Project Agreement

(Second Private Sector Competitiveness Project)

between

INTERNATIONAL DEVELOPMENT ASSOCIATION

and

PRIVATE SECTOR FOUNDATION UGANDA

Dated February 23, 2005
PROJECT AGREEMENT

AGREEMENT dated February 23, 2005, between INTERNATIONAL DEVELOPMENT ASSOCIATION (the Association) and PRIVATE SECTOR FOUNDATION UGANDA (PSFU).

WHEREAS (A) by the Development Credit Agreement of even date herewith between The Republic of Uganda (the Borrower) and the Association, the Association has agreed to make available to the Borrower an amount in various currencies equivalent to forty seven million nine hundred thousand Special Drawing Rights (SDR 47,900,000), on the terms and conditions set forth in the Development Credit Agreement, but only on conditions that PSFU agree to undertake such obligations toward the Association as are set forth in this Agreement;

(B) by a subsidiary agreement to be entered into between the Borrower and PSFU, the proceeds of the credit provided for under the Development Credit Agreement will be made available to PSFU on the terms and conditions set forth in said Subsidiary Agreement; and

WHEREAS PSFU, in consideration of the Association’s entering into the Development Credit Agreement with the Borrower, has agreed to undertake the obligations set forth in this Agreement;

NOW THEREFORE the parties hereto hereby agree as follows:

ARTICLE I

Definitions

Section 1.01. Unless the context otherwise requires, the several terms defined in the Development Credit Agreement and in the General Conditions (as so defined) have the respective meanings therein set forth.

ARTICLE II

Execution of the Project

Section 2.01. (a) PSFU declares its commitment to the objectives of the Project as set forth in Schedule 2 to the Development Credit Agreement, and, to this end, shall carry out the Project with due diligence and efficiency and in conformity with appropriate administrative, financial, business and environmental practices, and shall provide, or
cause to be provided, promptly as needed, the funds, facilities, services and other resources required for the Project.

(b) Without limitation upon the provisions of paragraph (a) of this Section and except as the Association and PSFU shall otherwise agree, PSFU shall carry out the Project in accordance with the Implementation Program set forth in Schedule 2 to this Agreement.

Section 2.02. Except as the Association shall otherwise agree, procurement of the works, goods and consultants’ services required for the Project and to be financed out of the proceeds of the Credit shall be governed by the provisions of Schedule 1 to this Agreement.

Section 2.03. (a) PSFU shall carry out the obligations set forth in Sections 9.03, 9.04, 9.05, 9.06, 9.07 and 9.08 of the General Conditions (relating to insurance, use of goods and services, plans and schedules, records and reports, maintenance and land acquisition, respectively) in respect of the Project Agreement.

(b) For the purposes of Section 9.06 of the General Conditions and without limitation thereto, PSFU shall:

(i) prepare, on the basis of guidelines acceptable to the Association and furnish to the Association not later than six (6) months after the Closing Date or such later date as may be agreed for this purpose between the Association and PSFU, a plan designed to ensure sustainability of the Project; and

(ii) afford the Association a reasonable opportunity to exchange views with PSFU on said plan.

Section 2.04. PSFU shall duly perform all its obligations under the Subsidiary Agreement. Except as the Association shall otherwise agree, PSFU shall not take or concur in any action which would have the effect of amending, abrogating, assigning or waiving the Subsidiary Agreement or any provision thereof.

Section 2.05. (a) PSFU shall, at the request of the Association, exchange views with the Association with regard to the progress of the Project, the performance of its obligations under this Agreement and under the Subsidiary Agreement, and other matters relating to the purposes of the Credit.

(b) PSFU shall promptly inform the Association of any condition which interferes or threatens to interfere with the progress of the Project, the accomplishment of
the purposes of the Credit, or the performance by PSFU of its obligations under this Agreement and under the Subsidiary Agreement.
ARTICLE III

Management and Operations of PSFU

Section 3.01. PSFU shall carry on its operations and conduct its affairs in accordance with sound administrative, financial, business and environmental practices under the supervision of qualified and experienced management assisted by competent staff in adequate numbers.

