



Netherlands Enterprise Agency

GUIDE TO FINANCIAL & PROJECT ADMINISTRATION



Programme for Cooperation with Emerging Markets (PSOM)

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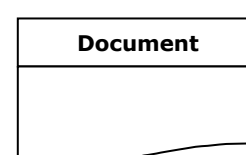
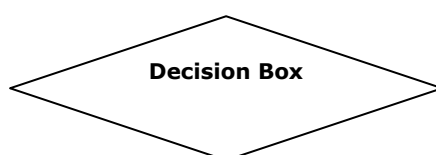
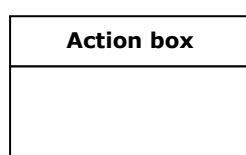
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LIST OF TERMS AND ABBREVIATIONS

Bill of lading	:	An official document issued by the carrier, proving that the goods have been cleared and will be delivered to the addressee.
Administrative Decision / grant award	:	The unilateral contract the Netherlands Enterprise Agency / PSI (hereafter: the Agency / PSI) issues for awarding the subsidy. The document specifies the results which should be attained during the project implementation, as well as the terms and conditions for receiving the grant.
Administrative Rules	:	The publication in the Government Gazette (Staatscourant).
Applicant	:	Company or 'corporate foundation' submitting the application for a PSI subsidy. This organisation is at all times the primary point of contact and the responsible party for the Agency / PSI concerning the project and the project proposal.
HW	:	Hardware. The portion of the project budget allocated for investment in tangible goods, such as machines, buildings and installations (computer software is also included in this category). Goods used for a single production cycle only, are not seen as investments in hardware but rather as operating costs.
RPGS	:	Request for Purchase of Goods and Services; a Model Form in which the Applicant requests the Agency / PSI for permission to purchase goods and directly related services.
Project Results	:	The measurable and verifiable results of the project as stipulated in the grant award.
MoV	:	Means of verification. Agreed indicators that serve as proof that a Project Result has been realised.
PSOM grant	:	The part of the total project budget that the Agency / PSI will finance.
Local Partner	:	Company in the PSI country who will implement the project with the Applicant and any Third Partner(s).
Spin-off phase	:	A period of two years following the project in which the Applicant makes an effort to realise the project's expected spin-off results.
TA	:	Technical assistance. TA encompasses all costs for project management, training, certification, legal and construction advice, etc. This is the part of the project budget not spent on hardware.
Verification	:	Inspection carried out by the Agency / PSI or an organisation/ independent person assigned by the Agency / PSI, in order to establish whether the Applicant has indeed achieved the results agreed upon.

Legend for the workflows



INTRODUCTION

This document is meant to provide the main guidelines regarding the project administration of PSOM projects. Since PSOM projects are result based, the financial administration (payments) and the rest of the project administration (progress reporting) are interrelated. The PSOM grant is paid in instalments, according to the advance payment schedule attached to the grant award received from the Agency / PSI. The purpose of this guide is therefore to clarify what you need to submit and at which stage, in order to get the PSOM grant in a timely and most efficient manner. The instructions provided in this document are leading for the PSI processes. However, the Agency / PSI does keep an ear open for individual circumstances. You should always consult with your project advisor when you want to diverge from the standard processes as described in this document. Experience indicates that the most important factor for a successful collaboration is communication.

The administration will mostly consist of submitting standard forms and their attachments. All the forms needed for the administration (and described in this document) are available on the PSI website: www.rvo.nl/en/psi (under Financial and project administration).

The first chapter of these guidelines summarises all the information regarding project administration. Chapter 2 of this guidelines explains the difference between advance payments and definitive payments. Chapter 3 deals with payments related to technical assistance, while HW payments are elaborated in chapter 4. Payments on the basis of bank guarantees are explained in chapter 5, while chapter 6 discusses other relevant information. Further one can find the correctly filled out standard forms in the appendix.

1 PROJECT ADMINISTRATION IN A NUTSHELL

From Advance to Final Payments:

- Initially, **all payments are advance payments**; the Applicant cannot derive any rights from an advance payment.
- Advance payments are turned into final payments upon verification by the Agency / PSI. The project is then settled (fixed).

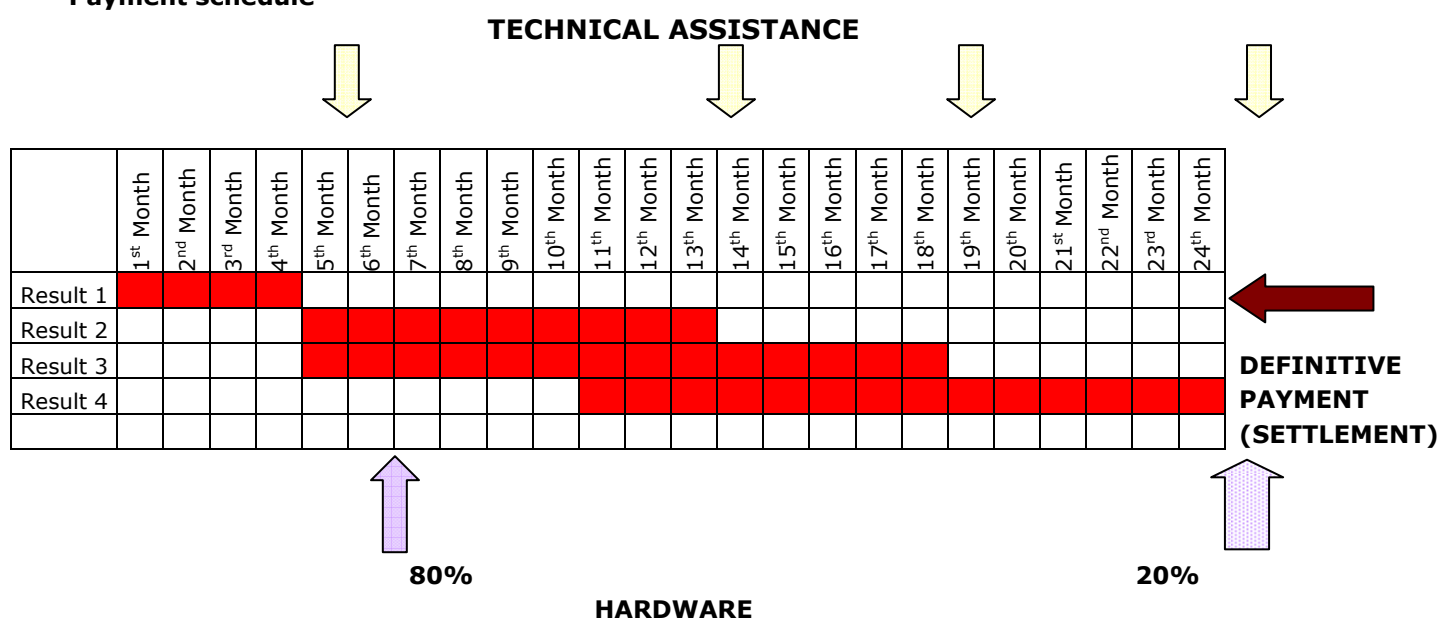
TA (technical assistance) Payment:

