



Ease of Doing Business Eastern and Southern Africa Initiative (EDBI)

Steering Committee Handover Report

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ACRONYMS AND ABBREVIATIONS

CICS	Competitiveness and Investment Climate Strategy
EAC	East African Community
EDB	Ease of Doing Business
EDBI	Ease of Doing Business Initiative
FCS	Fragile and Conflict States
G2B	Government to Business
ICT	Information Communication Technology
IFC	International Finance Corporation of the World Bank Group
MoU	Memorandum of Understanding
SME	Small and Medium Enterprise
SSA	Sub-Saharan Africa

EXECUTIVE SUMMARY

We welcome all delegates to the 2016 Ease of Doing Business Initiative (EDBI) conference, hosted by the Government of Kenya. Uganda has had the honor of Chairing EDBI since May 2015. This brief report presents a background to EDBI, its objectives, the challenges encountered and successes achieved over the last one year and our perspective on EDBI's future prospects.

It is very clear that EDBI is effectively contributing to the change and transformation of the investment climate and business environment in our region for the benefit of our economies and our people. Over the last 6 or so years, EDBI has provided a powerful platform for knowledge and experience sharing for reformers in our sub-region. Through networking, bringing reformers together and contributing to regional convergence and reform policy harmonization, EDBI has made a contribution to improved investment inflows and improved access to foreign markets. EDBI has also proved to be a powerful platform for showcasing best practice and lesson learning among member of the reform community in our region.

Despite the challenging global economic environment characterized by falling commodity prices, pressure on investment flows and a host of other constraints, most of our countries are successfully implementing the first wave of reforms aimed at streamlining processes and procedures across a range of government services and mitigating risks and costs to businesses. Even those countries in the region that remain fragile and conflict affected, we see a lot of resilience in terms of sustained efforts to streamline and rationalize government processes and procedures.

Since the 2015 EDBI in Kampala, Uganda, we have witnessed a greater effort towards automated Government to Business (G2B) services. We are entering a very exciting phase in our development agenda by leveraging Information and Communication Technology (ICT) to ensure online delivery of G2B services. A broad spectrum of these services, such as construction permitting, business licensing and others are now automated resulting in major reduction in costs and risks to our businesses. By working together and learning from each other, we are significantly contributing to enterprise growth and competitiveness and employment creation in our region.

Over the last year, Uganda is has had the honour of Chairing EDBI. We have supported greater networking and lesson learning among the business community. The continued interest and participation of our countries in the 2016 EDBI attests to the effectiveness of our collective effort. Uganda acknowledges the technical support and facilitation of the World Bank Group and other development partners. We hope that this input and contribution will continue as Kenya takes over chairmanship of EDBI.

Uganda is handing over an exciting, dynamic and energised EDBI ready to make additional contribution to the transformation of our economies and societies. However, we call on Kenya to continue mobilizing all, ensuring that we learn from each other and to strengthen our reform network in order to sustain the reform momentum in our region.

1.0 REPORT ON THE EASE OF BOING BUSINESS 2015

1.1 Background

During the launch of the 2010 Doing Business Report in Kigali, Rwanda, in early September 2009, several countries in the Africa region requested the World Bank (WB) to facilitate a 'learn and share' event on Doing Business reforms. The first meeting was held in Mauritius in 2010, and following the successful pilot of this peer-to-peer learning model, Rwanda hosted a second peer-to-peer workshop for Governments in Eastern and Southern Africa in March 2011. The third meeting was held in March 2012 in Gaborone, Botswana, the 2013 meeting was in Sandton, South Africa and the 2014 meeting took place in Maputo, Mozambique. At the 'Ease of Doing Business Initiative 2014' which was hosted in Maputo, Uganda was selected to host the EDBI 2015.

1.2 Objectives of the 2015 EDBI conference

- Facilitate sharing of knowledge and experience on investment climate reforms in Eastern and Southern Africa;
- Improve the investment climate and increase the region's share of investment flows and export markets, in line with the stated regional economic integration objectives of the involved Regional Economic Communities and Member States.
- Facilitate the showcasing of best practice under one roof, encouraging political buy-in, and following through of committed reform agenda.

1.3 Highlights of the 2015 EDBI Conference

The 'Ease of Doing Business Initiative 2015' was held on May 11th -13th, 2015 at the Kampala Serena international Conference Centre in Uganda. The theme of the conference was: Connecting the Dots: How Public Reforms Improve the Ease of Doing Business. The Conference was supported by the Government of Uganda and the World Bank Group.

The EDBI 2015 conference was attended by over 300 participants including government officials, representatives of government agencies, policy makers, Members of Parliament, development partners, and private sector representatives. 100 delegates came from 15 countries including Botswana, Burundi, Canada, Cote d'Ivoire, Ethiopia, Kenya, Madagascar, Mozambique, New Zealand, Rwanda, Sierra Leone, South Sudan, Tanzania, Zambia, Zimbabwe and the host country Uganda.