Section 3.02. PSFU shall at all times operate and maintain its equipment and other property, and from time to time, promptly as needed, make all necessary repairs and renewals thereof, all in accordance with sound financial and business practices.

Section 3.03. PSFU shall take out and maintain with responsible insurers, or make other provision satisfactory to the Association for, insurance against such risks and in such amounts as shall be consistent with appropriate practice.

ARTICLE IV

Financial Covenants

Section 4.01. (a) PSFU shall maintain a financial management system, including records and accounts, and prepare financial statements, in accordance with consistently applied accounting standards acceptable to the Association, adequate to reflect its operations and financial condition and to register separately the operations, resources and expenditures related to the Project.

(b) PSFU shall:

(i) have its financial statements (balance sheets, statements of income and expenses and related statements) for each fiscal year (or other period agreed to by the Association), audited, in accordance with consistently applied auditing standards acceptable to the Association, by independent auditors acceptable to the Association;

(ii) furnish to the Association as soon as available, but in any case not later than six months after the end of each such year (or such other period agreed to by the Association): (A) certified copies of the financial statements referred to in paragraph (a) of this Section, for such year (or such other period agreed to by the Association), as so audited; and (B) an opinion on such statements by said auditors, in scope and detail satisfactory to the Association; and
(iii) furnish to the Association such other information concerning such records and accounts and the audit of such financial statements, and concerning said auditors, as the Association may from time to time reasonably request.

Section 4.02. (a) Without limitation upon PSFU’s reporting obligations set out in paragraphs 8 and 9 of Schedule 2 to this Agreement, PSFU shall prepare and furnish to the Association a financial monitoring report, in form and substance satisfactory to the Association, which:

(i) sets forth sources and uses of funds for the Project, both cumulatively and for the period covered by said report, showing separately funds provided under the Credit, and explains variances between the actual and planned uses of such funds;

(ii) describes physical progress in Project implementation, both cumulatively and for the period covered by said report, and explains variances between the actual and planned Project implementation; and

(iii) sets forth the status of procurement under the Project, as at the end of the period covered by said report.

(b) The first FMR shall be furnished to the Association not later than 45 days after the end of the first calendar quarter after the Effective Date, and shall cover the period from the incurrence of the first expenditure under the Project through the end of such first calendar quarter; thereafter, each FMR shall be furnished to the Association not later than 45 days after each subsequent calendar quarter, and shall cover the period not covered by the previous FMR until the end of such calendar quarter.

Section 4.03. PSFU shall not later than March 31, 2005, appoint the auditors referred to in Section 4.01 (b) (i) of this Agreement in accordance with the provisions of Section III of Schedule 1 to this Agreement

ARTICLE V

Effective Date; Termination; Cancellation and Suspension

Section 5.01. This Agreement shall come into force and effect on the date upon which the Development Credit Agreement becomes effective.

Section 5.02. (a) This Agreement and all obligations of the Association and of PSFU thereunder shall terminate on the earlier of the following two dates:
(i) the date on which the Development Credit Agreement shall terminate in accordance with its terms; or

(ii) the date fifteen years after the date of this Agreement.

(b) If the Development Credit Agreement terminates in accordance with its terms before the date specified in paragraph (a) (ii) of this Section, the Association shall promptly notify PSFU of this event.

Section 5.03. All the provisions of this Agreement shall continue in full force and effect notwithstanding any cancellation or suspension under the General Conditions.