- Takes place upon completion of a result as defined in the grant award.
- For TA payment you will be required to hand in the model form for **Progress Report** or **Final Report** (only for the last result) and attach the **MoVs** required for the completion of the result.
- For hardware related results, please make sure all hardware documents (at least the invoice and the Protocol of Receipt) have been delivered.

HW (hardware) Payment:

- Firstly you will need to get **approval for purchase of goods** from the Agency / PSI – by handing in a completed Request to Purchase Goods and Services (RPGS) together with the offers / quotations / pro-forma invoices for every HW items requested. A maximum of three (3) RPGS can be submitted for hardware approval during the project implementation. You can also purchase hardware before obtaining approval from the Agency / PSI. In that case you take the risk that the hardware might not be approved or might be approved for a lower amount upon evaluation.
- Takes place in instalments:
 - ✓ **1st instalment – 80%** based on submission of **order confirmation OR invoice AND market conformity certificate** (obtained by the Agency / PSI).
 - ✓ The **Protocol of Receipt** and the **invoice** (if not submitted for the 1st instalment) need to be submitted for the completion of the corresponding result and the payment of the respective TA.
 - ✓ **2nd instalment – 20%** based on submission of the **Protocol of Production**. This instalment will be paid with the settlement of the project, **at the end**.

Payment schedule



Bank Guarantee Advance Payment

- Based on the submission of a bank guarantee (according to the Model Forms) that should be valid until six weeks after the end of the project.
- Can cover maximum 30% of the total PSOM contribution with a maximum of € 250,000.

Statement of Expenses

- Overview of the project administration.
- Comes with every relevant letter and is adjusted according to the last changes.

Spin-off Report

- To be submitted within 4 weeks after the end of the spin-off phase.
- You should use the model form provided by the Agency / PSI.

2 ADVANCE PAYMENTS AND FINAL PAYMENTS

All payments issued by the Agency / PSI are initially advance payments. As such the Applicant can not derive any rights from these payments until they are made official.

During verification, the Agency / PSI checks whether the delivered MoVs (Means of Verification) are in accordance with the results specified in the administrative decision and/or HW is purchased in accordance with the specifications included in the RPGS (Request for Purchase of Goods and Services).

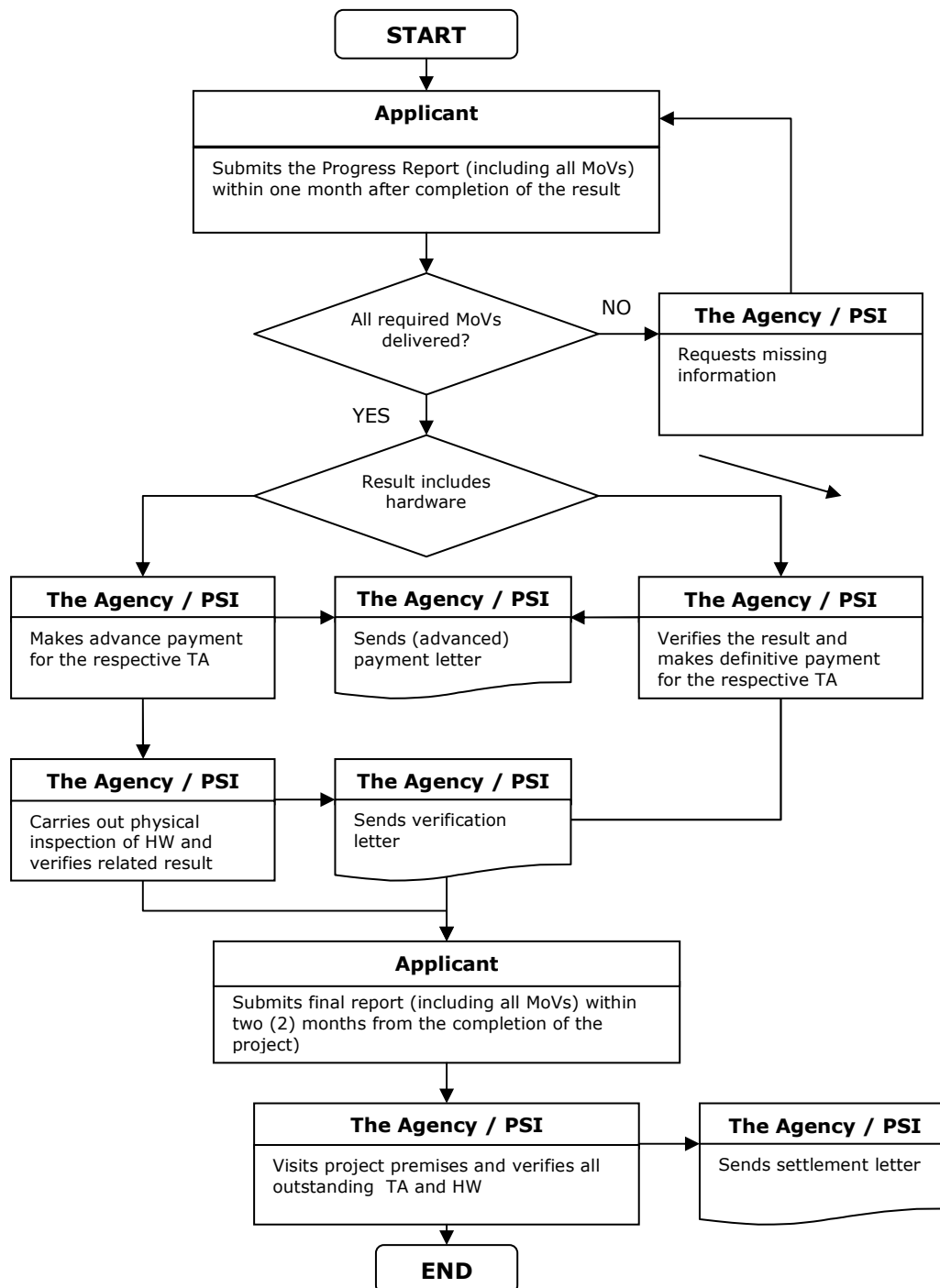
The advance payments are turned into final payments upon verification by the Agency / PSI. For hardware this implies a physical inspection of the items.



