

COUNTRY
PROGRAMME
DOCUMENT
2016 – 2021

UGANDA

SUPPORT TO SUSTAINABLE
URBAN DEVELOPMENT
IN UGANDA

Towards achieving SDG 11 in Uganda:

*Making cities and human settlements
inclusive, safe, resilient and sustainable*





Excerpts from this publication may be reproduced without authorisation, on condition that the source is indicated.

© United Nations Human Settlements Programme (UN-Habitat), 2016.

HS/035/16E

ISBN (Series): 978-92-1-132030-5

ISBN (Volume): 978-92-1-132706-9

United Nations Human Settlements Programme publications can be obtained from UN-Habitat Regional and Information Offices or directly from:

P.O.Box 30030, GPO 00100

Nairobi, Kenya

Fax: + (254 20) 762 4266/7

E-mail: unhabitat@unhabitat.org

Website: www.unhabitat.org

TABLE OF CONTENTS

FOREWORDS.....	4
MINISTER'S	4
EXECUTIVE DIRECTOR'S	5
EXECUTIVE SUMMARY.....	6
Overview of urbanization in Uganda.....	7
Urbanization trends in Uganda.....	7
BACKGROUND AND RATIONALE.....	7
CHALLENGES AND OPPORTUNITIES OF URBANIZATION IN UGANDA	10
Policy frameworks	12
Strategic plans.....	12
EXISTING POLICY, LEGAL AND INSTITUTIONAL FRAMEWORKS	12
Legal frameworks.....	13
Institution frameworks.....	15
National partners	17
Non-Governmental Organisations (NGOs) and Community-Based Organizations (CBOs)	17
Private Sector	17
Academic sector	17
Multilateral and bilateral partners and programmes.....	17
The World Bank (WB).....	17
KEY PARTNERS.....	17
Cities Alliance (CA).....	18
Uganda Resilient City Initiative/ Municipal Development Strategy/ Future Cities Africa.....	18
European Union (EU).....	18
UKAid	19
Africa Development Bank (ADB)	19
United Nations (UN)	19
UN-HABITAT'S ENGAGEMENT IN THIS PROGRAMME	19
UN-HABITAT INTERVENTIONS IN UGANDA 2005-2015	20
UN-HABITAT COUNTRY PROGRAMME (2016 - 2021)	23
Overview	23
Overall objective of the programme	23
Priority areas of intervention	23
Analysis and rationale of the key issues to be addressed	23
Priority Area 1: Planned Urbanization and human settlement development	23
Priority Area 2: Youth and Vulnerable Groups' access to competitive skills and social-economic opportunities	24
Priority Area 3: Physical Infrastructure, Basic Services and Urban Economy.....	25
Priority Area 4: Urban Governance and Capacity Building	25
Priority Area 5: Housing and Slum Upgrading/Re-development Programme	25
Priority Area 6: Management of Land Resources and Urban Environment.....	25
Priority Area 7: Greater Kampala Metropolitan Area Development.....	26
Expected Accomplishments	27
Main activities	28
Country programme implementation mechanisms	33
Programme implementation oversight	33
National Programme Steering Committee.....	33
MANAGEMENT AND COORDINATION ARRANGEMENTS	33
Programme Management Unit.....	34
Technical Working Group	34
Advocacy, Outreach and Communication	34
MONITORING, EVALUATION AND REPORTING	35
RISKS AND ASSUMPTIONS	36
FINANCING ARRANGEMENTS.....	36
LEGAL CONTEXT AND BASIS FOR RELATIONSHIP.....	37
ACRONYMS.....	43

FOREWORDS

MINISTER'S



Uganda is a signatory to the New Habitat Agenda and recognizing the importance of **the Sustainable Development Goals (SDG 11) in Uganda**; focusing on cities as hubs for ideas, commerce, culture, science, productivity, social development and much more.

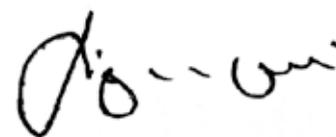
There is urgent need to address this challenge within the Ugandan context. Urbanization trends in Uganda and indeed world over cannot be stopped but needs to be managed well or else economic development and poverty reduction will be stalled. The Government of Uganda developed country Vision 2040 and a National Development Plan II framework which spell out Government's priority areas for public spending in which urbanization is one of the critical areas.

This Habitat Country Programme Document (HCPD) therefore recognizes the contribution of the urban sector as very significant provided it is enabled to function efficiently. The urban sector should be regarded as a social economic entity with many sub-systems that are inter-linked and work together to stimulate economic growth that will result into inclusive, resilient and liveable cities and towns. Tackling some of the problems in a piece meal manner does not enhance the functionality of the urban sector as an economic entity. This in essence has not in the past optimised the functioning of the urban sector as engines of economic growth.

The Country Programme Document proposals have been designed to adopt a holistic and integrated approach in addressing urban development, planning, management and institutional issues. This implies that planning has been integrated i.e. physical planning and based on social economic and environmental considerations. This will promote economic competitiveness of the urban sector and eventually salvage urban poverty.

The urban sector plays a dual role as a producer and consumer; it is therefore important to development synergies that come from coordinated investments in people and places in the urban sector in order to enhance their role as producers as opposed to focusing predominantly on their consumer demands. As a producer, the urban sector should be enabled to produce more jobs, revenue, houses, skills, more value on goods, finished goods, knowledge, urban culture and above all it should have the capacity to effectively manage waste in order to secure quality environment. On the other hand, as consumers, the urban sector should be enabled to have the necessary social and infrastructural services such as water and sanitation, electricity, roads, including adequate land; security to meet the needs of the urban citizens.

