

**Improving the competitiveness
of enterprises through supporting
reforms in Lands and Tourism.**





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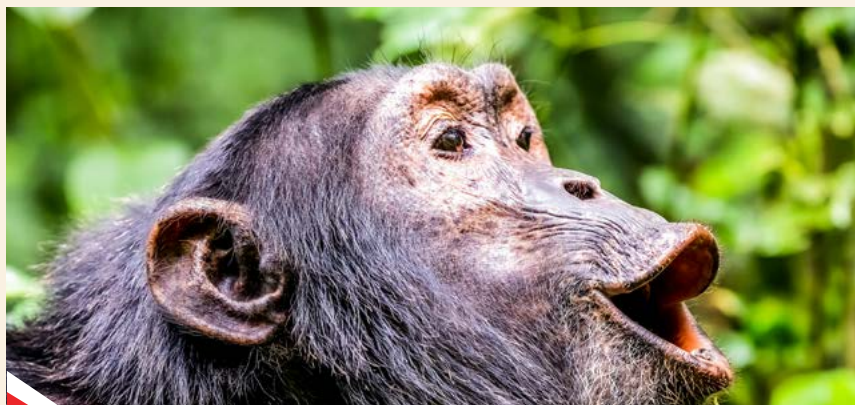
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FOREWORD FROM CHAIRPERSON PROJECT STEERING COMMITTEE, CEDP

Scaling up CEDP'S impact through targeted interventions

Ramathan Ggoobi

Permanent Secretary/Secretary to the Treasury and
Chairperson CEDP Steering Committee

Competitiveness and Enterprise Development Project (CEDP) continues to be a successful project despite the outbreak of the COVID-19 pandemic which greatly affected

several sectors of the economy. This project aims at improving the competitiveness of enterprises in Uganda and thus contributing to the socio-economic transformation of the country. It is contributing to the achievement of National Development Plan objectives (NDP III) through Tourism Development and Private Sector Development. CEDP interventions are also contributing to the achievement of Private Sector Development Programme Implementation Action Plan objectives which include strengthening of the role of government in unlocking investment in strategic economic sectors and strengthening the organizational and institutional capacity of the private sector to drive growth.

The Project components at its inception included Land Administration and Management Reform, Business Registration and Licensing Reform, Tourism Competitiveness Development and the Matching Grant facility. The most successfully implemented components were Business Registration and Licensing Reform and the Matching Grant facility.

It was against this backdrop that Government of Uganda sought to scale up the existing operations through the provision of Additional Financing (AF) intended to effectively complete the implementation of the Land and Tourism components while consolidating, supporting and deepening both the sustainability and impact of the parent project.



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Under the Land Administration and Management Reform component, CEDP seeks to build on the gains made through systems improvements and physical infrastructure, systematic registration of communal and individually owned land, enhancements in land valuation capacity and strengthening of institutional and dispute resolution capacity and human capital among other interventions.

Under the Tourism Product and Competitiveness Development component, CEDP seeks to further strengthen Uganda's core tourism offerings and effectively leverage tourism assets and biodiversity endowments for private sector-led growth. This will be achieved through upstream planning, policy and regulatory capacity building, targeted infrastructure improvements to incentivise private sector-led investment and revenue generation.

The Tourism Component will benefit the Ministry of Tourism Wildlife and Antiquities (MoTWA) and its agencies including Uganda Museum, Uganda Tourism Board (UTB), Uganda Wildlife Education Centre (UWEC), Uganda Hotel and Tourism Training Institute (UHTTI), Uganda Wildlife Authority (UWA) and Uganda Wildlife Research Training Institute (UWRTI).

This initial bulletin under the Additional Financing, provides highlights and updates on the status of the various interventions currently under implementation. We shall continue to provide salient information to our stakeholders as we improve the investment climate in Uganda.

I wish you good reading.

TRIBUTE TO THE LATE KEITH MUHAKANIZI



The Competitiveness and Enterprise Development Project (CEDP) enjoyed the tremendous benefit of support and stewardship of the Late Keith Muhakanizi. He was serving as Permanent Secretary/Secretary to the Treasury (PS/ST) at the Ministry of Finance, Planning and Economic Development at the time of the project's development and inception and as per guidelines, was the Chairperson of the Project Steering Committee. Mr. Muhakanizi died on April 13th 2023 at the age of 64 at a hospital in Milan where he was being treated for cancer. Muhakanizi left one of the most outstanding legacies of any of Uganda's fallen technocrats. He, alongside the Late Emmanuel Tumusiime Mutebile, former Governor Bank of Uganda and the Late Chris Kassami, former PS/ST are largely responsible for the policy reforms that enabled the Ugandan economy to thrive. These three titans played a central role in negotiations with the World Bank, CEDP's funder, and the International Monetary Fund (IMF) that culminated in the turn

Muhakanizi can be credited with the structural adjustment programs that set the pace for the liberalisation of the economy, privatisation and divestiture of state agencies, which led to inflows of aid from international lenders and donors.

around of the economy in the 90s. Muhakanizi can be credited with the structural adjustment programs that set the pace for the liberalisation of the economy, privatisation and divestiture of state agencies, which led to inflows of aid from international lenders and donors.

Other reforms credited to him include the creation of the National Development Plan (NDP) and the Public Finance Management Act of 2015, which sought to address key gaps identified in PFM legislation.

CEDP in particular gained significantly from his fervent guidance and support. He played a critical role in the development of the project which over the years benefited from his candour and commitment until his reassignment to the Office of the Prime Minister where he served as Permanent Secretary until his death.

The CEDP fraternity will remain grateful for having had the privilege of his stewardship and his immense contribution to the Ugandan economy.

May His Soul Rest in Peace.



Johnmarie Kyewalabye
Project Coordinator

CEDP ACHIEVED MOST PERFORMANCE INDICATORS

Scaling up CEDP'S impact through targeted interventions

Through the automation at the Uganda Registration Services Bureau (URSB), we were able to reduce the time it takes to register a business from 33 days in 2013, which was our baseline to one day. Businesses are registered in hours.



Q: Tell us about this five-year CEDP project. What does it seek to cure?

CEDP is a Government of Uganda and World Bank funded project which was declared effective in 2014. The project development objective was to support the competitiveness of Uganda through supporting business environment reforms. This included land reforms, business registration and licensing reforms and other priority sectors that Government thought would spark economic growth and development of the country.

CEDP is being implemented by a number of ministry departments and agencies. By 2019, the project had achieved and surpassed five of the six key performance indicators and is rated as satisfactory and on course towards the attainment of the project development objectives. The project development objective is anchored on these key performance indicators which were linked to the activities that were being implemented in the five components of the CEDP.

Land reforms were required. The lands registry required automation of the processes in these Ministry Land Offices through the establishment of the National Land Information System (NLIS). This would increase access to these services to the citizens through the creation of regional Ministry

Zonal Offices (MZOs) which were established in 22 areas across the whole country.

