



**The World Bank**

Albertine Region Sustainable Development Project (P145101)

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**REPORT NO.: RES36014**

**RESTRUCTURING PAPER**

**ON A**

**PROPOSED PROJECT RESTRUCTURING**

**OF**

**UGANDA: ALBERTINE REGION SUSTAINABLE DEVELOPMENT PROJECT**

**Approved on MARCH 26, 2014**

**TO**

**MINISTRY OF FINANCE, PLANNING AND ECONOMIC DEVELOPMENT**

**SOCIAL, URBAN, RURAL AND RESILIENCE GLOBAL PRACTICE**

**AFRICA**

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## ABBREVIATIONS AND ACRONYMS

ARSDP	Albertine Region Sustainable Development Project
BTVET	Business, Technical and Vocational Education Training
CBT	Capacity Building Training
ESHS	Environmental, Social, Health, and Safety
ESIA	Environmental and Social Impact Assessment
FY	Fiscal Year
GoU	Government of Uganda
IDA	International Development Association
MoES	Ministry of Education and Sports
MoLHUD	Ministry of Lands, Housing and Urban Development
NGO	Non-Government Organization
OSH	Occupational, Health and Safety
PAP	Project Affected Person
PCT	Project Coordination Team
PDO	Project Development Objective
RAP	Resettlement Action Plan
TSDP	Transport Support Development Project
UNRA	Uganda National Roads Authority
UPIK	Uganda Petroleum Institute Kigumba
UTC	Uganda Technical College
UTCK	Uganda Technical College, Kichwamba
US\$	United States Dollar



**BASIC DATA**

**Product Information**

Project ID P145101	Financing Instrument Investment Project Financing
Original EA Category Partial Assessment (B)	Current EA Category Partial Assessment (B)
Approval Date 26-Mar-2014	Current Closing Date 31-Jul-2019

**Organizations**

Borrower Ministry of Finance, Planning and Economic Development	Responsible Agency Uganda National Roads Authority, Ministry of Lands, Housing and Urban Development (MoLHUD), Ministry of Education and Sports, Republic of Uganda
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**Project Development Objective (PDO)**

Original PDO

To improve regional and local access to infrastructure, markets, and skills development in the Albertine Region.

**Summary Status of Financing**

Ln/Cr/Tf	Approval	Signing	Effectiveness	Closing	Net Commitment	Disbursed	Undisbursed
IDA-54060	26-Mar-2014	24-Aug-2015	07-Dec-2015	31-Jul-2019	145.00	71.58	60.28

**Policy Waiver(s)**

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

No



## **I. PROJECT STATUS AND RATIONALE FOR RESTRUCTURING**

### **A. Summary**

1. The restructuring of the Albertine Region Sustainable Development Project (ARSDP) is required to: (a) extend the project closing date by 18 months from July 31, 2019 (current closing date) to January 29, 2021, and (b) modify Results by introducing some additional intermediate indicators to document progress and downsize some targets based on the available funds and inclusion of the Citizen feedback indicator. No changes are proposed in the Project Development Objective, PDO indicators or in the safeguard category, and no new safeguard policy will be triggered. The proposed restructuring is the first level 2 restructuring for the project.

### **B. Project Status**

2. The ARSDP Credit (US\$145m equivalent) was approved by the World Bank Board on March 4, 2014 and the Financing Agreement was signed on August 24, 2015. There was nearly 18 months delay in getting clearance through Parliament. The Project became effective only on December 7, 2015 nearly 22 months after Board approval. In December 28, 2015 the Bank suspended disbursements to Component 1 (which represents 66% of the total project) in relation to capacity challenges of UNRA following cancellation of a World Bank funded Transport Support Development Project (TSDP), which was also being implemented by UNRA. The suspension was lifted on June 6, 2017 after all the agreed actions by the Republic of Uganda ("Recipient"), were satisfactorily met and confirmation that the implementing institution (UNRA) had the necessary capacity to implement World Bank financed Projects in conformity with appropriate environmental and social standards and practice. The need to strengthen safeguards management also affected implementation of Component 2 as the on-going Engineering Consultancy for the feasibility, design and supervision of infrastructure had to be halted, restructured and a new safeguards firm procured to support the component. This change caused delays to the delivery of the infrastructure sub-component of Component 2.

3. Project implementation started slowly and faced numerous challenges. The disbursement rate was below 10% in FY 16 and 17 but picked up in FY 18 and 19 to the current rate of 54%. Steady disbursements have been realized since FY 18 and is projected to continue in FY19 and FY20 as most activities are now being implemented. 90% of the project funding is already committed and due for implementation.