As we move into the future, the government will strengthen policy measures and institutional frameworks for dealing with these challenges. The government will institute strong measures for the review and monitoring of the sustainable urban development programme implementation process and results across and levels of government. I would like to thank UN-Habitat and all development partners for their continued support to development programmes in Uganda. The government remains committed to the implementation of SDG 11 and the New Habitat Agenda and to the achievement of the goals.



Daudi Migereko
Minister of Lands, Housing
and Urban Development

EXECUTIVE DIRECTOR'S



The UN-Habitat Country Programme Document (HCPD) is a tangible component as well as a genuine endeavour of UN-Habitat to better coordinate normative and operational activities in a consultative and inclusive process involving UN-Habitat, national governments, UN country teams, sister United Nations (UN) agencies,

development partners and all divisions of our agency. As the UN agency responsible for cities and other human settlements, the UN focal point for local authorities, and the agency responsible for the implementation of Sustainable Development Goals (SDG) 11, the New Habitat Agenda and the urban dimension of Agenda 21, UN-Habitat is focusing on achieving "Sustainable Urbanization". The concept has resulted from years of experience and reflection by Habitat Agenda partners representing a wide range of public, private and civil society sectors. This (HCPD) is a strategic tool meant as a guide for all UN-Habitat activities over a five-year period. A major dimension of the UN-Habitat CPD is to advocate UN-Habitat's mandate and address the urban challenges facing Uganda.

The CPD has identified national urban development goals and priorities including shelter, land, urban governance, access to basic services, etc. **The Sustainable Urban Development Programme (SUDP)** in Uganda is designed to unlock the development synergy that comes from coordinated investments in people and places and it will result in inclusive, resilient and liveable cities and towns. The Sustainable Urban Development Programme marks a new deal for Ugandan cities and towns.

The Uganda Country programme, is timely, coming as it does on the heels of such a major decision by the world leadership on SDGs. SDG 11 focuses on cities as hubs for ideas, commerce, culture, science, productivity, social development and much more. The Millennium Development Goals (MDGs) also endorsed the "Cities without Slums", which is an alternative way of mainstreaming the notion of urban and physical planning. Unless they are well-planned and well-built with environmental aspects in focus, cities will not be without slums and will continue to leave behind disastrous ecological footprints.

In line with the UN reform process, the CPD therefore seeks to strengthen the role of the UN and to demonstrate our commitment. I am confident this country programme will be able to integrate the normative and operational aspects of sustainable settlements. I wish to thank our UN-Habitat Programme Manager and the Government of Uganda for their input and dedication and for putting together this document under the guidance of the Regional Office for Africa (ROAF) and with support from all branches and programmes of the agency.

Dr. Joan Clos,

Under Secretary General of the United Nations and
Executive Director of the United Nations Human Settlements
Programme (UN-Habitat)

EXECUTIVE SUMMARY

The HCPD for Uganda outlines the main objectives and priorities for UN-Habitat in Uganda. In collaboration with the government and other United Nations agencies, the overall aim of this HCPD is to promote the New Habitat Agenda: ensuring the sustainability of urban growth as a driving force as well as a source of equitable development with the power to change and improve lives.

Challenges of urbanization in Uganda include: uncoordinated planning and development leading to uncontrolled sprawling of the major towns; youth bulge in urban areas; growth of slums and informal settlements, dilapidated housing, and poor sanitation; privatization of urban development without providing public space and connectivity; weaknesses in administration, institutions, legal normative framework and overall planning; and weak coverage of basic infrastructure services, notably water, energy, and sanitation, which makes it difficult to improve welfare in either urban or rural environments.

UN-Habitat plays an active role in urban development and urban policy. Through partnerships with the Ministry of Lands, Housing and Urban Development (MLHUD), UN-Habitat has assisted in identifying key urban issues— such as those above – and areas needing support to improve urban development in Uganda. Analysis has identified seven key sectors of intervention, as follows:

- i. Planned Urbanization and human settlement development** - Outcomes will include: policy, legal and regulatory frameworks strengthened; legal and policy frameworks implemented; urban and regional spatial plans being implemented; and improved capacity for physical planning at all levels.
- ii. Youth and vulnerable groups' access to competitive skills and social-economic opportunities** - Outcomes will include: Innovation hubs and youth centres prepare young people for gainful socio-economic engagement; Youth undertake social monitoring and participate in policy debate and planning to achieve “the future they want”.
- iii. Improved physical Infrastructure, basic services and urban economy** - Outcomes will include: increased inclusive access to urban infrastructure services; and a competitive urban economy developed and strengthened and improved inclusive economic growth.
- iv. Urban Governance and Capacity Building** - Outcomes will include: capacity of training institutions of central and local governments strengthened for enhanced service delivery; and Increased awareness on sustainable urban development and management processes that strengthen effective public participation.

- v. Housing and Slum Upgrading/Redevelopment Programmes** - Outcomes will include: living conditions of slum dwellers improved; and increased access to low cost housing through availability of long-term affordable housing finance.
- vi. Management of Land Resources and the Urban Environment** - Outcomes will include: increased availability and affordability of serviced land and tenure security for the poor; NLUP directives and strategies adopted by most LGs; Improved equity in access to land, livelihood opportunities and tenure security by vulnerable groups; land services delivered through a “business approach”; and urban planning and management that adopt environmental approaches.
- vii. Greater Kampala Metropolitan Area Development** - Outcomes will include: Greater Kampala Metropolitan Authority (GKMA) formed with institutional and infrastructure improvements; Kampala city-wide slum upgrading project approved; GKMA economic development strategy formulated and Implemented with private sector engagement; and GKMA Physical Development Framework and Transport Master Plan Implemented.
- viii. Programme Management** – will include: Programme implementation oversight through a National Programme Steering Committee, Programme Management Unit and Technical Working Group; Advocacy, Outreach and Communication; and Monitoring, Evaluation and Reporting.