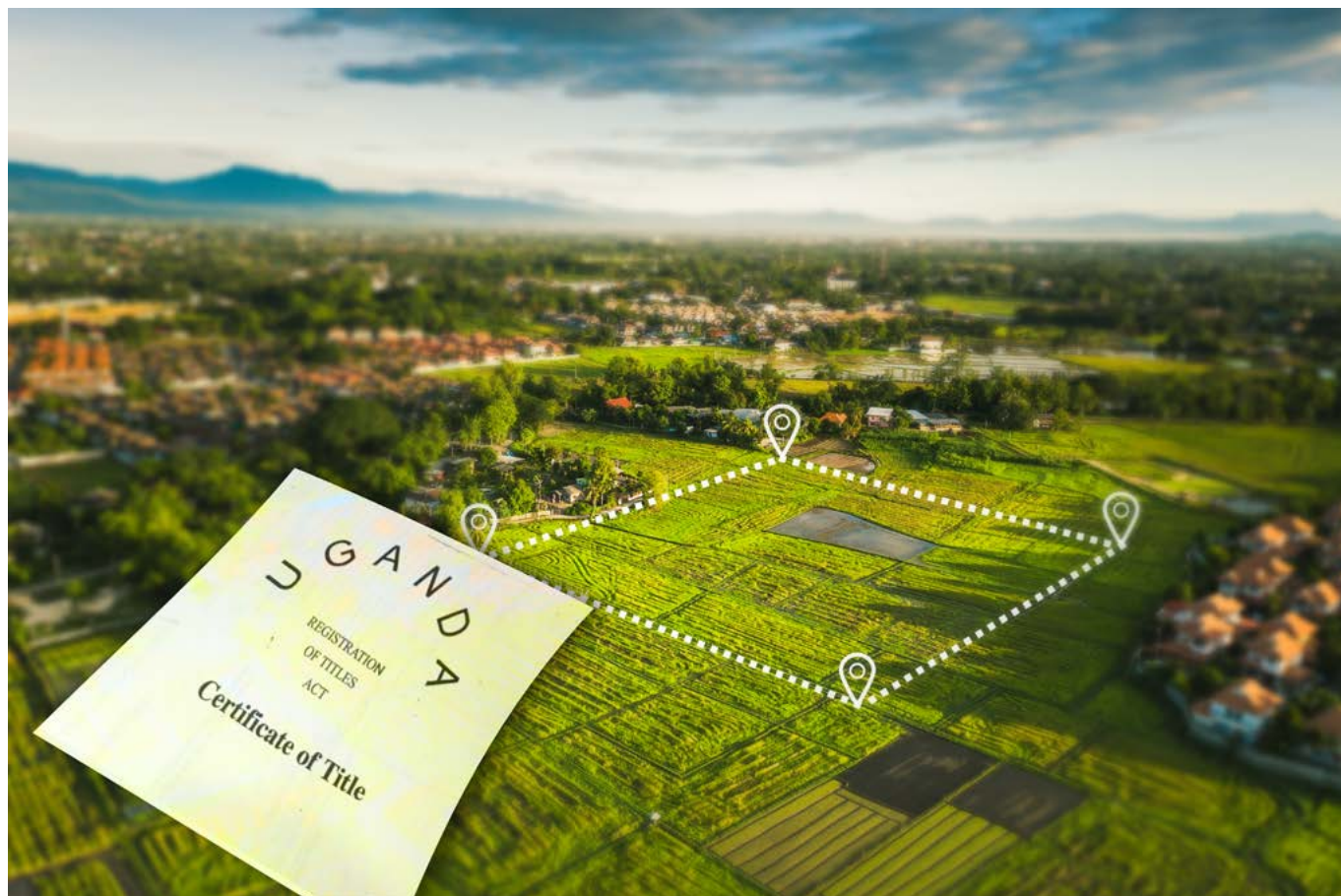
Another target was to reduce the time it takes to register land, from over 45 days in 2013 to the current 20 days. Our target was 25 days. So, 20 days means we have already surpassed the target.

Some of the other services under the land reform, such as land searches which used to take over a month, are now instant. You are now able to go to any Ministry Zonal Office and be able to do that land search in a few minutes. We want to see that even reduce further.

The second component was business registration and licensing reform which involved the review of the business process and its automation to ensure faster delivery of business registration services. Through the automation at the Uganda Registration Services Bureau (URSB), we were able to reduce the time it takes to register a business from 33 days in 2013, which was our baseline to one day. Businesses are registered in hours.

We were also able to reduce the cost of registering a business and this was benchmarked against the income per capita.

This cost was reduced by over 40% from what it was then and ultimately what we were able to get. The target was 40% per capita. By 2019 we had achieved about 33% which surpassed the initial projections.



The number of exports, especially the non-traditional commodities increased by 11% and for each of those we had that target of a 10% increase which was attained.



By 2019 we saw the number of tourism-based arrivals grow from 600,000 to

1.5
million arrivals

We were also able to support the opening of regional offices for the URSB and supported them through mobile clinics where they trained, sensitized the business community, and registered businesses.

Other key business agencies such as the URA and NSSF were present at these clinics to quicken processes that are required during the registration process.

Through the project, we also piloted a one-stop centre housing over eight government agencies under one roof and providing services to the business community. This has transformed the way services are being offered.

The other was the tourism component where we were required to increase the number of tourism arrivals. We did that through funding the UTB to be able to engage Market-Based Destinations (MBDs). This was in the UK, US, and German-speaking countries. By 2019 we saw the number of tourism-based arrivals grow from 600,000 to 1.5 million arrivals. It was a big success because we saw the growth in numbers from

countries where we had engaged the MBD firms.

Through the market destination representation firms, we had a full-time presence in these markets, and it changed our engagements in these markets and so the numbers grew. The target was to get 1.5 million arrivals and we surpassed that. By 2019 we had reached 1,505,000 tourism arrivals.

The other component was the matching grant where a number of private sector enterprises benefited from matching grants to enhance their production processes and competitiveness.

The number of exports, especially the non-traditional commodities increased by 11% and for each of those we had that target of a 10% increase which was attained. So, for those companies we did an end-of-project assessment in 2019 and 2,460 jobs had been created by those companies that we supported. We had not expected such growth. We had a target of about 350,000 project beneficiaries but we got about 235,000 beneficiaries.



This was affected by the reduction in financing for that subcomponent during the project restructuring that had been undertaken during the midterm review.

Largely, the firms that we funded under the matching grant component survived for over one year. We look forward to seeing another study that would see them in the post-COVID era and see how they were able to survive other major business environment shocks.

Q: How did the CEDP project fare in terms of generating the much-needed revenue to support government operations?

Beyond the key performance indicators, the project has also been able to contribute a lot to government coffers in terms of non-tax revenue. The institutions that we have funded over the five years (2014-2020) raised over \$250m (sh900b) in non-tax revenue.

That contribution mirrored the loan which was \$100m (sh360b). In lands alone, we were able to collect over

Largely, the firms that we funded under the matching grant component survived for over one year. We look forward to seeing another study that would see them in the post-COVID era and see how they were able to survive other major business environment shocks.



\$200m (sh720b). Under URSB, we are able to collect \$50m (sh180b) cumulatively for those five years. I am excluding tourism and the matching grant. But based on those, I can confirm that the project is really satisfactory and on course to achieve the project development objectives.

Q: How was the funding distributed among the implementing government agencies?

The credit was equivalent to \$100m. Government made a contribution of \$2.5m (sh9b) so in total, we are talking of \$102.5m. We had \$3m set aside for business operations. Tourism had \$25m, the matching grant had an allocation of \$8m while business registration and licensing had \$10m. About \$54m was for the land component. We had land reform being implemented by the Ministry of Lands. Business registration and licensing reform were under the PSFU as the project coordination unit, but the beneficiary agency was URSB. Then we had tourism competitiveness and development which was by the Ministry of Tourism and its other agencies.



What I have given is the initial allocation as the project was designed and approved but during implementation, there are new priorities that arose that necessitated a financial restructuring.

This removed resources from the tourism component and the matching grant to business registration. That was necessitated because we were going to put up a structure that was going to house Uganda Registration Services Bureau, Uganda Investment Authority and Capital Markets Authority. The government thought it prudent to invest that money in infrastructure for the benefit of the private sector.

Q: Bureaucracy has been one of the sticky issues cited in this project which caused numerous delays. What is your comment about that?

The project was approved by the World Bank board in 2013 and only approved by Parliament after one year and two months. We could not start any implementation of the project without the approval of Parliament. Upon signing the financing agreement, there are effective conditions that we were required to fulfil, that took time. We had to work on those before the project became effective starting July 2014.

At that point, we had to mobilise, update people, design activity plans and do environmental social impact assessments. We had to get approval of these plans, procure contractors, and engage the supervision consultants that were going to supervise the work.

Some other components moved fast because they did not involve long processes, in terms of procurement, which we had to comply with if we are to implement these projects without any red flags being raised.

Others were delayed because of the unpreparedness for implementation. Then the COVID-19 pandemic hit. That further worsened the situation which was already bad. We were catching up on time then we got into another lockdown which created a challenge. But amidst all this, we were able to deliver the outputs as had been planned. We have not required any additional resources. We have worked within the budget that we had rationalized and ensured that we focus on key activities that would make us achieve the key project development objectives.