PLEASE PAY ATTENTION

- All HW items can only be verified upon physical inspection carried out by the Agency / PSI staff or an appointed third party. Similarly, the last project result together with the settlement of the project can only take place after the Agency / PSI personnel or an appointed party has visited the premises of the project.
- Sub-results (individual MoVs) can not be verified individually; only entire results & completed HW can be verified. This implies that all the MoVs belonging to one result must have been delivered and approved.

3 TECHNICAL ASSISTANCE PAYMENT



WORKFLOW: PAYMENT OF TECHNICAL ASSISTANCE

Technical assistance payments are made after the successful completion of a result. This implies that all the MoVs belonging to the result in case are delivered, according to the specification in the administrative decision. For HW related results, the hardware corresponding to the submitted result should have been verified. Verification of hardware comprises the submission of all relevant documents and the physical inspection of the hardware.

In order to receive payments for technical assistance the Applicant needs to submit one of the standard model forms provided by the Agency / PSI, namely the Progress Report QR (in case of the Final Result) the Final Report, accompanied by all the corresponding MoVs.

3.1 Progress Report

Purpose

- To report on the completion of the result in question;
- To report on the progress of the project until the respective moment.

A correct and complete Progress Report should

- use the format provided by the Agency / PSI (Annex 3a of the Model Forms).
- be completely filled out according to the description provided in the model form.
- describe any changes of the original project plans and/or comments.
- be in English.
- be sent by e-mail to PSI@rvo.nl and to our postal address (two (2) copies).
- be delivered within four (4) weeks after completion of a project result.
- be signed by both the Applicant and the Local Partner.
- include all the MoVs for the result as attachments. The MoVs should be mentioned in the list of appendices and be numbered according to the results in the grant award.



PLEASE PAY ATTENTION

- For content related questions please contact your Project Officer.
- When the time span between two results exceeds six (6) months, the Agency / PSI requires the Applicant to submit an intermediary report, even though no result is completed in the meantime. This Progress Report does not have to include any MoVs as attachments.
- Hardware related results can only be completed if all corresponding hardware has been requested by you by means of RPGS and approved by the Agency / PSI. Furthermore all the documents belonging to the respective hardware should have been submitted, namely all invoices and Protocols of Receipt, at the latest upon completion of the result.

3.2 Final Report

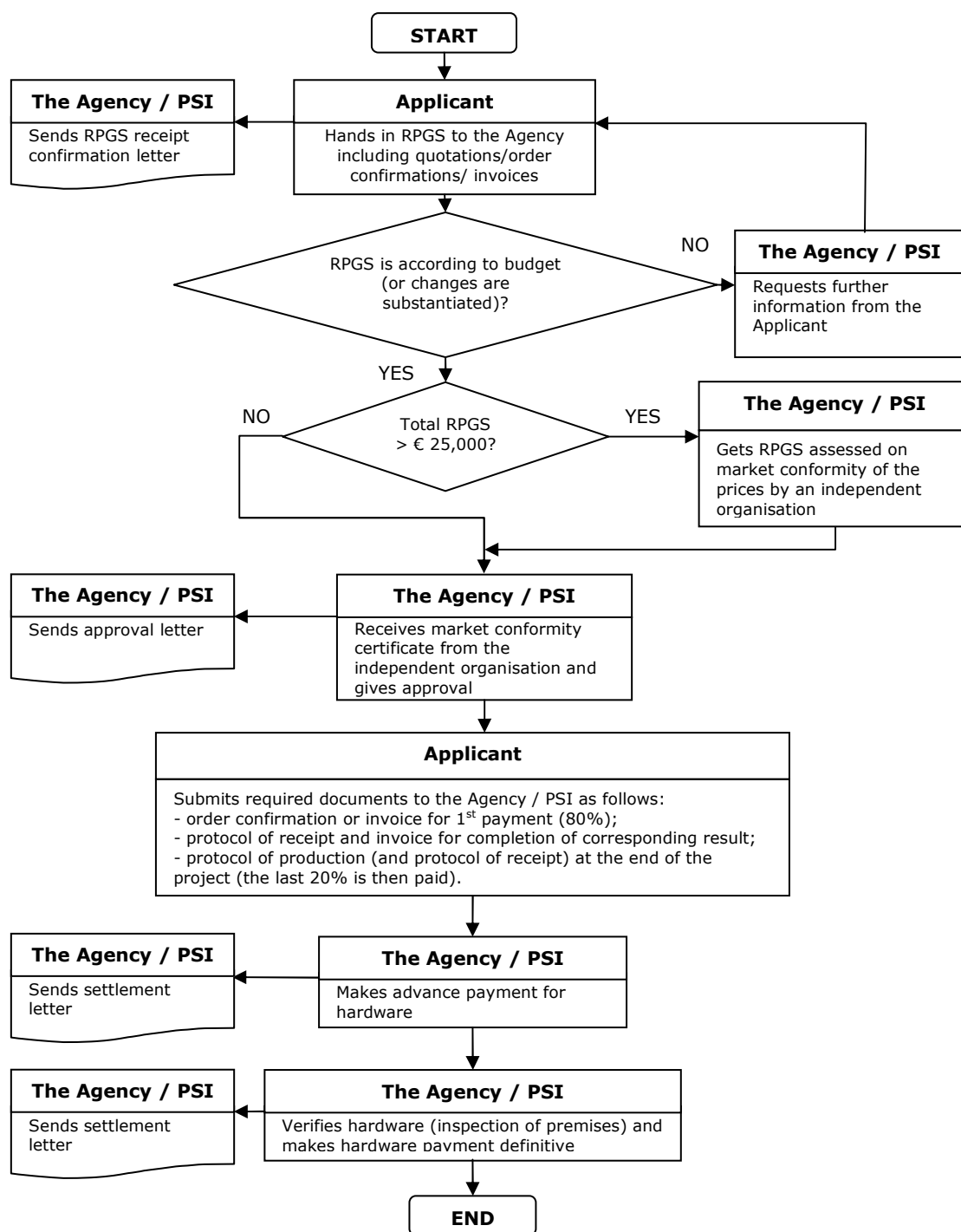
Purpose

- To report on the completion of the final result;
- To report on the development of the project and the plans for the spin-off phase;
- To settle the project financially.