The HCPD has addressed these areas of intervention to guide the government of Uganda in meeting its sustainable urban development challenges. The multilateral programming instruments presented in the HCPD that help to guide national priorities and UN system priorities are the National Development Plan II (NDP-II), Vision 2040, and the UN Development Assistance Framework (UNDAF). Uganda's national development goals and priorities are based on the NDP, the nation's main development policy framework. The focus areas of UN-Habitat and the government of Uganda, highlighted in the HCPD, are governance and accountability, social development, physical planning, human capital development, environment and natural resource management, service delivery/productivity and livelihoods, and security and conflict.

Taking into account the UNDAF and other UN system activities, the country programme in Uganda contains a strategy to approach urban issues through articulating long-term development strategies. It incorporates health, education and food security concerns as priority areas of the UN as a whole. The HCPD presents a clear programme designed to guide UN-Habitat's current and future work in Uganda.

BACKGROUND AND RATIONALE

OVERVIEW OF URBANIZATION IN UGANDA

Like most developing countries in sub-Saharan Africa, Uganda is experiencing rapid urbanization. The country has a population base of 35 million and a high population growth rate of 3.2% making it one of the fastest-growing populations in Africa. This has serious implications in terms of demand for land, housing, water, health, education, jobs and urban services, as well as impacts on the environment. While Uganda still has a low level of urbanization (18.2 per cent) it has a high urban growth rate of 5.2 per cent per annum. Most of this growth has been in secondary towns such as Hoima -10.7 per cent, Mbarara - 8.6 per cent, and Mukono - 10.4 per cent, (Uganda Bureau of Statistics UBOS, 2014). The Greater Kampala Metropolitan Area (GKMA) has the highest urban population representing over 50% of Uganda's total urban dwellers. It is projected that by the year 2035 Uganda's population will have grown to 68.4 million of which 30% will be in urban areas. In addition the country's economic growth, averaging 6.7 per cent over the last decade, supports the view that urbanization and agglomeration of people around higher-order economic activity will occur.

Within this context while the secondary towns are still relatively small, unless they are managed properly they will grow into large unplanned settlements over time. Uganda has the rare opportunity to proactively manage urbanization within the secondary towns to ensure a better future for its residents. Thus the national government must build the capacities of central and local urban governments and urban poor communities to jointly manage urban growth to forestall the inevitable formation of large slums that sadly characterise this country.

The Fifth Edition of the Uganda Economic Update presents evidence that well managed urbanization can stimulate economic growth and productive jobs for Uganda's young and rapidly-expanding population. In many countries the growth of cities has driven expansion of productive businesses by reducing the distance between suppliers and markets. It also facilitates provision of social services and infrastructure through economies of scale. These positive urbanization effects are already visible in Uganda where the poverty level is 7% lower in urban than in rural areas. The economic stimulus created by growth of urban areas should be particularly welcomed at a time when Uganda's economic growth has slowed to 4.5 per cent in 2013/14, which is 2 per cent lower than the historical average. While much of the recent growth has been generated by the government's ambitious investment program, there is a limit to the ability of this strategy to continue to facilitate significant growth in the future. The public debt-service ratio has increased rapidly as a result of this program, while capacity limitations result in delays to implementation of public projects.

Ensuring cities drive economic growth can provide the stimulus needed by the Ugandan economy, but it is also a significant challenge. The urban congestion and slums seen today are clear indications that urbanization needs to be better managed. There is a need to improve the business environment, to enhance skills, to develop infrastructure, and to provide better quality services and housing. Their achievement will require close coordination and cooperation within the Government and between public and private sectors. There is also a need to move fast to build solid foundations when the rate of urbanization is still relatively low.

At the same time, the urbanization process must be implemented in parallel with measures to transform the agricultural sector as a vital precondition for the provision of food and inputs into urban centres. Remittances from urban workers play a major role in financing development of viable agriculture. Such virtuous circles have been key to the development of a number of emerging nations, including Thailand and, to some extent, China. The development of Uganda's oil sector will also be significant in the urbanization process. Indeed, international experience has shown that rates of urbanization tend to accelerate following the commencement of oil production. This creates both threats and opportunities. While increased urbanization will add pressure on cities, revenue derived from the oil sector can finance the infrastructure needed to ensure Uganda's cities fulfil their potential. The challenge for policymakers is to ensure that these processes are managed to generate maximum possible benefits for all of the country's citizens.

URBANIZATION TRENDS IN UGANDA

Urbanization in Uganda is relatively low at 18.2 per cent compared to her East African counterparts such as Kenya and Tanzania. The roots of urbanization in Uganda go back to the 1890s when the European footprint in the country began to be felt. With the building of the Kenya-Uganda railway, economic and administrative centres were established, and they have since grown into big towns such as Pakwach, Tororo, and Kasese. Persistent rural poverty that causes migration to urban areas hoping to improve their livelihoods partly explains the urban growth rate. Economic transformation policies have been mainly focused on urban areas (for example on industrialization) so are also partly responsible for urban expansion. The central region has the highest number of people living in urban areas, but the eastern region is the fastest urbanizing region. Economic growth and political stability over the last two decades have led to expansion of urban centres, in particular Kampala, and the growing of hundreds of small trading centres, particularly along transport routes – highways and the railroad.

