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NATIONAL REGISTRATION AND IDENTIFICATION SYSTEM (NRIS) PROJECT

Quarterly Progress report (01 October 2018 to 31 December 2018)

Project Title:	National Registration and Identification System
UNDP Project #:	00100113
Project Duration:	01 November 2016 – 31 December 2018
Project Resources:	Basket Fund
UNDP Focal Point:	Titus Kavalo

UNDAF Outcome:	National institutions foster democratic governance and human rights to promote transparency, accountability, participation and access to justice for all especially women and children
Corporate SP Outcome:	Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance
Project Specific Outcome:	The establishment of a permanent and continuous national registration and identification system in Malawi.
Output(s):	<ol style="list-style-type: none"> 1. Up to 9 million Malawians are registered and issued with a National Identity card in 2017. 2. NRIS is transitioned to a permanent and continuous registration system. 3. Government MDAs are assisted to adopt the use of the NRIS. 4. Project is efficiently managed, staffed and coordinated, and is implemented with national ownership.
Project Location(s):	Lilongwe, Malawi

Project Donors



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Acronyms

ADR	Assistant District Registrar
BRK	Biometric Registration Kit
COMESA	Common Market for Eastern and Southern Africa
CRB	Credit Reference Bureau
CRVS	Civil Registration and Vital Statistics
DFID	Department for International Development
DHRMD	Department of Human Resource Management and Development
DRO	District Registration Office
EBRS	Electronic Birth Registration System
ESCOM	Electricity Supply Commission of Malawi
EU	European Union
GWAN	Government Wide Area Network
HQ	Headquarters
ICAO	International Civil Aviation Organization
MEC	Malawi Electoral Commission
MDAs	Ministries, Departments and Agencies
MoU	Memorandum of Understanding
NRB	National Registration Bureau
NRIS	National Registration and Identification System Project
SADC	Southern African Development Community
SDGs	Sustainable Development Goals
UNDP	United Nations Development Programme
USAID	United States Agency for International Development

1. Executive Summary

The purpose of the National Registration and Identification System (NRIS) Project is to establish a permanent and continuous national registration and identification system in Malawi. The project will contribute to Government's efforts to guarantee the fundamental right to identity, entitlement and enjoyment of full citizenship in Malawi.

The initiative is consistent with Sustainable Development Goal (SDG) 16 to: "promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels". Specifically, the NRIS will address SDG Target 16.9 that refers to providing legal identity for all and will also facilitate the goal of achieving comprehensive birth registration by 2030. The Whole of Government impact of the system will offer improvements in planning, service delivery, and the operation of administrative systems supported by a functional NRIS.

This progress report presents a summary of work completed for the NRIS project for fourth quarter (01 October – 31 December) of 2018.

Some of the key milestones achieved during the reporting period include:

- 30 Registration Officers and 110 Assistant Registration Officers (AROs) have been recruited by the Government of Malawi for the National Registration Bureau to support efforts in continuous registration and other NRB core functions. The offer letters have been issued to the successful candidates to report for duties within 90 days.
- Continuous registration is progressing well in all the 28 District Registration Offices (DROs) without any challenges. 644,628 ID cards have been printed as part of continuous registration and include records of citizens registered for a National ID during voter registration exercise and were being distributed during the voter verification exercise.
- Pre-fabricated Container for the setting up of a Prefabricated Containerized ID Card Production Facility has been procured and will be set up near the NRB headquarters (HQ) in Lilongwe in the month of March 2019 once it is delivered in January/February 2019.
- A road map has been developed with NRB, Department of Human Resource Management and Development (DHRMD), UNDP for the preparation of the 2019 - 2023 NRB Strategic Plan.
- Refurbishment of 26 District Registration Offices (DROs) have been completed. Blantyre and Karonga will be refurbished separately. The Invitation for Bids (ITB) is out for Blantyre DRO refurbishment.
- The Disaster Recovery Server (DRS) has been successfully relocated to Blantyre and is now fully functional.
- Procurement of equipment to be used to set up 5 model One-Stop registration centers is under way.