A correct and complete Final Report should

- use the format provided by the Agency / PSI (Annex 3f of the Model Forms).
- be completely filled out according to the description provided in the model form.
- describe any changes of the original project plans and/or comments.
- be in English.
- be sent by e-mail to PSI@rvo.nl and to our postal address (two (2) copies).
- be delivered within eight (8) weeks after completion of the final result.
- be signed by both the Applicant and the Local Partner.
- include the MoVs for the result as attachments. The MoVs should be mentioned in the list of appendices and be numbered as specified in the grant award.

4 HARDWARE PAYMENT



WORKFLOW: PAYMENT OF HARDWARE

As explained in the introduction, HW payments are managed separately from TA payments. The administration and the payment method for HW are different. The main differences from TA payment are:

- HW can be paid per item (except for the last 20% instalment which is paid in one bulk sum and at the end).
- HW items are paid in two different instalments (out of which the last 20% is paid at the end of the project).
- Goods and services to be bought can be approved by the Agency / PSI prior to the purchase. You can also buy hardware before it is approved by the Agency / PSI. Any differences from the market conformity assessment will not be reimbursed.
- HW is verified by means of an inspection at the project site during or at the end of the project. This inspection visit is either done by the Agency / PSI itself or by an appointed organisation / independent person.
- HW payments do not necessarily have to follow the original payment schedule attached to the grant award (annex II) with regard to timing. However, HW payments:
 - will be paid on the basis of the actual payments made by the Applicant;
 - will be paid only after formal approval of Result 1 of the project;
 - cumulatively, can never exceed the HW budget.
- TA payments for a project result can only be made after all documents corresponding to the HW of that result have been submitted.

The HW handling process consists of two subsequent phases:

- The approval by the Agency / PSI of the goods / services to be purchased.
- The actual HW payments.

For each of the steps you need to deliver the appropriate model forms and the required attachments, as described below. The **two steps can be combined** if you have already ordered / purchased the goods before submitting the RPGS.

4.1 Approval by the Agency / PSI of the goods and services to be purchased

In order to get the approval of the Agency / PSI to purchase goods and services the Applicant will need to hand in a Request to Purchase Goods and Services (RPGS).

A correct and complete RPGS should

- be using the format provided by the Agency / PSI (Annex 3b of the Model Forms).
- be completely filled out.
- have as attachments a pro-forma invoice / offer / quotation for every HW item on the request.
- use the same item name as in the hardware list attached to the administrative decision or be clearly linked to an item from the hardware list.
- be submitted after the completion of the 1st Result.

Please check appendix 1.1 of these guidelines for a filled out RPGS.

If the total costs of the HW requested in the RPGS are higher than € 25,000, the Agency / PSI will ask an independent organisation to assess the RPGS on market conformity of the prices. Second hand goods will always be checked for market conformity and will also be inspected for a functionality assessment (minimum requirement being SHA-4). Once you receive approval from the Agency / PSI to purchase the goods you may buy them, being aware of the market value the Agency / PSI assessed as fair.



PLEASE PAY ATTENTION

- One can order or purchase the goods before the Agency / PSI approval, but then one runs the risk that the Agency / PSI approves the HW items for a lower amount than requested or does not approve them at all. If so, the difference is for the account of the project partners.
- The Agency / PSI accepts a maximum of three (3) RPGS per project. Purchase of hardware should therefore be thoroughly planned.
- Make sure that you provide an attachment for every HW item on the request; items with no specification will not be processed by the Agency / PSI.
- If the documents are in another currency, please convert to euros using the invoice date (the Agency / PSI uses www.oanda.com).
- For the exceptional cases where construction work is carried out by the partners the following should be submitted: a detailed budget (including a specification of the costs for labour, materials and pro-forma invoices of sub-contractors), detailed building specifications and dimensions and a building plan / architectural drawings.

4.2 Actual hardware payments

As already mentioned, HW payment is split into two instalments. The Applicant needs to submit the relevant documents for every instalment, as follows:

- **1st instalment – 80%** of the PSI grant for the respective HW: submit **order confirmation OR invoice**.
- **2nd instalment – 20%** of the PSI grant for the respective HW: submit **Protocol of Production** and **Protocol of Receipt** (if not delivered for the 1st instalment).



PLEASE PAY ATTENTION

- The following documents are not required for the payment of hardware, but are needed for the completion of the result the hardware belongs to: the Protocol of Receipt and the invoice (if not submitted for the 1st instalment).
- The 1st instalment can be paid out at the same time with the approval of the hardware purchase if the RPGS is accompanied by at least order confirmations (or invoices if available).
- The leading document for payment of HW is the invoice. If this amount is lower than the market conform amount, then the invoice amount is the amount the Agency / PSI pays. If the invoice amount is higher than the one approved (market conform), the approved amount will be paid.

Protocol of Receipt

Purpose

- To prove that the HW has been received in good order by the joint venture.

A correct and complete Protocol of Receipt should

- be using the format provided by the Agency / PSI (Annex 3d of the Model Forms).
- be completely filled out.
- be signed by both the Applicant and the Local Partner.

- include items with the same name, numeration and description as on the Request for Purchase of Goods and Services.

Please check appendix 1.2 of these guidelines for a filled out Protocol of Receipt.



PLEASE PAY ATTENTION

- The goods must have really been delivered to the Local Partner (eventually the Agency / PSI will check their presence on the project location).
- Make sure that the numbers and volumes on the Protocol of Receipt match the deliveries (so in case of a partial delivery, only sign a Protocol of Receipt for the quantities delivered).

Protocol of Production

Purpose

- To prove that the production targets have been realised as stipulated in the grant award.

A correct and complete Protocol of Production should

- use the format provided by the Agency / PSI (Annex 3e of the Model Forms).
- be completely filled out.
- be signed by both Applicant and Local Partner.

Please check appendix 1.3 of these guidelines for a filled out Protocol of Production.