Table 1: **Urban centres by type, census year & population**

Index	1969	1980	1991	2002	2014
Number of gazetted urban centres	na	41	150	75	197
City	na	1	1	1	1
Municipality	na	2	13	13	22
Town council	na	34	33	61	174
Town board/township	na	4	18	20	na
Urban population	634,952	938,287	1,889,622	2,921,981	6,426,013

NB: The figures in 1969, 1980 and 1991 are as per the 1991 definition, while those for 2002 and 2014 are as per the 2014 definition of urban areas.

na = Information Not Available

* The Urban Population of 2014 excludes the population enumerated in town boards

Political instability in north Uganda is a factor that has led to increased urbanization in the northern region. Insecurity caused large numbers of people to relocate to urban areas for protection. This factor explains why Gulu and Lira Municipalities were among the largest urban areas in Uganda in the 2002 census. Lastly, high natural population growth in towns due to improved health and internal migration (especially rural to urban) are by far the most significant causes of urban expansion (Dihendra Kumar, World resource, Shauib Lwasa, 2002). This pattern has continued: urban centres have created ‘pressure zones’ of demographic shifts from rural areas to urban centres, thus putting strain on existing facilities and infrastructure.

In August 2014, there were 197 urban centres¹ in Uganda as shown in Table 1. These include one capital city, 22 municipalities, and 174 town councils (excluding the town boards). Table 1 shows the number of urban centres by type

and urban population based on the censuses from 1969 to 2014. The urban population increased overtime from about 600,000 in 1969 to nearly three million in 2002, a five-fold increase in 33 years. The period 1991–2014 saw a more rapid increase in the urban population, nearly doubling from three million to over six million.

Size of urban centres: Table 2 shows that the urban population is concentrated in a few urban areas. There are 21 urban centres with a population of more than 50,000 persons. These constitute only 11 per cent of the urban centres but collectively host 57 per cent of the urban population of Uganda. Conversely, there are 149 urban centres with a population of 25,000 persons or less, and their total population constitutes only 28 per cent of the total urban population of Uganda. The median size of an urban centre in Uganda is 24,000 persons.

Table 2: **Distribution of urban centres by size, 2014**

Population of urban centre	# of urban centres	Total population	Share of total population
More than 250,000	2	1,829,971	28.5
100,000 – 250,000	7	959,859	14.9
50,000 – 100,000	12	852,500	13.3
25,000 – 50,000	27	1,005,469	15.6
10,000 – 25,000	90	1,382,763	21.5
Less than 10,000	59	395,451	6.2
Total	197	6,426,013	100.0

¹ The 1969, 1980 and 1991 censuses defined urban areas to include gazetted urban centres (city, municipalities and town councils) and un-gazetted trading centres. However, the 2002 and 2014 censuses defined urban areas to include only the gazetted urban centres (city, municipalities, town councils and town boards).

Table 3 gives the population of the 20 largest urban centres of Uganda in 2014 and their population sizes in 1991, 2002 and 2014. Kampala has remained the prime urban centre throughout the period. However, the proportion of Kampala city to the total urban population has declined steadily from 41 per cent in 1991 to 25 per cent in 2014, showing that the smaller urban areas are growing faster. Between 2002 and 2014, Wakiso town council showed the highest growth

rate (11.9 per cent), followed by Hoima (10.7 per cent), Mukono (10.4 per cent), Masindi municipality (8.9 per cent), Mbarara (8.6 per cent) and Kasese (5.3 per cent). All these except Wakiso town council had boundary changes between 2002 and 2014. The other urban centres had growth rates lower than 5 per cent, which is deemed normal for an urban centre.

Table 3: **Population of 20 largest urban centres 1991-2014**

District	Urban centre	Census population			Growth rate %	
		1991	2002	2014	2002-2014	
1	Kampala city	Kampala Capital City Authority	774,241	1,189,142	1,516,210	2
2	Wakiso	Kira town council	na	na	313,761	na
3	Mbarara	Mbarara municipality	41,031	69,363	195,013	8.6
4	Mukono	Mukono municipality	7,406	46,506	161,996	10.4
5	Gulu	Gulu municipality	38,297	119,430	152,276	2
6	Wakiso	Nansana town council	na	na	144,441	na
7	Masaka	Masaka municipality	49,585	67,768	103,829	3.6
8	Kasese	Kasese municipality	18,750	53,907	101,679	5.3
9	Hoima	Hoima municipality	4616	27,934	100,625	10.7
10	Lira	Lira municipality	27,568	80,879	99,059	1.7
11	Mbale	Mbale Municipality	53,987	71,130	96,189	2
12	Masindi	Masindi municipality	10,839	28,300	94,622	10.1
13	Buikwe	Njeru town council	36,731	51,236	81,052	3.8
14	Jinja	Jinja Municipality	65,169	71,213	72,931	0.2
15	Wakiso	Entebbe municipality	42,763	55,086	69,958	2
16	Arua	Arua municipality	22,217	43,929	62,657	3
17	Wakiso	Wakiso town council	na	14,603	60,011	11.9
18	Busia	Busia municipality	27,967	36,630	55,958	3.5
19	Kabarole	Fort Portal municipality	32,789	40,993	54,275	2.3
20	Iganga	Iganga municipality	19,740	39,472	53,870	2.6
Total			1,273,696	2,107,521	3,591,312	

na – Data not available because the urban centre was not a gazetted urban centre at the time of the census