The project should have ideally closed in 2019. That was the cut-off date but when COVID-19 happened, government requested for extension of all these loans to 2022.

Under URSB, we are able to collect \$50m (sh180b) cumulatively for those five years. I am excluding tourism and the matching grant. But based on those, I can confirm that the project is really satisfactory and on course to achieve the project development objectives.



CEDP RESULTS AS OF MAY 2023










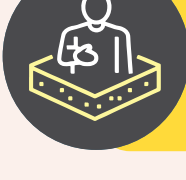
Land Administration Reform (PDO Indicators)

Project Development Objective (PDO) Indicators



Intermediate Outcome Indicators

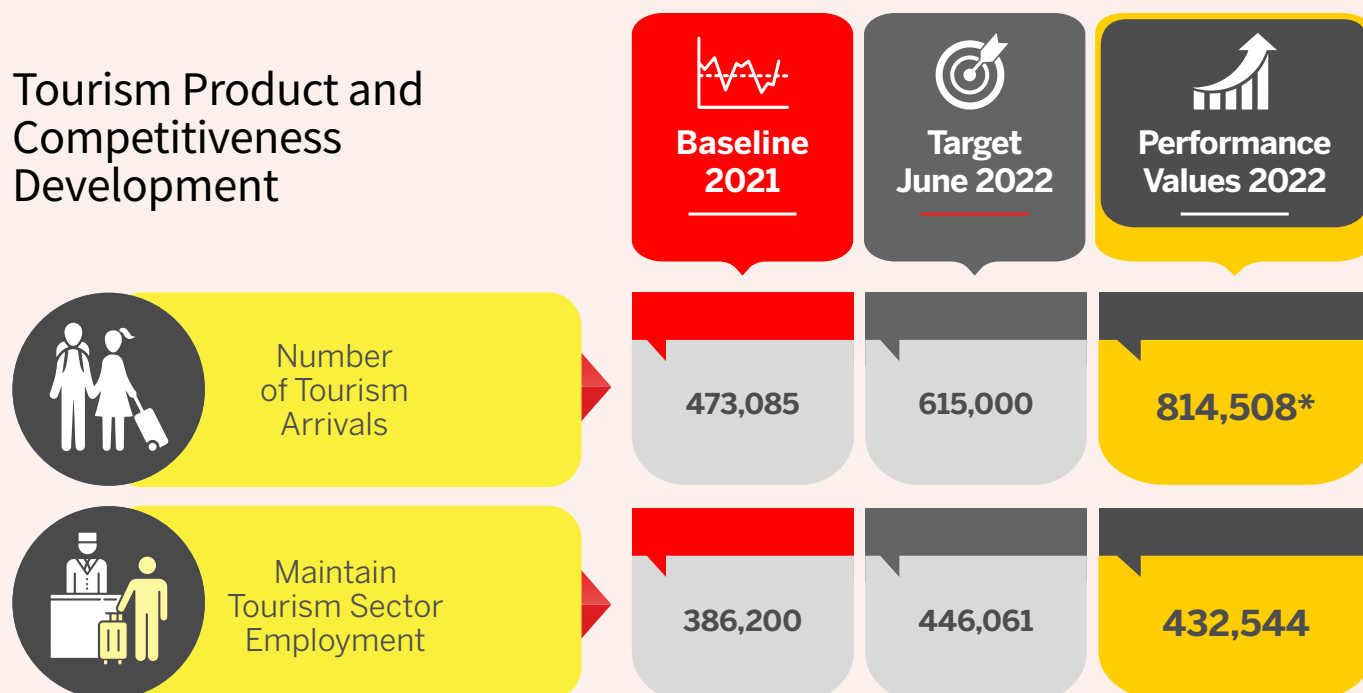
Project Development Objective (PDO) Indicators

	 Baseline 2021	 Target June 2022	 Performance Values 2022
 Land parcel with use or ownership rights recorded as a result of the project (Cumulative)	66,148	40,000	66,148*
 Land parcels with use or ownership rights registered as a result of the project (Cumulative)	400	10,000	4,502
 Land parcels with use/ ownership rights registered as a result of project-female individually or jointly (Cumulative)	100	4,000	100
 Number of communal land Associations formalized and registered (Cumulative)	606	706	644
 Target land area with use or ownership rights recorded as a result of project (Cumulative)	62,204	37,600	62,204*
 Percentage of reported land disputes under SLAAC that have been resolved (Percentage)	88	90	88
 Percentage of disposal rate of land cases	26.00	30.00	73.00*

*Target surpassed

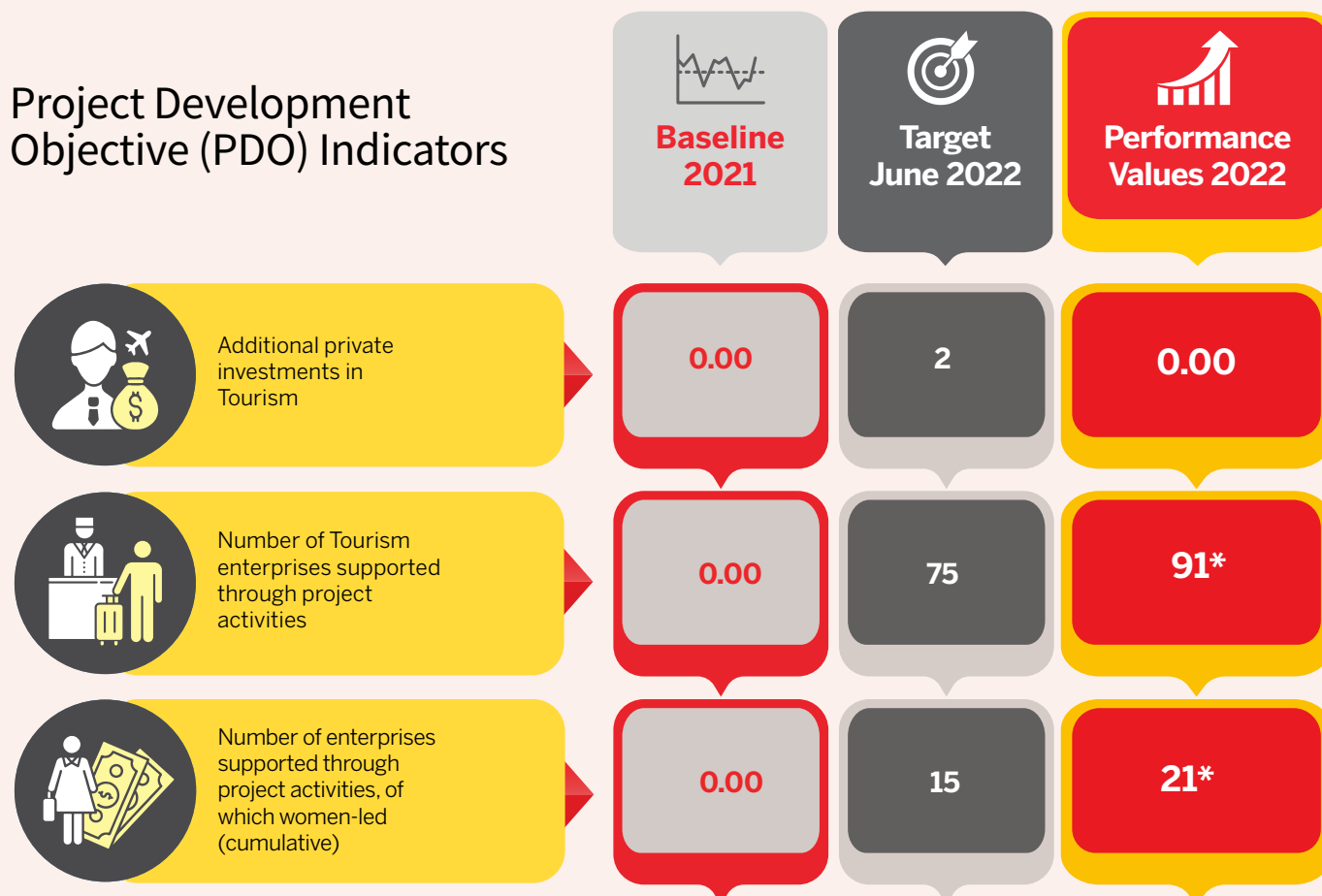
Tourism Product and Competitiveness Development (PDO Indicators)