ARTICLE VI

Miscellaneous Provisions

Section 6.01. Any notice or request required or permitted to be given or made under this Agreement and any agreement between the parties contemplated by this Agreement shall be in writing. Such notice or request shall be deemed to have been duly given or made when it shall be delivered by hand or by mail, telex or facsimile to the party to which it is required or permitted to be given or made at such party’s address hereinafter specified or at such other address as such party shall have designated by notice to the party giving such notice or making such request. Deliveries made by facsimile transmission shall also be confirmed by mail. The addresses so specified are:

For the Association:

International Development Association
1818 H Street, N.W.
Washington, D.C. 20433
United States of America

Cable address: Telex: Facsimile:
INDEVAS 248423 (MCI) or (202) 477-6391
Washington, D.C. 64145 (MCI)
For PSFU:

Private Sector Foundation Uganda
Plot 43
Nakasero Road
PO Box 7683
Kampala, Uganda

Facsimile:

259109

Section 6.02. Any action required or permitted to be taken, and any document required or permitted to be executed, under this Agreement on behalf of PSFU, may be taken or executed by the Executive Director or such other person or persons as the Executive Director shall designate in writing, and PSFU shall furnish to the Association sufficient evidence of the authority and the authenticated specimen signature of each such person.

Section 6.03. This Agreement may be executed in several counterparts, each of which shall be an original, and all collectively but one instrument.
IN WITNESS WHEREOF, the parties hereto, acting through their duly authorized representatives, have caused this Agreement to be signed in their respective names in Kampala, The Republic of Uganda, as of the day and year first above written.

INTERNATIONAL DEVELOPMENT ASSOCIATION

By /s/ Judy O’Connor
Authorized Representative

PRIVATE SECTOR FOUNDATION UGANDA

By /s/ James Mulwana
Authorized Representative
SCHEDULE 1
Procurement and Consultants’ Services

Section I. General

A. All goods, works and services (other than consultants’ services) shall be procured in accordance with the provisions of Section I of the “Guidelines for Procurement under IBRD Loans and IDA Credits” dated May 2004 (the Procurement Guidelines), and with the provisions of this Schedule.

B. All consultants’ services shall be procured in accordance with Sections I and IV of the “Guidelines: Selection and Employment of Consultants by World Bank Borrowers” dated May 2004 (the Consultant Guidelines), and with the provisions of this Schedule.

C. The capitalized terms used below in this Schedule to describe particular procurement methods or methods of review by the Association of particular contracts, have the meanings ascribed to them in the Procurement Guidelines, or Consultant Guidelines, as the case may be.

Section II. Particular Methods of Procurement of Goods, Works and Services (other than Consultants’ Services)

A. International Competitive Bidding

Except as otherwise provided in Part B of this Section, contracts shall be awarded on the basis of International Competitive Bidding. The provisions of paragraphs 2.55 and 2.56 of the Procurement Guidelines, providing for domestic preference in the evaluation of bids, shall apply to goods manufactured in the territory of the Borrower and works to be carried out by domestic contractors.

B. Other Procurement Procedures

1. National Competitive Bidding

   (a) Goods estimated to cost less than $150,000 equivalent per contract; and (b) works estimated to cost less than $250,000 equivalent per contract, may be procured under contracts awarded on the basis of National Competitive Bidding.

2. Shopping

   (a) Goods estimated to cost less than $30,000 equivalent per contract; and (b) works estimated to cost less than $50,000 equivalent per contract, may be procured under contracts awarded on the basis of Shopping.
3. **Procurement from UN Agencies**

Goods estimated to cost less than $100,000 equivalent per contract may be procured directly from IAPSO in accordance with the provisions of paragraphs 3.1 and 3.9 of the Procurement Guidelines.

**Section III. Particular Methods of Procurement of Consultants’ Services**

A. **Quality- and Cost-based Selection**

   Except as otherwise provided in Part B of this Section, consultants’ services shall be procured under contracts awarded on the basis of Quality- and Cost-based Selection. For purposes of paragraph 2.7 of the Consultant Guidelines, the short list of consultants for services estimated to cost less than $200,000 equivalent per contract may comprise entirely national consultants.