CHALLENGES AND OPPORTUNITIES OF URBANIZATION IN UGANDA

Table 4: Challenges and Opportunities of urbanization in Uganda

Challenges	Opportunities
Lack of funds to implement urban development plans	<ul style="list-style-type: none"> • Building of partnerships for mobilization of local and external resources is required. • Potential development partners will be identified and a resource mobilization strategy will be developed
Uncoordinated planning and development leading to uncontrolled sprawling of the major towns	<ul style="list-style-type: none"> • Promoting local economic development and job opportunities from infrastructure and urban development. • Improve coordination among various institutions¹ involved in urban and physical planning to, among others, effectively build on past achievements in sustainably planning urban areas. • Aim to reduce sprawl, enhance densification, mixed land use and prevent development in environmentally resilient cities and towns. • Operationalize the P P A, 2010 to support orderly and sustainable Development.
Youth bulge in urban areas	<ul style="list-style-type: none"> • Engage youth to take up urban poverty reduction responsibilities as well as strengthening initiatives in the area of urban youth development, and enhancing the capacity of youth and youth organizations to acquire and promote entrepreneurship skills for income generation thereby reducing urban poverty. • UN-Habitat has developed an Urban Youth Centre • Training Manual series that outlines ways to establish and maintain the One-stop Centre and its training programmes. One Stop Youth Centre? (One Stop Youth Centre)
Growth of slums and informal settlements, dilapidated housing, and poor sanitation	<ul style="list-style-type: none"> • Implement Housing policy and slum upgrading strategy • UN-Habitat is developing a Global Housing Strategy to the year 2025, mandated by the 23rd Governing Council. Through the "housing at the centre approach", UN-Habitat encourages states to see housing as a focal point of national urban policies through design of mechanisms to promote inclusive housing finance at national/local levels to bridge the housing gap and contribute to progressive realization of the right to adequate housing for all. • Strengthen capacity of local, central, and regional institutions and key stakeholders in settlement and slum improvement by applying good governance and management approaches.
High urban risks from buildings	<ul style="list-style-type: none"> • Approve the Housing policy and building codes
Privatization of urban development real estate dominated without providing for public space and connectivity	<ul style="list-style-type: none"> • Finalize the real estate law regulating the activities of the sector
Weak legal normative framework	<ul style="list-style-type: none"> • Review, implement and strengthen the legal and regulatory frameworks for the establishment and management of cities and other urban areas
Weaknesses in administration, institutions, and overall planning capacity	<ul style="list-style-type: none"> • Develop clear, easily understandable and tailored capacity development tools and approaches to improve local leadership skills,
Lack of a financial strategy to sustain the urbanization process	<ul style="list-style-type: none"> • Establish local revenue generation mechanisms • Expand public private partnership
Rapid growth of populations with low levels of economic activity based on inadequate physical and human capital; lack of capacity to generate jobs	<ul style="list-style-type: none"> • Implement the LED policy • Ensure effective regulation and enforcement of standards in the informal sector. • Develop local economic development plans.
Weak coverage of basic infrastructure services, notably water, energy, and sanitation, which makes it difficult to improve welfare in either urban or rural environments	<ul style="list-style-type: none"> • Implementation of the National Development Plan • UN-Habitat has extensive experience in assisting countries deliver basic services. The agency is focused on urban issues and its experience in undertaking climate change vulnerability assessments and adaptation planning in urban areas.
Very high-traffic congestion	<ul style="list-style-type: none"> • Implementation of the transport master plan • Implementation of the sustainable urban mobility programme • Promotion of public transport integrated with non-motorized transport, Institutional restructuring & better coordination (e.g. Establishment of Public Transport Agency for GKMA Transport Authority (MATA))

Challenges	Opportunities
High road transport fatality rate	<ul style="list-style-type: none"> Improvements in road safety – particularly for vulnerable road users (pedestrians, cyclists) in urban areas and in “on the way” towns along transit corridors
Lack of integration of basic services	<ul style="list-style-type: none"> Integrated Infrastructure and Services Plan (incl. transport, water, sanitation, solid waste etc.) – particularly for towns facing rapid growth (e.g. in the Metropolitan Area, along development corridors)
Multiple land ownership and urban land for investment.	<ul style="list-style-type: none"> Need to manage land efficiently, in a decentralized manner, from allocation to disputes resolution, and optimize its use. Digitize titling system to increase trading of land and minimize fraud. Implement NLP through LIS Project, which is integrating all spatial and alpha numerical aspects of land administration, land registration and cadastral data managed by the MLHUD; LIS will guide how urban planning and design should precede any development. Increase availability of and access to serviced land for urban expansion and investment.
Lack of public space	<ul style="list-style-type: none"> Protect and conserve public spaces.

EXISTING POLICY, LEGAL AND INSTITUTIONAL FRAMEWORKS

POLICY FRAMEWORKS

Land administration and management: The Government of Uganda (GoU) formulated a National Land Policy (NLP) to provide a framework for articulating the role of land in national development, land ownership, distribution, utilization, alienability, management and control of land. This is intended to ensure that the country transforms from a peasant society to a modern, industrialized and urbanized society.

National land use policy: The main guiding policy framework for the Physical Planning sub-sector is the National Land Use Policy (NLUP) of 2007. The NLUP concretizes the role of physical planning in development and gives a general direction on land use planning and management which is critical for urban development.

Urban development: Currently there is an ineffective policy framework guiding urban development. However, the government is in the final stages of formulating a National Urban Policy (NUP), which will provide a framework for sustainable urban development in Uganda.

Housing: The guiding policy framework for housing is the National Shelter Strategy (NSS) 1992, and the National Slum Upgrading Strategy (NSUP) 2008. Furthermore, Uganda's Housing Profile was developed to provide a framework for a new national housing policy. The NSS has been reviewed to facilitate the formulation of the National Housing Policy (NHP), which will address challenges in the dynamic real estate sub-sector.

Social development policies: The plan is in line with the Uganda Gender Policy (2007), Orphans and Other Vulnerable Children Policy (2004), The National Policy on Disability (2006), The National Equal Opportunities Policy (2006), The Uganda National Youth Policy 2015 and The National Social Protection Policy (2015).

National Local Economic Development (LEDP) Policy: The Government of Uganda, in collaboration with stakeholders, has formulated the LED Policy to provide a framework for partnerships in LED and a vehicle for implementing local government LED initiatives. It is intended to deepen decentralization, eradicate poverty and ensure inclusive, sustainable and equitable economic growth at local level. To affirm its commitment, government adopted the LED as the sixth pillar of the Decentralization Policy and Strategic Framework (DPSF) and the Local Government Strategic Investment Plan (LGSIP).