1.4 EDBI 2015 Conference Proceedings

Uganda's Prime Minister Rt. Hon. Dr. Ruhakana Rugunda officiated at the opening of the conference and gave a key note address on behalf of H.E. President Yoweri K. Museveni. His address emphasised the pillars upon which prosperity is built: security of person and property; availability of minimum infrastructure; a vibrant private sector; application of science and technology; and regional integration. The conference was officially closed by Hon. Matia Kasaija, Minister of Finance, Planning and Economic Development who reiterated the centrality of peace and security on development, and noted that without this the rapid development of the countries and region will remain a mirage. He asked delegates to return to their countries and work out how to make sure that people who are doing

business, and who are the most important single factor in creating employment, find their job easy so that they can make profit, grow and expand.

The three-day conference had 10 sessions with presentations followed by question and answer/discussion sessions. The 10 sessions were divided under the following broad discussion themes:

1.4.1 Doing Business Global Assessments-changes in the methodology

In this session, presenters set the stage for the rest of the conference and provided the background to the Doing Business 2015 Report, describing the methodology that is used to analyse the findings and pointing out what changes are planned to further improve the reporting on the ease of doing business across the world. The discussion about the Doing Business Report examined several factors from the findings and methodology used to compile and analyse the data, as well as an initial discussion on the success factors for reforms.

1.4.2 Improving Government service through integrated online solutions

The objective of this session was to share the experiences of governments that have introduced integrated online solutions for service delivery and to examine the impact of such services on the citizens and business that use them. With the comparison of a similar concept being implemented in two countries at different levels of development, the delegates discussed the nitty-gritty of how it is done, and compared the experience from Canada and Kenya to their own countries' experiences.

1.4.3 Integration of business registration, licensing and taxation

Following on the previous sessions' sharing of experiences with the one-stop shop concept of service delivery of government services, the objective of this session was to focus on what is needed to strengthen procedures and processes that will ease the cost of doing business. It was emphasised that legal reform is key. Mindset change and human resource capacity are also needed otherwise even state of the art systems will not work. Individual agencies' systems must be efficient in the first place even before integration. Delegates were reminded that online processes do not attempt to reduce checks and controls but seek to eliminate delays and inefficiencies.

1.4.4 Business operation in Fragile and Conflict affected States (FCS)

This session focusing on Fragile and Conflict State (FCS) was organised in close partnership with the Republic of South Sudan. This newest state in Africa underscored the need for a secure and predictable environment in order for business to grow, and they acknowledged that the ongoing conflict is affecting investment. However, they pointed out that the conflict is confined to 3 out of 10 states and the main business centres like Juba have been conflict free for the past one and half years. South Sudan is therefore going ahead with initiatives to ease the business environment for local and foreign investors. The experience sharing by South Sudan was consistent with most of the other FCS that described the important steps they were taking to get their countries back on their feet – they all agreed that allowing business and investment to thrive is key to recovery. An important conclusion from this discussion was that reforms that ease doing business in FCS can be one of the “low hanging fruit” that provide quick wins when taking steps to reconstruct economies after a crisis.

1.4.5 Registering Property and obtaining a Construction Permit

The main focus of this session was the development and implementation of Land Information System (LIS) which was defined by one of the presenters as a system for acquiring, processing, storing and distributing information about land. In describing the reforms undertaken in Uganda and Tanzania with regards to land administration, it was clear that this is a crucial aspect of promoting investment. The result of successful reforms include: increase of land tenure security and investment incentives, efficiency in land markets, collateral-based lending, increase in revenue, support to infrastructure development, agriculture farming, and manufacturing. All these ultimately lead to job creation.

1.4.6 Trading Across Borders in the wake of regional integration

The discussion showed that several countries at the conference were interested in learning how the agencies had achieved progress in reducing barriers to efficient and cost effective border trade. The presenters were asked to clarify on institutional arrangements that enabled the reforms to be successfully implemented as well as the change management techniques that had been employed to ensure compliance and buy-in.

1.4.7 Taking Reform processes forward

This session had delegates forming groups to discuss how they would take forward the reform processes that were already on going in their countries.

- i. Starting a Business (chaired by Rwanda, Zambia)
- ii. Registering property (chaired by Tanzania, Botswana)
- iii. Obtaining a Construction Permit (chaired by Mozambique, South Sudan)
- iv. E-government (chaired by Kenya, Ethiopia)
- v. Trading across borders (chaired by Uganda, Madagascar)

1.4.9 Site visits

In this session, the delegates were taken on guided site visits to four institutions in Kampala, Uganda where EDB indicator based reforms are being undertaken. The institutions were:

- i. Uganda Registration Services Bureau (URSB) which handles Company Registration
- ii. Uganda Revenue Authority (URA) which has championed Trading Across Borders reform
- iii. Kampala City Council Authority (KCCA) which handles trade licensing and construction permit and the KCCA Central Division office – TREP services which provided one-stop-shop service for business name registration, tax and trading license
- iv. National Land Information Centre which deals with digitizing land titles and electronic registration of property

2.0 2015 EDBI CONFERENCE CONCLUSIONS AND PARTICIPANT FEEDBACK

To move reform processes forward delegates agreed on the following:

- i. Ensure high level political will and ownership of reform processes supported by a coordination mechanism
- ii. Score quick wins and get support for further reforms especially from the private sector
- iii. Prioritise legal and regulatory reforms to support changes
- iv. Conduct a human resource audit of staff and ensure that they are the right people to implement changes.
- v. Work on efficiency service delivery before moving to automation of government services.

- vi. Develop a communication strategy for the private sector and within the agencies to make sure that reforms are understood.