PLEASE PAY ATTENTION

- You can request payments for hardware as soon as you have the relevant documents. You can combine items from different RPGS. Please specify as detailed as possible which items you request payment for.
- If the purchase is in a different currency, the Agency / PSI translates it to euros. The differences in the value of the HW items caused by currency fluctuation is for the risk of the Applicant.
- You can combine HW and technical assistance in one payment, but you need to specify the amount requested into details (which amount belongs to HW and which amount belongs to TA).
- The Agency / PSI does not make payments on basis of partial invoices, unless the requested hardware item consisted of distinctive components which are invoiced separately. Otherwise payment will take place once all the partial invoices are submitted.
- The Agency / PSI does not reimburse VAT. Please subtract it from the payments you request.

Requirements for construction works carried out by the partners

Circumstances can lead the partners to choose to carry out construction works themselves. Such exceptional cases are allowed (though the Agency / PSI should be informed about this in advance), but additional documents are needed for the various hardware processing steps, namely:

- **For the 1st hardware instalment (80%)** – a detailed budget (including a specification of the costs for labour, materials and pro-forma invoices of sub-contractors), detailed building specifications and dimensions and a building plan / architectural drawings.

- **For completion of corresponding result** – the Protocol of Receipt and a detailed overview of all expenses made. This overview should be accompanied by invoices for items with a cost of € 1,000 or more. For items smaller than € 1,000 a general ledger excerpt is accepted. The project officer might however ask to see some of these invoices / receipts randomly during the visit of the project site. Keeping proper administration of all costs is therefore very important.
- **For the 2nd instalment (20%)** – the Protocol of Production and Evaluation Report from a Construction Engineer (Report should evaluate whether the construction works have been done according to local legislation).

5 General notes on payments

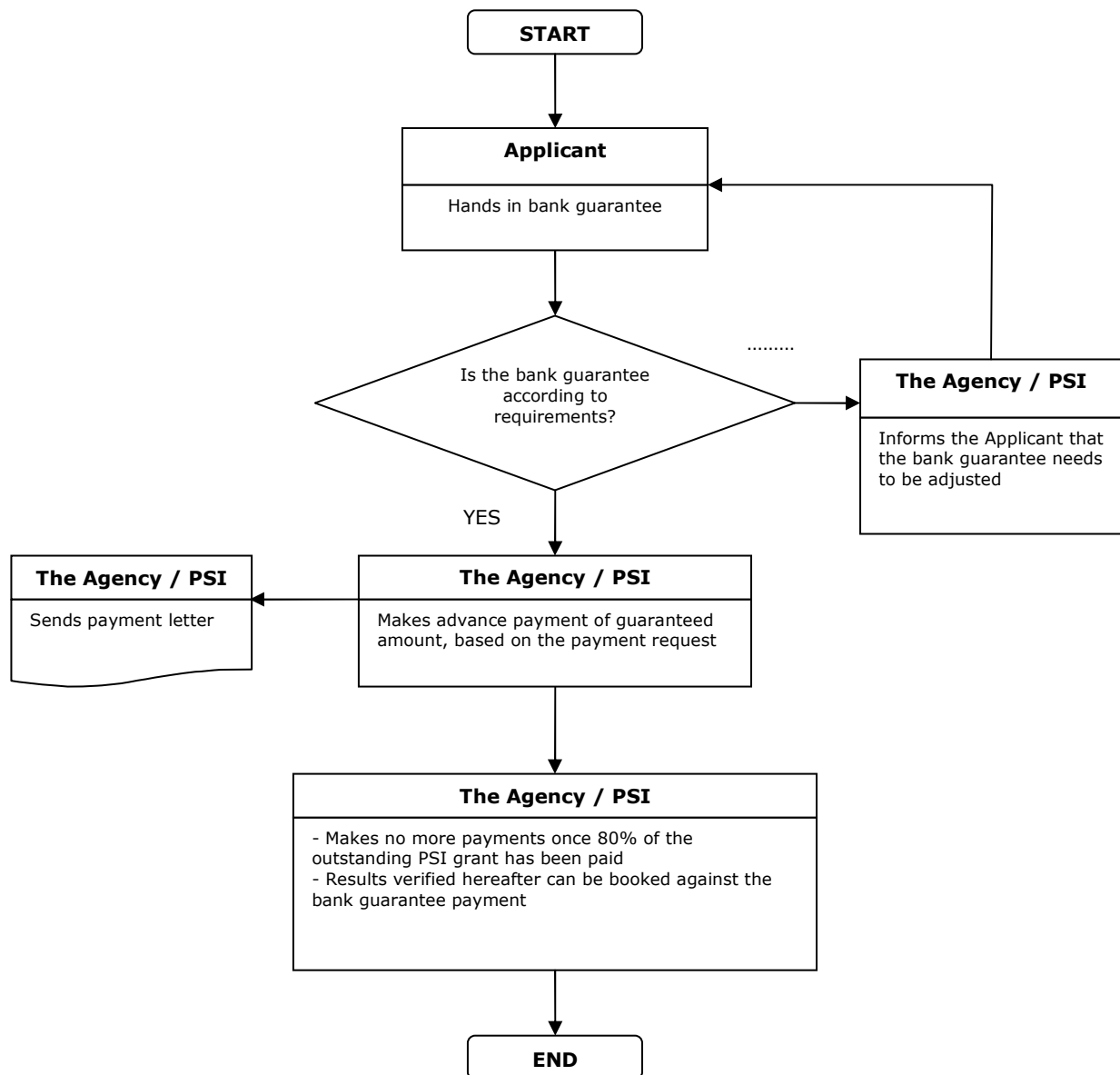
All payments are based on information provided by the Applicant. It is important to specify for which result(s) and/or hardware you request payment for. If your request is clear and complete, it will be processed in timely manner.



PLEASE PAY ATTENTION

- The Agency / PSI does not make payments lower than € 10,000. Exceptions to this rule are the first and last result.
- Changing the payment details during the duration of the project can cause delay in payments as the accounts first have to be approved internally.
- For international payments one has to provide us with the IBAN and the BIC / SWIFT code for issuing the first payment.
- All payments made by the Agency / PSI are in euros and the exchange rate risk is for the account of the Applicant.
- According to subsidy regulation the Agency / PSI can only make advance payments up to 80% of the PSI grant. The remaining 20% will be paid upon settlement of the project.

6 Bank guarantee payment



WORKFLOW: BANK GUARANTEE PAYMENT

In case an advance payment is needed for the project, the Agency / PSI offers the possibility to make an advance payment based on a bank guarantee. This bank guarantee needs to be submitted together with an advance payment request.

