

**REPORT ON THE PSFU – CCTFA
STAKEHOLDER CONSULTATIVE
MEETING
VENUE: SERENA HOTEL - KAMPALA
DATE: Thursday, April 21, 2022**



CENTRAL CORRIDOR
Transit Transport Facilitation Agency



Business growth is our business



List of Abbreviations

PSFU	Private Sector Foundation Uganda
CCTTFA	Central Corridor Transit Transport Facilitation Agency
NLP	National Logistics Platform
EBB	Entebbe International Airport
GoU	Government of Uganda
USC	Uganda Shippers Council
RoRo	Roll on Roll off
SGR	Standard Gauge Railway
MGR	Meter Gauge Railway
TPA	Tanzania Ports Authority
TRC	Tanzania Railways Cooperation
URC	Uganda Railways Cooperation
MoWT	Ministry of Works & Transport
UNRA	Uganda National Roads Authority
TANROADS	Tanzania National Roads Agency
NDPIII	National Development Plan 3
TICTS	Tanzania Inland Container Terminal Services Ltd
MSCL	Marine Services Company Ltd
ERP	Enterprise Resource Planning
eSWS	Electronic Single Window System
GLH	Gulu Logistics Hub
EAMT	East Africa Marine Transport Ltd
ICDS	Inland Container Depots
EAC	East African Community
KPIs	Key Performance Indicators

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1. Purpose of the meeting

The meeting was hosted under the theme; **“Optimization of multimodal services on the Central Corridor for Uganda in 2022.”**

The main objective of this meeting was for CCTTFA to deliberate with key stakeholders in Uganda’s business community on how best to utilise the revamped central corridor trade route.

2. Participants

The meeting was attended by a delegation from the United Republic of Tanzania, led by, H.E. The Tanzania High Commissioner to Uganda and the business community in Uganda, led by PSFU. The Ugandan delegation included representatives from sub-sectors like; Freight Forwarders, Manufacturers, Customs and Clearing Agents, Transporters, Consolidators, Shippers, Importers and officials from Government Ministries, Departments and Agencies.

3. Welcome remarks

This session was chaired by Mr Ronnie Mulongo, Director - Membership Services at PSFU, who called it to order at 9:17am, with an opening prayer from Dr Merian Sebunya, the Chairman of NLP.

Executive Director - PSFU

The MC invited Mr Francis Kisirinya, the PSFU Chief Membership Officer, who represented the Executive Director for his welcome remarks.

Francis started off his remarks by welcoming all the distinguished guests and delegates to the meeting. He then apologised for the delayed start of the session. This was due to the unprecedented occurrence at EBB, which created a backlog of flights, an aspect that affected the programme. We had to wait for the Tanzanian delegation and some speakers who were still stranded at the Airport.

He informed the meeting about Uganda’s over reliance on the Northern Corridor for trade facilitation, an aspect that is not economically viable, given the so many disruptions that have been associated with the aforementioned trade corridor in the recent past.

Francis further mentioned that PSFU has, over time, learnt to build resilience as a way of strengthening the institutional capacity of not only their organization but for the private sector at large. It is for that reason that CCTTFA was invited to sensitise the Ugandan business community on how best

they can the ever-increasing opportunities along the central corridor trade route.

In his closing remarks, Mr Kisirinya gave assurance to the Ugandan business community that by the end of the session, they will have appreciated the initiatives that have been undertaken by the United Republic of Tanzania to revamp and position the central corridor as a viable trade route for Uganda.

4. Opening remarks and presentations

H.E. The Tanzania High Commissioner to Uganda

H.E. The High Commissioner informed the meeting that trade between Uganda and Tanzania is just 2%, regardless of fact that the Port of Dar-es- Salaam has the capacity to serve both Eastern and Southern Africa.

He then updated the meeting on the key initiatives that have been undertaken by the Government of Tanzania to revitalise and make the Central Corridor trade route more competitive, some of which include but not limited to;

- a. The port of Dar es Salaam is currently undergoing expansion. The construction of a new RoRo terminal at the port will boost its capacity to handle much larger vessels with efficiency, and also turnaround of the ships throughput. TPA's institutional efficiency will also be strengthened by this end of this project.
- b. Government of Tanzania has also fast tracked its development of the SGR. The sections between; Dar es Salaam to Morogoro (300 Km) is 100% complete, Morogoro to Makutupora (422 Km) is 70% complete. Construction of the section between Tabora to Isaka (130 Km) will start soon. The target is to have the route ready by 2025, and when complete, it will improve efficiency along the central corridor and reduce the turnaround time between Kampala to Mwanza to just 10 hours.

