Competitiveness and Enterprise Development Project (CEDP) (P130471)

AFRICA | Uganda | Trade & Competitiveness Global Practice | IBRD/IDA | Specific Investment Loan | FY 2013 | Seq No: 6 | ARCHIVED on 29-Dec-2015 | ISR21813 |

Implementing Agencies: Private Sector Foundation Uganda

Key Dates

Key Project Dates

Bank Approval Date: 09-May-2013
Planned Mid Term Review Date: 02-May-2016
Original Closing Date: 31-Mar-2019

Effectiveness Date: 06-Jun-2014
Actual Mid-Term Review Date: --
Revised Closing Date: 31-Mar-2019

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?
No

Components

<table>
<thead>
<tr>
<th>Name</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land Administration Reform</td>
<td>$54.00 M</td>
</tr>
<tr>
<td>Business Registration and Business Licensing Reforms</td>
<td>$10.00 M</td>
</tr>
<tr>
<td>Tourism Development Initiatives</td>
<td>$25.00 M</td>
</tr>
<tr>
<td>Matching Grant Program for MSMEs</td>
<td>$8.00 M</td>
</tr>
<tr>
<td>Project Implementation</td>
<td>$3.00 M</td>
</tr>
</tbody>
</table>

Overall Ratings

<table>
<thead>
<tr>
<th>Name</th>
<th>Previous Rating</th>
<th>Current Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Progress towards achievement of PDO</td>
<td>Moderately Satisfactory</td>
<td>Moderately Satisfactory</td>
</tr>
<tr>
<td>Overall Implementation Progress (IP)</td>
<td>Moderately Satisfactory</td>
<td>Moderately Satisfactory</td>
</tr>
</tbody>
</table>
Implementation Status and Key Decisions

Implementation progress:
The recruitment of staff for the project implementation unit were completed. The project has disbursed US$19 million which is 21% of the total funds since effectiveness. It is projected to disburse another US$15 million in this quarter making a total of US$34 million in FY16 which will be 34% of the total funds. There has been delays in procurement processing attributed to incompleteness of technical sections of bidding documents from beneficiary agencies. Arrangements have been agreed upon with beneficiary agencies to hire individual consultants to support them where there is a need.

Prospects to achieve Results – The project has started to achieve results in some activities as implementation is accelerating. Number of days to register land has reduced from 43 to 42 days and number of days to register a business have reduced from 33 to 27 days. However, some activity indicators have not moved because the activities are just starting to be implemented due to the delay in effectiveness of 12 months. The team has taken note of this and in the next reporting movement on indicators will be reported.

The project achieved the following Key Results in the last 6 months:
1. Curriculum for the Hotel and Tourism training Institute (HTTI) was completed.
2. URSB – File reorganization and census completed.
3. URSB Posta outlet opened.
4. URSB Customer call center established.
5. Map scanning and rehabilitation unit set up in the Ministry of Lands - Entebbe – Survey and Mapping Department.
6. Problem Resolution Team (PREST) set up – to intervene where there are challenges in the Land Information System.
7. Communication to the Public – 2 open days were done for the public to come and verify their documents in Mukono and Kampala.
8. Land awareness week – people were given an opportunity to access their land records in the Land Information system (LIS).
9. A testing Unit for LIS has been set up – This is used to test the LIS software as it is being developed and giving capacity/training to national staff.
### Risks

**Systematic Operations Risk-rating Tool**

<table>
<thead>
<tr>
<th>Risk Category</th>
<th>Rating at Approval</th>
<th>Previous Rating</th>
<th>Current Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Political and Governance</td>
<td>--</td>
<td>● Substantial</td>
<td>● Substantial</td>
</tr>
<tr>
<td>Macroeconomic</td>
<td>--</td>
<td>● Moderate</td>
<td>● Moderate</td>
</tr>
<tr>
<td>Sector Strategies and Policies</td>
<td>--</td>
<td>● Moderate</td>
<td>● Moderate</td>
</tr>
</tbody>
</table>
Technical Design of Project or Program -- ● Substantial ● Substantial
Institutional Capacity for Implementation and Sustainability -- ● Substantial ● Substantial
Fiduciary -- ● High ● Moderate
Environment and Social -- ● Moderate ● Moderate
Stakeholders -- ● Substantial ● Moderate
Other -- ● Moderate ● Moderate
Overall -- ● Substantial ● Substantial

Results

Project Development Objective Indicators

▶ Avg no. of days to complete recordn of purchase/sale of property in land adm systm (Number, Core)

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>52.00</td>
<td>43.00</td>
<td>42.00</td>
<td>25.00</td>
</tr>
</tbody>
</table>

▶ Avg no. of days to complete recordn of purchase/sale of property–Urban (Number, Core Breakdown)

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>52.00</td>
<td>43.00</td>
<td>42.00</td>
<td>25.00</td>
</tr>
</tbody>
</table>

▶ Number of days required to register a business (Days, Custom)

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>33.00</td>
<td>3.00</td>
<td>27.00</td>
<td>5.00</td>
</tr>
</tbody>
</table>
### Cost of business registration as percentage of income per capita (Percentage, Custom)

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Value</strong></td>
<td>76.70</td>
<td>64.40</td>
<td>39.70</td>
<td>50.00</td>
</tr>
<tr>
<td><strong>Date</strong></td>
<td>01-Jan-2013</td>
<td>19-Mar-2015</td>
<td>25-Nov-2015</td>
<td>31-Mar-2019</td>
</tr>
</tbody>
</table>

### Increased international tourist arrivals (Number, Custom)

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Value</strong></td>
<td>945000.00</td>
<td>1200000.00</td>
<td>1200000.00</td>
<td>1500000.00</td>
</tr>
</tbody>
</table>