A correct bank guarantee should

- be made using the standard provided by the Agency / PSI (Annex 3d of the Model Forms).
- be valid until six (6) weeks after the end of the project.
- cover the amount requested as advance (maximum 30% of the total PSOM contribution to the project), with a maximum of € 250,000.
- be submitted after verification of result 1.

The Agency / PSI will make payments for TA or HW requests following the advance payment based on the bank guarantee, until 80% of the PSOM contribution for the project is paid out.

Example:

Project budget = € 1,000,000

PSOM contribution = € 500,000 (50%)

Advance payment on the basis of a bank guarantee = € 100,000

Based on subsequent payment requests (for TA or HW), the Agency / PSI will pay the contractor until € 400,000 will have been paid out. From this point on, any amounts payable by the Agency / PSI (the remaining € 100,000) will not be remitted directly, but booked against the initial advance payment. In other words, the bank guarantee will decrease with each subsequent request for payment.



PLEASE PAY ATTENTION

- A bank guarantee can be costly and affects your liquidity position.
- The Agency / PSI does not allow reductions of the amount guaranteed by the bank (since the advance payment based on the bank guarantee will be deducted lastly, the amount guaranteed by the bank will remain the same for the duration of the project).

7 Other relevant information

7.1 The Statement of Expenses

This document is sent to the Applicant along with every payment letter and other relevant letters. It consists of:

- an overview of all payments (budgeted, remitted and verified).
- an overview of the submitted RPGS, the approved HW items and the payments made therefore.
- an overview of every result, including the deadline and its status.
- any comments.
- the original hardware list.

See appendix 1.4 for an example of a Statement of Expenses.

7.2 Spin-off Report

Purpose

- To report about the results achieved during the spin-off period which covers the two years following the finalisation of the PSI project.
- To evaluate the impact of the project.

A correct and complete Spin-off Report should

- be made using the standard provided by the Agency / PSI.
- be completely filled out.
- be handed in within four (4) weeks after the end of the spin-off period.

APPENDIX

1.1 Filled out Request to Purchase Goods and Services, including relevant documents

MODEL REQUEST TO PURCHASE GOODS AND SERVICES (RPGS)

Project number:	PSI09/UG/22.....
Project title:	Office Uganda.....
Applicant:	Office BV.....
Contact person and direct dial:	Jan Jansen / 030-1234567.....
Request-number (1, 2, 3):	1.....
Reference to item(s) on project budget:	1,2,3 (as in the budget).....

Instructions:

Per project no more than three (3) Requests to Purchase Goods and Services are allowed.

When the requested goods and directly related services on a RPGS have a combined value of more than € 25,000, the Agency / PSI will check the market conformity of the goods through an independent valuation organisation. The market conformity of second hand goods will always be checked independent of their value. In some cases the market conformity of services not directly related to goods can also be checked.

Applicant, acting in conformity with the Administrative Decision and having taken notice of the PSI Guidelines, herewith requests the permission of the Agency / PSI to purchase the following goods and services.

Applicant declares to supply sufficiently specified information on the goods and services requested, such as photocopies of suppliers' offers or otherwise, to enable a thorough and prompt evaluation on market conformity.

Item	Quantity	Price (€)	Supplier	Description	Amount €
2	1	4,295	A	Water tanker	4,295
16	1	27,725	B	Toyota Hilux	27,725
New	5	17,696	C	Yamaha motorcycles	2,000
11	1	30,000	F	Irrigation system	30,000
				Total €	79,716

For Applicant

Name: Jan Petersen.....

Position: Director.....

Signature:

Date: 25-06-2009.....

Explanation on hardware changes

The Yamaha motorcycles were not planned on the original hardware list. Considering the local circumstances we have decided to purchase motorcycles in order to be able to reach the remote project locations. Since the production plant turned out to be cheaper, we would like to use part of the remaining budget for the motorcycles.



PLEASE PAY ATTENTION

- Do not forget to substantiate the purchase of items not originally budgeted and to explain how they will be financed (the budget for which item will be used for this purpose or do you commit to finance any costs which will exceed the budget yourself).
- The document provided for the irrigation system turned out to be in Arabic which is unreadable for us. Therefore, the Agency / PSI cannot assess this item and will therefore contact the company for a translation. This will lengthen the approval process in comparison to the case where all documents for the requested hardware items are submitted and comprehensible.

Tel. ()
P.O.B
E- Ma

Date: July 28, 2010
Ref: 3DGBC /089/10

Proforma Invoice

No	Description	Unit	Qty	Unit price	T. Amount (Birr)
1	Supply and fix 10,000lit of fiber water tanker With all accessories of pipe line and concrete pole stand	ls	1	75,000	75,000.00
	Total before vat				75,000.00
	15% vat				11,250.00
	Total after vat				86,250.00

= € 4,295

= € 4,802

R.C. A 1030 / KIG

KIGALI

Date: 30-Jul-08

Tax-Invoice No. :

3007/333

AIT11070126

Q'ty		Unit Price	Total Price
1	TOYOTA HILUX IMV 4X4 DCD RF	24,152,542	24,152,542
	Engine: 5L-3000 cc Diesel		
	Traction: 4X4		
	Cabin Type: DOUBLE CABINE		
	CHASSIS#: AHTFK22G603027179		
	ENGINE#: 5L6063184		
	Cylindree: 3000cc Puissance Fiscale : 16 cv Anne de Construction :2008 Poids : 1630 KGS	4,347,458	4,347,458
	<u>VAT@18%</u>		
	THIS IS TO CERTIFY THAT THIS IS A NEW VEHICLE MANUFACTURED BY TTAF IN YEAR 2008		
1	DUTY/VAT PAID	RWF	28,500,000

= € 27,725

= € 32,715

Account #	BCR-010-0024902-01-73 FRW



DATE : le 08 Septembre 2008

FACTURE AQUA/YAMAHA/08

N	DESIGNATION	CHASSIS	MOTEUR	QTE	P.U	MONTANT
1	MOTO YAMAHA DT 125	DE02X-044387	3TT-167146	1	2,800,000	2,800,000
2	MOTO YAMAHA DT 125	DE02X-047498	3TT-170246	1	2,800,000	2,800,000
3	MOTO YAMAHA DT 125	DE02X-047504	3TT-170268	1	2,800,000	2,800,000
4	MOTO YAMAHA DT 125	DE02X-047512	3TT-170259	1	2,800,000	2,800,000
5	MOTO YAMAHA DT 125	DE02X-047513	3TT-170256	1	2,800,000	2,800,000