Tourism Product and Competitiveness Development



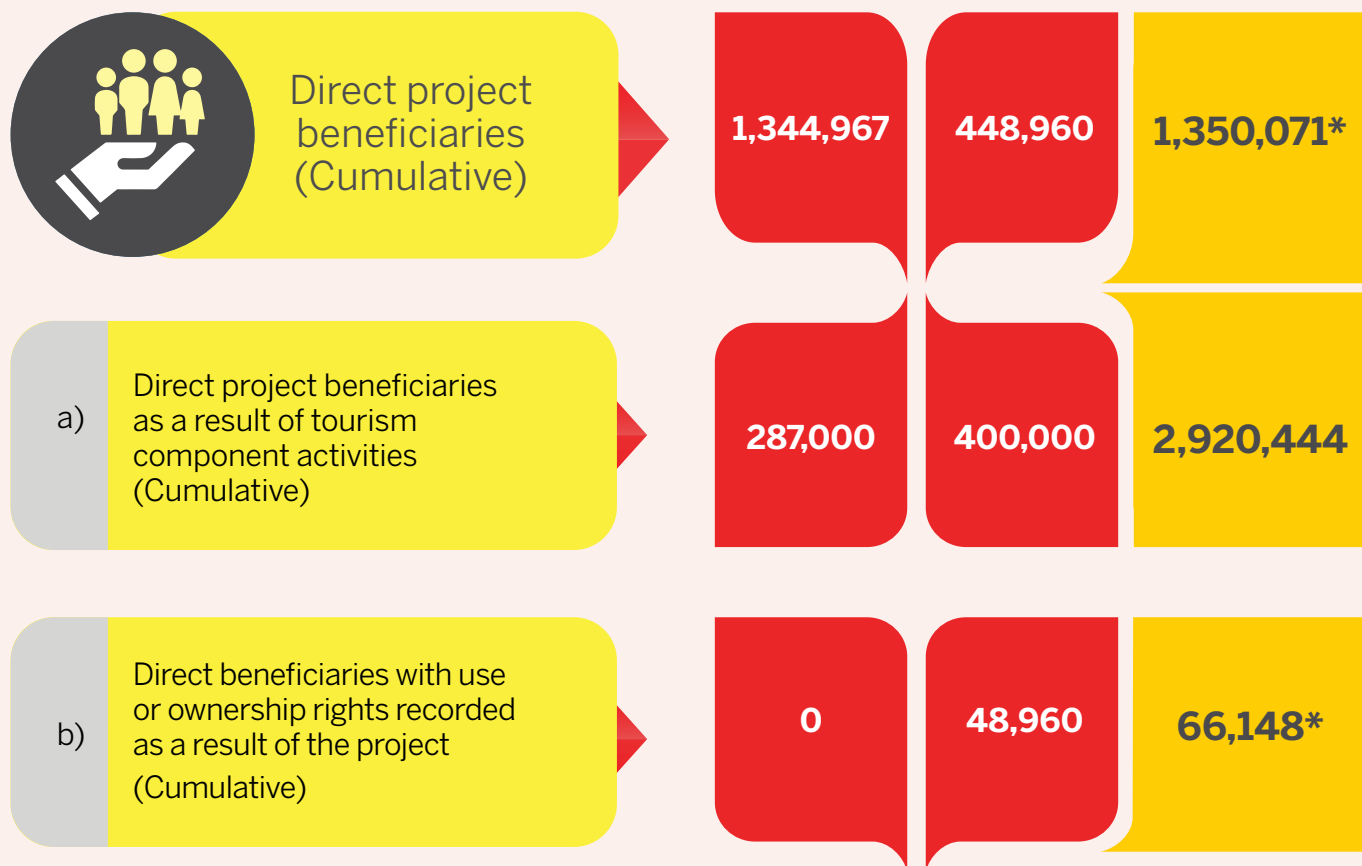
Intermediate outcome indicators

Project Development Objective (PDO) Indicators



*Target surpassed

Overall



*Target surpassed





Ms. Doreen S. Katusiime
Permanent Secretary, Ministry of Tourism
and Antiquities

CEDP SUPPORT TO THE TOURISM SECTOR

Over a 5-year period (2014 – 2019), the tourism sector received a boost through funding under the Competitiveness and Enterprise Development Project (CEDP), a Government of Uganda World Bank funded project which enabled significant achievements. As a result of the performance, the Government of Uganda requested the World Bank to provide Additional Financing (AF) for CEDP, amounting to Special Drawing Right (SDR) 72.7 million equivalent to US\$100 million which was approved on March 2nd, 2020. The objective of the Additional Financing is to support measures that facilitate increased private sector investment in the tourism sector and strengthening effectiveness of the land administration system.

Background

In 2014, the Government with funding from the International Development Agency (IDA) of the World Bank Group commenced implementation of CEDP aimed at supporting reforms geared towards improving Uganda's competitiveness including tourism. The five-year project was coordinated by Private Sector Foundation Uganda (PSFU) with various beneficiary Ministry, Department and Agencies (MDAs) taking part in the implementation of the US\$100M project.

The project was implemented under four components which included Land Administration Reform, Business Registration and Licensing Reforms, Tourism Competitiveness Development and the Matching Grant Facility.

The goal of the Tourism Competitiveness Development component was to provide support to the tourism sector through strengthening public and private sector stakeholders and their collaboration to develop a competitive tourism offering. The Government was supported to hire Market Destination Representatives (MDRs) in the key source markets of North America, United Kingdom,

The project was implemented under four components which included Land Administration Reform, Business Registration and Licensing Reforms, Tourism Competitiveness Development and the Matching Grant Facility.



Tourism revenue
increased to

**US\$1.4
billion in 2017**



and German speaking Europe. UTB was supported to build capacity for both board and management, and to acquire FAM trip vehicles. UWA was supported to acquire boats, and buses. As a result, the project contributed to:

- (i) Increasing tourism arrivals from 945,000 in 2010 to 1,505,000 in 2019; and increasing tourism sector employment from 225,300 in 2010 to 667,500 in 2019
- (ii) Tourism revenue increased to US\$1.4 billion in 2017 and tourist



The Tourism component under Additional fund seeks to support and strengthen Uganda's core tourism offerings and modernise and professionalise tourism-related institutions to enable them to better facilitate and coordinate private investment into the sector.

Male chimpanzee walking upright, like a human, across a dirt road. The other four chimps are moving in the usual way, with knuckles to the ground.



- arrivals in national parks were 267,000 people, partly attributed to the marketing effort supported under the project in the United States, United Kingdom, and Germany
- (iii) Under the Matching Grant Facility, 248 SMEs were supported (with about 32 percent of the enterprises in the tourism sector), covering 288,000 beneficiaries (51 percent were women).
 - (iv) The project supported construction of 50 of the 80 hotel rooms, at UHTTI, and
 - (v) The number of staff trained at the Ministry of Tourism was 183 -surpassing the original target of 130.

The Tourism component under Additional Financing seeks to support and strengthen Uganda's core tourism offerings and modernise and professionalise tourism-related institutions to

enable them to better facilitate and coordinate private investment into the sector.

This is being achieved through:

- (a) Upstream planning and policy and regulatory improvements
- (b) Targeted public infrastructure improvements together with feasibility studies and business plans to enhance the sustainability of public investments through alternative business models including Public Private Partnerships (PPP) or incentive-based management contracts
- (c) Systematic market surveys and intelligence gathering to develop product development and packaging ideas
- (d) Strengthened branding and more targeted marketing; and
- (e) Local hiring and training of local youth for participation in tourism-related opportunities.



Landscape in southwestern Uganda, at the Bwindi Impenetrable Forest National Park, at the borders of Uganda, Congo and Rwanda. The Bwindi National Park is the home of the mountain gorillas.



