



RESTRUCTURING PAPER

ON A

PROPOSED PROJECT RESTRUCTURING

OF

STRENGTHENING CAPACITIES AND INSTITUTIONS FOR PIM, PPPS AND DRM

APPROVED ON APRIL 14, 2020

TO

UGANDA

AND

ITS TRUST FUNDED FINANCING GRANTS

STRENGTHENING OF FINANCING OF PUBLIC INVESTMENTS (TF0B1153)

SUPPORT TO THE PUBLIC PRIVATE PARTNERSHIPS (PPP) UNIT IN UGANDA (TF0B0069)

ENHANCED DOMESTIC REVENUE MOBILIZATION FOR IMPROVED FISCAL OUTCOMES (TF0B0125)

STRENGTHENING PUBLIC INVESTMENT MANAGEMENT - CENTRE OF EXCELLENCE FOR PIM TRAINING (TF0B1422)

STRENGTHENING PUBLIC INVESTMENT (PIM) IN UGANDA (TF0B0404)

MACROECONOMICS, TRADE AND INVESTMENT

AFRICA EAST

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ABBREVIATIONS AND ACRONYMS

BE	Bank Executed
CoE	Centre of Excellence
CPF	Country Partnership Framework
DRM	Domestic Revenue Mobilization
Eoi	Expression of Interest
GDP	Gross Domestic Product
IBP	Integrated Bank of Projects
IFMIS	Integrated Financial Management Information System
MDAs	Ministries, Departments and Agencies
MEFMI	Macroeconomic and Financial Management Institute
MFPED	Ministry of Finance, Planning and Economic Development
NDP	National Development Plan
PBS	Program based Budgeting System
PDO	Project Development Objectives
PIFS	Public Investment Financing Strategy
PIM	Public Investment Management
PIP	Public Investment Plan
PPP	Public Private Partnership
RE	Recipient Executed
SoE	School of Economics
TF	Trust Fund
ToR	Terms of Reference
URA	Uganda Revenue Authority



BASIC DATA

Product Information

Project ID P169908	Financing Instrument Investment Project Financing
Environmental and Social Risk Classification (ESRC) Moderate	
Approval Date 14-Apr-2020	Current Closing Date 30-Mar-2022

Organizations

Borrower Ministry of Finance, Planning and Economic Development	Responsible Agency Uganda Revenue Authority, PPP Unit, Project Analysis and Public Investment Management, Makerere University, College of Business and Management Sciences, School of Economics, Ministry of Finance, Planning and Economic Development - Debt Policy and Issuance Department (DPID)
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Financing (in USD Million)

SUMMARY

Total Project Cost	0
Total Financing	0
Financing Gap	0

DETAILS

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Project Development Objective (PDO)

Original PDO

This proposed project is to strengthen institutions in management and financing of public investments, including through public-private partnerships and introducing best practice governance in tax expenditure management for better revenue outcomes.

Summary Status of Financing (US\$, Millions)

TF	Approval	Signing	Effectiveness	Closing	Net		
					Commitment	Disbursed	Undisbursed
TF-B1422	25-Oct-2019	24-Jan-2020	11-Jun-2020	30-Mar-2022	.81	.63	.18
TF-B1153	18-Sep-2019	24-Jan-2020	24-Jan-2020	30-Aug-2021	.21	.08	.14
TF-B0404	17-May-2019	29-Oct-2019	29-Oct-2019	30-Mar-2022	.71	.52	.19
TF-B0125	11-Apr-2019	30-Oct-2019	09-Jul-2020	30-Mar-2022	.33	.33	0
TF-B0069	03-Apr-2019	30-Oct-2019	30-Oct-2019	30-Mar-2022	.91	.58	.33

Policy Waiver(s)

Does this restructuring trigger the need for any policy waiver(s)?