4. The physical progress of work for Component 1 (Regional Access and Connectivity) was 60% by April 30, 2019 and it is projected to reach 70% by July 31, 2019. The Contractor was granted 100% access to the entire 100km of the road in August 2018 after full acquisition of the right of way. A number of specialists have been recruited to the project (Environment Specialist, Social Development Specialist, Right of Way Specialist and Surveyor) and UNRA has now got adequate capacity to manage the Environmental and Social risks on the project. Furthermore, an NGO (BRAC) was contracted to support the project in addressing social risks, including gender-based violence. The Environment rating is moderately satisfactory due to OSH which have improved slowly, while the rating for social risk management is satisfactory. Furthermore, a Contract Management Specialist was recently recruited to support the client to address the Contract Management challenges and this is expected to help address implementation delays.

5. For Component 2, the subcomponent on physical planning has completed physical planning in 8 urban centres and one additional urban centre is in the final stages of being approved. Most of the challenges that created delays for this component have now been addressed. Civil Works contracts for Batch 1 works have been signed for



both Buliisa and Hoima Districts. Feasibility Studies and Engineering Designs for the 10km urban roads in Buliisa Town Council and the Economic Infrastructure (markets, fish cages and slaughter house) are now back on course. But time was lost as the already on-going engineering consultancy had to be halted pending strengthening of safeguard management through recruitment of a new firm.

6. For Component 3, very critical and complicated procurements for the Twinning Institutions was completed in January/February 2018 after nearly two years. The major delays were due to poor response to the international procurement requests by the noncommercial entities (Twinning Institutions) and the prolonged negotiations with these institutions. The Twinning Institutions once engaged provided guidance to colleges in key areas. Occupational Standards were developed. The new curriculum for all courses has been drafted in both colleges and institutional Development Plans prepared. Uganda Petroleum Institute Kigumba (UPIK) undertook comprehensive measures to improve its governance, management and training delivery systems to comply with international quality requirements. As a result, UPIK has been accredited by City & Guilds (an international accreditation agency). UTC Kichwamba was assessed by OPITO and gaps to be addressed by the program identified. A contract is being finalized with OPITO to reassess UPIK for accreditation in the Oil and Gas related trades. Based on the guidance from the Twinning Institutions, equipment requirements have been compiled and the required workshop designs and other facilities are being prepared by the Engineering Designs and Supervision Consultants. The bursary Scheme was launched by the President of Uganda in November 2018, and the first applications for the beneficiaries were received and are now being assessed. Finally, a Needs Assessment was carried out for the new Institute at Nwoya District leading to a decision that the Institute would focus on Agro-Processing.

7. Overall, the project is rated moderately satisfactory on the progress towards achievement of the PDO indicators and moderately satisfactory on the overall implementation progress. Although the project has encountered many challenges since its effectiveness, a number of these have now been addressed and with measures agreed upon with the partners to address outstanding challenges.

### **c. Rationale for Restructuring**

8. The project has now overcome a number of challenges that caused several delays in each component. Although progress has now picked up, the project cannot complete expected activities in the remaining time. The committed works whose contracts have already been signed, works whose designs are being finalized and those under procurement will not all be finished by the current closing date of July 31, 2019. The restructuring thus proposes to extend the closing date by 18 months up to January 29, 2021 to allow these works to be carried out to ultimately achieve the project development objective. A formal request was received from the Ministry of Finance, Planning and Economic Development on January 29, 2019.

9. The Results Framework is being modified: (a) to introduce new intermediate process indicators to document results, (b) to provide realistic intermediate results indicators to be delivered based on the available funding, and (c) to introduce Corporate Result Indicators, especially on citizen feedback. The project encountered a funding gap based on reasons which were not foreseen during the project design. The funding shortfall is currently projected at USD 52 million and out of which 70% comes from Component 2. The major reasons for the funding shortfall include: (a) For Component 1, a need to strengthen safeguards management and to cater for additional urban roads included as part of the main road contract, (b) For Component 2, continued deterioration of gravel roads due to climatic changes making the original focus on bottlenecks difficult, and (c) For Component 3, a new curriculum came up with new requirements to upgrade the two training institutions (UPIK and UTC Kichwamba) as Centres of Excellence and new focus of Nwoya which was not known at the time of project preparation. The Revised Results Framework which shows the original, revised and new indicators is included in **Annex 1**.



