



## Competitiveness and Enterprise Development Project (CEDP) (P130471)

EASTERN AND SOUTHERN AFRICA | Uganda | Finance, Competitiveness and Innovation Global Practice | IBRD/IDA | Investment Project Financing | FY 2013 | Seq No: 20 | ARCHIVED on 18-Sep-2023 | ISR56907 |

Implementing Agencies: Government of Uganda, Ministry of Finance, Planning and Economic Development, Ministry of Lands, Housing and Urban Development, Private Sector Foundation Uganda

### Key Dates

#### Key Project Dates

Bank Approval Date: 09-May-2013

Effectiveness Date: 06-Jun-2014

Planned Mid Term Review Date: 25-Jul-2016

Actual Mid-Term Review Date: 30-Aug-2016

Original Closing Date: 31-Mar-2019

Revised Closing Date: 30-May-2024

### Project Development Objectives

Project Development Objective (from Project Appraisal Document)

The development objective of the project is to improve the competitiveness of enterprises in Uganda by providing support for: (i) the implementation of business environment reforms, including the land administration reform and (ii) the development of priority productive and service sectors.

Has the Project Development Objective been changed since Board Approval of the Project Objective?

Yes

Board Approved Revised Project Development Objective (If project is formally restructured)

To support measures that facilitate increased private sector investment in the tourism sector and strengthen effectiveness of the land administration system.

### Components Table

Name
Land Administration Reform:(Cost \$107.70 M)
Business Registration and Business Licensing Reforms:(Cost \$10.00 M)
Tourism Development Initiatives:(Cost \$68.10 M)
Matching Grant Program for MSMEs:(Cost \$8.00 M)
Project Implementation:(Cost \$6.00 M)

### Overall Ratings

Name	Previous Rating	Current Rating
Progress towards achievement of PDO	<input type="checkbox"/> Moderately Satisfactory	<input type="checkbox"/> Moderately Satisfactory
Overall Implementation Progress (IP)	<input type="checkbox"/> Moderately Satisfactory	<input type="checkbox"/> Moderately Unsatisfactory
Overall Risk Rating	<input type="checkbox"/> Moderate	<input type="checkbox"/> Substantial

### Implementation Status and Key Decisions

Momentum for implementation in the tourism component continues to grow and progress is seen in the processing and delivery of key activities. Progress in the land component is stalled as key contracts for the component are yet to be signed. Speedier implementation of approved activities is needed to further advance progress towards key results.



**The tourism component disbursement rate is at 59% and the civil works are delayed significantly.** The civil works under tourism are the activities most at risk. A highly ambitious civil works' roadmap has been provided by the PIU. It appears unlikely that the planned activities can be concluded in time, given the past performance where there have been delays in procurement processes and during construction. It would be advisable to revise the civil works planned under the component and reallocate financing to the activities that are more advanced. For activities that may be initiated during the Project but are not completed within the timeline, the government would need to provide the remaining budget for completion.

**The Tourism Enterprise Support Fund (TESF) was successfully launched, and more than 200 applications were received for the first call for proposals.** This high demand highlights the need for technical and financial support for tourism enterprises in Uganda. The review of the 233 applications was undertaken and 41 were successful and awarded grants by the Grants Review Committee. A total of 19 applicants have since signed agreements for implementation of activities. The first call for proposals did not meet its objectives in terms of reach, geographical distribution and sector impact. The TESF manual and criteria are being redesigned to enhance their effectiveness and national outreach and ensure value for money in collaboration with an international consultant.

**Since the last ISM, contracting and procurement for the land component advanced considerably with almost USD 40m of funds (78 % of the Component amount) at an advanced stage of procurement though contracts have not yet been signed.** As the previously agreed end of April 2023 deadline to finalize key contracts was not met, the PIU conducted negotiations for key contracts such as Systematic Land Adjudication and Certification (SLAAC), National Land Information System (UgNLIS), Land Valuation Management System (LAVMIS) and Ugandan Geodetic Reference Framework (UNGRF) to adjust their duration and scope to enable their completion before Project closing date.