No

ABSTRACT

1. This restructuring paper seeks management’s approval for changes on two subcomponents: (i) additional financing of US\$ 511,000 to subcomponent TF0B0404: “Strengthening Public Investment Management (PIM) in Uganda” and (ii) No cost closing date extension of subcomponent TF0B1153: “Strengthening of Financing of Public Investments” from August 30, 2021 to March 30, 2022 . The two subcomponents fall- under component 1 “Strengthening Uganda’s PIM environment” of the project “Uganda: Strengthening Capacities and Institutions for PIM, PPP, and DRM (P169908). The project is *financed* from the Multi-Donor Trust Fund to Support Implementation of Government of Uganda’s National Development Plan (TF073022). Subcomponent under TFB0404 is implemented by the Project Analysis Planning/PIM (PAP/PIM) department, and subcomponent under TF0B1153 is implemented by the Debt Policy and Issuance department (DPID), both departments of the Ministry of Finance, Planning and Economic Development.
2. The main objective of the project “Strengthening Capacities and Institutions for PIM, PPPs, and DRM” is to strengthen capacities in management and financing of public investments, including through public-private partnership and in improved domestic revenue mobilization. The project is implemented through standalone grants aimed at building institutional capacities to manage the wide range of technical aspects of public investment management. In line with the strategic objective of raising returns on public investments, the key activities supported by these grants support three critical areas of strengthening management of public investments in Uganda: (i) strengthening the legal and regulatory frameworks,



building institutional systems, and strengthening capacities across ministries, departments and agencies (MDAs), including a stronger gate-keeping role of the Ministry of Finance, Planning and Economic Development; building in-country capacity for PIM training and capacity building by instituting a PIM centre of excellence in the country; and strengthening financing of public investments; (ii) strengthening government capabilities to identify, prepare and procure PPPs and improve the process for decision-making on PPPs; and (iii) support stronger domestic revenue effort by closing knowledge and technical gaps, including supporting preparedness for the next generation of efficiency and revenue raising reforms.

3. The subcomponent, funded by grant TFB0404 and implemented by the PAP Department of the MFPED, supports the following activities: (i) the formulation of the PIM Policy, (ii) the development and rolling out of the second phase of the Integrated Bank of Projects (IBP Phase II) and (iii) strengthening PIM capacities in key institutions of government. It is also central to coordinating project activities to maximize synergies across the different components of the PIM program and sustain the PIM reform agenda, beyond the project timeline.
4. During the recent supervision missions, the mission established that additional resources will be required to complete implementation of two of the activities under this subcomponent i.e. (i) the development of the second phase of the Integrated Bank of Projects (IBP phase II) and (ii) strengthening PIM capacities in key institutions of government. Government has formerly requested for this funding as per attached letter, dated June 15, 2021. The additional resources will be used as follows: (i) US\$ 47,009 added on subcomponent for development of the IBP II; (ii) US\$ 48,341 for management and coordination of PIM reforms; and (iii) US\$ 214,567 for the second module of the PIM training.
5. In addition, Government has requested the Bank for financial support to undertake a special audit on the Covid-19 expenditures undertaken during the first three quarters of FY20/21. The COVID-19 crisis has adversely affected the financing and delivery of the public investment program, partly due to revenue shortfalls, while a large part of additional pandemic related funding financed public investments. Understanding how these additional resources were utilized, including whether they adhered to the established processes (including PIM processes) to maximize value for money and return on investment, is crucial for the continuity of the public investment program and will inform the PIM policy. The audit is one of the commitments by Government under the World Bank emergency COVID-19 Development Policy Operation (DPO) and the International Monetary Fund Rapid Credit Facility (RCF). The TF Joint Steering Committee has approved the allocation of US\$ 200,000 under its Rapid Response Window, to allow government to undertake this special audit. This financing will be channeled through the grant TF0B0404, for purposes of rapid disbursement and ensuring work is down quickly.
6. Therefore, total additional financing onto grant TF0B0404 will amount to US \$ 511,000 to cover the funding gap on the Strengthening PIM component and support to the Covid-19 expenditure audit, in particular to establish whether additional public investments utilizing COVID-19 resources followed due processes to maximize value for money and return on investment.
7. The subcomponent, funded by TF0B1153, and implemented by DPID of the MFPED, supports the following activities: (i) development of a public investment financing strategy; (ii) development of guidelines for expression of interest for entities wishing to participate in financing of public projects; and (iii) building capacity in loan negotiations guidelines. Due to further delays in implementation, especially of items (ii) and (iii), occasioned by COVID-19 and related restrictions, including a second lockdown, these activities are not expected to be completed by the closing date of August 30, 2021. Government has requested for extension of the closing dates for the project and the grants financing it to allow completion of activities.