- Revenue Reconciliation Training for Treasury Cashiers and Principal Registration Officers (PROs) has been done and software changes were developed to generate Revenue Reconciliation Reports from Biometric Registration Kits (BRK).
- Memorandum of understanding on ID linkage between NRB and the Department of Human Resource and Development has been vetted by the Ministry of Justice and Constitutional Affairs.
- Regarding the review of the Citizenship Act, the Malawi Law Commission has produced a draft report with tentative recommendations which forms the basis for consultations and inputs during the regional workshops, for a final report to be done.

2. Implementation Progress

Brief Background

Malawi endures a structural development challenge in the absence of an authoritative, comprehensive and accurate system of national identification. Fundamentally undermining most citizens' right to identity, the consequences are multi-sectoral, where citizens' access and entitlement to services are uncertain.

Unlike many countries in the Southern African Development Community (SADC) or Common Market for Southern and Eastern Africa (COMESA), Malawi has had no functional national registry and identification system for decades. Moreover, Malawi is only now starting to re-establish its system of civil registration and vital statistics (CRVS), to comprehensively register births, deaths, and marriages. The absence of these two systems (NRIS and CRVS, collectively known as a population register), which are mandates of the NRB within the Ministry of Home Affairs and Internal Security, undermines an individual's ability to claim their citizen's rights and services, as well as Government's ability to fulfil its obligations to provide inclusive social services, accountable administrative systems, and to foster evidence-based policy formulation and decision-making.

Efforts in various arenas have led to fragmented initiatives, creating costly or unsustainable silos of information, while also imposing institutional and technical obstacles to interlink information. The Malawi National Registration Act (No. 13 of 2010) which entered force in August 2015 requiring all Malawians 16 years of age and older to be registered in a National Registry and to be issued with an identity card, mandates the National Registration Bureau (NRB) to fulfil this task.

As such, UNDP – with financial and technical support from key Development Partners - and in partnership with the National Registration Bureau is implementing a multi-Donor Basket funded National Registration and Identification System (NRIS) Project (2016 – 2018). The Project seeks to actualize the Right to Identity, ensuring that all Malawians 16 years and older are uniquely registered in a permanent and continuous system that provides proof of their identity, and to be issued with an identity card that is evidence of that identity. Correspondingly, the system will establish the management information systems that will allow Government and stakeholders to access and use that information in aggregate for planning, and as a central reference point for individual identity to be linked across multiple systems. Simultaneously, the management information systems and identity cards will

The NRB is the principal institutional beneficiary of the Project with the Malawian citizens as the ultimate beneficiary of support. The main Project stakeholders are the NRB, Government of Malawi and Development Partners. The Project is implemented under UNDP's Direct Implementation Modality (DIM).

Output 1

Up to 9 million Malawians are registered and issued with a National Identity card in 2017

Progress

Under this Output, the following has been accomplished in the reporting period:

- To date, the total number of National ID cards printed from the mass registration stands at 9.14 Million. Out of this, over 8.94 million cards have been distributed. The undistributed cards are scanned, and inventory is prepared to send personalized Short Message Service (SMS) to respective individuals to collect their cards from the NRB's District Registration Office. Malawians have been collecting their National IDs from the District Registration Offices on regular basis.



Malawian Citizens collecting their IDs.

Output 2

NRIS is transitioned to a permanent and continuous registration system.

Progress

Under this Output, the following has been accomplished in the reporting period:

- Through the Malawi Civil Service Commission, Government of Malawi has recruited 30 Registration Officers and 110 Assistant Registration Officers. Offer letters have been sent to the selected candidates and as per Government of Malawi's requirement, they are expected to report for duties within 90 days of receiving the offer letter.
- Post Offices are slated to become Registration Offices to expand the outreach for citizens. The evaluation for the refurbishment of these post offices is in process, while furniture has already been ordered.
- Continuous registration is progressing well in all the 28 District Registration Offices and the registration data is continuously synchronised with the NRB HQ server for printing the National ID cards. By 31 December 2018, 644,628 ID cards had been printed as part of continuous registration and included records of citizens registered for a National ID during voter registration exercise and were being distributed during the voter verification exercise.
- The Pre-fabricated Container for the setting up of a Pre-fabricated Containerized ID Card Production Facility has been procured and expected to arrive in January 2019, with setting up planned for February 2019 near the NRB headquarters (HQ) in Lilongwe. The department of building is in the process of working on the site where the Pre-fabricated Containerized ID Card Production Facility will be set up.
- Refurbishment of 26 out of 28 District Registration Offices has been completed, Refurbishment of Blantyre and Karonga District Registration Offices will be done in early 2019 as they involve major renovation works.
- The road map for the development of the 2019 – 2023 NRB Strategic Plan was developed collaboratively with NRB, DHRMD and UNDP and the following activities were undertaken:
 - External stakeholder consultation meeting was held on 7th August 2018, and
 - Internal stakeholder consultation meetings were held from 4-5th September 2018.