The detailed presentations, detailed conference report and other documentation about the conference can be accessed on the Conference website at <http://www.finance.go.ug/edbi/>.

2.1 2015 EDBI Conference Evaluation

At the 2015 EDBI Conference in Uganda, evaluation forms were circulated to participants requesting them to give feedback about the conference organisation and content. 62 completed evaluation forms were collected at the end of the conference. The information in the evaluation is important to be adhered to in preparation of future events.

Following a meeting of the Steering Committee on Friday 15th April, 2016, the report was shared with the team organising the 2016 conference in Kenya through the World Bank country office. The 2015 EDBI Evaluation detail is attached as Annex 1. Below is a deduction of the evaluation:

Positive credits; Overall the conference was excellent and well organized.
Group work was really interesting.

Interpretation; The quality of interpreters should be guaranteed and given conference information in advance e.g. technical terms and abbreviations shared before the conference.

- Interpretation equipment should be provided for break-out sessions

Conference activities; Prolong period for EDBI so as to have more detailed experience sharing.

- Use more practical systems demonstration, for instance use more videos.
- The site visits should be done on the last day.
- The conference should recognize the best performers.

Time management; In future allow more time for presentations and question time.

Group photo; The official group photo should not be taken hurriedly as it was done. That's why it's a group photo. It should be more organized in future.

Venue; The conference venue had too many stairs which was difficult for the physically challenged.

- In future let delegates be accommodated within the venue to avoid a lot of movements.
- Internet services were too poor.
- The air conditioning was too cold.

Participation; Invite regional originations such as EAC, COMESA, SADAC involved on regional level.

- The event should have stronger representation from the youth, entrepreneurs and traders as they are most affected by these reforms.
- More private sector participation from the region is needed

3.0 ROLE OF THE EDBI STEERING COMMITTEE, MAY 2015 – MAY 2016

Since 2010 the management of EDBI has been entrusted to a Steering Committee which has terms of reference and includes Rwanda, Mozambique, Burundi and Cote d'Ivoire, working in a two year cycle. They are assisted by the IFC- World Bank Group. During this 2015 EDBI conference, the Steering Committee held a meeting and reached the following conclusions.

- fragile and conflicting states were added as regular members of the Steering Committee
- Quorum of three members was affirmed
- Noted that top performers on the EDBI had not been active
- That the RMCE Secretariat which provides monitoring and evaluation services did not have resources to continue work on EDBI between conferences.
- It was agreed that Kenya would host the 2016 conference and that the decision for the 2017 conference host was deferred.

Minutes of the Steering Committee Meeting of 12th May, 2015 are attached as Annex 2.

3.1 Post conference activities

- i. At the launch of the 2016 Doing Business report, various countries had interaction with the World Bank Group or across countries for instance, Uganda had a tele – conference with Kenya.
- ii. EDBI Participating countries have had exchanges on different issues and have had benchmarking exercises within Africa for instance;
 - The Uganda Registration Services Bureau (URSB) attended the launch of the Malawi Business Registration System and Collateral Registry in Lilongwe from 2nd to 5th February, 2016.
 - URSB officials also attended a benchmarking on the business licensing reforms in Zambia on 21st to 26th February, 2016. The objectives were to identify and learn the challenges experienced by Zambia undertaking similar reforms; to acquire information and knowledge On industry best practices and standards of electronic business registration and licensing systems. The team also visited the Patent and Companies Registration Agency, the Ministry of Commerce, the Cabinet office, the One Stop Shop and Lusaka City Council.
 - Officers from the judiciary in Rwanda recently visited Uganda to learn about the small claims procedure
 - Officers of the land registry in Uganda have benchmarked land administration systems in France and the United Kingdom.

4.0 PERFORMANCE OF PARTICIPATING COUNTRIES FOLLOWING EDBI 2015

Economies in Sub-Saharan Africa have an average ranking on the ease of doing business of 143. Mauritius has the region’s highest ranking, at 32. Rwanda has its second highest (62), followed by Botswana (72) and South Africa (73). Five of the top 10 economies showing the most notable improvement in performance on the Doing Business indicators reported in the DB 2016 are within the sub-Saharan region; Uganda, Kenya, Mauritania, Senegal and Benin. Those with the region’s lowest rankings are Eritrea (189), South Sudan (187), and the Central African Republic (185).

Table 1: Comparison of EDBI Participating Countries in DB 2016/2015

	Economy	Ease of Doing Business Rank (2016)	Ease of Doing Business Rank(2015)	Change in rank
1.	Rwanda	62	55	-7
2.	Botswana	72	72	--
3.	South Africa	73	69	-4
4.	Zambia	97	91	-6
5.	Kenya	108	129	+21
6.	Uganda	122	135	+13
7.	Mozambique	133	128	-5
8.	Tanzania	139	140	+1
9.	Côte d'Ivoire	142	145	+3
10.	Burkina Faso	143	149	+5
11.	Ethiopia	146	148	+2
12.	Burundi	152	151	-1
13.	Zimbabwe	155	155	--
14.	Sudan	159	158	-1
15.	Madagascar	164	166	+2
16.	Congo, Dem. Rep.	184	187	+3
17.	South Sudan	187	186	-1

(Source: World Bank Group, Doing Business Report, 2016)

Average rankings for Sub-Saharan Africa show the most room for improvement in Getting Electricity (149), Trading across Borders (136), and Paying Taxes (131)—all areas where it ranks last among regions.