B. **Other Procedures**

1. **Quality-based Selection**

   Services for assignments which the Association agrees meet the requirements set forth in paragraph 3.2 of the Consultant Guidelines may be procured under contracts awarded on the basis of Quality-based Selection in accordance with the provisions of paragraphs 3.1 through 3.4 of the Consultant Guidelines.

2. **Selection Under a Fixed Budget**

   Services for assignments which the Association agrees meet the requirements of paragraph 3.5 of the Consultant Guidelines may be procured under contracts awarded on the basis of a Fixed Budget in accordance with the provisions of paragraphs 3.1 and 3.5 of the Consultant Guidelines.

3. **Least-cost Selection**

   Services for assignments which the Association agrees meet the requirements of paragraph 3.6 of the Consultant Guidelines may be procured under contracts awarded on the basis of Least-cost Selection in accordance with the provisions of paragraphs 3.1 and 3.6 of the Consultant Guidelines.

4. **Selection Based on Consultants’ Qualifications**

   Services estimated to cost less than $100,000 equivalent per contract may be procured under contracts awarded in accordance with the provisions of paragraphs 3.1, 3.7 and 3.8 of the Consultant Guidelines.
5. **Single Source Selection**

Services for tasks in circumstances which meet the requirements of paragraph 3.10 of the Consultant Guidelines for Single Source Selection, may, with the Association’s prior agreement, be procured in accordance with the provisions of paragraphs 3.9 through 3.13 of the Consultant Guidelines.

6. **Individual Consultants**

Services for assignments that meet the requirements set forth in the first sentence of paragraph 5.1 of the Consultant Guidelines may be procured under contracts awarded to individual consultants in accordance with the provisions of paragraphs 5.2 through 5.3 of the Consultant Guidelines. Under the circumstances described in paragraph 5.4 of the Consultant Guidelines, such contracts may be awarded to individual consultants on a sole-source basis, subject to prior approval of the Association.

**Section IV. Review by the Association of Procurement Decisions**

Except as the Association shall otherwise determine by notice to the Borrower, the following contracts shall be subject to Prior Review by the Association:

(a) each contract for goods estimated to cost the equivalent of $150,000 or more;

(b) each contract for works and services estimated to cost the equivalent of $250,000 or more, procured on the basis of International Competitive Bidding or National Competitive Bidding, or Direct Contracting;

(c) each contract for consultants’ services provided by a firm estimated to cost the equivalent of $100,000 or more; and

(d) each contract for consultants’ services provided by individuals estimated to cost the equivalent of $50,000 or more.

All other contracts shall be subject to Post Review by the Association.
SCHEDULE 2

Implementation Program

A. Institutional Arrangements

1. At all times during the Project implementation:

   (a) PSFU shall have the responsibility for overall implementation of the Project under the guidance of the Steering Committee;

   (b) the Steering Committee shall: (i) have the responsibility for providing policy guidance, overall coordination, supervision and oversight in implementation of the Project, including approving annual work plans, updated annual procurement plan, reviewing progress in implementation of the plans and general performance of the Project; and (ii) be comprised of the Permanent Secretary of MFPED as its chair, and other members shall include, the Permanent Secretaries for the Ministry of Water, Lands and Environment, Ministry of Justice and Constitutional Affairs and the Ministry of Trade, Tourism and Industry, the Chairperson of Uganda Investment Authority, the Chairperson of the Bank of Uganda, a representative each of Uganda Bankers Association, the Chamber of Commerce and Industry, Uganda Manufacturers Association, Uganda Women Entrepreneurs Association, foreign investors and the Chairperson of PSFU;

   (c) the Project Coordination Unit within PSFU shall be responsible for: (i) implementation of Parts A.2(b), B.1 and B4 of the Project; (ii) day to day management of the Project activities, including: (A) financial management; (B) procurement; (C) monitoring progress and evaluating results; and (D) preparing and submitting regular reports for review by the Borrower and the Association; and (iii) monitoring the implementation of Part A.1 of the Project by UIA; and

   (d) UIA shall under a memorandum of understanding with the PSFU be responsible for implementing Part A.1 of the Project.