National Population Policy (NPP): The (NPP) is in harmony with the NDP II and Vision 2040. It defines critical issues that must be tackled to ensure a population that enhances the country's development goals and objectives. The policy observes that urbanization influences the development

process. The current urban population growth rate over stretch existing infrastructure and other amenities affecting the welfare of the urban population for health, education, social welfare, and employment.

Public Private Policy (PPP) 2010: The Government in 2010 adopted a policy of PPP as a tool for the provision of public services and public infrastructure. The application of PPP will bring about: better utilisation of public funds, more efficient development and delivery of public infrastructure and services and boost economic growth and FDI. The adoption of PPP therefore represents government commitment to increase private sector investment in infrastructure and provision of public services. By exposing the provision of public services to competition and diversity, PPPs will enhance the quality and cost of such services to be benchmarked against market standards, thereby helping to ensure productivity improvements within the economy.

STRATEGIC PLANS

Vision 2040: Vision 2040 recognizes that key strategies and policy reforms must take place in relation to lands, housing and the urban development sector. Vision 2040 notes that Uganda's level of urbanization is about 15 per cent, with GKMA contributing up to 10 per cent. Over the Vision period, four additional regional cities will be established, namely Gulu, Mbale, Mbarara and Arua. Other strategic cities will include: Hoima (oil), Nakasongola (industrial), Fort Portal (tourism), Moroto (mining) and Jinja (industrial). Despite these commitments, the urbanization process has been uncoordinated in terms of planning and development, resulting in uncontrolled sprawling of the major cities and towns.

National Development Plan (NDP) II: The NDP II is the second of six five-year plans aimed at achieving the Uganda Vision 2040. The goal is to propel the country towards middle income status by 2020 by strengthening sustainable wealth creation, employment and inclusive growth. Urbanization is a key player in the process. Countries such as Malaysia, Singapore and China have attained high levels of urbanization through integrated physical planning and investment involving establishment of commercial and industrial zones. These have attracted workers and relieved pressure on available land for other economic activities such as commercial agriculture. To enhance delivery of the plan, a planned urbanization policy will lead to better urban systems that enhance productivity, liveability and sustainability while releasing land for other purposes.

Slum Upgrading Strategy: The NSUP main thrust is to ensure that slum upgrading/redevelopment efforts are integrated into national policies, legislation, and programmes to enable their implementation. Slum upgrading should be part of broader national development



plans and as such it should be treated as part of, and not a 'special aspect' (often a poor cousin) of medium- and long-term planning and a development goal. It has to be steadily and explicitly integrated into government-oriented programmes on the basis of objectives and principles articulated in this strategy, within the national planning framework of the NDPII.

Sector strategic plans: The sector strategic plans are intended to achieve the following objectives:

- a) to help ministries fulfil their mission "to support, guide, coordinate, regulate and promote quality services to all persons in Uganda for national integration, individual and national development"
- (b) to guide all sub-sectors in their regular medium-term and annual planning and budgeting exercises; and
- (c) to help the various ministries, as sector coordinators, negotiate with other government agencies and external funding agencies the scope and use of their investments.

LEGAL FRAMEWORKS

In Uganda, the legal and institutional framework guiding urbanization is enshrined in a number of laws and regulations governing urban development. The institutional framework is the totality of public and quasi-public agencies involved in conceiving, formulating and implementing plans. Physical planning is a legal activity in Uganda, whether planning is at the lowest or the highest level of local government; there is no planning activity that is carried outside this legal and institutional framework.

The Constitution of the Republic of Uganda 1995: The Constitution of Uganda is the supreme law of Uganda and forms the apex of the legal framework. Under Section XII of the Constitution on National Objectives and Directive

Principles of State Policy, the Constitution obliges the government as a duty bearer to take necessary measures to ensure balanced development of the different areas of Uganda and between the rural and urban areas. Section XIV obligates the state to ensure that all Ugandans enjoy rights and opportunities and access to education, health services, clean and safe water, work, decent shelter, adequate clothing, food security and pension and retirement benefits. Article 190 provides for the district and urban councils to prepare comprehensive plans. This legal framework is useful for highlighting the roles of local governments inland management and conservation of environmentally sensitive areas.

The Local Government Act, (LGA) Cap 243: This act provides for the system of district level governments and determines different functions for the different levels of local government. The functions relevant to planning are land surveying, land administration and environment management. Districts are given autonomy to prepare Physical Development Plans (PDPs)- such as district project identification, district planning and physical planning - within the National Planning Framework. To improve efficiency in service delivery, the LGA 1997 provided for decentralization and devolution of functions from the centre to local governments. Institutions responsible for planning at the local government level are defined in sections 36-38 of the LGA 1997.

Physical Planning Act (PPA) 2010: The PPA is a principle statute governing physical planning in Uganda. The planning process is greatly detailed under this act. Part I Section 3 of the act declares the entire country a planning area. For any declared planning area, an outline scheme and/or a physical development plan are by this law required to be formulated.

The Land Act, (LA) Cap 227: The LA was passed to implement the constitutional provisions on ownership and management of land. Articles 237(8) and (9) guarantee security of occupancy of lawful and bona fide occupants of 'Mailo' land and other registered land, and oblige parliament to enact a law regulating the relationship between them and registered owners of the land they occupy. The implication of this act on urban development is that once zoning is done and the plan becomes law, owners have to conform to approved plans no matter what existing land rights are held. According to Section 43 of the act, the government or local government may acquire land in accordance with the constitution. The act provides for protection of land holding fragile ecosystems such as lakes, rivers, ground water, wetlands and other land reserved for ecological and touristic purposes for the common good.