To finalise the strategic plan, an all key stakeholders meeting has been scheduled for February 2019.

- Foreigner Registration has started but the design of the card is still pending approval by the Minister of Homeland Security.
- Regarding the last mile connection, 26 District Registration Offices and 1 District Registration Office have been connected to the NRB servers through ESCOM/Huawei optic fiber and Secure Sim Cards respectively, for real time synching of continuous registration records. To connect the 96 post offices that are also expected to be registration points, a consultant has been hired who has done an assessment and

evaluation of various connectivity options and such has been shared with both UNDP and NRB. Specifications for required materials are ready and procurement of such will be launched soon.

- The Disaster Recovery Server has been successfully relocated to Blantyre and is fully functional.
- Procurement of equipment to be used to set up registration points at the 5 sites to be designated as one-stop centers has been launched.
- Regarding capacity building of NRB in different areas, the Malawi Institute of Management (MIM) has been selected to facilitate and conduct 9 different short courses (Effective Leadership Management, Internal Communication Management, Professional Customer Service, Finance for Non-Finance Managers, Effective Procurement Management, Inventory Management, Logistics and Supply Chain Management, Total Quality Management, Public Sector Budgeting and Implementation) from February to April 2019. Inception Report has been received and reviewed. NRB will finalize the training schedule with the departmental heads in January 2019.
- Revenue Reconciliation Training for Treasury Cashiers and Principal Registration Officers (PROs) was done from 27th – 29th November 2018. Software changes developed to generate Revenue Reconciliation Reports from Biometric Registration Kits (BRK) were done and the first ID revenue collection reports will be prepared by January 2019.
- 65 Post Offices as first phase offices for deployment of Registration Officers and Assistant Registration Officers that have been recruited have been selected by NRB to undergo minor to moderate refurbishments.

Output 3

Government MDAs are assisted to adopt the use of the National Registration and Identification system (NRIS).

Progress

Under this Output, the following milestones were accomplished in the reporting period:

- The Governor of the Reserve Bank of Malawi issued an official letter to all financial institutions to engage directly with NRB for signing a MoU.
- Technical meetings with commercial banks on the MoU and interface requirements were held.
- Legal note was sent on the difference between “functional ID” and a civil registration system was sent to the Ministry of Justice and Constitutional Affairs.
- The MoU between NRB and the DHRMD has been vetted by the Ministry of Justice and Constitutional Affairs.
- Regarding the proposed amendments to the National Registration Act (NRA) and National Registration Regulations (NRR), the proposed amendments were submitted to the Ministry of Justice and Constitutional Affairs who responded by requesting more internal consultations on a specific issue related to the NRB internal structure.

- Regarding the review of the Citizenship Act, the Malawi Law Commission has produced a draft report with tentative recommendations which forms the basis for consultations and inputs during the regional workshops, for a final report to be done by June 2019.

Output 4

Project is efficiently managed, staffed and coordinated, and is implemented with national ownership.

Progress

Under this Output, the following milestones were accomplished in the reporting period:

- Monthly Technical Committee meetings were held to review project performance against the milestones.
- Fifth Steering Committee meeting was held on October 30, 2018 and approved the extension of the NRIS project for one year with cost.
- The fifth Steering Committee meeting also approved the procurement and off shore printing of National ID cards for citizen that registered during the voter registration.
- There was continuous monitoring of project implementation and management of risks in the reporting period to make sure the project stays on track.

3. Progress against Results Framework Indicators

Annex I.