TOTAL = 5 MOTOS

TOTAL **14,000,000**

= € 17,696

Directeur general

Tel 250 000 000

P.O Box 4788 Kigali, RWANDA · Tel: +250 08305282 · +250 08622727 · Email: gatsim_don2@yahoo.fr

FROM PHRA/NCC TO 0121736085 P.02

هيدرو تك
للتقنية الري الحديثة واللاذكيه

سجل تجاري رقم ١٧٨٩١ ملف ضريبي ٥/ ٩٢٨/ ٢-٤/ ١٩٢ فاتورة رقم ٠٠٣٤٦

تاريخ ١٩ / ٨ / ٢٠١٠ شركة الاهرام لتسمية المساء

الطرف من السيد /

الرقم تسليم رقم /

الوصف	الكمية	الواحد	المجموع
١٠٠ سم / ١٠٠ سم / ١٠٠ سم	٨	٩٠٩	٧٢٧
١٠٠ سم / ١٠٠ سم / ١٠٠ سم	٨	١٣٦	١٠٩
١٠٠ سم / ١٠٠ سم / ١٠٠ سم	٨	٨٦	٦٩٠
١٠٠ سم / ١٠٠ سم / ١٠٠ سم	١٠	٨٦	٨٦٢
١٠٠ سم / ١٠٠ سم / ١٠٠ سم	٥	٨٦	٤٣١
١٠٠ سم / ١٠٠ سم / ١٠٠ سم	١٣	١٦	٢٠٩
١٠٠ سم / ١٠٠ سم / ١٠٠ سم	٥	١٠٨	٥٤٠
١٠٠ سم / ١٠٠ سم / ١٠٠ سم	٥	٢	١٠
١٠٠ سم / ١٠٠ سم / ١٠٠ سم	١٣	٤٤٧	٥٨١
١٠٠ سم / ١٠٠ سم / ١٠٠ سم	١٤	١٣	١٨١
١٠٠ سم / ١٠٠ سم / ١٠٠ سم	٥	٩	٤٥
١٠٠ سم / ١٠٠ سم / ١٠٠ سم	٥	١١٨	٥٩٠
١٠٠ سم / ١٠٠ سم / ١٠٠ سم	١١٥	١٥	١٧٢
١٠٠ سم / ١٠٠ سم / ١٠٠ سم	١١٥	٧٤	٨٤٠
١٠٠ سم / ١٠٠ سم / ١٠٠ سم	٥٤	١٤	٧٥٤
١٠٠ سم / ١٠٠ سم / ١٠٠ سم	٥٤	٧٥	٤٠٩
١٠٠ سم / ١٠٠ سم / ١٠٠ سم	٤٤	٨٩	٣٩٤
١٠٠ سم / ١٠٠ سم / ١٠٠ سم	٤٥	٥٢	٢٣٤
١٠٠ سم / ١٠٠ سم / ١٠٠ سم	٥٤	٢٢	١١٨

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Modern Irrigation Systems

20 Floor, Salah Salem St. Cairo, Egypt

1.2 Filled out Protocol of Receipt

MODEL PROTOCOL OF RECEIPT

Project number:	PSI09/UG/22.....
Project title:	Office Uganda.....
Applicant:	Office BV.....
Local Partner:	Travel Uganda.....
Bill of Lading number:	If relevant.....
Packing list:	If relevant.....
Date of this Protocol:	25-12-2009.....

Applicant and Local Partner herewith state to

- have received at the project site the following goods and related services as specified below; delivered in the framework of the Private Sector Investment programme (PSI).
- have checked these goods upon delivery against the Bill of Lading and state that all goods mentioned therein have been delivered.
- have received goods which appeared to be in good order.
- ensure the correct installation and taking into operation of the goods.
- use the goods exclusively and solely for the implementation of the project and for the project's objectives.
- have arranged guarantees, which at least comply with accepted standard practices.
- accept full responsibility for these goods and to be liable for their secure storage and maintenance.

Item	Unit	Quantity	Supplier	Description
2.1	Pieces	1	D	Toyota Hilux
2.2	Pieces	1	E	Yamaha motorcycles

<u>For Applicant</u>		<u>For Local Partner / JV partner (not being the Applicant)</u>	
Name:	Jan Petersen.....	Name:	Karugu Mpenza.....
Position:	Director.....	Position:	General Manager.....
Signature:		Signature:	
Date:	25-12-2009.....	Date:	26-12-2009.....

**PLEASE PAY ATTENTION**

- The Protocol of Receipt should reflect reality and cover only those items which have been delivered. Notice that not all items on the RPGS above were included in this Protocol of Receipt, but only those items which have been delivered. For example, the protocol only includes three (3) motorcycles while five (5) had been requested.

1.3 Filled out Protocol of Production

MODEL PROTOCOL OF PRODUCTION

Project number:	PSI09/UG/22.....
Project title:	Office Uganda.....
Applicant:	Office BV.....
Date of Protocol of Receipt:	25-12-2009.....
Date of this Protocol:	25-12-2010.....

Project partners herewith state that:

- the following production and/or sales volume have been realised by the project in the period **01-07-2009** until **01-07-2010**. This production and/or sales volume correspond(s) with the production and/or sales targets mentioned in the Administrative Decision;
- for proof of these results, please refer to the document(s), signed by Local Partner and Applicant, in the annex.

Production and/or sales realised

Description	Production / sales in Administrative Decision	Realised production / sales
Mtons cashew nut kernels	25,000	400 Mtons

<u>For Applicant</u>	<u>For Local Partner / JV partner (not being the Applicant)</u>
Name: Jan Petersen.....	Name: Karugu Mpenza.....
Position: Director.....	Position: General Manager.....
Signature:	Signature:
Date: 25-12-2010.....	Date: 26-12-2010.....