Table 2 (annex 4) shows detailed performance in the region for each indicator.

4.1 Reform Trends

Thirty-five of 47 economies in Sub-Saharan Africa (74 percent) implemented at least one reform making it easier to do business in the past year, 69 in total—up slightly from the annual average of 67 reforms over the past 5 years.

Sub-Saharan Africa accounted for 14 of the 32 reforms globally in Getting Credit. Of the 14 reforms, 12 focused on improving the availability of credit information—more than in any other region.

Rwanda implemented the most reforms in Sub-Saharan Africa in the past year, with 6. Kenya, Madagascar, and Senegal followed with 4 reforms each. Some details of the reforms:

- Rwanda implemented a credit scoring service in May 2015, supporting the ability of banks and other financial institutions to assess the creditworthiness of potential borrowers. And it made starting a business easier by eliminating the need for new companies to open a bank account in order to register for value added tax.
- Kenya launched government service centers offering company preregistration services in major towns, reducing the time required to start a business by 4 days. Ten years ago, starting a business in Kenya took 54 days. Now it takes just 26 days—less than the regional average.
- Madagascar strengthened minority investor protections by requiring that directors with a conflict of interest fully disclose the nature of their interest to the board of directors.
- In Senegal the electricity utility improved the regulation of the connection process and lowered the cost by reducing the security deposit.
- 14 of the 17 economies implemented business regulation reforms in the past year—29 reforms in total. Twenty-four of these reforms reduced the complexity and cost of regulatory processes, while the other 5 strengthened legal institutions.

5.0 UGANDA'S PERFORMANCE

The DB 2016, Measuring Regulatory Quality and Efficiency, ranks Uganda at the **122nd** position, an improvement of 13 places from last year's 135 out of 189 economies. Table 3 below shows Uganda's performance in comparison to the previous year.

Table 3: Doing Business Comparison of Uganda's Performance 2016/2015

No.	Indicator	2016	2015	Change
# of Economies Considered		189	189	
Overall Performance		122	135	+13
1.	Starting a Business	168	168	0
2.	Dealing with Construction permits	161	166	+5
3.	Getting Electricity	167	172	+5
4.	Registering Property	120	118	-2
5.	Getting Credit	42	128	+86
6.	Protecting Investors	99	98	-1
7.	Paying Taxes	105	101	-4
8.	Trading Across Borders	128	126	-2
9.	Enforcing Contracts	78	78	0
10.	Resolving Insolvency	104	106	+2

(Source: World Bank group, Doing Business Report, 2016)

Uganda made improvements on the following indicators;

- i. Starting a business; Uganda made starting a business easier by introducing an online system for obtaining a trading license and by reducing business incorporation fees.

- ii. Getting electricity; the utility in Uganda reduced delays for new electricity connections by deploying more customer service engineers and reducing the time needed for the inspection and meter installation.
- iii. Getting credit; In Uganda the credit bureau expanded borrower coverage, improving access to credit information.

These reforms placed Uganda as a *Top Global Reformer* according to the 2016 Doing Business report. In the Sub-Saharan region, Uganda has leaped to the 12th position out of 47 economies and in the EAC region, Uganda's ranking has improved to the third place following Rwanda and Kenya.

6.0 PREPARATIONS FOR THE 2016 EDBI CONFERENCE, CONCLUSIONS AND RECOMMENDATIONS

The Steering Committee held two meetings on the 5th and 15th of April 2016 on the organisation of the 2016 EDBI conference (attached as Annex 4). At the discussions at both meetings were about;

- Consensus on the topics for conference speakers
- Including reforms beyond the Doing Business Indicators that may make a positive difference in the region
- The need for monitoring and evaluation of the EDBI conference and member countries post-conference
- The programme for the 2016 EDBI conference
- Projected participants
- Country participation as panellists/discussants
- Logistics for participants at the conference

6.1 Conclusions and Recommendations

A physical meeting with Steering Committee members between conferences was not possible as the EDBI members represent various countries. The logistics for a meeting would therefore include travel to one destination and accommodation but there were no funds available towards this activity. As already mentioned, some Steering Committee meetings were held via video conferencing at the World Bank Group offices. Although the quorum for the meeting was achieved, not all members participated in the meeting due to prior commitments. It is therefore advisable that the Steering Committee meetings were scheduled from the onset or months in advance to allow members to consult their schedules and participate.

Fragility continues to be an area of concern in some countries and therefore we have to continue exploring how to support businesses during these times. For instance, Burundi made a lot of improvement and was recognised in the 2014 Doing Business report. However the situation since changed for the worse. Coordinating with RMCE has not been successful. A monitoring of reforms made after the conference is key for reform [processes.]

It is expected that reforms will continue to be driven by;

- Breaking of barriers across agencies
- Facilitation of information and dataflow
- Continued leveraging of technology to help manage and share data and information
- Minimize duplication and enhance efficiency
- Ease payments
- Reduce the number of agencies that individuals have to interface with to transact their businesses
- Communicating the resulting benefits both to higher levels and support staff, and identification of leaders/champions and putting them at points of influence.

The Republic of Kenya being the host of the 2016 EDBI Steering Committee will be the next chair of this Steering Committee, 2016-17.