10. Without the proposed extension, the PDO indicators will not be met. The intermediate results indicators for Component 1 (Regional Access and Connectivity), Component 2 (Local Access and Planning) and Component 3 (Skills Access) would all be partially met. There are already signed contracts for Component 1 and closing the project when works are not substantially complete will pose reputational risks for the Bank. There are also opportunities to consolidate on good lessons learned especially in area of safeguards management where the project has so far scored good improvements and it is being used by the Client as a good practice case study for other projects within the institution. There is also an opportunity to demonstrate results in a multi-sectoral setting, with complex coordination arrangements.

11. The Task Team confirms that there are no outstanding audits or interim reports for the project. The PDO remains achievable during the proposed extension of the closing date and performance of the borrower has greatly improved. Key delivery milestones have been worked out (Summary in **Annex 2**) with the partners and detailed Work Plans agreed with the partners and this will guide delivery of the remaining activities.

12. Some of the key considerations for the agreed Work Plans includes the following:

- a. For all Components, designs and tender documentation for outstanding activities shall be completed by September 30, 2019 for the planned activities to be included in the project;
- b. For all Components, all contracts are to be signed by December 31, 2019 to allow at least 12 months for works implementation and six months of defects liability period before project closure;
- c. For all Components, strategies have been identified to fast-track implementation, including:
  - (i) strengthening contract management in all components to eliminate delays;
  - (ii) preparation of project implementation plans with key milestones for each component which shall be monitored regularly; and
  - (iii) Maintain enhanced environment and social safeguards management to minimize public, occupational, health and safety hazards and social risks.
- d. For Component 1, town roads feasibility studies, designs and ESIA shall be completed by September 30, 2019 for this activity to be completed within the agreed timeframe;
- e. For Component 2, Buliisa Town Roads and Markets Construction Contracts need to be signed by December 31, 2019 for these activities to be completed within the agreed timeframe;
- f. For Component 3, training shall commence by September 30, 2019. If training does not commence by this date, reallocation to other components shall be considered;
- g. For the new institute at Nwoya District, Feasibility study, design and ESIA are projected to be completed by October 30, 2020 allowing no time for implementation of construction.

## DESCRIPTION OF PROPOSED CHANGES



**A. Extension of the Closing Date:**

13. The proposed extension of the closing date by 18 months has been arrived at based on considerations of the on-going commitments, activities under procurement, allowance for the defects’ liability period and training duration.

**B. Modification of the Results and Targets:**

14. Some results targets have been down sized due to funding short fall which was not foreseen during project design while new intermediate results indicators have been introduced to document intermediate achievements. The project also takes advantage of the extension to introduce Corporate Results in Citizen Engagement. For Component 1, the original intermediate indicator was not changed but two new intermediate indicators have been added. For Component 2, serious deterioration of the roads made bottlenecks improvements difficult and roads rehabilitation costlier than earlier assessed. Consequently, three intermediate indicators targets have been down sized while one was increased, and two new intermediate results indicators have been introduced. For Component 3, actual workshop requirements and equipment depended on a new curriculum assessment, twining institutions and accreditation requirements which were not in place at the design stage. One intermediate results indicator target has accordingly been down sized while two new intermediate results indicators were introduced. The revised intermediate results indicators together with progress status are included in **Annex 1**.

**II. SUMMARY OF CHANGES**

	Changed	Not Changed
Results Framework	✓	
Loan Closing Date(s)	✓	
Disbursement Estimates	✓	
Implementing Agency		✓
DDO Status		✓
Project's Development Objectives		✓
Components and Cost		✓
Cancellations Proposed		✓
Reallocation between Disbursement Categories		✓
Disbursements Arrangements		✓
Overall Risk Rating		✓
Safeguard Policies Triggered		✓
EA category		✓



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)****LOAN CLOSING DATE(S)**

Ln/Cr/Tf	Status	Original Closing	Revised Closing(s)	Proposed Closing	Proposed Deadline for Withdrawal Applications
IDA-54060	Effective	31-Jul-2019		29-Jan-2021	29-May-2021

**DISBURSEMENT ESTIMATES**

Change in Disbursement Estimates

Yes

Year	Current	Proposed
2014	0.00	0.00
2015	10,000,000.00	0.00
2016	20,000,000.00	10,000,000.00
2017	40,000,000.00	20,000,000.00
2018	35,000,000.00	35,000,000.00
2019	40,000,000.00	25,000,000.00





**The World Bank**

Uganda: Albertine Region Sustainable Development Project (P145101)

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2020

0.00

55,000,000.00



Results framework

COUNTRY: Uganda

Uganda: Albertine Region Sustainable Development Project

Project Development Objectives(s)

To improve regional and local access to infrastructure, markets, and skills development in the Albertine Region.