1.4 Statement of expenses example

Appendices to the administrative decision on which the statement of expenses is built

The results

Result 1	Title of the result: Plan of action concerning factory design and engineering finished
Period	Start date: January 1st 2010 End date: March 31st 2010
Sub-results	Means of Verification
1. Local Partner informed by the Applicant about the administrative decision for the project.	1.1. Copy of the grant award letter signed on each page by the Local Partner and implementing partner.
2. Establishment of the Joint Venture between the Applicant and the Local Partner according to local law.	2.1. Copy of the legally signed Joint Venture agreement, including any related documents such as annexes or side letters in English or translated into English. 2.2. Copy of the registration of the Joint Venture at the Chamber of Commerce, in English or translated into English. 2.3. Copy of the legally signed management agreement between the Applicant and the Local Partner concerning the rights and duties of the project partners with regard to the project, in English.
3. Completed factory design and engineering plan.	3.1. Copy of the factory design and engineering plan, signed for approval by all Joint Venture partners. 3.2. Copies of required permits.
4. Finalised training and maintenance programme and logbook.	4.1. Copy of the detailed training programme and logbook for maintenance and production, containing number of people to be trained, subject of training, time planning.
5. Progress Report.	5.1. The Progress Report elaborating on the implementation of the project, containing all documents stated in this Result 1 (see the Model forms in Annex III).

Result 2	Title of the result: Project infrastructure in place
Period	Start date: April 1st 2010 End date: October 31st 2010
Sub-results	Means of Verification
1. Main buildings completed and processing line installed and tested with a capacity of 3,500 Mtons cashew nuts in shell resulting in 700 Mtons cashew kernels per year.	1.1. Legally signed Protocol of Receipt for all equipment belonging to result 2. 1.2. Pictures of factory and installed processing line. 1.3. Specification of processing line capacity. 1.4. Report on first test run.
2. At least fifty (50) farmers identified,	2.1. Copy of register showing the details of

registered and farmers trained.	the farmer groups registered; 2.2. Updated training logbook: training report drafted by a trainer covering all training subjects; days; number of attendances; names of trainers and five (5) training certificates issued to trainees.
3. Long term supply contracts with farmer groups.	3.1. Copy of the supply contract with farmers or statement of GTZ that the conditions in the supply contracts are reasonable.
4. Procurement of five hundred (500) Mtons of RCN from trained and organised farmer groups during one campaign.	4.1. Copy of procurement records showing name of farmer group or supplier, quantity, delivery date and prices paid.
5. Progress Report.	5.1. The Progress Report elaborating on the implementation of the project, containing all documents stated in this Result 2 (see the Model forms in Annex III).

Result 3	Title of the result: Production of 400 Mtons of cashew kernels for export
Period	Start date: October 1st 2010 End date: March 31st 2012
Sub-results	Means of Verification
1. Three hundred fifty (350) employees contracted of which at least 175 are female. The salaries are at least two percent (10%) above the minimum wages.	1.1. Employment records including name, date of birth, gender, salary and position. 1.2. Copies of one (1) labour contract per position. 1.3. Copy of a one-month payroll. 1.4. Copy of HRM policy document(s).
2. Three hundred and ninety-seven (397) employees trained on the job to operate the factory.	2.1. Updated training logbook: training report drafted by a trainer covering all training subjects, all days on which training was actually given and names of trainees and trainers.
3. Health care and AIDS prevention programme.	3.1. Brochures and attendance list of meetings.
4. All hardware belonging to Result 3 is purchased.	4.1. Legally signed Protocol of Receipt for all equipment belonging to result 3.
5. Production of four hundred (400) Mtons cashew nut kernels in a 24 months period.	5.1. Legally signed Protocol of Production. 5.2. Copy of sales records. 5.3. Copy of bill of lading. 5.4. Copy of weekly work plan.
6. One hundred percent (100%) of the RCN produced by the factory is traceable upon farmer group level.	6.1. Copy of traceability report including the volume procured totally and the volume and quality (nuts per kilo, KOR) per farmer group.
7. Implementation plan on BRC and BSCI certification.	7.1. Copy of GAP analyses on BSCI and BRC. 7.2. Copy of implementation plan on factory level.

8. Plan of action on the production of by products.	8.1. Inception Report containing a final and detailed implementation plan regarding the by-products.
9. Final Report.	9.1. Final Report containing all documents stated in this Result 3 and covering both the implementation of the project and the development and spin-off effects as stated in the grant award letter (see the Model forms in Annex III).

Project budget

PSI contribution

50%

Budget and Payment schedule

Budget 100% (in EUR)				
	Result 1	Result 2	Result 3	Total
Project management	16,800	39,000	13,000	98,800
Other TA related to training	0	0	30,000	0
Other TA related to legal services	2,000	0	0	2,000
Other TA related to certification & permits	6,200	0	0	6,200
Other TA related to Engineering & architecture	0	3,200	0	3,200
Other TA	0	0	0	0
Total TA	25,000	42,200	43,000	110,200
Hardware	0	1,112,405	119,097	1,231,502
Total	25,000	1,154,605	162,097	1,341,702

Budget PSI contribution, 50% (in €)				
	Result 1	Result 2	Result 3	Total
Project management	8,400	19,500	21,500	49,400
Other TA related to training	0	0	0	0
Other TA related to legal services	1,000	0	0	1,000
Other TA related to certification & permits	3,100	0	0	3,100
Other TA related to Engineering & architecture	0	1,600	0	1,600
Other TA	0	0	0	0
Total TA	12,500	21,100	21,500	55,100
Hardware	0	556,203	59,549	615,751
Total	12,500	577,303	81,049	670,851

Payment schedule (in €)				
	Result 1	Result 2	Result 3	Total
TA	12,500	21,100	21,500	55,100
Hardware	0	444,962	170,789	615,751
Total	12,500	466,062	192,289	670,851

Project duration		
	Start	End
Result 1	1-Jan-10	31-Mar-10
Result 2	1-Apr-10	1-Sep-10
Result 3	1-Sep-10	31-Mar-12

Hardware list

Item No.	Item	Quantity	Price	Amount €
Result 2				
1	Production plant	1	390,300	390,300
2	Canteen, showers and toilets	1	109,796	109,796
3	Crates, buckets etc.	1	4,684	4,684
4	Electricity, building for generator and communication lines	1	85,505	85,505
5	Processing equipment	1	511,031	511,031
6	Chairs, stools	1	5,354	5,354
7	Weighing scales	1	4,035	4,035
8	Moister tester	1	1,700	1,700
Result 3				
9	Bicycle parking	1	8,232	8,232
10	Weighing bridge + weighing bridge building	1	18,598	18,598
11	House of factory manager	1	32,929	32,929
12	Health and day-care-centre	1	12,348	12,348
13	Car for factory management	1	30,490	30,490
14	Office equipment	1	11,500	11,500
15	Forklift	1	5,000	5,000
Total				1,231,502