8. Both the additional financing of TF0B404 and no-cost extension of the closing date for TF0B1153 are critical to the successful completion of the identified activities, and ultimately achieving the project development objectives.

I. PROJECT STATUS AND RATIONALE FOR RESTRUCTURING

A. PROJECT STATUS

9. The project comprises three components, funded by five different grants, which were processed at different times. The status of each of these components can be summarized as follows:

- (a) Component 1: Strengthening Uganda's Public Investment Management Environment comprised of three sub-components, including:

- (i) *Strengthening Public Investment Management (PIM) in Uganda.* This is funded through grant TF0B0404, which became effective October 29, 2019, to support activities including development of the PIMs Policy, the development of the second phase of the Integrated Bank of Projects (IBP Phase II), training at least 40 public sector officials involved in the management of public projects, and coordinating project activities to maximize synergies across the different activities being funded by the trust fund. The draft PIM Policy is being reviewed by Cabinet and the development of IBP phase II is underway. By May 30, 2021, the grant had disbursed US \$ 521,798.7 out of the total amount of US \$ 712,575.
- (ii) *Strengthening Public Investment Management (PIM) training.* The activities funded by grant TF0B1422 support establishment of a PIM Centre of Excellence (CoE) at Makerere University, to build in-country capacity for sustainable PIM training. Makerere University signed a memorandum of understanding with the Ministry of Finance, Planning and Economic Development, following which it allocated office space to the PIM CoE, and set up the initial structures of the PIM CoE, including sections for PIM training (both short and long courses), PIM research, impact evaluation, and CoE administration. An Interim Manager for the CoE is working with SoE existing staff and consultants to set up the CoE. By May 30, 2021, the grant had disbursed US \$ 205,000 out of the total amount of US \$ 810,000.
- (iii) *Strengthening of Financing of Public Investments.* The activities are funded by grant TF0B1153 signed on January 24, 2020, with the aim to support MFPED develop the public investment financing strategy (PIFS), develop guidelines for expression of interest for entities wishing to participate in financing public investments, and train government officials in loan negotiations. The development of the PIFS commenced in September 2020 and is expected to be approved by MoFPED top management by end of July 2021. Procurement of contractors to handle the two other activities is under way, but delayed. By May 30, 2021, the grant had disbursed \$ 75,000 out of the total amount of US \$ 210,000.

- (b) Component 2: Support to the build capacities for public private partnerships

- (i) *Support to Public Private Partnerships (PPP) Unit, Uganda.* Grant TF0B0069 was signed in October 2019 finances the contractual appointment of advisors to raise the capacity of the PPP Unit within the MFPED to support



contracting authorities (MDAs) in the preparation, management and implementation of PPP projects, and to support preparation of at least two PPP projects with the goal of successful mobilization of private sector financing. Recruitment of four out of the five PPP advisors has been concluded by May 30, 2021, and the grant had disbursed US\$ 578,755 out of US \$ 910,000.

(c) Component 3: Strengthen capacities for Domestic Revenue Mobilization

This component of the project has only one subcomponent '*Enhanced Domestic Revenue Mobilization for improved fiscal outcomes*'. It is financed by Grant TF0B0125, signed in October 2019 and aiming to provide diagnostics and tax policy tools to support Government of Uganda in formulating a strategy to mobilize more revenues, and support change management within the revenue administration body to smoothly move into second generation reforms. The grant only became effective July 9, 2020, following a long delay in signing the subsidiary agreement between MFPED (the borrower representative) and URA the implementor. This component of the project aims to support efforts to enhance domestic revenue mobilization, needed to finance public investments in a more sustainable manner. The grant executed by URA aiming to enhance tax administration, is complemented by another Bank-executed grant mainly focusing on technical assistance to close gaps in tax policy. The grant executed by URA comprises of the following subcomponents:

a. enhanced domestic revenue administration by redesigning the eTAX system, rebuilding ICT/business analysis/data science skills, and undertaking change management readiness assessment. By the time of the most recent supervision mission held March 2021, the status was as follows:

- eTAX2 user requirements : The contract for the consultancy to redesign eTAX system, prepare user specification and procurement bidding documents, was awaiting Solicitor General approval. URA has already used inhouse capacity to draft the expected changes in the business processes. The work is expected to be completed within four months after signing the contract.
- URA Enterprise Wide Contact Centre: The contract for the consultant to support implementation of the contact center including its quality assurance, was awaiting Solicitor General's approval¹. The team, composed of ten URA staff, had also completed four (4) peer learning activities in Uganda and Kenya² to gain insights on how contact centers operate and inform the setting up of the contact center for URA..

b. Change Readiness Assessment: The terms of reference (ToR) for the assessment had been prepared and were to be submitted to the World Bank for review.

c. Capacity in ICT, Data and Business Analysis: The terms of reference for the three major categories of trainings had been developed and potential trainers identified. The plan includes both virtual and physical training methods to benefit about 20 URA staff. The grant amount of US\$330,000 has been fully disbursed to URA in line with the agreed work plan.

B. PROJECT MONITORING, REPORTING AND EVALUATION

¹ Due to delayed Grant effectiveness, user requirements and bidding documents for the contact center were developed using alternative funding. Implementation is now ongoing.

² The URA team carried out peer learning visits to MTN Uganda, Contact Centre International and Kenya Revenue Authority both located in Kenya.



10. The performance indicators for the project for all original components of this project, listed in table below are considered adequate in terms of performance achievement and shall not be changed over the project period. However, a new performance indicator relating to the support for the COVID-19 expenditure audit has been added.

Component	Performance indicator
Component 1: Strengthening Uganda’s Public Investment Management Environment	
1.1: <i>Strengthening Systems and Institutions for PIM in Uganda (TF0B0404)</i>	<ul style="list-style-type: none"> a) A PIM policy and recommendations for revisions to the broader legal framework b) Development of Phase two of the IBP, and linking this to other existing Government Systems to establish a full PIM cycle (e.g. IFMIS, PBS) c) A critical mass of PIM Experts developed. d) Audit Report of COVID-19 expenditures
1.2: <i>Strengthening systems for sustainable PIM training - Centre of Excellence for PIM training (TF0B1422)</i>	<ul style="list-style-type: none"> a) Four core SoE staff trained as ToT, at Queens University in specialized training in PIM b) Centre of Excellence for PIM training internationally accredited c) 50 MDAs technical staff from different regions of the country trained and certified in PIM based short courses including: project preparation, appraisal and feasibility analyses, contract management, monitoring and evaluation d) Tailored curricula and standardized training materials for short and long-term PIM training covering the whole project cycle (identification to ex-post evaluation) developed e) PIM course rolled out into the University curriculum at undergraduate and graduate levels, and to nine other Universities offering economics and related training in the country f) Three Impact Evaluations/studies conducted to rigorously assess the effects of selected three public investment projects to test the effectiveness of the training received
1.3: <i>Strengthening Financing of Public Investments in Uganda (grant TF0B1153)</i>	<ul style="list-style-type: none"> a) A Public Investment Financing Strategy (PIFS) prepared by December 2019 that links financing modalities to appropriate types of projects prepared for execution b) Guidelines prepared by end December 2019 for the analysis of Expressions of Interest (Eols) to finance Government programs c) At least 17 MOFPED staff trained in loan negotiations skills
Component 2: Support to the build capacities for public private partnerships	
<i>Support to Public Private Partnerships (PPP) Unit, Uganda - Contractual appointment of 3 Advisors for PPP(TF0B0069)</i>	<ul style="list-style-type: none"> a) A robust legal framework for preparation and implementation of PPP projects put in place; b) Institutional strengthening of selected MDAs conducted in preparing, managing and implementing PPP projects; and c) At least two PPP projects identified through screening and appraising of the PPP proposals submitted to the PPP Uit, and robust feasibility studies prepared for these projects.
Component 3: Strengthen capacities for Domestic Revenue Mobilization	
	a) URA’s eTAX 2 two user requirements and procurement documentation