The section between Mwanza and Port bell will be serviced by marine services.

- c. The MGR has also been rehabilitated and new wagons procured.
- d. TRC has an arrangement with URC to move cargo from Mwanza to Port bell. The former has committed 60 wagons to this agreement, whereas 40 wagons have been committed by the latter.
- e. A liaisons office has been setup in Uganda. A TPA representative is now fully stationed in Kampala. This will improve on service delivery and responsiveness to the Ugandan business community.

In his closing remarks, the High Commissioner re-affirmed their unending support towards the business community with assurance that multimodal services along the central corridor trade route will be effectively optimized.

Mr. Charles Kareba – Chairman, PSFU Transport & Logistics Sector and USC

Mr. Charles Kareba started his remarks by apologising for the delays and thanked CCTTFA for sponsoring the meeting.

He informed the meeting that in 1987, the port of Dar es Salaam handled over 30% of Uganda's imports and exports. 100% of Uganda's coffee exports were handled by the port, and the turnaround time between Mwanza and Port bell was just 17 hours.

In relation to the above, he said that the central corridor is blessed with two (2) of the cheapest means of transport, that is; water and rail, and suggested that, by virtue of its strategic location, freight rates along this trade corridor should be lower than those of the northern corridor. However, due to several infrastructure bottlenecks along the central corridor, traders incur higher freight rates as compared to when they use the alternative corridor.

Mr. Kareba further alluded to the fact that concessions were solely responsible for the collapse of the once active central corridor trade corridor. This is because the infrastructure was mismanaged.

In his closing remarks, he urged TPA to solve some issues that are associated with the trade corridor such as; inconsistencies in freight rates and turnaround time, because if harmonised, the Ugandan business community will be attracted to use the central corridor since the rehabilitated section of MGR has the capacity to carry between 30-60 containers in a single haul.

In the same spirit, he advised the Ugandan private sector to utilise the multimodal services that are available along the central corridor.

Adv. Flory Okandju, Executive Secretary – CCTTFA

In his absentia, the remarks of the Executive Secretary were made by Eng. Zaitun Nakonde, the Director of Infrastructure at CCTTFA, who read his speech verbatim.

The Executive Secretary assured the stakeholders of a continued momentum by CCTTFA in promoting, coordinating and facilitating trade along the central corridor.

He then congratulated PSFU and all stakeholders for having organized this

important meeting aimed at optimization of multimodal transport and services on the Central Corridor for Uganda.

He further re affirmed CCTTFA's commitment to the objective of promoting trade along the central corridor.

In relation to the above, the Executive Secretary informed the meeting that, CCTTFA's ambition is to see the percentage of cargo to and from Uganda using the Port of Dar es Salaam and central corridor increase from the current 3% to at least 30% in the next 3 years.

The Executive Secretary further informed the meeting that, in order to achieve the above-mentioned ambition, CCTTFA has embarked on a programme to support the interventions being implemented by stakeholders in Uganda to ease the efficient usage of Central corridor for trade. Some of the interventions being supported include but not limited to;

- a. Providing support to the Joint marketing of the route among customers both in Uganda and Tanzania, and this workshop is a clear testimony to attest to our commitment.
- b. Coordination and facilitation of the signing of service level agreement between TRC, URC, TPA, and several other stakeholders, in both countries; for the seamless movement of cargo and traffic through the central corridor trade route and the port of Dar es Salaam for a Ugandan Customer. The implementation has started and CCTTFA is currently working on putting up a joint coordination team for overseeing the smooth implementation. CCTTFA's ambition is to see more of such SLA's signed with other customers, because such agreements are key in the revival of the multimodal route from the port of Dar es Salaam to Mwanza (to be serviced by rail), Mwanza to Port bell (to be serviced by Marine services) then the Port bell to Kampala Goods shed will be serviced by rail.
- c. Support of the Capacity building of the maritime manpower for Uganda, which is ongoing through the MoWT and URC.
- d. Support to URC to increase Its Railing Capacity through rehabilitation of wagons. An MoU for rehabilitation of some of the URC wagons plying the central corridor routes has been signed recently and the implementation will commence soon.
- e. Support to URC to improve the port infrastructure.
- f. Support to URC to improve its capacity in cargo handling and storage.
- g. Support to the Uganda Maritime Training Institute at Busitema.