4. Way forward

Moving forward, the project will continue to prioritize:

a. NRB capacity

The NRIS and NRB teams will continue to prioritise NRB's additional capacity needs for sustainability of the NRIS including smooth continuous registration process. The 30 Registration and Assistant Registration Officers will also be trained to keep them up to speed about the NRIS. The project will further prioritize refurbishment of 65 Post Offices selected by the NRB that will serve as first phase registration points.

b. NRIS linkage with MDAs

As it is indisputable that the success of optimizing multiple use of the ID system depends on creating demand for the same through various channels, the project will therefore continue and intensify engagement with various MDAs so that further and clear linkages between the ID system and other systems across MDAs are established. This will allow clear multiple uses of the ID card to be identified and agreed on for the benefit everyone in Malawi

c. Public awareness on ID card distribution and continuous registration

The project will continue with customised public awareness on ID Card distribution which already started through SMS to alert people who have not collected their IDs to do so at the District Registration Offices. The project will also further public awareness on continuous registration so that those that did not register during mass registration and those turning 16

years of age can go and register. The project also plans to undertake ID card distribution to citizens in areas that are far from the District Registration Offices and may have still not collected their ID cards.

d. Legal framework

The project will also continue its engagement with the Law Commission in the ongoing work on the amendment of both the Citizenship Act and the National Registration Act. Further, the project will also prioritize support for the amendment of the National Registration Act.

5. Conclusion

The 2018 fourth quarter progress report has highlighted activities undertaken and achievements made against the milestones. As reported, the project is on track in most of the areas as demonstrated by the project deliverables completed in time, within budget as per signed Project Document.

6. Future Plans

The project will develop the 2018 Annual Work Plan to implement activities from January 2018 to 31 December 2018. The AWP will be in line with the signed project document.

7. Financial Section

All financial data (Annexes III) presented in this report is provisional. From UNDP Bureau of Management/Office of Finance and Administration, an annual certified financial statement as of 31 December, will be submitted every year no later than 30 June of the following year.

Annexes

Annex I: Progress against Results Framework Indicators:

Results Framework

Outcome Goal: The establishment of a permanent and continuous national registration and identification system in Malawi.
Outcome Indicators:
<ul style="list-style-type: none"> • Number of MDAs using NRIS for administrative or operational systems (Baseline (2016): 0; Target (2019): >10; Source: Official records) • Percentage of eligible resident Malawians registered and issued with an identity card (Baseline (2016) 0; Target (2019): >90%; Source: National Register, NSO) • Assessed capacity of NRB to operate and maintain the NRIS (Baseline (2016): None; Target (2019): Good capacity; Source: Project Evaluation Report)

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGET	STATUS	Remarks
			Value	Year	Project Target	31 December 2019	
Output 1 Up to 9 million Malawians are registered for issuance of a National Identity card in 2017	1.1 Number of Malawians registered in the National Register as part of mass registration, disaggregated by gender	National Registry	0	2016	More than 9 million	9,168,689 (4,201,175 males and 4,967,514 females)	Surpassed the project target.
	1.2 Number of Malawians issued with a National ID card as part of mass registration, disaggregated by gender	NRB Records	0	2016	More than 8.5 million	Over 8.94 million	Inventory of the left-over card is prepared, and personalized SMS is sent to respective individuals to

							collect their card from the District Registration Office.
	1.3 Proposed amendment of National Registration Act submitted to Ministry of Justice	Public Record	0	2016	1	1	Proposed amendments of the National Registration Act were submitted to the Ministry of Justice which responded by requesting more internal consultations on a specific issue related to the NRB internal structure.
	1.4 Number of paid information campaign products aired on radio	Project records	0	2016	10	More than 10	Surpassed project target.
Output 2 NRIS is transitioned to a permanent and continuous registration system	2.1 Number of District Registration Offices equipped for continuous registration	NRB Records	0	2016	28	28	Reached project target.
	2.2 Percentage of registrars trained in rules and procedures.	Training records.	0	2016	100%	100%	Surpassed target. According to the laws of Malawi, District Commissioners (DCs) are the registrars. There are 28 District Commissioners in Malawi, which implies 28 registrars. All the 28 registrars have been trained on rules and procedures regarding the mass registration process, ID Card distribution, continuous registration protocols, ID Card

							replacement, registration of naturalized citizens and resident foreigners, etc. These trainings were also extended to all NRB district registration office staff, which include the Principal Registration Officers, formerly called Assistant District Registrars (ADRs), Logistics Officers, and Data Processing Clerks.
	2.3 Number of Malawians issued with a National ID card in 2018 as part of continuous registration, gender disaggregated	NRB Records	0	2016	0.77 million	More than 0.3 million	By 31 December 2019, 721,188 (438,733 males and 282,455 females) citizens had registered, as part of continuous registration and included those that registered during voter registration. Out of these records, 644,628 cards were printed for distribution.