<i>Enhanced Domestic Revenue Mobilization for improved fiscal outcomes (RE - TFOB0125)</i>	b) Current/Future State of Domestic Tax Processes plus Systems Mapped
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11. In addition to the original indicators that are considered adequate and hence not changing over the project period, a new performance indicator relating to the support for the COVID-19 expenditure audit has been added.

C. PROJECT IMPLEMENTATION AND RATIONALE FOR RESTRUCTURING

12. The restructuring of the project relates to two subcomponents: (i) provision of additional financing to subcomponent 1.1 Strengthening PIM in Uganda, funded through grant TFOB0404; and (ii) a no-cost extension of the closing date for subcomponent 1.2 Strengthening of Financing of Public Investments, funded through grant TFB1153 from August 30, 2021 to March 30, 2022. Accomplishments to date signal strong Government commitment to execute the activities as planned, amidst the disruptive effects of the COVID-19 pandemic.

13. Subcomponent 1.1 Strengthening PIM in Uganda, funded by grant TFOB0404 and implemented by PAP Department of MFPED, aims to support the development of the PIMs Policy, the development and roll out of the second phase of the Integrated Bank of Projects (IBP Phase II), training public sector officials involved in the management of public projects, and coordinating project activities to maximize synergies across the different activities being funded by the trust fund.

14. Overall, this subcomponent of the project has recorded significant progress. Implementation of activities commenced with the formulation of PIM policy and a draft policy has already been submitted to the Cabinet. The PIM Policy is expected to be approved by Cabinet by end of August 2021.

15. The development of the IBP2 system is also on track, and once completed will ease management of processes under the entire PIM cycle - from inception to evaluation of completed projects. The IBP system is expected to deliver four sub-components that will be internally linked and interfaced with other systems (AMP, PBS, IFMS, e-GP and PMIMS). Due to the revenue shortfalls occasioned by the COVID-19 pandemic, MFPED failed to secure US\$ 47,009 of the CRI contract to develop the IBP2, previously expected to come from its own resources.

16. The capacity building activity focuses on training of GoU staff and stakeholders in public investment appraisal. The activity is to be delivered in two phases and expected to be completed in July 2021. Phase 1, covering financial appraisal and risk analysis, was completed in November 2020. Phase 2, dealing with economic and stakeholder analysis had been scheduled over the period June 21 – July 2, 2021, but has been pushed forward due to the on-going second lockdown due to COVID-19. However, full execution of this phase of training requires additional funding, given that Government failed to mobilize its own budget resources for this activity, due to the revenue shortfalls and huge spending pressures due to the COVID-19 pandemic and its effects.