- h. CCTTFA is also taking initiatives to support the improvement the road infrastructure network and engagements with UNRA and TANROADS have been recently undertaken to assess the required support. There's mutual interest to rehabilitate the Mutukula – Masaka road.

In his closing remarks, the Executive Secretary wished the stakeholders fruitful deliberations and urged them to not only come up with achievable action points which will revive the Central Corridor as a viable access to the sea, but also agree on solutions which should be undertaken in order to optimize the multimodal services along the trade corridor.

Mr. Benon Kajuna – Director Transport, MoWT

The Director informed the meeting that Uganda is strategically position as a distribution and logistics hub of the region, and by virtue of Her position, it is served by two (2) main trade corridors, that is; the Northern and Central Corridor.

The plan of GOU therefore, is to optimize the multimodal transport services along both corridors to ensure that Uganda is competitively served since both corridors have the capacity to complement each other.

Mr Kajuna urged all stakeholders to focus and prioritise the inter-land connection along the corridor.

He further added that GOU, under NDPIII, has designed strategies that are aimed at enhancing the competitiveness of the country against her neighbours. Some of the initiatives that have been undertaken to achieve this goal include but not limited to;

- a) Development of the Integrated Transport Infrastructure and Services Programme (ITIS) aims to have a seamless, safe, inclusive and sustainable multi-modal transport system.
- b) Development and the assenting of the Inland water transport Act, 2021. This will provide for the regulation of inland water transport, an aspect that will enhance the capacity of our marine services.
- c) Establishment of Bukasa inland port. This project is part of the Central Corridor Development Programme, and it is aimed to secure an alternative way of providing efficient transport systems between Uganda and the world markets, through the sea.
- d) Remodelled Port bell into a passenger port and facility.
- e) GOU has it in its plan to rehabilitate the Luzira – Port bell road. This will

create seamless traffic.

- f) Supported URC by enhancing their capacity to move cargo. This was through the procurement of four (4) new locomotives as well as rehabilitation of rolling stock.
- g) Rehabilitation of MV Pamba, a vessel that had been grounded for 16 years. This vessel will boost Uganda's capacity to move cargo on Lake Victoria and will operate between Port Bell, Jinja, Mwanza and Kisumu making an average of 12 journeys per month. It has the capacity to bring in at least 21,000 tonnes of cargo on a monthly basis.
- h) Establishment of the Gulu Logistics Hub. This aims to lower transport costs and trade barriers faced by Ugandan traders. The new facility will provide container and break-bulk, handling and storage facilities including bonded and non-bonded warehouses as well as provide space for stakeholders dealing with freight transport.

Lona Stafford – TPA Resident Representative to Uganda

Lona gave an overview on TPA and the performance of the Dar es Salaam Port for the period 2021 – 2022. She then informed the meeting on some of the facilities at the Port of Dar es Salaam, some of which include but not limited to;

- i. Lighter Quays for coastal ships
- ii. RoRo Terminal with 73,000sq for Vehicles
- iii. General cargo terminal and dry Cargo (Berth 1 – 4)
- iv. Container terminal (Berth 5-7)
- v. Container terminal (berth 8 – 11)- leased TICTS
- vi. Grain Terminal facility (silos with storage capacity of 30,000 tons
- vii. A 150,000 MT Single Point Mooring (SPM) – for refined and crude oil, and Kurasini Oil Jetty (KOJ) for refined products (tanker size of 45,000 MT for KOJ1 and 5,000 MT for KOJ2.
- viii. Hinterland connectivity - both by Central Rail Line (TRL) and TAZARA to land-linked countries.

In her presentation, she updated the meeting that, the port of Dar es Salaam handles only 2% of Uganda destined cargo. The overall performance of traffic at the port has increased by at least 4% per annum.