Public Health Act (PHA) Cap 281: The PHA CAP 269 specifies the rules and regulations regarding public health issues in respect to infectious diseases, vector control, buildings of various types and uses, as well as drainage and sanitation. The act specifies details of the building standards under Section 269-13 which apply to municipalities and towns, planning areas declared under the Physical Planning Act, urban councils, town boards, factories, public buildings, stores and schools. This act forms the basis for enforcing building regulations in any planning area.

The National Environment Management (NEMA) Act, Cap 153: Part VII sections 34 to 55 of this act outlines all relevant environmental management mandates of NEMA in collaboration with the government and local governments. Sections 49 and 46 concerning land use planning and forest resource management specify that NEMA "Ensure the integration of environmental concerns in overall national planning through coordination with the relevant ministries, departments and agencies of government." Therefore, urban development must relate to this act by incorporating environmental concerns in the planning arrangement. This plan is prepared with environmental concerns taken into account as specified by the act.

Condominium Property Act, (CPA) (2001): This act regulates joint ownership in real estate. The law reflects recent developments supporting urban growth and densification, and is in line with Uganda's national urban policy.

The Kampala Capital City Authority Act (KCCA) 2010: In accordance with Article 5 of the Constitution, KCCA of Uganda must, *inter alia*, provide for: administration of Kampala by Central Government; development of Kampala Capital City; establish KCCA as the city governing body; the composition and election of members of the Authority; the functions and powers of the Authority; the election and removal of the Lord Mayor and Deputy Lord Mayor; the appointment, powers and functions of

an executive director and deputy executive director of the Authority and lower urban councils; devolution of functions and services; and a Metropolitan Physical Planning Authority for Kampala and the adjacent districts.

Other relevant regional and international instruments: The sector interventions are in agreement with regional and international instruments that the Government of Uganda has signed and ratified, including:

- Rio Declaration and the United Nations Agenda 21, outlining policies, strategies and commitments to achieve sustainable development that meets the needs of the poor
- UN and the Africa Land Policy Framework and Guidelines
- African Union Declaration on Land Issues and Challenges in Africa
- Food Agriculture Organisation Voluntary Guidelines on Responsible Governance of Tenure of Land, Fisheries and Forests
- MDGs and as of September 2015 SDGs
- UN Habitat II, Istanbul declaration.

Of all of these, the Sustainable Development Goals (SDGs) are the most important. SDG 11 sets the urban goal, highlighting cities as hubs for ideas, commerce, culture, science, productivity, social development and much more. At their best, cities have enabled people to advance socially and economically. Key indicators are:

- access for all to adequate, safe and affordable housing and basic services, and the upgrading of slums;
- access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, such as women, children, persons with disabilities and older persons;
- inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries;
- reduction of the adverse per capita environmental impact of cities, including paying special attention to air quality and municipal and other waste management;
- universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities;



- positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning;
- increasing the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and developing and implementing, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels;
- supporting least developed countries, including through financial and technical assistance, in building sustainable and resilient buildings utilising local materials.

The SDGs are an opportunity for Uganda to bring all stakeholders together to decide and embark on new paths to improve the lives of people in urban areas, and to 'make cities and human settlements inclusive, safe, resilient and sustainable' by creating mechanisms to ensure good urban governance. This will be done under three broad strategies: by promoting decentralisation and strengthening urban local governments; by encouraging participation and civic engagement; and by ensuring transparent, accountable and efficient governance of cities and towns. These will require mainstreaming principles of partnership, participation and decentralisation. Strides have been made through growing legitimisation of citizens' groups, grassroots organizations and civic leaders, particularly at the local level. More effort is required for partnership at the international, national and local levels between the private sector, civil society government and local authorities.

Among the obstacles to the implementation of SDGs are a lack of implementation of partnerships, and legislative reforms, and the gap between the transfer of responsibilities and the devolution of powers, resources and revenue-generation mechanisms. Central to the implementation of SDGs remains the mobilization of sufficient human and financial resources to enhance the capacities and improve the conditions for promoting the transfer of good practice, supporting central-local government partnerships in policy-making, translating good policy into effective and

sustainable local action, and enhancing opportunities for the poor, the excluded and the marginalised to fully participate and benefit from the implementation of the SDGs.

INSTITUTION FRAMEWORKS

There are many institutions and stakeholders involved in urban development at the central government level, urban council level and within beneficiary communities. For any project to succeed it must involve the community so as to foster ownership and sustainability.

Central Government: The role of government is that of enabler, co-coordinator and regulator of all the stakeholders by providing the legal, fiscal and regulatory framework required to mobilize energies and resources while playing a facilitating role, including removing policy, institutional and regulatory obstacles to efficient delivery of urban basic services. Government must guide development and the deployment of public sector resources to planning, research, provision of infrastructure and human resource development. It has to encourage other actors' initiatives aimed at improvement of service delivery. Central government monitors the outcomes of government-financed projects to ensure that funds have been well used.

Ministry of Lands Housing and Urban Development (MLHUD): This ministry is responsible for providing policy direction, national standards and coordination of all matters concerning lands, housing and urban development. It is responsible for putting in place policies and initiating laws that ensure sustainable land management, promote sustainable housing for all and foster orderly urban development in the country. The sector also involves the Uganda Land Commission (ULC), though it draws membership from other institutions including semi-autonomous bodies, development partners, private sector and civil society organizations that deal with this ministry.

Ministry of Local Government (MoLG): This ministry has programmes relevant to urbanization issues, including: good governance, decentralisation, community development, local finance, local economic development and social protection. Through the Ministry, the government strengthens urban



authorities by improving their capabilities to employ and retain trained personnel to efficiently manage their resources and infrastructure and, as such, enforce planning schemes.

Ministry of Water and Environment (MWE): This is the technical arm of government in charge of management and sustainable utilisation of water and environment resources.