ANNEX 1



EASE OF DOING BUSINESS INITIATIVE (EDBI)
IN EASTERN & SOUTHERN AFRICA - UGANDA 2015

EDBI CONFERENCE EVALUATION

	Excellent	Good	Fair	Poor	Very Poor
General					
Overall event	28	34	2	-	-
Venue	30	23	7	1	-
Internet Quality	13	29	16	3	1
Meals and Snacks	26	27	7	-	-
Transport	16	35	6	-	-
MCs	27	30	2	-	-
Interpretation	13	37	9	2	-
Event Coordination	21	37	4	-	-
Session 2: Doing Business, Global Assessments					
Overall Session	21	38	3	-	-
Theme	25	34	2	-	-
Presentations	18	36	6	-	-
Discussions	13	37	8	-	-
Session 4: Improving Government Services through Integrated Online Solutions					
Overall Session	23	24	3	-	-
Theme	23	34	4	-	-
Presentations	21	33	5	-	-
Discussions	19	33	6	-	-
Session 5: Integration of Business Regulation Processes to enhance Competitiveness					
Overall Session	18	41	1	-	-

Theme	21	38	1	-	-
Presentations	17	38	5	-	-
Discussions	15	40	5	-	-
Session 6: Opportunities and Challenges of doing business in Fragile and Conflict States (FCS)					
Overall Session	27	16	7	-	-
Theme	27	34	5	-	-
Presentations	24	29	8	-	-
Discussions	19	34	16	-	-
Session 7: Registering Property and Obtaining a Construction Permit					
Overall Session	18	34	5	-	-
Theme	19	34	5	-	-
Presentations	17	34	6	-	-
Discussions	13	42	3	-	-
Session 8: Visits to Sites where Reforms are being undertaken					
Choice of sites	28	19	4	-	-
Transport	29	24	4	-	-
Presentation	22	31	4	-	-
Session 9: Leveraging Reforms to harness benefits from Cross Border Trade					
Overall Session	27	29	4	-	-
Theme	25	35	3	-	-
Presentations	21	34	4	-	-
Discussions	19	37	3	-	-
Session 10: Taking Reform Processes forward – Break Out Sessions					
Overall Session	21	33	1	-	-
Theme	22	33	1	-	-
Presentations	16	34	3	-	-
Discussions	21	28	4	-	-
TOTAL	RESPONSES RECEIVED- 63				

EDBI CONFERENCE EVALUATION

COMMENTS

GENERAL

- You need to hire an events management company

SESSION 2: Doing Business, Global Assessments

- i. The key note speakers shouldn't have been interrupted. The first session was interrupted with the minister's late arrival and the team had to be cut short.
- ii. In future it would be good to have a longer period for a conference so that we avoid the motion of crash program.
- iii. I would have liked to hear the correlation between EDBI and Economic Growth
- iv. A number of presentations was made at very high speed and ended up difficult to follow and hence there was no benefit.
- v. Good initiative.
- vi. A few speakers were a bit fast.
- vii. Some speakers were too fast.
- viii. Some presentations were too delayed for such a high level conference.
- ix. Very productive sessions. A lot lessons to draw should be vigorously pursued.
- x. Time was limited.
- xi. Presentations were made too briefly and speed was too high for a person especially the new attendees to be in line with the aim of the meeting.
- xii. The World Bank criteria of making a country should be revised because it just interviewees the private sector without including the public sector.

SESSION 4: Improving Government Services through Integrated Online Solutions.

- i. The speed of presentation should have been moderate to foster comprehension.
- ii. It would be good to highlight areas at caution/lesson learnt or failed electronic system. What can be done to avoid falling into the pitfalls that other countries have experienced.
- iii. Been good-Asante.
- iv. African Governments need to make a serious commitment on the reforms, the political will is important.
- v. Time too short.

SESSION 5: Integration of Business Regulation Processes to enhance Competitiveness

- i. Good

SESSION 6: Opportunities and Challenges of doing business in Fragile and Conflict States (FCS)

- i. African leaders should stop fighting over power and need to respect Democracy.
- ii. Time allocated for discussion and contribution was not enough to share most especially the constraints (political security) to conduct reforms in such countries including the huge DRC.
- iii. Great presentation-Some speeches were too long.
- iv. Too much repetition and there is need to understand classification.
- v. Articulate connection between security and unemployment.

SESSION 7: Registering Property and Obtaining a Construction Permit

- ii. All great

SESSION 8: Visits to Sites where Reforms are being undertaken

- i. Time was too short we could not manage to explore the experience as we expected.
- ii. Few questions were presented because of limited time to do so.
- iii. I propose the duration of the next meeting to be prolonged so as to ration enough time for site visits as well as other topics of the meeting.
- iv. Great idea.
- v. Much appreciation of how electronic hacking is being presented within Uganda. Experience is to be used to all the countries in the EAC and extend it to the neighbors most especially the DRC where matters conserving fraud is organized.

SESSION 9: Leveraging Reforms to harness benefits from Cross Border Trade

- i. Time allocated was too limited.
- ii. Extend duration of the meeting so as to have enough time for the topic.
- iii. Great session.
- iv. This is the area that EDBI should try to encourage participations, countries to double their efforts.
- v. Put to translational tactical problems.
- vi. TMEA need to be transparent in providing support to all members' countries of East Africa. Other board infrastructures are in place and other boarders.
- vii. More sensitization.