Project Development Objective Indicators by Objectives/ Outcomes

Indicator Name	DLI	Baseline	Intermediate Targets							End Target	
			1	2	3	4	5	6	7		
<b>Project Development Objective Indicators</b>											
Average travel time between Kyenjojo and Kabwoya for large vehicles/ public transport (Hours)		3.50									2.00
Share of rural population with access to an all-season road (Percentage)		40.00	40.00	50.00	60.00	65.00	70.00	70.00			70.00
Number of rural people with access to an all-season road (Number)		260,000.00	260,000.00	320,000.00	390,000.00	420,000.00	450,000.00	450,000.00			450,000.00
Percentage of training graduates who are employed or self-employed after six		0.00		70.00	70.00	70.00	70.00	80.00	80.00		80.00



Indicator Name	DLI	Baseline	Intermediate Targets							End Target
			1	2	3	4	5	6	7	
months of completing training in supported programs (Percentage)										
Direct project beneficiaries (Number)	0.00	0.00	0.00	60,000.00	130,000.00	1,660,000.00	1,690,000.00	1,690,000.00		1,690,000.00
Female beneficiaries (Percentage)	0.00	0.00	0.00	51.00	51.00	51.00	51.00	51.00		51.00

**Intermediate Results Indicators by Components**

Indicator Name	DLI	Baseline	Intermediate Targets						End Target	
			1	2	3	4	5	6		
<b>Regional Access and Connectivity</b>										
Kyenjojo to Kabwoya Road Upgraded to Class II (Kilometers)		0.00	0.00	30.00	60.00	100.00	100.00	100.00		100.00
Urban Roads Linking to the National Roads upgraded (Kilometers)		0.00								8.00
<b>Action: This indicator is New</b>										
Registered grievances satisfactorily resolved in line with Grievance		0.00								100.00



Indicator Name	DLI	Baseline	Intermediate Targets						End Target	
			1	2	3	4	5	6		
Redress System. (Percentage)										
<b>Action: This indicator is New</b>										
<b>Local Access, Planning and Development</b>										
Number of bridges, culverts and swamp crossings constructed/ rehabilitated under Project. (Number, Custom) (Number)		0.00								40.00
Rural District roads rendered passable all season under Project (Number)		0.00								150.00
<b>Action: This indicator has been Revised</b>										
Town Roads upgraded/ rehabilitated under Project (Kilometers)		0.00	0.00	0.00	0.00	0.00	5.00	7.00		7.00
<b>Action: This indicator has been Revised</b>										
Local physical plans updated/ completed and approved for selected areas in Buliisa and Hoima Districts (Number)		0.00								9.00



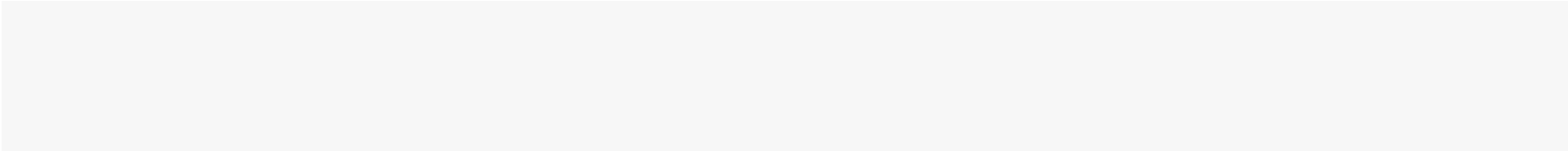
Indicator Name	DLI	Baseline	Intermediate Targets						End Target
			1	2	3	4	5	6	
<i>Action: This indicator has been Revised</i>									
Markets constructed under the Project (Number)		0.00							3.00
<i>Action: This indicator has been Revised</i>									
District Roads Designed under the Project (Kilometers)		0.00							350.00
<i>Action: This indicator is New</i>									
Proportion of beneficiaries expressing satisfaction with the completed subprojects (Percentage)		0.00							50.00
<i>Action: This indicator is New</i>									
<b>Skills Access and Upgrading</b>									
Reform Task Force Oil and Gas Committee established and functional to define skill needs and set standards. (Yes/No, Yes/No)		No							Yes