Lona then informed the meeting that TPA has continued to play a coordinating role of TRC, MSCL and several other stakeholders including but not limited to Central Corridor in ensuring that the Uganda market is served smoothly by optimizing the multimodal system. Some of the key initiatives that have been

undertaken by TPA to improve efficiency at the port include;

- i. Establishment of a liaisons office in Kampala. This will increase the efficiency, improve on responsiveness and create a significant improvement in turnaround time between Dar es Salaam and Kampala. The office will also be fundamental in maintaining strong relationships with the customers, build a strong database of customers and also to improve on customer engagement.
- ii. Dar es Salaam Maritime Gateway Project (DMGP), which involves construction of RoRo Terminal, Berth 1-7 which is currently in use.
- iii. Construction of container yard at the Port. This is 99% complete.
- iv. Development of Ruvu-Kwala Dry Port to decongest the Port. This will improve port efficiency.
- v. Acquisition of cargo handling equipment like; 4 tug boats, 12 Reach Stackers, 23 Cranes, 15 Forklifts, 3 Pilot boats, 46 tractors, and 35 trailers.
- vi. Dredging of the entrance channel of the port to allow berthing of large ships.
- vii. Improvement of the rail network in the Port to enhance efficiency in cargo movement
- viii. Dredging and modernization of Tanga Port. This will open up the Northern corridor and serve the northern regions of Kilimanjaro, Arusha, Manyara, the lake zone and neighboring countries of Rwanda, Burundi, Northern part of Uganda.
- ix. Investing in a Modern Flower Meter at Dar es salaam, Tanga and Mtwara Oil Jets
- x. Investing in ICT Systems- ERP, Port Operations Automation System (POAS), MIZANI System, eSWS, Integrated Security System (ISS)
- xi. Establishment of a One Stop Centre which accommodates all key port stakeholders including; Government agencies and entities involved in cargo clearance, and providers of ancillary services. This will improve efficiency in the clearance processes and procedures.
- xii. Improvement of customer relations through the establishment of a 24/7 TPA Call Centre.
- xiii. Enhancement of customer online tools through *ePortServices*.

- xiv. Currently, TPA is offering upto 100% waiver on storage on all overstayed cargo.

In her closing remarks, Lona assured the meeting that TPA will continue ensuring port infrastructures is improved and developed, where necessary, for provision of excellent ports services. They are also modernizing infrastructure and building staff capacity at all ports.

Mr. Fredrick Werema – TRC

Fredrick informed the meeting of the several TRC initiatives which are aimed at improving efficiency along the central corridor. Some of these include;

- i. Signing of a service level agreement with a Ugandan manufacturer to transport cargo between the Port of Dar es Salaam and Kampala. URC has committed 60 wagons and TRC 40 wagons to ensure that this SLA is optimally executed.
- ii. The construction of the SGR, an establishment that will improve the efficiency of the corridor. Efforts to rehabilitate the MGR are also underway.
- iii. TRC has plans to rehabilitate at least 600 wagons 8 new locomotives.

TRC also asked URC to increase the capacity of the vessels to enable them improve on their operations since they handle different kinds of cargo, that is; loose and containerized, therefore, there is need to have more vessels at Mwanza that can move the different kinds of cargo.

In his closing remarks, he informed the meeting that TRC is working with Stabex to transport bulk fuel products from Dar es Salaam and have so far moved 6,000,000 Litres.

Mr. Stephen Wakasenza – URC

Stephen gave an overview of the services that are currently offered and URC's key business segments as listed below;

i. Freight.

He informed the meeting that URC provides logistics freight solutions for exports, imports and local haulage within the region mainly categorized as containerized, bulk, heavy cargo and out of gauge cargo through the railway network. This network operates from Mombasa to Kampala via Malaba, under marine via Lake Victoria to and from Kisumu-Port Bell and Jinja pier and Kampala to Dar es salaam via Port Bell and Mwanza.

URC boasts of a capacity of 160 high-capacity flatbed wagons that can carry up

between 40 to 64 metric tons each, up to 200 ordinary flatbed wagons of 40 metric ton capacity and over 300 covered wagons with capacities of up to 40 metric ton each within the networks Kampala-Dar-es-salaam and Kampala- Mombasa.

Additionally, URC operates two Marine wagon ferries i.e. MV Kaawa and MV Pamba that ply routes to Mwanza for onward movement to Dar es salaam and Kisumu and Jinja. This has a capacity to haul up to 22 full load wagons at a time (880 MT) with a very quick transit time of 18 hrs to Mwanza and 16hrs to Kisumu. There are 3 operational vessels on the Lake Victoria. This asset capacity therefore gives URC a competitive advantage in the sector.