Mrs. Lilly Ajarova
Chief Executive Officer of Uganda Tourism Board

PEARL OF AFRICA TOURISM EXPO 2023

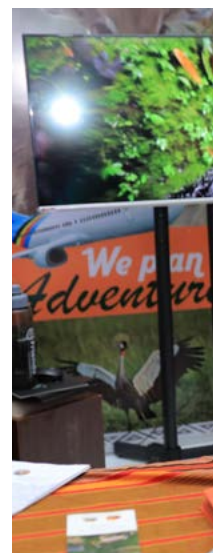
Uganda Tourism Board (UTB) kicked off the Pearl of Africa Tourism Expo (POATE) 2023, at the Munyonyo Commonwealth Resort under the theme, 'Explore Uganda'. This event was sponsored by the Competitiveness and Enterprise Development Project (CEDP). The four-day Expo that ran from 26th - 29th April was aimed at promoting Uganda's tourism by bringing together regional and international tour operators, travel agents, destination agencies and various players in the tourism business.

Opening the 7th Tourism Fair this year, Minister of Tourism, Hon. Col. Tom R. Butime, the Chief Guest, urged the industry to be mindful of the standards of facilities and type of service offered to the various guests, and appealed to private sector players like Hoteliers and Guides to get licensed for the benefit of keeping acceptable international standards.

During a discussion with Daudi Migereko, the Chairman of the Board, UTB, it was revealed that the sector received government assurance on the refurbishment of regional airports in the surrounding national park areas that would allow tourists land in particular sites as it would ease access to the various attractions. He encouraged tourism boards and associations to collaborate with Ugandan counterparts to design regional itineraries, tourism products that cross over the borders and bespoke tourism products unique to each country, and market the products to the world.

Lilly Ajarova, UTB Chief Executive Director, expressed her gratitude to her team for their tireless efforts in rendering the Expo a success. She noted the aim of the exhibition was to ensure that citizens benefit from what they do and promote tourism globally. She revealed the need to introduce a new direction on sustainability and responsive tourism as the next emerging trends for tourism development in Uganda. Lilly Ajarova stated that POATE is an initiative to revive the industry back to its glory days as it will create opportunities for growth of the country and the economy at large.

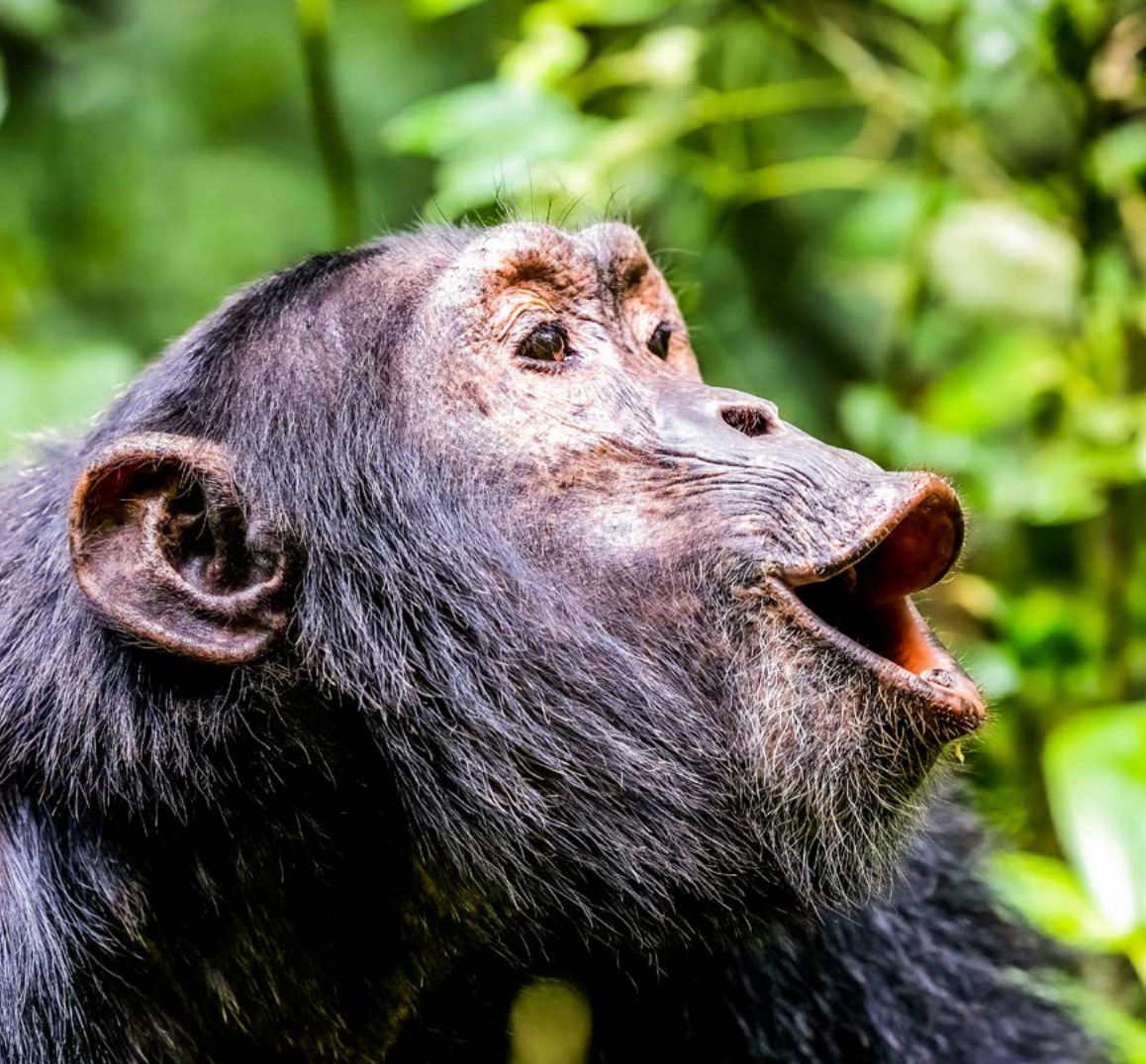
For the remaining three days, exhibited and discussed were niche segments that were making the tourism industry vibrant including Eco tourism, Luxury, Technology, Tour Guides, Changing appliances in Meetings, Incentives, Conventions and Exhibition (MICE) and Medical Tourism. The destination buyers were treated to familiarization tours of tourist attractions spread across the country, the nightlife in Kampala City, embedded among conservative cultures and dined on a lot more than Rolex; during the closing ceremony. Uganda hosted 94 hosted buyers, 20 panellists and 200 exhibitors.



Lilly Ajarova, UTB Chief Executive Director, expressed her gratitude to her team for their tireless efforts in rendering the Expo a success.







Howling chimpanzee, pan troglodytes, in the tropical rainforest of Kibale National Park, western Uganda. The park conservation programme means that some troupes are habituated for human contact

UPDATE ON THE TOURISM COMPONENT

Whereas Uganda has diverse nature-based assets which present opportunities to expand tourism product and accommodation offerings and attract new investors, limited private sector investment has perpetuated their continued underutilisation. The diversification in potential tourism sites, products, and services would contribute to more sustainable management, as well as enable communities to be more economically resilient.

The Competitiveness and Enterprise Development Project is a Government of Uganda project financed by the International Development Agency of the World Bank. The aim of the project is to improve the competitiveness of enterprises in Uganda through supporting reforms in priority productive and service sectors geared towards a better investment climate with particular focus on Micro, Small, and Medium Enterprises (MSMEs). Following the successful implementation of

the parent project, the Government of Uganda is scaling up the existing operations through provision of Additional Financing (AF) which is intended to effectively complete the implementation of the Land and Tourism components while consolidating, supporting, and deepening both the sustainability and impact of the parent project. The Project Development Objective of the Additional Financing is: To support measures that facilitate increased private sector investment in the tourism sector and strengthen effectiveness of the land administration system

The Additional fund will complete planned activities to scale-up and deepen the sustainability and impact of the parent CEDP by building on achievements in the land and tourism components.



INTERVENTIONS UNDER THE TOURISM PRODUCT AND COMPETITIVENESS DEVELOPMENT COMPONENT

The Additional Financing will complete planned activities to scale-up and deepen the sustainability and impact of the parent CEDP by building on achievements in the land and tourism components. To further advance tourism development in Uganda, the Additional Financing seeks to catalyse private investments in selected areas.