<p>Output 3 Government MDAs and private institutions are assisted to adopt the use of the NRIS</p>	<p>3.1 Number of inter-institutional agreements between NRB and Government Ministries, Departments, Agencies (MDAs) and private institutions on the use of the ID card system.</p>	<p>NRB records</p>	<p>0</p>	<p>2016</p>	<p>>10</p>	<p>5</p>	<p>On track. One MoU signed between NRB and MEC, and one MoU between NRB and MRA, and one MoU between CRB and NRB. Other agreements have been established not based on MoUs such as with DHRMD and MACRA.</p>
<p>Output 4 Project is efficiently managed, staffed and coordinated, and is implemented with national ownership</p>	<p>4.1 Agreed M&E activities implemented</p>	<p>Project records</p>	<p>0</p>	<p>2016</p>	<p>Satisfactorily</p>	<p>Satisfactorily</p>	<p>On track. Most of the agreed activities in the Monitoring and Evaluation Framework are being implemented.</p>
	<p>4.2 Percentage of Project positions filled</p>	<p>UNDP records</p>	<p>0</p>	<p>2016</p>	<p>100%</p>	<p>100%</p>	<p>Surpassed project target.</p>
	<p>4.3 Steering and Technical Committee meetings held per year</p>	<p>Project records</p>	<p>0</p>	<p>2016</p>	<p>9/24</p>	<p>5/19</p>	<p>TC meetings are on track and will surpass target but not with SC meetings.</p>

Annex II: Risk Log:

Project Title: National Registration and Identification System	Award ID: 00100113	Date: 31 December 2018
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Updated by	Last Update	Status History
2	Slippage on operational timelines	20 Oct 16	Operational Total: 20	Timelines are constrained with census in 2018 and elections in 2019. If not implemented on schedule major deviations off plan may need to be considered. P = 4 I = 5	Monthly monitoring of progress in Technical Committee to determine corrective actions as necessary. TC and SC meetings taking place regularly and according to timeline. The project is on track so far.	Technical Committee	CTA	31 Dec 2018	No Change. (31 December 2018)
3	Institutional national capacities	20 Oct 16	Operational Total: 20	Lack of sufficiently trained national staff, delays in moving the Disaster Recovery Server (DRS) to Blantyre and delays in setting up the ID card production facility site will compromise sustainability of continuous registration, data recovery and deny some Malawian citizens their right to identity. P = 5	Government conducted a functional review to increase NRB staffing. Government sanctioned recruitment of 16 IT Officers for NRB to support mass registration. For further recruitment of additional staff as recommended by the functional review in relation to the sustainability of continuous registration, 30 Registration Officers and 110 Assistant Registration Officers	GoM UNDP	CTA	31 Dec 2018	Amended. (19 January 2017) P amended from 3 to 4 in view of delays in the functional review and the increase in NRB staffing required. Escalated for the attention

				<p>I = 5</p> <p>have been recruited, pending offer letters to be sent. Training plan of these officers is being developed. Recruitment of other officers to follow in 2019 once Government disburses funding for such.</p> <p>Regarding the DRS, it has been moved to the Malawi Revenue Authority premises (MRA) in Blantyre.</p> <p>As for the ID card production facility site, NRB reinforced and is making use of what is currently available for printing of the ID cards and the procurement of a pre-fabricated container for the setting up of a pre-fabricated containerized printing facility is in process.</p>				<p>of the SC on 5th April 2017.</p> <p>Escalate to SC in anticipation that there might be a gap in NRB's capacity for continuous registration if the new approved positions are not filled at all or on time.</p> <p>Amended (22 March 2018) Upgraded P=4 to P=5 with reference to the removal of key and management staff that were already well trained. No Change. (31 Dec 2018)</p>
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6	Technology adoption	20 Oct 16	Operational Total: 12	Introduction of new technologies and systems introduces unprecedented challenges for implementation and sustainability. P = 3 I = 4	International expertise to implement under the Project, supported by contractor arrangements. Skills transfer for the new technologies is built into the design of the Project.	UNDP/NRB	CTA	31 Dec 2018	No Change. (31 Dec 2018)
7	Adequate data protection provisions	20 Oct 16	Legal Total: 12	Failure to protect privacy and data can undermine confidence in registering and erodes the right to privacy of individuals. P = 4 I = 4	A review of the National Registration Act and development of amendments is part of the Project deliverables. A meeting took place at the end of January 2018 between the UNDP Legal Specialist and NRB to discuss the amendments of the National Registration Act. A legal note is being finalized which will be the basis for a memo from the Ministry of Home Affairs and Internal Security to the Ministry of Justice and Constitutional Affairs (MoJ) requesting the necessary amendments of the law. The introduction of the Electronic Transactions Bill will	UNDP /GoM	CTA	31 Dec 2018	Amended. (02 October 2017) 2017) P amended from 3 to 4 given the level of current data protection provisions in Malawi. No Change. (31 Dec 2018)