Stephen therefore encouraged Importers and Exporters to utilize these assets, both the flatbed and covered wagons to haul their cargo. Transit times is five (5) days along the central corridor.

The covered wagons offer a solution to the current shortage of shipping line containers that has been caused by the Covid-19 pandemic globally. Special dedicated wagons that guarantee safety of export coffee especially in terms of packaging, from theft, etc. can be made available by URC.

He further added that, on top of their asset capacity, URC’s freight rates offer a competitive advantage in the industry.

A breakdown of the rail/road freight rates are highlighted below;

Corridor	Route	Type of Cargo	Road cost (US\$)	Rail cost (US\$)
Northern	Mombasa – Kampala	Imports	2,200 for 20ft	1,305 – 2,350
			2,200 for 40ft	
	Kisumu – Port Bell		1,100	400 – 800
	Kampala – Mombasa	Exports	900 – 1,200	730 – 970
Central	Dar es Salaam – Kampala via Mwanza	Imports	4,000 – 5,500	1,054 – 2,108
	Kampala - Dar es Salaam	Exports	2,700	486- 912

ii. Warehousing and Terminals

Stephen informed the meeting that URC Terminals at Kampala Good shed, Mukono ICD, Port Bell and Jinja pier are one stop centres with URA, Immigrations, UNBS, Uganda police and Railway security offering a variety of services including handling of imports and exports, weighbridge services, berthing space, vessel docking, storage facilities, customs clearance, goods verification etc.

He further added that URC’s warehousing facilities include the Mukono ICD (1,982 sqm3), Kampala good shed (3,000 sqm3), Port Bell pier warehouses (500 sqm3),

Jinja good shed, Mbale good shed and Tororo good shed. These facilities offer consolidation and storage services for importers and exporters as they await containerization, and this solves the scarcity of shipping line containers in Uganda.

iii. Passenger Services

The passenger Train plies 4 trips daily during working days i.e. 4 trips Namamve to Kampala. Plans are underway to extend these services to Bujoko and Mukono.

In his closing remarks, Stephen updated the meetings on the current projects which are being run by URC, some of which include but not limited to;

a) Malaba-Kampala MGR Rehabilitation

The GoU approved US\$360M for the 276km Malaba - Kyengera Meter Gauge Railway refurbishment project which aims to improve freight railway connectivity between Kampala and Malaba that connects to the Tororo - Gulu MGR railway line and to connect to Mombasa, Kenya. The project has a capacity building component for repair of locomotives, wagons, coaches and Human Resource Development.

b) Tororo-Gulu MGR rehabilitation

The European Union and the Government of Uganda are supporting the development initiative for northern Uganda through the rehabilitation of the Tororo - Gulu railway line (375 km). The rehabilitation of the line has already commenced and is expected to end by 2024.

c) Gulu Logistics Hub

The GLH is designed as a multimodal dry port for both rail and truck terminals. The construction commenced in May 2020 with phase one which covers 27.76/54-acre piece of land allocated by URC. The hub will act as a designated area for transportation, organisation, separation, coordination and distribution of goods for national and international transit on a commercial basis and will essentially provide storage, distribution, customs, trucking, shipping, offices and value-added services like packaging for re-export.

d) NTU Capacity Building

Capacity Building Services by NTU commenced in November 2019 to build URC staff capacity to perform appropriate tasks effectively, efficiently and sustainably aimed at the technical staff that help the organisation to function and secondly to ensure that URC and related authorities agencies and departments have obtained skills and knowledge to operate, maintain and develop the railway.

e) Naivasha-Nakuru Railway Construction

Construction of the Naivasha-Nakuru line and the rehabilitation of the Nakuru-Kisumu line has been completed. The Naivasha - Nakuru line connects the SGR to the MGR. This connectivity has greatly improved on transit times both upwards and

downwards. For example, GBHL was recently delivered with 2.5 days.

f) Locomotive Purchase

URC procured 4 mainline locomotives that are currently operational. This additional fleet will ensure that the transit times are reduced, URC is also looking at using these newly acquired assets to operate within the Kenyan network so as to operate between Kampala- Eldoret and Kampala- Naivasha.

In his closing remarks, Stephen informed the meeting that URC is in discussion with TRC to get access rights into their system. The former also has plans of stationing a liaisons officer in Dar es Salaam.