SESSION 10: Taking Reform Processes forward – Break Out Sessions

- i. Time for the break-out session was too little given that translation from English to French had to be done for some groups.
- ii. No enough time to prepare presentations.
- iii. In future, topics to be presented and key players to be essayed while at home so as to have fair and enough issues to support their presentations
- iv. Should be put on PowerPoint and shared with rest of delegates.
- v. Very good discussions everyone had a chance to effect on each of the issues. There was a lot one could learn from the other.

SUGGESTIONS TO IMPROVE FUTURE EVENTS

1. 3 days is not enough and there is need for more time for interactions with delegates to share experiences. Delegates have to be taken around the host city to see places of interest.
2. Interpreters should be given conference information in advance e.g. technical terms and abbreviations shared before the conference.
3. More private sector participation from the region.
4. Practical systems demonstration. Use more videos.
5. The site visits should be done on the last day.
6. The last day should be a half day.
7. Celebrating and recognizing the best performers.
8. Sort out priority items-identify matters to be taken up by DB people, this would involve for example methodology etc.
9. Publication; preparation and distribution of publication of the events to governments directly so this could help in bringing reform invitations to the attention of political leaders, to take stock of what others are doing.
10. More time needed for interaction and sharing data.
11. If presenters do not turn up you wish to replace them with delegates, give delegates due notice to prepare.

12. Excellent work: however next time you could improve by putting all the members at one hotel for ease of access to and from the conference. The dinner was great; I met José Chameleon, so perfect!!However timing was too disappointing. Perfect 98%.
13. Improve time keeping.
14. Have a dance floor.
15. More relevant stakeholders should be invited to attend and participate to help realize the positive results.
16. Interpretation equipment should be provided for break-out session in the future/for future meetings.
17. The air conditioning was too cold and may cause one to totally loose concentration.
18. Improve on the quality of the person translating.
19. Internet services were too poor.
20. In future let delegates be accommodated within the venue to avoid a lot of movements.
21. Arrange for study tours to have more details under study/experience sharing with most/more successful countries of the indicators or reform.
22. Prolong period for EDBI so as to have more detailed experience sharing and successful discussions and effective use of the knowledge shared.
23. Direct involvement of the ministers responsible for each reform to attend physically EDBI meetings so as to connect the bob of implementing reforms necessary.
24. Meeting timetable or topics to be provided to presenters in advance so as to be able to prepare presentations especially an experience sharing discussion.
25. Share experience with financial issues for touring reform.
26. In order to streamline their processes efficiently, we need to clean up all offices and staff to ease dosing business.
27. Overall the conference was excellent.
28. In future allow more time for presentations and question time.
29. Time management should be adhered to.
30. The official group photo should not be taken hurriedly as it was done. That's why it's a group photo. It should be more organized in future.
31. Please choose a venue that that is user friendly. The conference venue had too many stairs to be used for everything-not good for the physically challenged.
32. Invite regional originations such as EAC, COMESA, SADAC involved on regional level.

- 33.** The event should have stronger representation from the youth, entrepreneurs and traders as they are most affected by these reforms.
- 34.** The conference was very well organized thank you government of Uganda, the World Bank and others who participated in making the conference a success.
- 35.** Such conferences need more time to study the theme deeply.
- 36.** Improve the translation we really have trouble speaking to people at the conference, the translation was really bad.
- 37.** Group work was really interesting.

ANNEX 2

**MINISTRY OF FINANCE, PLANNING AND ECONOMIC DEVELOPMENT (MFPED)
EASE OF DOING BUSINESS INITIATIVE (EDBI) STEERING COMMITTEE MEETING
ACHWA HALL, KAMPALA SERENA HOTEL
12TH MAY, 2015**

PARTICIPANTS

No.	Name	Institution	Country	Tel. No.	Email Address
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20.	Anna Nambooze, Secretary	CICS Secretariat, Ministry of Finance, Planning and Economic Development	Uganda	+256759071143	anna.nambooze@finance.go.ug

AGENDA

1. Introductions
2. Communication from the Chair
3. Remarks from outgoing Chair
4. Minutes of the Previous Meeting
5. Membership of the EDBI Steering Committee
6. EDBI 2016 host
7. A.O.B

Min. 1/01/2015: Introductions

Members introduced themselves mentioning the institutions and countries they represented.

Min. 2/01/2015: Communication from Chair

The Chair welcomed the participants and informed the meeting that he was the coordinator of the conference but that at a national level, the Under Secretary/Accounting officer (US/AO) Ministry of Finance, Planning and Economic Development (MoFPED) chaired the National Organising Committee (NOC) in preparation for the conference.

The Chair gave a background to the EDBI Conference starting with the conception of the peer to peer learning idea in 2009 during the launch of the 2010 Doing Business report. Subsequently, which was conceived in 2009 during a discussion of peer to peer learning.

Min. 3/01/2015: Remarks from Out-going Chair

The out-going chair thanked Uganda for a well-organized conference. She reiterated that during her remarks at the opening ceremony of this conference, the Republic of Mozambique had officially handed over the Chair of the EDBI Steering Committee to Uganda.

She concluded by pledging the availability of Mozambique to cooperate with the EDBI Steering Committee going forward.