**The SLAAC activity is advancing slowly, and achievement of 800,000 titles is at high risk of non-completion.** The recruitment and deployment of the Data Processing Center (DPC) staff to be deployed in the Department of Survey and Mapping and into the Ministry Zonal Offices (MZOs) is delayed, which also explains low progress in the ongoing SLAAC activity with only 10,000 titles issued out of 800,000 expected by the end of the Project.

The indicators in the results framework are updated annually in June and updates are provided where available in this ISR.

## Risks

### Systematic Operations Risk-rating Tool

Risk Category	Rating at Approval	Previous Rating	Current Rating
Political and Governance	--	☐ Substantial	☐ Substantial
Macroeconomic	--	☐ Moderate	☐ Moderate
Sector Strategies and Policies	--	☐ Moderate	☐ Moderate
Technical Design of Project or Program	--	☐ Moderate	☐ High
Institutional Capacity for Implementation and Sustainability	--	☐ Moderate	☐ Substantial
Fiduciary	--	☐ Moderate	☐ Substantial
Environment and Social	--	☐ Moderate	☐ Substantial
Stakeholders	--	☐ Moderate	☐ Substantial
Other	--	☐ Moderate	☐ Moderate
Overall	--	☐ Moderate	☐ Substantial

## Results

### PDO Indicators by Objectives / Outcomes



Strengthen effectiveness of the land administration system				
▶ Average days taken to verify ownership of property (Days, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	3.00	1.80	1.80	1.00
Date	01-Mar-2022	13-Dec-2022	11-Sep-2023	31-May-2024
Comments:	<b>Partially achieved by 40%.</b> MoLHUD to finalize MZO efficiency of operations assessment and come up with action plan on how this indicator could be achieved prior to the Project Closing date.			
▶ Percentage of lodged transactions completed (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	51.00	32.00	41.00	75.00
Date	01-Mar-2022	21-Jun-2022	11-Sep-2023	31-May-2024
Comments:	<b>Not achieved.</b> Percentage of completed transactions decreased since COVID, when backlog got accumulated. MoLHUD to finalize MZO efficiency of operations assessment and come up with action plan on how this indicator could be achieved prior to the Project Closing date			
▶ Average days taken to transfer property (Days, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	52.00	32.00	32.00	15.00
Date	01-Mar-2022	30-Jun-2022	11-Sep-2023	31-May-2024
Comments:	<b>Partially achieved at 45.9%.</b> MoLHUD to finalize MZO efficiency of operations assessment and come up with action plan on how this indicator could be achieved prior to the Project Closing date			

Reduction in time (days) and cost to register a business (as % of income per capita)				
▶ Reduction in number of days to register a business (Days, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	33.00	24.00	20.00	5.00
Date	30-Jun-2010	20-Sep-2021	11-Sep-2023	30-May-2022
Comments:	<b>Partially achieved.</b> Achievement rate 46.4%. PSFU to provide updated value for the indicator.			
▶ Cost to register a business (as % of income per capita) (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target



Value	76.70	40.50	40.50	50.00
Date	30-Jun-2010	29-May-2020	11-Sep-2023	30-May-2022
Comments:	<b>Outpaced its end target value. Achievement rate 135.5%.</b>			

Increased tourist arrivals				
▶ Number of tourism arrivals (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	945,000.00	473,085.00	814,508.00	818,579.00
Date	30-Jun-2010	20-Sep-2021	11-Sep-2023	31-May-2024
Comments:	<b>Substantially achieved at 99%. The end target has been set up lower than the baseline to factor in Covid19 pandemic and corresponding dramatic decrease of tourists during 2020-2021.</b> Tourism sector is experiencing a steady recovery in 2023. There should be a discussion with PSFU PIU whether to adjust the baseline or the target value.			

Tourism sector employment				
▶ Maintain tourism sector employment (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	225,300.00	386,200.00	432,544.00	615,564.00
Date	30-Jun-2010	20-Sep-2021	11-Sep-2023	31-May-2024
Comments:	<b>Substantially achieved at 70%.</b> The Tourism Enterprise Support Fund has benefitted a number of SMEs, and therefore supporting employment in the Sector.			