Under CEDP, support is being provided with a focus on tourism market growth, product development, and investment. Core tourism-related institutions will improve their management performance to be more efficient in the provision of timely services to the private sector at affordable costs thus increasing private sector investment.

This will be achieved through:

- i) Upstream planning and policy, and regulatory improvements
- ii) Targeted public infrastructure improvements together with feasibility studies and business plans to enhance the sustainability of public investments through alternative business models including Public Private Partnerships (PPP) or incentive-based management contracts
- iii) Systematic market surveys and intelligence gathering to develop product development and packaging ideas
- iv) Strengthened branding and more targeted marketing; and
- v) Local hiring and training of local youth for participation in tourism-related opportunities.

A. Subcomponent 2.1: Upstream Support to Enable Market Growth

1) **Tourism Information Management System (TIMS):**

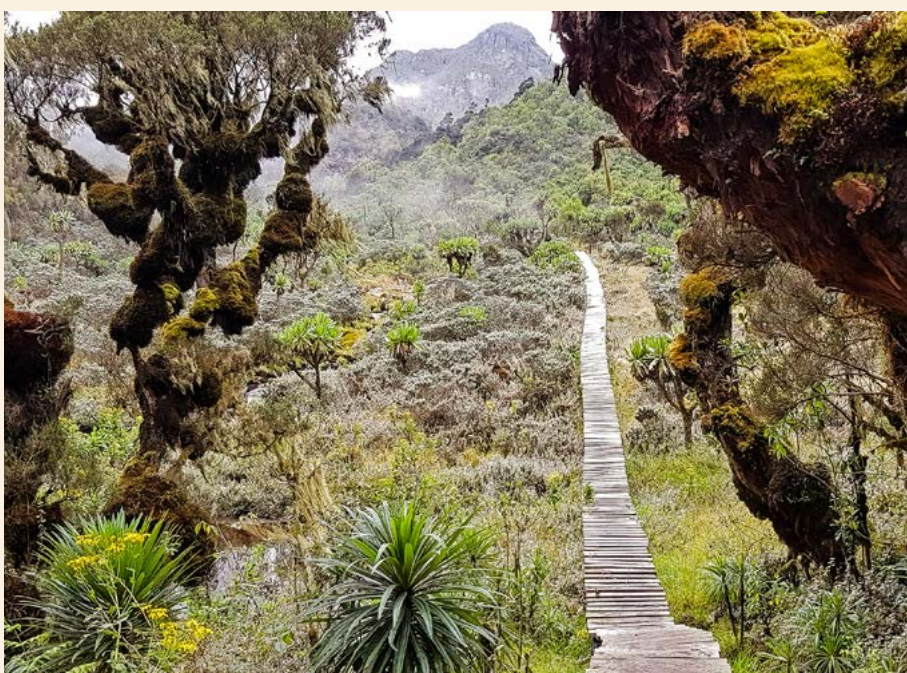
The purpose is to leverage digital data collection and dissemination for more responsive decision making by tourism agencies and the private sector.

The Additional Financing will complete planned activities to scale-up and deepen the sustainability and impact of the parent CEDP by building on achievements in the land and tourism components.



Specifically, CEDP aims to develop a Web-based tourism information system where information can be stored, saved, displayed, easily retrieved, and is readily accessible to aid and support informed decision-making and business continuity. TIMS will therefore ensure the attainment of the following outputs:

- Integrating all information of the tourism industry, and ensure safety and security to avoid information loss
- Different interfaces aiding data collection from tourism-specific industries (Hotels & Accommodation, attraction sites etc).
- Integrating existing databases and systems (Border management system at border posts with the TIMS)
- Serving as a centre for data collection, analysis, reporting and visualisation (in form of graphs, tables, maps, etc.)
- Storing multimedia information formats
- Ensuring information dissemination



Footbridge in Rwenzori Mountains National Park

CEDP will undertake market research and the rollout of a new destination brand in partnership with professional destination management representatives in source markets



As part of TIMS, is the Household Domestic Tourism Survey, expected to provide critical information and insights on the behaviour of domestic tourists. The survey will estimate the expenditure patterns of domestic tourists, tourist needs, preferences and satisfaction levels with regard to the various available facilities in the country. This survey was in the most recent past precluded by the limitations imposed by the COVID-19 pandemic, but is now possible, following the recent opening up of the economy.

CEDP has procured and installed Video Conferencing equipment for MTWA, UTB, UWEC and UWRTI; and will provide training for sustained maintenance and use of TIMS.

- 2) Meetings, Incentives, Conventions, and Events (MICE) Bureau:** To develop and implement a Market Development Strategy in partnership with the private sector-led Uganda Association of Conference Incentive Industry (UACII).

Specifically, CEDP will undertake market research and the rollout of a new destination brand in partnership with professional destination management representatives in source markets. In addition, the following have either already been achieved or are targeted:

- Procured a Marketing Rig van, and two 30-seater buses
- Procured equipment for the MICE Bureau
- Development of MICE website is on-going
- Production of promotional materials with a brand logo
- Procuring MDR for North America
- Supporting UWA and UTB. The Board of Trustees are working on synergies in branding of wildlife protected area resources
- To review performance of MDRs
- Supported the MICE Bureau participation in international business tourism events.

- 3) Quality Assurance realised in Tourism Business:** Improve the regulatory framework for tourism-related businesses

Specifically, CEDP seeks to develop a robust Quality Assurance framework to increase the quality, safety, competitiveness, and sustainability of the tourism



UTB Marketing Rig Van acquired under CEDP

The project supported the tourism sector in marking last year's World Tourism Day celebrations that were held on the 27th of September 2022 at the Uganda Museum, under the theme, Rethinking Tourism.



sector in Uganda and consequently improve the destination's market position at the global level. This will ensure:

- A structured and efficient framework defining the roles of the key stakeholders in ensuring the quality of service within the tourism and hospitality sector
- Developing and implementing regulations and guidelines that govern the operations of the sector aligned to international standards.
- Building the capacity of institutions and enterprises to ensure the enforcement and adherence to quality standards in the sector: In this regard, the project
 - i. Has procured IT and furniture for 22 District Offices: This intervention seeks to complement the Ministry and its agencies in the implementation of the Quality Assurance function that has been decentralized with the view to bringing the services closer to the users, and to further catalyse private investments in selected areas
 - ii. Supported Corporate Governance training for the Ministry and Agency Boards.
 - iii. Will support regional capacity development for Tourism Associations, decentralised tourism, and Quality Assurance officers.