Indicator Name	DLI	Baseline	Intermediate Targets						End Target
			1	2	3	4	5	6	
Internationally recognized and demand responsive CBT curricula and assessment (for critical occupational areas) introduced and in effect. (Yes/No)	No	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
New entrants enrolled in training for identified trades/occupations in the two targeted institutions (Number)	0.00								440.00
<b>Action: This indicator has been Revised</b>									
Number of learners from the Albertine Region receiving bursaries to undergo training in identified programs in targeted BTVET (Number)	0.00								600.00
Female learners receiving bursaries. (Percentage, Custom Supplement) (Percentage)	0.00								40.00
Proportion of the Bursary Scheme learners who complete the targeted	0.00								90.00



Indicator Name	DLI	Baseline	Intermediate Targets						End Target
			1	2	3	4	5	6	
short courses (Percentage)									
<b>Action: This indicator is New</b>									
Students from targeted programs supported for internship placement and industrial training (Number)		0.00							440.00
<b>Action: This indicator is New</b>									
<b>Rationale:</b> <i>Students supported through internship are more likely to be employed after training. This increases the chances of the training students of being employed.</i>									
Number of Workshops constructed and equipped for the targeted programs (Number)		0.00							5.00
<b>Action: This indicator is New</b>									
Proportion of beneficiaries expressing satisfaction with the Training Programs and Bursary Scheme (Percentage)		0.00							50.00
<b>Action: This indicator is New</b>									







**Annex 1: Proposed revised intermediate indicators and progress status as at February 28, 2019**

Component	Activity/indicator	Unit of measure	End of project target (Original)	End Project target (Revised)	Progress Status March 31, 2019	Remarks
UNRA	Kyenjojo to Kabwoya Road Upgraded to Class II	Km	100	100	40	<ul style="list-style-type: none"> <li>Works commenced on April 05, 2016</li> <li>Cumulative physical progress rated at 60% by April 30, 2019</li> <li>40 km tarmacked (awaiting auxiliary installations including road marking, and signage)</li> </ul>
	Urban Roads Linking to the National Roads upgraded (new indicator)	Km	-	8.0	0.00	Selection process in on-going but decision to be reached based on funding available from the main road contract.
	Registered grievances satisfactorily resolved in line with Grievance Redress System (new indicator)	Percentage	-	100	85.0	
MoLHUD	Preparation of Local physical plans for selected areas in Buliisa and Hoima Districts	Nr	8.0	9.0	8	<ul style="list-style-type: none"> <li>Physical Development Plans for 8 urban centres completed (approved by respective District LGs and ratified by National Physical Planning Board)</li> <li>Preparation of plans for the 9th Town (Buhuka) in the final stages (detailed plans have been approved by Kikuube DLG and now awaits ratification by the National Physical Planning Board)</li> </ul>



	Number of bridges, culverts and swamp crossings constructed/ rehabilitated under Project	Number	40.0	40.0	0.0	Contracts for Batch 1 Road works have been signed and constructions has commenced.
	Rural District roads prioritized, feasibly assessed and designed (new indicator)	Km	-	350	149.4	<ul style="list-style-type: none"> <li>• 149.4 km designed and approved under Batch 1</li> <li>• Design of batch 2 (166.4 km) underway with final detailed designs expected to be concluded by July, 2019</li> </ul>
	Rural District roads rehabilitated/rendered passable all season under Project (revised indicator)	Km	350	150	0	Procurement of civil works contractors for 149.4km of gravel roads (118.1 km under Hoima and 31.3 km under Buliisa) has been completed. The Contracts for 31.3 km under Buliisa was signed in January 2019 while that for 118.1km under Hoima was signed on
	Town Roads upgraded/ rehabilitated under Project (revised indicator)	Km	10	7	0	Procurement for civil works expected to commence from July 2019. Available funds expected to cover 7.0 km due to inadequate funding
	Number of markets constructed under the Project (revised indicator)	Nr	10	3	0	Procurement for civil works expected to commence from July 2019 and available funds will cover only 3 markets
	Proportion of beneficiaries expressing satisfaction with the completed subprojects (new indicator)	Percentage	-	50	0.0	A new indicator measuring beneficiary satisfaction with the completed subprojects.