Increase in exports of non-traditional products				
▶ Increase in exports of non-traditional products (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	10.70	10.70	10.00
Date	30-Jun-2010	29-May-2020	11-Sep-2023	30-May-2022
Comments:	<b>Achieved. Achievement rate 107%.</b>			

Direct project beneficiaries				
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▶ Direct project beneficiaries (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	287,632.00	689,332.00	3,300,000.00
Date	30-Jun-2010	29-May-2020	11-Sep-2023	30-May-2022
Comments:	<p><b>Achievement rate at 20.89% for the indicator overall.</b> There have been some inconsistencies in the report provided by the PSFU regarding this indicator. The sum of the reported sub-indicator has been retained for the value.</p> <p><b>For sub-indicator on direct beneficiaries from tourism activities, achievement rate is 28%.</b> Most activities that involve direct project beneficiaries are yet to start.</p> <p><b>For sub-indicator on direct beneficiaries from land component activities achievement rate is 17.2%</b> The target could only be achieved if SLAAC activities currently still under procurement and Solicitor General review, are launched and swiftly Implemented. This output is at high risk of non-achievement due to the very limited time remaining until the Project Closing date of May 30, 2024.</p>			
□ Direct beneficiaries as a result of the tourism component activities (Number, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	287,000.00	292,444.00	1,000,000.00
Date	29-Jun-2010	10-May-2022	11-Sep-2023	30-May-2024
□ Direct beneficiaries with use or ownership rights recorded as a result of the project (Number, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	396,888.00	2,300,000.00
Date	10-May-2022	10-May-2022	11-Sep-2023	30-May-2024

### Overall Comments

**Both PIUs should endeavor to clarify methodology of indicators' measurement and improve consistency and frequency of their reporting.** Some of the indicators have not been updated since 2020. As of September 11, 2023 out of 9 PDO-level indicators only 2 are achieved and 2 are substantially achieved with a good probability to achieve 8 out of 9 by the Project Closing date. The indicator on direct Project beneficiaries cannot be achieved without significant acceleration of SLAAC activity implementation. The Project so far achieved 4 Intermediate Results Indicators (IRI) and substantially achieved 3, out of 16. Several of the IRI for land component are at high risk of not being achieved, considering current slow progress of the SLAAC activity and delay with recruitment of additional contractors' and consultants.

### Intermediate Results Indicators by Components

Land Administration Reform				
▶ Land parcel with use or ownership rights recorded as a result of the project (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	66,148.00	66,148.00	800,000.00



Date	30-Jun-2010	30-Jun-2021	11-Sep-2023	30-Jun-2024
Comments:	<b>Partially achieved at 8%.</b> The target could only be achieved if SLAAC activities currently under procurement or with Solicitor General for the review, are launched and swiftly implemented. This output is at high risk of non-achievement due to the very limited time remaining until the Project Closing			
<input type="checkbox"/> Land parcels with use/ownership rights registered as a result of project-female individually or jointly (Number, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	12,483.00	2,203.00	280,000.00
Date	30-Jun-2010	30-Jun-2021	11-Sep-2023	31-May-2024
<input type="checkbox"/> Number of communal land Associations formalized and registered (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	606.00	644.00	1,200.00
Date	30-Jun-2010	30-Jun-2021	11-Sep-2023	31-May-2024
Comments:	<b>Partially achieved at 53.6%</b> The target can still get achieved before the Project Closing date. Discussion on methodology of registering land in the ownership of the CLA should be clarified by MoLHUD to ensure that individual rights are not compromised and land title or CCO registered into collective tenure can be pragmatically used for subsequent transactions.			
<input type="checkbox"/> Target land area with use or ownership rights recorded as a result of project (Hectare(Ha), Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	63,077.00	62,204.00	571,000.00
Date	30-Jun-2010	30-Jun-2021	11-Sep-2023	30-Jun-2024
Comments:	<p style="text-align: center;"><b>Partially achieved by 10.9%.</b> The target could only be achieved</p>			



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very limited time remaining until the Project Closing date.

The end target has been revised to 571,000 to align with RF as per latest restructuring. The former end target of 752,000 was an old end target which was forgotten to be modified.