Min. 4/01/2015: Review of Minutes of the Previous Meeting

The meeting reviewed the minutes of the previous meeting and the following issues were highlighted.

1. The role of the Regional Multi-disciplinary Center of Excellence (RMCE).

The meeting was informed that the RMCE was the Secretariat of the EDBI Steering Committee where it helped in the management of the annual conference and in addition performed a monitoring and evaluation role of reforms implemented by participating countries throughout the year.

In 2012, RMCE communicated to the EDBI Steering Committee that they could not continue to support the EDBI Steering Committee as they had no funding. However the institution still exists in Mauritius and facilitates peer-to-peer learning.

The meeting decided that the support from RMCE was important as annual meetings without a clear follow-up plan was not encouraging enough for some countries to participate in this initiative.

The meeting emphasized the need for the following;

- a) Need to assess performance and value of the peer to peer process

- b) Need for activities between conferences that include;
 - i. Meetings of Steering Committee
 - ii. Conducting M&E
 - iii. Preparation for next meeting

Action: The EDBI Steering Committee should approach RMCE and establish whether they will be willing to be partners and what would be required to support the EDBI Steering Committee.

There is need to develop an annual work plan as a basis for follow-up with development partners.

Min. 5/01/2015: Membership of the EDBI Steering Committee

a) The meeting noted that the EDBI Steering Committee consists of;

- i. The top 3 performers; Mauritius, South Africa and Rwanda

The meeting observed that Mauritius and South Africa which are among the top reformers were not represented at the conference for two years now.

- ii. The two top reformers Cote d'Ivoire and Burundi had joined the EDBI Steering Committee as most reformed countries.
- iii. Representatives from the country hosting, the past year and forthcoming annual conference.

The meeting took a decision to add South Sudan to the EDBI Steering Committee as they co-hosted the EDBI Conference, 2015.

b) The meeting was requested to consider adding a representative of the Fragile and Conflict Affected States to the Steering Committee since these countries have unique circumstances that require them to have a representative on the Steering Committee.

The meeting deliberated as to whether they could change the constitution of the Steering Committee to add the representative for FCS in the absence of Mauritius and Rwanda.

The meeting decided that according to paragraph 6.5 of the Terms of Reference for the Steering Committee, a minimum of three Steering Committee members was required for quorum to make resolutions.

The meeting therefore resolved to amend the membership of the Steering Committee to add a representative from FCS.

It was further resolved that the best performing FCS country would be the representative to the Steering Committee.

Min. 6/01/2015: Host for 2016 EDBI Conference

The representatives from Kenya confirmed the decision made at the EDBI conference in Mozambique that Kenya was committed and looking forward to hosting the conference next year.

The meeting was further informed that Kenya had set up a Business Environment Unit in preparation for the 2016 conference.

Min. 7/01/2015: Any Other Business (A.O.B)

Host for 2017 EDBI Conference.

The meeting reviewed the minute from the previous meeting expressing that Cote d'Ivoire had shown interest in hosting the conference in 2017.

The meeting decided that as other countries had expressed interest to host the conference in the previous year, the decision on which country would host would be taken following a competitive selection process.

On whether the process of selecting the host for the 2017 EDBI conference should be conducted this year or in Kenya next year, the meeting left this question for decision at the next meeting.

The Chair thanked members for their participation and adjourned the meeting at 2:45pm. The next meeting will be held on Wednesday May 13th 2015 at 1:00pm.*

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Chairperson

.....
Secretary

*NB: Due to limited time at the end of the Conference, no meeting was held. The next host, Kenya, used the press conference to invite delegates to the 2016 conference.

ANNEX 3

DOING BUSINESS 2016: SUBSAHARAN REGIONAL PERFORMANCE PER INDICATOR

Indicator	Best regional performance	Sub-Saharan Average		
Starting a Business	Burundi -19	128	Procedure	3.0 (3 Economies*)
			Time	4.0 (Burundi)
			Cost	0.3 (South Africa)
			Minimum Paid in Capital	0.0 (25 Economies*)
Dealing with Construction Permits	31 (Mozambique)	130	Procedures (number)	10.0 (8 Economies*)
			Time (days)	74.0 (Liberia)
			Cost (% of warehouse value)	0.3 (Botswana)
			Building quality control index (0-5)	13.0 (Mauritius)
Getting Electricity	41 (Mauritius)	149	Procedures (number)	3.0 (Togo*)
			Time (days)	34.0 (Rwanda)
			Cost (% of income per capita)	260.0 (Mauritius)
			Reliability of supply and transparency of tariff index (0-8)	6.0 (Mauritius)
Registering Property	12 (Rwanda)	132	Procedures (number)	3.0 (Rwanda)
			Time (days)	9.0 (Sudan)
			Cost (% of property value)	0.1 (Rwanda)
			Quality of the land administration index (0-30)	25.0 (Rwanda)
Getting Credit	2 (Rwanda)	118	Strength of legal rights index (0-12)	11.0 (Rwanda)
			Depth of credit	8.0 (Rwanda*)