B. Execution Covenants

2. PSFU shall implement the Project or cause the Project to be implemented in accordance with the Project Implementation Manual, the Financial Management Manual, the Procurement Manual and the Environmental Management Plan, and, except as the Borrower and the Association shall otherwise agree, not amend or waive any provision thereof, if in the opinion of the Association, such amendment or waiver may materially and adversely affect the carrying out of the Project or the objectives of the Project.
3. PSFU shall: (a) not later than six months after the Effective Date appoint to the PCU, and thereafter maintain during Project implementation, an internal auditor having terms of reference and qualifications satisfactory to the Association; and (b) prepare an initial cash flow forecast for FMR.

4. Eligibility Criteria for Matching Grants

Without limitation to the provisions of paragraph 2 of this Schedule, no proposal for a Matching Grant shall be eligible for financing out of the proceeds of the Credit, unless the PCU shall have determined on the basis of appraisal conducted in accordance with the guidelines set forth in the Project Implementation Manual, that the relevant micro, small and medium enterprise or investment proposal satisfies the eligibility criteria specified in the Project Implementation Manual, which shall include the following:

(a) In determining whether an applicant is eligible to obtain financing, the PCU shall ensure that the following conditions are met:

(i) the applicant is a micro, small or medium enterprise, a firm or group of firms of entrepreneurs, a financing institution involved in financing micro, small and medium enterprise businesses, all duly established and operating under the laws of the Borrower;

(ii) the applicant is privately owned and operated and is not fully or partly owned by the Borrower or entities controlled by the Borrower;

(iii) the applicant is carrying out business as a micro, small or medium enterprise, except that applicants operating in the production of alcoholic beverages, weapons, tobacco, and gambling shall not be eligible; and

(iv) the applicant has prepared an adequate business concept or proposal for the attainment of which the applicant intends to obtain business services which business plan shall, inter alia, include projected increases in sales revenue, the description of financial resources required for its implementation, the anticipated sources of funds, the proposed time frame of implementation, the benefits expected to be derived.

(b) The PCU shall ensure: (i) that, unless otherwise agreed by the Borrower and the Association in their periodic annual reviews of progress made in carrying out of the Project, no Matching Grant shall be made from the proceeds of the Credit for financing; (ii) any micro, small or medium enterprise or firm or a financial institution, if
the aggregate amount of such grant(s) exceeds $100,000 equivalent; and (iii) that, in any event, the amount of a Matching Grant from the proceeds of the Credit, including any financing from sources other than those of the recipient, shall not exceed 50% of the total cost of the proposed technical advisory services.

(c) The PSFU shall make available to the Beneficiaries the proceeds of the Credit allocated from time to time to Category 5 in the table set forth in Schedule 1 to this Agreement for carrying out approved activities under Parts A.2(b), B.1 and B.4 of the Project, under Matching Grant Agreements under terms and conditions set forth in the Project Implementation Manual and which shall include those set forth in subparagraphs (a) and (b) of this paragraph.

5. Eligibility Criteria for Business Plan Competition Grants

Without limitation to the provisions of paragraph 2 of this Schedule, no proposal for a Business Plan Grant shall be eligible for financing out of the proceeds of the Credit, unless the PCU shall have determined on the basis of appraisal conducted in accordance with the guidelines set forth in the Project Implementation Manual, that the relevant micro and small investment proposal is for supporting an innovation that satisfies the eligibility criteria specified in the Project Implementation Manual, which shall include the following:

(a) In determining whether an applicant is eligible to obtain financing, the PCU shall ensure that the following conditions are met:

(i) the applicant is a micro or small enterprise, duly established and operating under the laws of the Borrower;

(ii) the applicant is privately owned and operated and is not fully or partly owned by the Borrower or entities controlled by the Borrower;

(iii) the applicant is carrying out business as a micro or small enterprise, except that applicants operating in the production of alcoholic beverages, weapons, tobacco, and gambling shall not be eligible; and

(iv) the applicant has prepared an innovative business concept or proposal for the attainment of which the applicant intends to obtain business services which business plan shall, inter alia, include projected increases in sales revenue, the description of financial resources required for its implementation, the
anticipated sources of funds, the proposed time frame of implementation, the benefits expected to be derived.