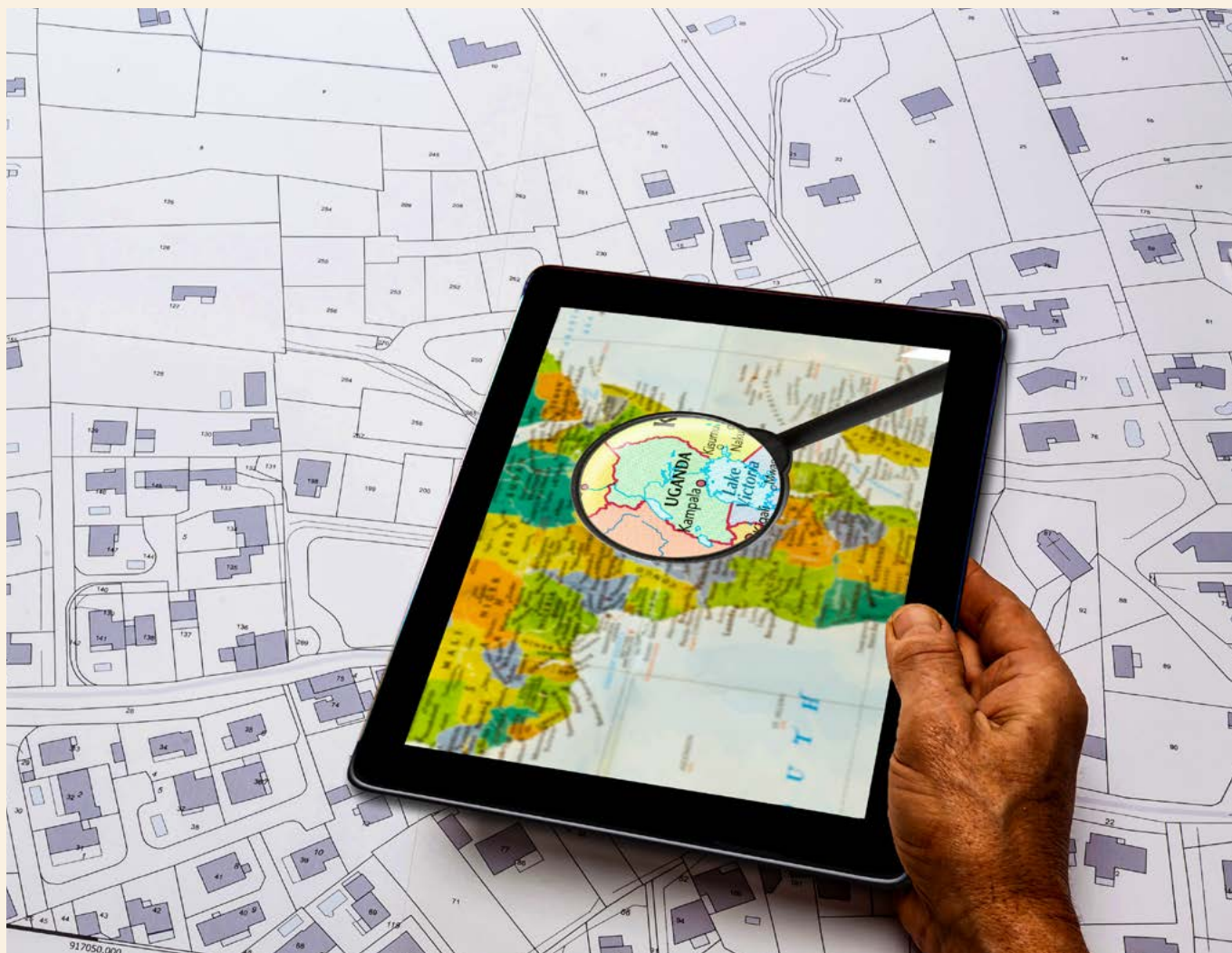
- Enhancing awareness of, and the culture of quality consciousness among the key stakeholders

The project supported the tourism sector in marking last year's World Tourism Day celebrations that were held on the 27th of September 2022 at the Uganda Museum, under the theme, Rethinking Tourism. This theme underscored the importance of tourism in Uganda's socio-economic transformation, and the need to refocus the development strategy in the wake of the post-COVID-19 pandemic and the competitive global landscape. CEDP was recognized for its commitment in supporting interventions within the tourism and hospitality Micro, Small, and Medium Enterprises (MSMEs), to mitigate the effects of COVID-19 through structured business recovery and resilience support.

- 4) Destination Planning and Identification of Investment Opportunities:** Developing Integrated Destination Development Plans (IDDPs) for two Tourism Development Areas (TDAs) and capacity within MTWA to replicate these planning initiatives. The focus of the IDDPs will be on identifying and defining



Uganda joined the rest of the world on Tuesday 27th, September 2022 to commemorate World Tourism Day celebrated under the theme "Rethinking Tourism," at Sheraton hotel Kampala



The focus of the IDDPs will be on identifying and defining investment or infrastructure gaps where public sector investments or reforms can play a role in catalysing private sector investment in tourism infrastructure and services in key sites.



investment or infrastructure gaps where public sector investments or reforms can play a role in catalysing private sector investment in tourism infrastructure and services in key sites.

Specifically, CEDP is: Developing IDDPs for the North-western, and Central TDAs. A shortlist of transformative anchor projects with the potential to crowd in private investment will be identified as well as broader, and longer-term view of potential investments that can strengthen tourism or landscape resilience in the TDAs. The IDDPs are expected to identify longlists and shortlists of projects for each TDA, for which the consultants will prepare more detailed pre-feasibility analysis.

5) Community Subprojects:
Strengthening the community's

capacity to engage in tourist-related commercial activities including product development and marketing of their products. CEDP has developed a Grants Operations Manual, specifying eligibility criteria for these subprojects, their administration, fiduciary requirements, and requirements in compliance with social and environmental safeguards.

- 6) Endowment Fund:** Provide technical assistance to assess existing endowment funds for promoting wildlife research, protection, conservation, and harmonious coexistence of communities residing/adjacent to wildlife areas. Specifically, CEDP is supporting a consultancy to:
- i. To study current non-fiscal financing mechanisms for supporting/promoting effective and sustainable wildlife conservation in Uganda



A small boat on the Nile river during sunset. Nile river. Jinja - Uganda

Digitisation of Uganda Museum collections by capturing metadata at the specimen level, to enhance their preservation, study, creation and virtual transmission of heritage and related knowledge.



- ii. To identify best strategies, experiences, lessons, and practices from within and outside the Uganda to enhance and strengthen the existing endowment systems in Uganda as well as filling the gaps
- iii. To understand potential opportunities for leveraging private investments for conservation
- iv. To generate recommendations for setting up opportunities for alternative financing mechanisms to support the core mandates of UWA.

B. Subcomponent 2.2: Product Development and Investment

1) The Uganda Museum:

Undertaking the new curation and upgrading of the museum building to create a flagship Kampala ‘must-see’ attraction based on a sustainable financing model. Specifically, CEDP will support the following consultancies:

- Options study for a results-based management, and the development of the Uganda Museums and Monuments Strategic Plan for the Period 2022 - 2026, consistent and aligned to both the Third National Development Plan (NDP III), the Revised NPA Sector Development Planning Guidelines, and in line with regional and international development

planning frameworks. An analysis of the costed scenarios for results-based management and financial sustainability for the Uganda National Museum, 3 Regional Museums and 10 Heritage Sites, will also inform the strategies to be developed.

- Digitisation of Uganda Museum collections by capturing metadata at the specimen level, to enhance their preservation, study, creation and virtual transmission of heritage and related knowledge. The consultancy will undertake the following specific objectives:
 - i. Identify and document the museum collections that are unique or rare items, in the public domain, and not accessible elsewhere in digitised form
 - ii. Develop a system/software and install supporting equipment to enable indexing, categorisation, and retrieval of digital versions of the various artefacts or objects
 - iii. Scan or digitally photograph the identified objects
 - iv. Upload the photographed/scanned objects to a computer and input into a database
 - v. Publish the images of the photographed/scanned objects online
 - vi. Develop the capacity of museums staff in indexing, categorising and retrieval digital versions of the various artefacts or objects.

- Inventorying and cataloguing the museum artefacts, and publishing detailed information about the collections, to aid their presentation and interpretation. The consultancy will undertake the following specific objectives:
 - i. Develop criteria for selecting Uganda Museum's most iconic artefacts for inventorying and cataloguing
 - ii. Identify and use quality text and visual information for the selected artefacts
 - iii. Create virtual rooms, and digital photos and text for online accessibility and virtual gallery tour of the Uganda Museum
 - iv. Develop a computer database for the written/photographic documentation.
 - v. Develop, produce, and publish two volumes of museum catalogue books of the selected collections and
 - vi. Upgrade the old galleries by providing detailed text and visual information to aid the presentation and interpretation of the artefacts.
- The project has also supported the Uganda Museum to acquire a Marketing Rig van, and Double Cabin Pickup



Uganda Museum Marketing Rig Van acquired under CEDP

Strengthening the capacity of SMEs along the Lake Victoria Circuit to engage in tourist-related commercial activities, to enhance their sustainability and that of the fragile Lake Victoria ecosystem, in delivering an overall tourism experience.

2) **Uganda Wildlife Education**

Centre: Undertake investments necessary to redevelop this product

Specifically, CEDP will support the following:

- Develop designs for UWEC infrastructure
- Procure vehicles and equipment
- Strengthening the capacity of SMEs along the Lake Victoria Circuit to engage in tourist-related commercial activities, to enhance their sustainability and that of the fragile Lake Victoria ecosystem, in delivering an overall tourism experience.