17. The capacity of the PAP Department to coordinate project activities to maximize synergies across the different components of the PIM program and sustain the PIM reform agenda beyond the project timeline, is also heavily constrained as it has remained unfunded.
18. Overall, recent supervision missions established a huge funding gap and agreed to explore avenues from within the TF to support these activities. Government has formerly requested for this funding as par attached letter, dated June 15, 2021. The additional resources will be used as follows: (i) US\$ 47,009 added on subcomponent for development of the IBP II; (ii) US\$ 48,341 for management and coordination of PIM reforms; and (ii) US\$ 214,567 for the second module of the PIM training.
19. In addition, Government has requested the Bank for financial support to undertake a special audit on the Covid-19 expenditures during the first three quarters of FY20/21. The COVID-19 crisis has adversely affected the financing and delivery of the public investment program, partly due to revenue shortfalls, while a large part of additional pandemic related funding financed public investments. Understanding how these additional resources were utilized, including whether they adhered to the established processes (including PIM processes) to maximize value for money, is crucial for the continuity of the public investment program. The outcome and lessons are also expected to inform the formulation of the PIM policy, which is the first component of this grant. The audit is one of the commitments by Government under the World Bank emergency COVID-19 Development Policy Operation (DPO) and the International Monetary Fund Rapid Credit Facility (RCF). The TF Joint Steering Committee has approved the allocation of US\$ 200,000 under its Rapid Response Window, to allow government to undertake this special audit. This financing will be channeled through the grant TFOB0404, for purposes of rapid disbursement and ensuring work is down quickly, to inform the finalization of the PIM policy.
20. The Bank has secured savings from within the TF that can be used to provide the additional funding of US\$ 511,000, of which US\$ 311,000 will support the completion of IBP II development and deployment, training, and stronger coordination and management of PIM reforms by MoFPED; and US\$ 200,000 to enable the MoFPED undertake a special audit of the COVID-19 expenditures for the first three quarters of FY20/21. Therefore, total additional financing onto grant TFOB0404 will amount to US \$ 511,000 to cover the funding gap on the Strengthening PIM component and support to the Covid-19 expenditure audit.
21. Subcomponent 1.2 Strengthening of Financing of Public Investments, for which a no-cost extension is being sought, has also made good progress, although it has been affected heavily by COVID-19 and related restrictions. The development of the PIFS commenced in September 2020, and the final draft is to be approved by top management before the end of July 2021. Procuring of the contractor for the EOI guidelines as well as procuring the training institution is underway but delayed due to the COVID-19 restrictions and the withdrawal of the contractor from the assignment. One contractor developing the PIFS, had also been expected to handle the other two activities (i.e. EOI guidelines and training in loan negotiations). The contractor has informed MFPEd that due to unavailability of its consultant to travel and undertake activities, it will not be able to commit to the assignments. MFPEd has since initiated the process for identifying another firm to carry out the remaining parts of the assignment. Even when the contractors have been secured, the actual activities and training may be delayed on account of the COVID-19 related challenges, including travel bans, health impact on both staff and consultants, and current ongoing downsizing of operations in public offices to 10% (due to lockdown), and limitations on consultations, among others. Consistent with the request from MFPEd in February 2021, an additional seven months to the grant time is



expected to provide sufficient time to complete these activities, unless new shocks or effects of COVID-19 are extended beyond this time.

II. DESCRIPTION OF PROPOSED CHANGES

22. The proposed changes are as follows:

23. Additional financing of up to USD 511,000 will be added to subcomponent 1.1TF0B0404 “Strengthening Public Investment Management in Uganda. As summarized in table below, the total grant amount for subcomponent 1.1 will be increased from US\$ 712,575 to US\$ 1,223,575 and subsequently, the total project amount will be increased from US\$ 2,975,575 to US\$ 3,486,575.

Grant	Grant Amount	Proposed additional financing
RE - TF0B1153	US\$ 210,000	US\$ 210,000
RE - TF0B0069	US\$ 910,000	US\$ 910,000
RE - TF0B0125	US\$ 333,000	US\$ 333,000
RE - TF0B1422	US\$ 810,000	US\$ 810,000
RE - TF0B0404	US\$ 712, 575	US\$ 1,223,575
Total Project Amount	2,975,575	US\$3,486,575

24. It is proposed that the Closing Date for grant TF0B1153, financing subcomponent 1.1 Strengthening of Financing of public investments be extended from August 30, 2021 to March 30, 2022. This new date remains within the closing date for the project P169908, which this grant is financing. Other grants financing the project are not affected by this extension as indicated below.