(b) The PCU shall ensure that, unless otherwise agreed by the Borrower and the Association in their periodic annual reviews of progress made in carrying out of the Project, no Business Plan Competition Grant shall be made from the proceeds of the Credit for financing any micro or small enterprise, if the aggregate amount of such grant(s) exceeds $15,000 equivalent.

(c) The PSFU shall make available to the Beneficiaries the proceeds of the Credit allocated from time to time to Category 6 in the table set forth in Schedule 1 to this Agreement for carrying out approved activities under Part B.2 of the Project, under Business Plan Competition Grant Agreements under terms and conditions set forth in the Project Implementation Manual and which shall include those set forth in subparagraphs (a) and (b) of this paragraph.

6. Eligibility Criteria for Institutional Building Grants

Without limitation to the provisions of paragraph 2 of this Schedule, no proposal for an Institutional Building Grant shall be eligible for financing out of the proceeds of the Credit, unless the PCU shall have determined on the basis of appraisal conducted in accordance with the guidelines set forth in the Project Implementation Manual, that the relevant financial institution’s capacity building proposal is for supporting the development of micro, small and medium enterprises and satisfies the eligibility criteria specified in the Project Implementation Manual, which shall include the following:

(a) In determining whether an applicant is eligible to obtain financing, the PCU shall ensure that the following conditions are met:

(i) the applicant is a financial institution, duly established and operating under the laws of the Borrower and regulated by the Bank of Uganda;

(ii) the applicant is privately owned and operated and is not fully or partly owned by the Borrower or entities controlled by the Borrower;

(iii) the applicant is carrying out business as a financial institution and supporting the development of micro, small and medium enterprises, except that applicants operating in the production of alcoholic beverages, weapons, tobacco, and gambling shall not be eligible; and
(iv) the applicant has prepared a comprehensive business concept or proposal for the attainment of which the applicant intends to obtain business services which business plan shall, *inter alia*, include projected increases in financing of micro, small and medium enterprise business, the description of financial resources required for its implementation, the anticipated sources of funds, the proposed time frame of implementation, the benefits expected to be derived.

(b) The PCU shall ensure that, unless otherwise agreed by the Borrower and the Association in their periodic annual reviews of progress made in carrying out of the Project, no Institutional Building Grant shall be made from the proceeds of the Credit for financing any financial institution, if the aggregate amount of such grant(s) exceeds $100,000 equivalent.

(c) The PSFU shall make available to the Beneficiaries the proceeds of the Credit allocated from time to time to Category 7 in the table set forth in Schedule 1 to this Agreement for carrying out approved activities under Part A.2 (a) and (c) of the Project, under Institutional Building Grant Agreements under terms and conditions set forth in the Project Implementation Manual and which shall include those set forth in subparagraphs (a) and (b) of this paragraph.

C. Environmental Management Plan

7. Except as the Association shall otherwise agree, PSFU shall: (a) carry out the Project in accordance with the environmental guidelines, rules and procedures defined in the EMP; (b) not amend or waive, or permit to be amended or waived, the EMP, or any provisions thereof, in a manner which, in the opinion of the Association may materially and adversely affect the implementation of the Project; and (c) ensure that: (i) all measures necessary for the carrying out of the EMP are taken in a timely manner; and (ii) progress reports referred to in paragraph 8 of this Schedule shall include adequate information on monitoring of the measures defined in the EMP.