					<p>strengthen rights to privacy and data protection. The Electronic Transaction Bill was passed by Parliament on 04 July 2016 and the President assented to it on 20 October 2016. Its publication was on 04 November 2016.</p> <p>On Data Protection Act, UNDP team will be following up and work with the World Bank team to support the development of a comprehensive Data Protection Act for Malawi. World Bank is leading this through their supported Digital Malawi project.</p>				
8	Network connectivity	20 Oct 16	Operational Total: 10	<p>Limited or unstable access to connectivity can undermine data movement and synchronisation during continuous registration.</p> <p>P = 5 I = 3</p>	NRB and E-Government will ensure that systems for data transfer have been developed. UNDP will support.	GoM	CTA	31 Dec 2018	<p>Amended. (01 December 2017) No change. (31 Dec 2018)</p>

14	Lack of clarity on communication strategy on ID Card distribution and consistent engagement with the media create negative political perception and anxiety among citizens and political parties	02 Oct 2017	Political Total:12	Lack of proper communication channels with key targeted public messages regarding collection of ID cards may create confusion on ID distribution resulting in negative perception on NRIS P=3 I=4	NRB will use proper communication channels (radio, SMS, USSD system) in phased approach to inform public to collect their ID cards. UNDP will support the initiative. NRB and UNDP will consistently engage the media to update them on the status of ID Card distribution.	UNDP/NRB	CTA	31 Dec 2018	New Risk (02 Oct 2017) Amended. (01 December 2017) No change. (31 Dec 2018)
16	Intermittent power supply to servers	02 Nov 2017	Operational Total:15	Inconsistent power distribution to the servers may result in unsustainable functioning of the servers, and consequently, loss of data. P=3 I=5	NRB will ensure consistent power supply to the servers and that all distribution lines and cables are functional.	NRB	CTA	31 Dec 2018	New risk (01 December 2017) No change. (31 Dec 2018)

Note: P stands Probability and I stands for Impact.

Annex III: Financial Utilisation

Cumulative Expenditure (Q4 2016, 2017, 2018) Summary Report:

Cumulative Budget Variance Analysis				
OUTPUTS NAME	Cumulative revised budget (US Dollar)	Cumulative expenditures (US Dollar)	Cumulative Variance (US Dollar)	Comments on principal reason for Variances
Output 1: Up to 9 million Malawians are registered and issued with a National Identity card in 2017	37,055,417	35,477,781	1,577,636	Reasons for Variance: -NRIS Software Quality Assurance Review; -Savings on Ros Payments -Payment of additional ID cards.
Output 2: NRIS is transitioned to a permanent and continuous registration system	6,459,372	503,834	5,955,538	Reasons of Variances: -Gwan activities have not yet started. -Trainings for NRB are still ongoing.
Output 3: Government MDAs are assisted to adopt the use of the NRIS.	135,480	41,277	94,203	Reasons of Variances: -Most activities are hold at project office and NRB.
Output 4: Project is efficiently managed, staffed and coordinated, and is implemented with national ownership	7613960	5,823,788	1,790,172	
SUB-TOTAL OUTPUTS	51264229	41,846,679	9,417,550	
UNDP Procurement Support Office (PSO) (4.5%)	885,977	782,823	103,154	
General Management Service Fees (GMS) (variable)	3,032,974	2,380,735	652,239	
TOTAL	55,183,181	45,010,237	10,172,944.00	