Captain Obedi Nkongoki – EAMT

Capt. Obedi made a presentation on EAMT's planned intervention along the central corridor. Their project is a permanent and reliable solution will see them operate marine freight transport services on Lake Victoria. Phase 1 of the project will see them build and operate two (2) vessels, each with a capacity to carry 1,000 tonnes.

He informed the meeting that their RoRo vessels will reduce the turnaround time between Port bell and Mwanza and will make at least 3 trips a month. The first vessel will start operating in April, 2024.

5. Discussions and Matters arising

Meeting had concerns on if all the aforementioned interventions such as; the expansion of the Port, rehabilitation of wagons and construction of the SGR will be ready by August, 2022. If not, then what is the short-term solution and value proposition by CCTFFFA and the key stakeholders along the central corridor?

The meeting also highlighted some of the challenges that are associated with this trade route, some of which include but not limited to;

- Inadequate capacity on both the lake and land. The wagons are not enough and this has caused delays at the Port. Currently, the lake is served by only two (2) vessels, that is Mv Pamba and Mv Umoja.
- Uganda should consider leasing Mv Uhuru, and use it along the central corridor. However, the meeting was informed that Mv Uhuru is operational along that route, and covers the section of Kisumu to Mwanza.
- The road user fee (\$520) for Ugandan registered trucks has made the central corridor expensive and uncompetitive for shippers and transporters.
- Storage related issues at the port such as demurrage, and in most cases, it

is due to the negligence of some of the stakeholders at the port.

- Challenges associated with the return of empty containers should be solved
- Ugandan business community expressed their concerns on cumbersome process of getting a work permit in Tanzania for non-nationals.
- Telecommunication between Uganda and Tanzania is expensive, and this is has greatly affected operations.
- The meeting had reservations on the capacity of URC to continuously and simultaneously handle of different clients
- Uganda's customs agents need access to TANCIS

6. Resolutions and recommendations

- There is need for a mindset change amongst all stakeholders. There is need to invest in systems, an aspect that help will integrate processes and functions in our different organisations.
- There is need to harmonise on the issue of telecommunication across the EAC, because all the member states have a single communication line apart from Burundi and Tanzania.
- Shipping lines should advise their representatives in Uganda to nominate ICDs where empty containers can be dropped off by the importers.
- Governments of both countries should learn to take their advice of the private sector serious because most of the proposals are well researched.
- EAC is now a borderless and common market, therefore, we should come up with a single uniform figure for the road user charge amongst all the member states. The meeting informed CCTTFA that in case the government of Tanzania fails to harmonise their position on this, then the Ugandan business community will ask their government to reciprocate, just like Rwanda and Burundi did.
- There is need to benchmark on the best practices at the Port of Mombasa. TPA should establish a community charter because this will create an element of transparency and accountability amongst all the agencies that operate within the port. TPA should have KPIs and

timelines, if they are to position themselves as a competitor/alternative/compliment to the Port of Mombasa.

- TPA should provide clarity on the issue of turnaround and dwell time at the port because this is what will determine the efficiency and effectiveness (cost) of the port.
- There is need to fast track the process of granting customs agents in Uganda access rights to TANCIS. Many clearing firms in Uganda expressed their interest in getting these rights and TPA accepted to train them. CCTTFFA and PSFU were urged to fast track this development.
- URC was advised to design clear route schedules for their freight operations and share with the business community.
- The Ugandan business community, most especially those with interests in the Oil & Gas sector were advised to utilise the Isaka dry port because it is fully operational.
- CCTTFA should work with key stakeholders in Tanzania to ensure that Ugandan National Identity Cards are recognised by the authorities in Tanzania.
- MSCL updated the meeting that Mv Umoja will resume its operations in February, 2023.
- There is need to establish a border management committee between Port bell and Mwanza. Additionally, all transit HGVs should be weighed utmost twice.
- CCTTFA pledged their support to ensure that Ugandans are given work permits of at least 2-3 years. Preferential treatment will be given to reputable firms.

7. Closing remarks

The closing remarks were made by Mr. Tonny Swai, who proposed that a joint committee be established to coordinate and spearhead the resolutions from this meeting.

He also asked CCTTFA to organise a follow up meeting in the next 90 days.

No AOB was registered and the meeting was adjourned at 13:15hr

8. Pictorial