			information index (0-8)	
			Credit registry coverage (% of adults)	82.6(Mauritius)
			Credit bureau coverage (% of adults)	62.8 (Namibia)
Protecting Minority Investors	14 (South Africa)	125	Strength of minority investor protection index (0-10)	7.2 (South Africa)
			Extent of conflict of interest regulation index (0-10)	8.0 (South Africa)
			Extent of shareholder governance index (0-10)	6.7 (Nigeria)
Paying Taxes	13 (Mauritius)	131	Payments (number per year)	7.0 (South Africa)
			Time (hours per year)	85.0(Seychelles)
			Total tax rate (% of Profit)	13.6 (Lesotho)
Trading Across Borders	30 (Swaziland)	136	Time to export: Border compliance (hours)	3 (Swaziland)
			Cost to export: Border compliance (USD)	17 (Mali)
			Time to export: Documentary compliance (hours)	3 (Lesotho)
			Cost to export: Documentary compliance (USD)	25 (Togo)
			Time to import: Border compliance (hours)	4 (Botswana*)
			Cost to import: Border compliance (USD)	98 (Botswana)
			Time to import: Documentary compliance (hours)	3 (3 Economies*)
			Cost to import:	38 (Comoros)

			Documentary compliance (USD)	
Enforcing Contracts	27 (Mauritius)	132	Time (days)	228.0 (South Sudan)
			Cost (% of claim)	14.3 (Tanzania)
			Quality of judicial processes index (0-18)	13.0 (Mauritius)
Resolving Insolvency	39 (Mauritius)	128	Recovery rate (cents on the dollar)	67.4 (Mauritius)
			Time (years)	1.5(Mozambique)
			Cost (% of estate)	8.0 (Guinea)
			Strength of insolvency framework index (0-16)	14.5 (South Africa)

(Source: World Bank Group, Doing Business Report, 2016)

ANNEX 4
MINISTRY OF FINANCE, PLANNING AND ECONOMIC DEVELOPMENT (MFPED)
EDBI STEERING COMMITTEE VIDEO CONFERENCE MEETING
15th April, 2015

Participants

1. Dr. Peter Ngategize, Chair (Uganda)
2. Julius Kiror (Kenya)
3. Ms. Carolyn N. Ndawula (Uganda)
4. Ms. Peace Katushabe (Uganda)
5. Frank Twagira (Kenya)
6. Doris Ingolo Olutende (Kenya)
7. Ms. Jean Kyazze (Juba)
8. Mr. Patrick Banya (Juba)
9. Mr. Everest Twimukye (Juba)
10. Sannah Bakadi (Juba)
11. Anite Aroba (Juba)
12. Alfred Sokiri (Juba)
13. Ms. Anna Nambooze (Uganda)

1. Communication from Chair

The Chair thanked members for making it to the meeting and the World Bank Group for the meeting at their facilities for the

He thanked members from Kenya led by PS Korir for all the preparation they have made towards the EDBI conference.

The meeting Was informed that communication had been made to Rwanda, Burundi, regrets from Mozambique.

2. Review of minutes

- The minutes highlighted the following;
- The previous meeting added fragile and conflicting states as regular members
- Quorum of three members was affirmed
- Noted that top performers on the EDBI had not been active
- That the RMCE Secretariat which provides monitoring and evaluation services did not have resources to continue work on EDBI between conferences.
- It was agreed that kenya would host the 2016conference and that the decision for the 2017 conference host was deferred.

3. 2015 EDBI conference evaluation

The meeting was informed that an evaluation had been conducted on the 2015 EDBI conference in Kampala, Uganda. The meeting reviewed some of the comments and recommended that the comments would be helpful for the Kenya team to consider as they prepared for the 2016 conference.

It was agreed that the evaluation be shared with members.

4. EDBI 2016

The PS (Kenya) made welcoming remarks on the 2016 conference. The meeting was informed about the following;

- That invitations had been dispatched the previous week

- The venue was secured at the Safari Park Hotel & Casino, Nairobi-Kenya.
- 150 rooms were block booked at the same hotel for the conference to save participant's time travelling to and fro the venue.
- An ongoing media campaign
- Sites to showcase had been identified
- The Government of Kenya had decided to bring services of an events manager.

a) Comments on the programme.

- i. The meeting reviewed the programme and agreed that the programme would be amended to include more regional representation
- ii. The meeting welcomed the suggestion that a discussion on establishing a commodity exchange cluster should be included in the EDBI conference. The meeting observed that Uganda and Kenya had legal framework for the platform but were yet to launch.
- iii. The meeting highlighted that there was a transition from time & / cost reforms toward a deeper reforms?
- iv. The meeting was informed that Kenya has an e-citizen portal. Zambia is also going there; to inform different countries at different levels of development
- v. The meeting was advised that fragility should be given more time and visibility. The meeting concluded that if South Sudan, Somali Land and Burundi confirmed attendance at the conference with names, then they could arrange to have a session on fragility.

EDBI 2016 Conference Participation

Regarding the participants; the meeting advised that the limit to 6 individuals was a guide from the World Bank Group. Countries were free to nominate more than 1 representative at their costs but that the detail would have to be communicated early so that availability of rooms in Kenya is confirmed. The meeting was informed that a link would be shared where participants will be required to register.

The next Host

The meeting observed that the EDBI conference was consistently attracting participants from Western Africa. It was noted that the criteria for identifying countries that may host the conference may have to be reviewed to include Western Africa participants.

The Chair thanked members for their participation and adjourned the meeting.

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Chairperson

.....
Secretary