Grant	Original closing date	Proposed new closing date
RE - TF0B1153	August 30, 2021	March 30, 2022
RE - TF0B0069	March 30, 2022	March 30, 2022
RE - TF0B0125	March 30, 2022	March 30, 2022
RE - TF0B1422	March 30, 2022	March 30, 2022
RE - TF0B0404	March 30, 2022	March 30, 2022

- 25. The additional financing for TF0B404 and the no cost extension of the closing date for TF0B1153 will enable smooth implementation and completion of project activities.
- 26. The audit of COVID-19 expenditures is expected inform authorities and stakeholders how the additional COVID-19 related resources were invested, including whether they adhered to the established processes to maximize value for money and return on investment. It is hence crucial for the finalization of the PIM policy.
- 27. No other new activities or extension into new geographic area are expected as part of the project restructuring. The borrower is not expected to prepare any new instruments at this stage, but the relevant ones will be prepared once activities have been identified.
- 28. All the Environment and Social Standards requirements (ESS1 and ESS10) have been fulfilled, risks remain low, while performance is satisfactory. The restructuring is not likely to impact the risk rating or performance and the project remains at low risk and is performing satisfactorily.
- 29. The Task Team confirms that the requirements of OP/BP13.30 (additional financing and extension of closing date) have been met. Specifically, as required under the OP: (i) the project objectives continue to be achievable; (ii) the performance of the Recipient continues to be moderately satisfactory due to the delayed start of project activities notwithstanding and COVID-19 related challenges to implementation; (iii) there are no outstanding audits or IFR for the Project; (iv) an agreeable action plan has been developed; and (v) an annual review of compliance with project implementation modalities will be done.

III. SUMMARY OF CHANGES

	Changed	Not Changed
Components and Cost	✓	
Loan Closing Date(s)	✓	



Additional Financing Proposed	✓	
Disbursement Estimates	✓	
Implementing Agency		✓
Project's Development Objectives		✓
Results Framework		✓
Cancellations Proposed		✓
Reallocation between Disbursement Categories		✓
Disbursements Arrangements		✓
Change in Overall Risk Rating		✓
Legal Covenants		✓
Institutional Arrangements		✓
Financial Management		✓
Procurement		✓
Implementation Schedule		✓
Other Change(s)		✓
Economic and Financial Analysis		✓
Technical Analysis		✓
Social Analysis		✓
Environmental Analysis		✓

IV. DETAILED CHANGE(S)**COMPONENTS**

Current Component Name	Current Cost (US\$M)	Action	Proposed Component Name	Proposed Cost (US\$M)
Strengthening Uganda's Public Investment Management environment	1732575.00	Revised	Strengthening Uganda's Public Investment Management environment	2243575.00
Support to PPP Unit	910000.00	No Change	Support to PPP Unit	910000.00
Enhanced Domestic Revenue Mobilization	333000.00	No Change	Enhanced Domestic Revenue Mobilization	333000.00



TOTAL	2,975,575.0	3,486,575.00
	0	

LOAN CLOSING DATE(S)

TF	Status	Original Closing	Revised Closing(s)	Proposed Closing	Proposed Deadline for Withdrawal Applications
TF-B0069	Effective	28-Feb-2021	30-Mar-2022		
TF-B0125	Effective	28-Feb-2021	30-Mar-2022		
TF-B0404	Effective	28-Feb-2021	30-Mar-2022		
TF-B1153	Effective	28-Feb-2021	30-Aug-2021	30-Mar-2022	30-Jul-2022
TF-B1422	Effective	30-Jun-2021	30-Mar-2022		

ADDITIONAL FINANCING

Source	Currency	Amount	USD Equivalent
UK-DFID Trust Fund to Support Uganda's NDP(UGDP)	USD	511,000.00	397,960.00
Existing Net Commitment USD Amount			2,975,575.00
Total			3,373,535.00

DISBURSEMENT ESTIMATES

Change in Disbursement Estimates

Yes

Expected Disbursements (In US\$)

Fiscal Year	Annual	Cumulative
2019	0.00	0.00
2020	0.00	0.00
2021	2,131,990.00	2,131,990.00
2022	1,354,585.00	3,486,575.00
2023	0.00	3,486,575.00



The World Bank

Strengthening Capacities and Institutions for PIM, PPPs and DRM (P169908)

Note to Task Teams: End of system generated content, document is editable from here.