason seen for this was the sustainability issues at the NPAD in the case of Afghan Ability and an insufficient study of ground realities in the case of NGO's in Transition, which led to disruption. The current project management will exercise greater caution and due diligence and wherever possible try to work directly with GoA entities.

5. *Lessons Learnt and Next Steps*

5.1. Lessons learnt

Selection of appropriate partners and a need for detailed analysis of security issues were the major lessons learnt. Lack of credible partnerships affected the WTO basic policy course; Afghan Ability; and NGO's in transition. The next year will see a greater emphasis on insuring that the partnerships are carefully vetted and nurtured. With 2007 being the year of moving further a field from the cities, in Afghanistan, the project will focus greatly on enhanced security and the development of credible and sustainable partnerships.

6. Financial Status and Utilisation

Financial Status

Table 1a: Contribution Overview 11046 [2006 – 2007]

Donor	Contributions		Contribution Balance
	Committed	Received	
UNDP 1	347,129	357,371	(10,242)
Total	347,129	357,371	-10,242

Table 1b: Contribution Overview 43018 [2006 – 2007]

Donor	Contributions		Contribution Balance
	Committed	Received	
UNDP 1	552,700	552,130	569
Total	552,700	552,130	569

Table 2a: Funding Status 11046 (as of the end of the year 2006)

Donor	Received	Expenditures			Project Balance	Earmarked	Available Funding (as of 1 Jan of the next year)
		Period Prior to the Reporting Year	Reporting Year Only	Total			
UNDP	357,713		357,713	357,713	-10242.00		-
Total	357,713	0	357,713	357,713	-10,242	0	0

Table 2b: Funding Status 43018 (as of the end of the year 2006)

Donor	Received	Expenditures			Project Balance	Earmarked	Available Funding (as of 1 Jan of the next year)
		Period Prior to the Reporting Year	Reporting Year Only	Total			
UNDP	552,700		552,130	552,130	570.00		
Total	552,700	0	552,130	552,130	570	0	0

Financial Utilisation

Table 3a: Annual Expenditure by Activity 11046 [1 January – 31 December]

Activity	Budget (Year)	Expenditures	Balance	Delivery Rate
Activity 1 Survey	-	790	- 790	
Activity 3, Project Management	234,986	173,595	61,391	74%
Activity 4 Business Development	62,849	143,726	80,877	229%
Activity 5 Partnerships	16,951	11,476	5,475	68%
Activity 6 Information Creation	32,342	27,783	4,559	86%
UNDP GMS				
Total	347,128	357,370	- 10,242	102.95%

Table 3b: Annual Expenditure by Activity 43018 [1 January – 31 December]

Activity	Budget (Year)	Expenditures	Balance	Delivery Rate
Activity 1, Supply and Demand Analysis	123,891	153,003 -	29,112	124
Activity 2, Support to Businesses	181,139	154,744	26,395	85
Activity 3, Project Management	247,669	244,383	3,286	99
UNDP GMS				
Total	552,699	552,130	569	99.90%

Table 4a: Annual Expenditure by Donor 11046 [1 January – 31 December]

Donors	Activity	Budget (Year)	Expenditures	Balance	Delivery Rate	Remarks
UNDP	Activity 1		790 -	790	N/A	
	Activity 3	234,986	173,595	61,391	74%	
	Activity 4	62,849	143,726 -	80,877	229%	
	Activity 5	16,951	11,476	5,475	68%	
	Activity 6	32,342	27,783	4,559	86%	
	GMS					
	Sub Total (Name of donor)	347,129	357,371 -	10,242	103%	

Table 4b: Annual Expenditure by Donor 43018 [1 January – 31 December]

Donors	Activity	Budget (Year)	Expenditures	Balance	Delivery Rate	Remarks
UNDP	Activity 1	123,891	153,003	- 29,112	123%	
	Activity 2	181,139	154,744	26,395	85%	
	Activity 3	247,669	244,383	3,286	99%	
	GMS					
	Sub Total (Name of donor)	552,699	552,130	569	100%	