► Percentage of customers reporting satisfaction with land registration services (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	80.40	60.10	70.00
Date	30-Jun-2010	30-Jun-2021	11-Sep-2023	30-May-2022
Comments:	<b>Substantially achieved by 85.8% as measured in June 2021</b> , to be reassessed during open registry days which will be implemented across the country between September 2023 and Project Closing date			

► Land parcels with use or ownership rights registered as a result of the project (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	400.00	400.00	10,000.00	700,000.00
Date	01-Mar-2022	01-Mar-2022	11-Sep-2023	31-May-2024
Comments:	Very slow processing and issuance pace of the Titles, needs to be scaled up twentyfold to enable indicator achievement before the Project Closing Date.			

► Percentage of reported land disputes under SLAAC that have been resolved (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	88.00	88.00	88.00	95.00
Date	01-Mar-2022	01-Mar-2022	11-Sep-2023	31-May-2024





Comments:	<b>Not achieved.</b> The MoLHUD should strengthen Alternative Dispute Resolution Mechanism to be utilized during SLAAC implementation and streamline and eventually decentralize handling of land dispute cases within the MoLHUD			
<b>► Disposal rate of land cases (percentage) (Percentage, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	26.00	26.00	73.00	70.00
Date	01-Mar-2022	01-Mar-2022	11-Sep-2023	31-May-2024
Comments:	<b>Achievement rate 106.8%</b>			

<b>Business Registration and Business Licensing Reforms</b>				
<b>► Number of registered businesses on which data have been entered into the online business register (Number, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	150,000.00
Date	25-Jun-2010	29-May-2020	11-Sep-2023	30-May-2022
Comments:	Not achieved. The PSFU to collect updated data and to come up with a strategy to achieve this indicator before Project Closing Date.			
<b>► Number of URSB Staff and other agencies trained in business registration and business licensing new procedures (Number, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	232.00	232.00	150.00
Date	30-Jun-2010	29-May-2020	11-Sep-2023	30-May-2022
Comments:	<b>Achieved.</b> Outpaced end target by 115%.			

<b>Tourism Development Initiatives</b>				
<b>► Number of staff at all levels across MoTWA who completed project-provided training in tourism sector issues (Number, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	183.00	183.00	130.00
Date	30-Jun-2010	29-May-2020	11-Sep-2023	30-May-2022
Comments:	<b>Achievement rate of 140.7%.</b>			
<b>► Number of external industry and educational bodies that have accredited UHTTI (Number, Custom)</b>				



	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	1.00	1.00	3.00
Date	30-Jun-2010	29-May-2020	11-Sep-2023	30-May-2024
Comments:	<b>Partially achieved at 33%. UHTTI</b> needs to connect with other external bodies in the industry including NCHE for additional accreditation part from Salzburg hotel institute, Austria.			
<b>► Number of new Tourism MSMEs (Number, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	94.00	94.00	125.00
Date	30-Jun-2010	29-May-2020	11-Sep-2023	30-May-2024
Comments:	<b>Substantially achieved by 75%.</b> The end target has been revised to 125 to align with last restructuring.			
<input type="checkbox"/> <b>Number of female-owned new tourism MSMEs (Number, Custom Breakdown)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	31.00	31.00	40.00
Date	30-Jun-2010	30-Jun-2021	11-Sep-2023	30-May-2024
<b>► Additional private investments in tourism (Amount(USD), Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	10,000,000.00
Date	01-Mar-2022	01-Mar-2022	11-Sep-2023	31-May-2024
Comments:	<b>Not achieved. Achievement rate 0%.</b> High risk of not being achieved since the number of IDDPs were reduced from 3 to 1 and in addition, the only IDDP is not yet completed. PIU needs to speed up completion of IDDP and work with UIA			
<b>► Number of tourism enterprises supported through project activities (Number, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	91.00	200.00
Date	01-Mar-2022	01-Mar-2022	11-Sep-2023	31-May-2024
Comments:	<b>Partially achieved by 45%.</b> There is potential of greater achievement by May 2024. The Tourism Enterprise Support Fund is launched. UWA and UWEC have rolled out support to CEs. Gender-disaggregated sub-indicator is partially achieved by 10%. Implementation of TESF should help to attain its targets.			
<input type="checkbox"/> <b>Number of tourism enterprises supported through project activities, of which women-led (cumulative) (Number, Custom Breakdown)</b>				



	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	8.00	80.00
Date	01-Mar-2022	01-Mar-2022	11-Sep-2023	31-May-2024

#### Matching Grant Program for MSMEs

##### ► Number of new employees hired by MSMEs benefitting from the matching grant facility (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	7,801.00	2,460.00	2,460.00	11,000.00
Date	30-Jun-2010	29-May-2020	11-Sep-2023	30-May-2022

Comments: **Partially achieved by 25%.** PSFU to closely monitor status and prepare strategy how this indicator could be achieved before Project Closing date.