D. Monitoring and Reporting

8. PSFU shall:

   (a) maintain policies and procedures adequate to enable it to monitor and evaluate on an ongoing basis, in accordance with indicators satisfactory to the Association, set forth in Schedule 3 to this Agreement, the carrying out of the Project and the achievement of the objectives thereof;
(b) prepare, under terms of reference satisfactory to the Association, and furnish to the Association, on or about April 30 and September 30 of each year, a six month report integrating the results of the monitoring and evaluation activities performed pursuant to paragraph (a) of this Section, on the progress achieved in the carrying out of the Project during the period preceding the date of said report and setting out the measures recommended to ensure the efficient carrying out of the Project and the achievement of the objectives thereof during the period following such date; and

(c) review with the Association, by May 31 and November 30 of each year, or such later date as the Association shall request, the report referred to in paragraph (b) of this Section, and, thereafter, take all measures required to ensure the efficient completion of the Project and the achievement of the objectives thereof, based on the conclusions and recommendations of the said report and the Association’s views on the matter.

9. Midterm Review

(a) PSFU shall not later than August 31, 2007, participate jointly with the Borrower in the preparation of a midterm review, which shall cover among other things:

(i) the performance by PSFU in carrying out the Project;

(ii) progress made in meeting the Project’s objectives; and

(iii) overall Project performance as measured against the performance indicators referred to in paragraph 5 (a) of Schedule 2 to this Agreement.

(b) PSFU shall carry out jointly with the Borrower and the Association, not later than September 30, 2007, the midterm review of the progress made in carrying out the Project.

(c) PSFU shall thereafter with the assistance of the Borrower, act promptly and diligently in order to take, any corrective action deemed necessary to remedy any shortcoming identified in the implementation of the Project, or to implement, such measures as may have been agreed between PSFU, the Borrower and the Association in furtherance of the objectives of the Project.
SCHEDULE 3

Performance Indicators

Unless otherwise agreed to by the Association, for the purpose of this Agreement, the performance indicators for implementation of the Project are as follows:

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Mid-term Review Target</th>
<th>End of Project Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>For Part A of the Project</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 25 firms located in the industrial areas</td>
<td>10 firms</td>
<td>25 firms</td>
</tr>
<tr>
<td>• Land access and site development reduced from 435 days to 70 days</td>
<td></td>
<td>reduction to 70 days</td>
</tr>
<tr>
<td>Part B of the Project</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Debt/equity ratio of MSME on average reduced from 92/8 to 80/20</td>
<td>90/10</td>
<td>80/20</td>
</tr>
<tr>
<td>• Percentage of investment loans to MSME increased from 15% of total investment to 25%</td>
<td>17%</td>
<td>25%</td>
</tr>
<tr>
<td>• Number of skill training graduates increased steadily</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>• Three internationally recognized Ugandan brands created</td>
<td>Added value generated $2 million</td>
<td>Added value generated $5 million</td>
</tr>
<tr>
<td><strong>Indicator</strong></td>
<td><strong>Mid-term Review Target</strong></td>
<td><strong>End of Project Target</strong></td>
</tr>
<tr>
<td>--------------</td>
<td>---------------------------</td>
<td>--------------------------</td>
</tr>
<tr>
<td>Part C of the Project</td>
<td>reduce to 15 days</td>
<td>reduce to 4 days</td>
</tr>
<tr>
<td>• Time and cost to register a business reduced</td>
<td>70%</td>
<td>100%</td>
</tr>
<tr>
<td>• Number of firms that have obtained proper certification of their products increased</td>
<td>25%</td>
<td>100%</td>
</tr>
<tr>
<td>• All of the estimated 700,000 titles, 1.5 million instruments, and 25,000 cadastral sheets indexed and scanned</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Government land surveyed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Core function of PSFU is sustainable (Executive Director, Financial and Program Manager, Support staff covered by own income)</td>
<td></td>
<td>PSFU sustainable</td>
</tr>
</tbody>
</table>