<b>MoES</b>	Reform Task Force Oil and Gas Committee established and functional to define skill needs and set standards.	Yes/No	Yes	Yes	Yes	The current funding can support this Council up to July 2019. GoU funding will be required to sustain the Council thereafter.
	Internationally recognized and demand responsive CBT curricula and assessment (for critical occupational areas) introduced and in effect.	Yes/No	Yes	Yes	No	Internationally recognized and demand responsive curriculum and assessment system will not be fully achieved as under the current funding which is not sufficient to procure the required equipment in order to comply with international accreditation standards.
	Number of new entrants enrolled in training for identified trades/ occupations in the two targeted institutions (revised indicator)	Number	500	440	0	Available opportunities being explored to fast track training to achieve the targets.
	Number of students from the targeted programs supported for Internship, placement and industrial training (new indicator)	Number	-	440	0	
	Number of Workshops constructed and equipped for the targeted programs (new indicator)	Number	-	5	0	Workshops/laboratories and other facilities layout were provided by the twinning. The Engineering and design firm is finalizing preliminary designs



Number of learners from the Albertine Region receiving bursaries to undergo training in identified programs in targeted BTJET institutions across the country	Number	600	600	0	Call for proposal for training providers and application forms for trainees are in place. Bursary Scheme was launched by HE the President of Uganda in November 2019. Applications for the bursary beneficiaries are being evaluated.
Female learners receiving bursaries	Percentage	40	40	0	This indicator is depended on the one above
Proportion of the Bursary Scheme learners who completed the targeted short courses (new indicator)	Percentage	-	90	0	This is also derived from the number of bursary scheme beneficiaries referred to above.
Proportion of beneficiaries expressing satisfaction with the Training Programs and Bursary Scheme (new indicator)	Percentage	-	50	0	A new indicator measuring beneficiary satisfaction with the training programs and bursary scheme



## Annex 2: Key Activities of the agreed Work Plan

No.	Critical Activities	Timelines	Status
<b>Component 1: Regional Access and Connectivity (USD 95 Million)</b>			
1.	Main Road (100 km) Works Contract – Construction Completion	January 29, 2020	Physical Progress 60% by April 30, 2019
2.	Main Road (100 km) Works Contract – Defects Liability Period	January 29, 2021	
3.	Urban Roads Linking to National Road – Feasibility study, design and ESIA	September 30, 2019	
4.	Urban Roads Linking to National Road – Construction Commencement	December 1, 2019	
5.	Urban Roads Linking to National Road – Construction Completion	December 31, 2020	
<b>Component 2: Local Access Planning and Development (USD 25 million)</b>			
1.	Local Physical Plans (9 nos) updated, completed and approved	July 31, 2019	8 Town Plans approved already
2.	Rural District Roads (150km) – Construction Completed (Hoima and Buliisa)	April 30, 2020	Contracts were signed in February 2019
3.	Rural District Roads (150km) – Defects Liability Period (Hoima and Buliisa)	October 31, 2020	
4.	Buliisa Town Roads (7km) – Feasibility study, design and ESIA	September 30, 2019	
5.	Buliisa Town Roads (7km) – Contract signed	December 31, 2019	
6.	Buliisa Town Roads (7km) – Construction Completion	January 29, 2021	
7.	Local Economic Infrastructure – Feasibility study, design and ESIA	September 30, 2019	
8.	Markets Contracts (Hoima and Buliisa) – Contract signed	December 31, 2019	
9.	Markets Contracts (Hoima and Buliisa) – Construction Completion	January 29, 2021	
<b>Component 3: Skills Access and Upgrading (USD 25 million)</b>			
1.	Curricula Developed and Validated by Key Stakeholders	April 26, 2019	Completed already
2.	Accreditation by OPITO and City and Guilds - Completed for UPIK and UTCK	September 30, 2019	UPIK already accredited by City & Guilds
3.	UPIK and UTCK Engineering Designs and ESIA - Completed	May 30, 2019	Drafts under review
4.	UPIK and UTCK Works Contracts – Construction Contracts Signed	September 30, 2019	
5.	UPIK and UTCK Construction – Construction Completion	September 30, 2020	
6.	UPIK and UTCK Equipment Contract – Contract signed	September 30, 2019	
7.	UPIK and UTCK Equipment Supply, Delivery, Installation and Testing	April 30, 2020	
8.	Training on Modularized Courses - Commenced	September 30, 2019	Target for year 1 is 220 trainees
9.	Bursary Scheme Training - Commenced	July 1, 2019	Year 1 target is 300 beneficiaries
10.	Nwoya Training Institute - Feasibility study, design and ESIA Completed	October 30, 2020	