##### ► Increase in sales of firms supported under the matching grants facility (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	17.70	17.70	10.00
Date	30-Jun-2010	29-May-2020	11-Sep-2023	30-May-2022

Comments: **Achievement rate of 177 % far** surpassed end target. Economic recovery of Tourism sector after Covid was faster than had been expected.

### Performance-Based Conditions

##### ► PBC 1 Progress is made in the enhancement and automation of the NLIS (Text, Output, 7,000,000.00, 28.57%)

	Baseline	Actual (Previous)	Actual (Current)	May 2024
Value	Module for uploading the CCOs and CLAs not present	Creation of a module in the NLIS for uploading the CCOs, CLAs, SMS notification service, and web portal access for MDAs and the public	Creation of a module in the NLIS for uploading the CCOs, CLAs, SMS notification service, and web portal access for MDAs and the public has been completed and verified	--
Date	--	01-Mar-2022	11-Sep-2023	--



► PBC 2 Physical Development Plans (PDP) for rural and peri-urban parishes developed. (Text, Outcome, 8,000,000.00, 0.00%)				
	Baseline	Actual (Previous)	Actual (Current)	May 2024
Value	No PDPs developed	No PDPs developed	72 PDPs are completed, corresponding report should be submitted to IVA for verification before September 30, 2023.	72 new parish physical development plans are integrated into the NLIS
Date	--	06-Feb-2020	11-Sep-2023	--

► PBC 3 Land Titling Scaled Up through Systematic Land Adjudication and Certification including issuing new land titles to women individually or jointly. (Text, Outcome, 7,000,000.00, 0.00%)				
	Baseline	Actual (Previous)	Actual (Current)	May 2024
Value	1,200 titles registered in system	1,200 titles registered in system	10,000 titles registered in system and issued to the beneficiaries. The corresponding report should be submitted by MoLHUD to IVA by September 30, 2023.	(a) 460,000 new parcels have been adjudicated and demarcated out of which 178,000 are for women individually or jointly (US\$1m) (b) 200,000 new titles registered in the system out of which 80,000 are for women individually or jointly. (US\$ 1m)
Date	--	06-Feb-2020	11-Sep-2023	--

► PBC 4 Uganda Hotel and Tourism Training Institute (UHTTI): Sign a Cooperation Agreement between an International Accredited Hotel, Training and Management Institution and MoTWA, to maintain, invest and oper (Text, Intermediate Outcome, 9,000,000.00, 0.00%)				
	Baseline	Actual (Previous)	Actual (Current)	May 2024
Value	No signed agreement in place and UHTTI is not operational	No signed agreement in place and UHTTI is not operational	Cooperation agreement is in place, but not yet verified. The UHTTI is not operational	UHTTI has commenced its operation by recruiting and training its first batch/cohort of students.
Date	--	06-Feb-2020	11-Sep-2023	--



► PBC 5 UWRTI: Training Agreement with an international training partner executed and International standard training delivered. (Text, Intermediate Outcome, 5,000,000.00, 60.00%)

	Baseline	Actual (Previous)	Actual (Current)	May 2024
Value	No agreement in place	Cooperation agreement signed with an international accredited hotel training and management institution	Cooperation agreement signed with an international accredited hotel training and management institution in June 2021. This DLI is achieved and verified.	--
Date	--	30-Jun-2020	11-Sep-2023	--

► PBC 6 Uganda Museum: Sign a Partnership Agreement with an international museum (Text, Intermediate Outcome, 9,000,000.00, 66.67%)

	Baseline	Actual (Previous)	Actual (Current)	May 2024
Value	No partnership agreement in place	Partnership Agreement signed	In May 2021 partnership agreement has been signed. This achievement has been verified by the IVA.	--
Date	--	30-Jun-2021	11-Sep-2023	--