The outcomes targeted under this intervention include:

- i. Increased tourism product development, and investment in supporting services and infrastructure
 - ii. Increased household incomes along the shores of Lake Victoria
 - iii. Increased employment in the tourism sector, and
 - iv. Reduced illegal activities in the Lake Victoria ecosystem
- The project has Procured a Marketing Rig Van or UWEC.

- 3) **Transform management and efficiency of the Uganda Hotel and Tourism Training Institute (UHTTI):** Completion of physical works and fully furnishing a three



UWE Marketing Rig Van acquired under CEDP

(3) star Training Hotel (according to EAC Criteria), and building a Training School

Specifically, CEDP will support the following:

- Supply of ICT equipment
- Additional 30-room floor on the hotel
- Phase II works: Administration Block, Hostels, Instructional Facilities, and other Recreational Infrastructure

- Procure firm to undertake ESIA
- Implement new curriculum
- Procurement of vehicles
- Engagement of Management Entity (ME) to operate both the hotel and the training facility

4) Enhance the capacity of the Uganda Wildlife Research and Training Institute (UWRTI) to undertake its expanded mandate of wildlife research and tourist guide training



UHTTI Training Hotel

- Upgrade facility to enable basic training and research functions. To achieve this, the project has supported a technical review of the Architectural Drawings and Structural Engineering Designs for The Uganda Wildlife Research and Training Institute.
- Partner with an internationally accredited wildlife guide training entity: Ministry signed a Memorandum of Understanding with ITH establishing a comprehensive institutional collaboration framework for the transformation of the management and efficiency of the UHTTI into a centre of excellence in Hotel and Tourism Hospitality Training and Management. This effectively meets the condition for the disbursement of additional funds towards the completion of Physical works at the UHTTI.
- Review the Curriculum: The rationale is to:
 - i. Fulfil the National Council for Higher Education (NCHE)-Curriculum Development Review Guidelines and Regulations
 - ii. Engage the Kent State University with whom UWRTI has signed a Partnership Agreement establishing a mutually beneficial educational and pedagogical relationship
 - iii. Draw the expertise of a multi-disciplinary committee
 - iv. Benchmark national, regional, and international best-practices in curriculum development.
- Develop a business plan to enable governance and sustainable management of UWRTI
- Procure equipment for the institute
- Procure double cabin pickup, motorcycles, and a field tourism truck
- Determine the need to update the ESIA based on the new proposed location for the Centre of Excellence.

THE LANDS COMPONENT UNDER CEDP

The overall goal of the Land Component under CEDP is to consolidate, enhance and scale-up land sector policy and institutional reforms to create an enabling environment that will contribute to eliminate key constraints to the cost of doing business and Uganda's international competitiveness. The purpose is to enhance security of tenure doing business and to encourage investment, particularly, in the medium and small manufacturing enterprises sector, to enable the private sector to be better positioned to respond to opportunities in specific categories of the market.

There are strong economic reasons for governments to systematically underwrite tenure security, which has long been recognized as a public good. In the absence of public enforcement, tenure security has to be obtained by socially inefficient (although, perhaps, individually optimal) investment in boundary demarcation and defensive actions to repel other claimants.

The Land Component of CEDP has the added objective of creating an efficient and corrupt-free land administration system by rolling out the LIS to all regions of the country. It will facilitate mass formalization and registration of land rights, and encourage the creation of an effective land market, positively impact enterprise creation and poverty reduction by supporting customary land owners and Mailo title holders in rural communities to register their land assets. Security of tenure encourages productivity-augmenting investments thus ensuring food security and reduction of rural poverty among participating households. These objectives will increase opportunities for reducing rural poverty (focus on private sector competitiveness should not be lost as well) by making the physical environment for delivering land services more appealing to the general public. It will also extend access high quality, low-cost land information, adding to the transparency of land services by removing manual systems and processes that, until now, have encouraged corruption.

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Below is an outline of the cumulative progress made, key achievements under each sub-component, and the challenges faced during the implementation of the Project by end of November 2022. The main milestones under this component during the reporting period include:

- Rapid Physical Planning Assessment activities commenced in three districts of Oyam, Maracha, and Apac; and to date data collection has been completed for the 74 parishes. The draft RAPPAs ready for display.
- Issuance of 1,597 Certificates of Title to beneficiaries in the districts of Ibanda, Rwampara, Kiruhura; and Mbarara City on 20th August, 2022 and 1,400 Titles to the beneficiaries of Oyam on 17th December, 2022.
- Successful implementation of the Mbarara and Oyam SLAAC Circuit in March and July 2022 respectively that led to the clearance of approximately 63,376 Land Administration Files (LAFs) in the districts of Mbarara, Ibanda, Kiruhura, Oyam and Rwampara.
- Functionalization and launching of the UgnLIS Portals by Hon. Judith Nabakooba – Minister of Lands, Housing and Urban Development on 9th March, 2022.
- Processing of titles under SLAAC at the Data Processing Centre (DPC). To date, approximately 4,502 titles are ready.

¹ CEDP: P130471

² CEDP – AF: P169435

PROJECT MILESTONES

Since the commencement of the Additional Financing of the Competitiveness and Enterprise Development Project – Land Component, the following are the project milestones:

1. Issuance of Certificates of Title: The Ministry of Lands, Housing and Urban Development organised two events and issued out 2,997 Certificates of Title to beneficiaries in the districts of Kiruhura, Ibanda and Rwampara and Mbarara City; and Oyam district. The issuance took place in Mbarara City at the Mbarara Ministry Zonal Office and at Minakulu in Oyam district.

The functions were presided over by the Minister of Lands, Housing and Urban Development – Hon. Judith Nabakooba and attended by Area Members of Parliament, District Chairpersons, Resident District Commissioners, Ministry Officials and beneficiaries.

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Issuance of SLAAC Titles in Mbarara by Hon. Judith Nabakooba



Issuance of SLAAC Titles in Oyam by Hon. Judith Nabakooba

2. Launch of the Call Centre: The Ministry of Lands, Housing and Urban Development launched the MLHUD Call Centre on 1st August, 2021. The launch was officiated by Hon. Judith Nabakooba.

The MLHUD Call Centre toll free number is 0800 100 004. The MLHUD Call Centre was established in order to enhance the image of the Ministry and enable the Ministry resolve most of the land issues in a timely manner.

3. Launch of the Uganda National Land Information System Portals: The Minister of Lands, Housing and Urban Development – Hon. Judith Nabakooba launched the UgnLIS Portal on 9th March, 2022 as part of Government initiatives to implement Article 41 of the Constitution which provides for access to information to citizens. The purpose of the Public Portal is to provide citizens and those in the diaspora with instant search results for land titles, thus easing doing business in Uganda and taking land services closer to the landowners and users. The Portal will also provide instant results on the status of land transactions and verification of parcel.

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Launch of the MLHUD Call Centre at the NLIC by Hon. Judith Nabakooba



Launch of the UgnLIS Portals on 9th March, 2022 by Hon. Judith Nabakooba – M/LHUD

5. Mbarara and Oyam SLAAC Circuit: The Ministry organised the first ever Circuits to facilitate the massive clearance and handling of applications under SLAAC. The first Circuit was organised in Mbarara between March and April 2022 while the second circuit took place in July 2022.h.

A total of 63,376 applications were cleared during the Circuits by the District/City Land Boards and the District/City Physical Planning Boards of Mbarara, Ibanda, Kiruhura, Rwampara and Oyam districts; and Mbarara City.

The Additional F will complete planned activities to scale-up and deepen the sustainability and impact of the parent CEDP by building on achievements in the land and tourism components.



DISTRICT/ CATEGORY	LAFS	PROCESSED LAFS			% PROCESSED
		SPORADICALLY	CIRCUIT	TOTAL	
OYAM	34,792	1,055	33,737	34,792	100
MBARARA	15,716	0	15,716	15,716	100
KIRUHURA	4,078	455	3,623	4,078	100
IBANDA	3,336	784	2,552	3,336	100
RWAMPARA	8,226	478	7,748	8,226	100
TOTAL	66,148	2,772	63,376	66,148	100



Boxed LAFs from Mbarara Circuit at the DPC



A DPC staff processing the LAFs in Mbarara



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