### Tourism sector employment (Number, Custom)

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Value</strong></td>
<td>225300.00</td>
<td>520000.00</td>
<td>520000.00</td>
<td>300000.00</td>
</tr>
</tbody>
</table>

### Increase in exports of non-traditional products (Percentage, Custom)

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Value</strong></td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>10.00</td>
</tr>
</tbody>
</table>

### Direct project beneficiaries (Number, Core)

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Value</strong></td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>1000000.00</td>
</tr>
</tbody>
</table>
### Overall Comments

There are some indicators which have not moved. Increase in exports of non-traditional products has not started as the first enterprises to benefit have just been approved. The matching grant facility has just started to be implemented and all indicators relating to it have not moved and will register records in the next ISR. Indicators for target population with use or ownership rights recorded as a result of the project and target land area have not been recorded because the systematic surveying and demarcation of land has not started. Ground work has begun and these will be reported in the next ISR. In addition the matching grant facility has just started to be implemented and all indicators relating to it have not moved and will register records in the next ISR.

### Intermediate Results Indicators

#### Female beneficiaries (Percentage, Core Supplement)

<table>
<thead>
<tr>
<th>Date</th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>01-Jan-2013</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>18.00</td>
</tr>
</tbody>
</table>

#### Land parcels with use or ownership rights recorded as a result of the project (Number, Core)

<table>
<thead>
<tr>
<th>Date</th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>01-Jan-2013</td>
<td>0.00</td>
<td>3700.00</td>
<td>270.00</td>
<td>800000.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Date</th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>19-Mar-2015</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25-Nov-2015</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>31-Mar-2019</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Land parcels with use/ownership rights recorded as a result of project-female (Number, Core Breakdown)

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>0.00</td>
<td>700.00</td>
<td>50.00</td>
<td>360000.00</td>
</tr>
</tbody>
</table>

## Number of communal land associations (CLAs) formalized (Number, Custom)

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>0.00</td>
<td>10.00</td>
<td>2.00</td>
<td>600.00</td>
</tr>
</tbody>
</table>

## Target population with use or ownership rights recorded as a result of the project (Number, Core)

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>2666000.00</td>
</tr>
<tr>
<td>Date</td>
<td>01-Nov-2013</td>
<td>19-Mar-2015</td>
<td>25-Nov-2015</td>
<td>01-Sep-2018</td>
</tr>
</tbody>
</table>

## Target land area with use or ownership rights recorded as a result of project (Hectare(Ha), Core)

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>571650.00</td>
</tr>
</tbody>
</table>
### Percentage of customers reporting satisfaction with land registration services (Percentage, Custom)

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>0.00</td>
<td>54.50</td>
<td>58.00</td>
<td>70.00</td>
</tr>
</tbody>
</table>

### Number of registered businesses on which data has been entered into the online business register (Number, Custom)

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>150000.00</td>
</tr>
</tbody>
</table>

### Number of URSB staff and other relevant agencies trained in business registration and business licensing new procedures (Number, Custom)

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>150.00</td>
</tr>
<tr>
<td>Date</td>
<td>01-Nov-2013</td>
<td>19-Mar-2015</td>
<td>25-Nov-2015</td>
<td>01-Sep-2018</td>
</tr>
</tbody>
</table>

### Number of staff at all levels across MTWA (Ministry and Agencies) who completed project-provided training in tourism sector issues (Number, Custom)

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>130.00</td>
</tr>
</tbody>
</table>
### Number external industry and educational bodies which have accredited HTTI (Number, Custom)

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>3.00</td>
</tr>
</tbody>
</table>

### Number of new tourism MSMEs (Number, Custom)

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>125.00</td>
</tr>
</tbody>
</table>

### Number of female-owned new tourism MSMEs (Number, Custom Breakdown)

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>40.00</td>
</tr>
<tr>
<td>Date</td>
<td>01-Jan-2013</td>
<td>19-Mar-2015</td>
<td>25-Nov-2015</td>
<td>01-Sep-2018</td>
</tr>
</tbody>
</table>

### Number of new employees hired by the MSMEs benefiting from the matching grants program (Number, Custom)

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
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<tbody>
<tr>
<td>Value</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>11000.00</td>
</tr>
</tbody>
</table>
Increase in sales of firms supported under the matching grant scheme (Percentage, Custom)

<table>
<thead>
<tr>
<th>Value</th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>10.00</td>
</tr>
</tbody>
</table>

Overall Comments

Data on Financial Performance

Disbursements (by loan)

<table>
<thead>
<tr>
<th>Project</th>
<th>Loan/Credit/TF</th>
<th>Status</th>
<th>Currency</th>
<th>Original</th>
<th>Revised</th>
<th>Cancelled</th>
<th>Disbursed</th>
<th>Undisbursed</th>
<th>Disbursed</th>
</tr>
</thead>
<tbody>
<tr>
<td>P130471</td>
<td>IDA-52690</td>
<td>Effective</td>
<td>XDR</td>
<td>66.10</td>
<td>66.10</td>
<td>0.00</td>
<td>13.88</td>
<td>52.22</td>
<td>21%</td>
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</tbody>
</table>

Key Dates (by loan)

<table>
<thead>
<tr>
<th>Project</th>
<th>Loan/Credit/TF</th>
<th>Status</th>
<th>Approval Date</th>
<th>Signing Date</th>
<th>Effectiveness Date</th>
<th>Orig. Closing Date</th>
<th>Rev. Closing Date</th>
</tr>
</thead>
</table>

Cumulative Disbursements
Restructuring History

There has been no restructuring to date.

Related Project(s)

There are no related projects.