## Data on Financial Performance

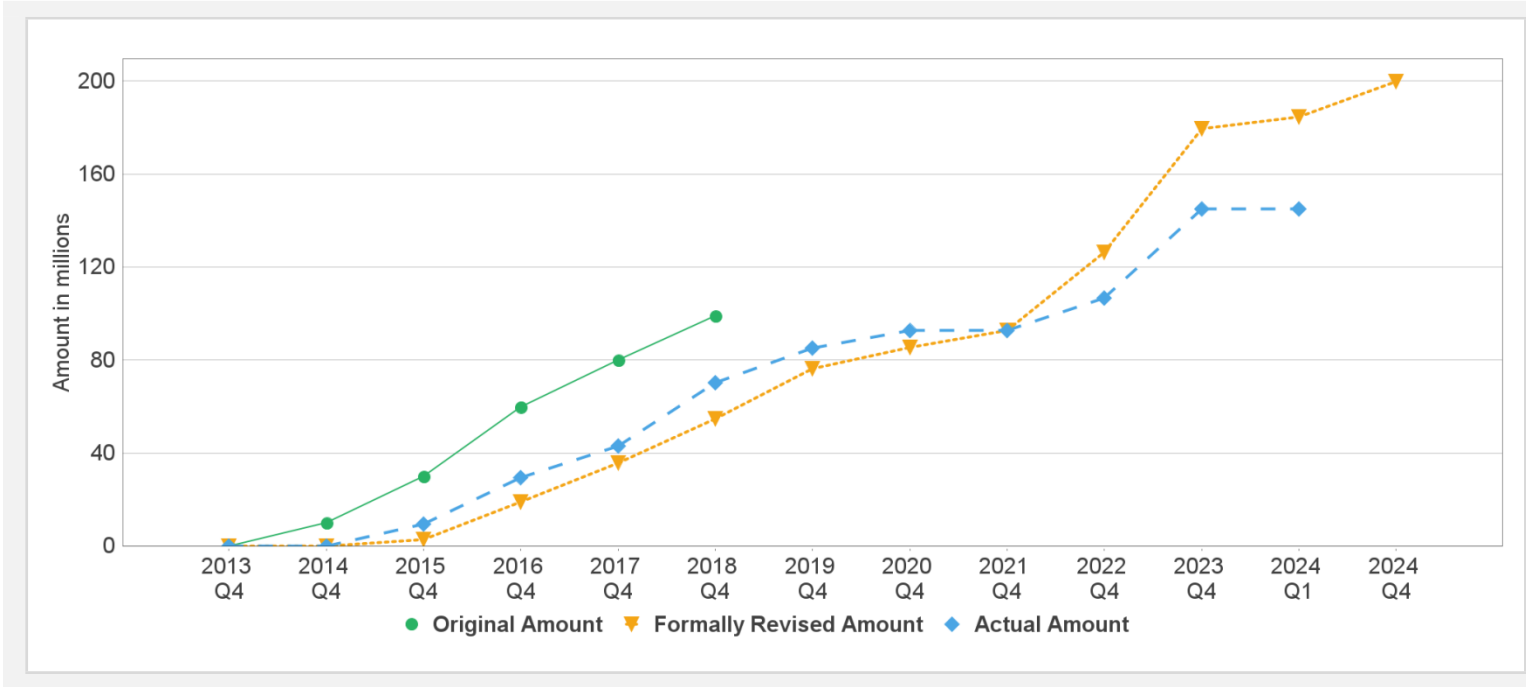
### Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P130471	IDA-52690	Closed	USD	100.00	100.00	0.00	92.64	0.00	100%
P130471	IDA-65380	Effective	USD	99.80	99.80	0.00	52.36	44.98	54%

### Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P130471	IDA-52690	Closed	09-May-2013	31-Jan-2014	06-Jun-2014	31-Mar-2019	31-May-2022
P130471	IDA-65380	Effective	02-Mar-2020	09-Nov-2020	06-Apr-2021	31-May-2022	30-May-2024

### Cumulative Disbursements



### Restructuring History

Level 2 Approved on 26-Feb-2019 ,Level 2 Approved on 26-May-2022

### Related Project(s)

P169435-COMPETITIVENESS AND ENTERPRISE DEVELOPMENT PROJECT