Ministry of Works and Transport (MWT): This ministry is responsible to plan, develop, and maintain transport infrastructure and engineering works in the country. It does monitoring and provision of transport infrastructure support functions, regulatory functions and research activities related to roads, rail, water or air transport and other engineering works.

Ministry of Finance Planning and Economic

Development (MFPLED): This ministry plays an important role in ensuring mobilisation of public resources for the whole government, managing the state budget, sectoral allocations and being responsible for economic planning at the different territorial levels. It is further oversees how these resources are accounted for as they must benefit all Ugandans.

Ministry of Gender, Labour and Social Development

(MGLSD): The mandate of this ministry is to empower communities to enhance their potential through skills development, cultural growth and labour productivity for sustainable and gender-responsive development. It plays an enabling role that creates the conducive environment for the other sectors to deliver services to the population. It focuses on access to services/ facilities by vulnerable groups (women, children, youth, People With Disabilities and older persons) and regulates workplace standards.

Urban Authorities Association of Uganda (UAAU):

This organisation brings together urban local governments from all 112 districts of Uganda. It derives from the decentralisation process that transfers authority, resources, responsibility and accountability from central to local government. UAAU has been instrumental in building the capacity of its members, lobbying and advocating for its members as well as representing its members in activities both in Uganda and abroad.

KEY PARTNERS

NATIONAL PARTNERS

NON-GOVERNMENTAL ORGANISATIONS(NGOS) AND COMMUNITY-BASED ORGANIZATIONS(CBOS)

In Uganda, Civil Society Organizations (CSOs) have been instrumental in helping the poor and other socially vulnerable groups (e.g. women and children) exercise their social, economic and political rights through advocacy, providing legal aid and lobbying the government for legislative change. They are uniquely positioned to develop activities and provide assistance to the government in its development efforts. The Ugandan government in collaboration with NGOs,CBOs and CSOs has carried out a number of activities to help communities access services and strengthen their competencies in dealing with a growing scale of urban problems, such as provision of credit to fight poverty, child growth promotion, HIV/AIDS, etc.

PRIVATE SECTOR

The Uganda government liberalised service delivery by means of privatising, outsourcing and divesting from non-core services, facilities and/or assets. Municipalities have awarded tenders to private companies and individuals for example to collect garbage, to collect revenue (rates and ground rent, trading licenses, market, street parking, etc.) and to monitor civil works. This has encouraged the private sector to play an increasing role in provision of services and it has increased employment opportunities.

The private sector plays an important role in the urbanization process through the provision of building materials and in construction and rehabilitation of public and private buildings. This key sector brings human and financial resources to complement government activities. Sector partners include the Private Sector Foundation (PSF), Real Estate Developers, the Uganda Manufacturers Association (UMA), financial institutions, the Association of Professional Bodies, etc.

ACADEMIC SECTOR

Academic sector, such as Makerere University, Victory University, Uganda Martyrs University, School of Survey and Mapping, and Uganda Management Institute work with the government on urban research initiatives as well as build the supply of professional human resources.

MULTILATERAL AND BILATERAL PARTNERS AND PROGRAMMES

THE WORLD BANK (WB)

The WB's Uganda portfolio comprises 19 active operations with a net commitment of USD 2.45bn. Six operations are set to close in FY16. The portfolio involves two Global Environment Facility interventions, for a total net commitment of USD1.79bn. The WB interventions in Uganda include the following:

UGANDA SUPPORT FOR MUNICIPAL INFRASTRUCTURE DEVELOPMENT (USMID) PROGRAMME

The objective of the USMID Programme is to enhance the institutional performance of local government to improve urban service delivery. The programme will have two grant flows: (i) the Municipal Development Grant (MDG) will provide additional funds to targeted municipalities for investment in urban infrastructure, designed to leverage improved delivery performance; (ii) the Municipal Capacity Building Grant (MCBG), amounting to about 7% of the MDG, which will provide municipalities with resources for capacity-building inputs required to achieve the MDG performance targets. The programme will involve a range of oversight and support activities by relevant central government entities responsible for the various elements of the programme. The first phase of USMID will run over six years (FY 2013/14 to FY 2018/19) at a cost of USD160 million. USMID is operational in 14 municipal governments in Uganda: Arua, Gulu, Lira, Soroti, Moroto, Mbale, Tororo, Jinja, Entebbe, Masaka, Mbarara, Kabale, Fort Portal and Hoima Municipal Councils.

COMPETITIVENESS AND ENTERPRISE DEVELOPMENT PROJECT (CEDP) AND LAND INFORMATION SYSTEMS (LIS) PROJECT

The objective of CEDP is to improve business competitiveness by supporting: (i) business environment reforms including land administration; and (ii) development of priority productive and service sectors. The project has several components. One is land administration reform, with the following sub-components: improving land administration; systematic registration of communal and individually owned land; strengthening mechanisms for land dispute resolution; and strengthening land administration and management institutions.

Another component is business registration and licensing reforms, which aim to reduce the administrative burden for businesses by creating an on-line one-stop-shop for registration and an e-registry for licensing, and by implementing measures aimed to simplify and streamline procedures. The computerization of the land registry will create an efficient land administration system in Uganda to improve the delivery of basic land services and tenure security.

PREPARATION OF THE ALBERTINE GRABBen PHYSICAL DEVELOPMENT PLAN

The goal for preparation of the Albertine Physical Development Plan is to provide a 25-year integrated Physical Development Plan to guide the development process in the Albertine GrabBen region in a sustainable manner. The discovery of oil and gas in the Albertine region in west Uganda has led to a rush to acquire property in the region. MLHUD is mandated to provide a physical development framework for a viable oil and gas sector as articulated in the NDP, and so declared the Albertine GrabBen area a Special Planning Area. The Directorate of Physical Planning has embarked on the process with support from the WB.

THE SECOND KAMPALA INSTITUTIONAL AND INFRASTRUCTURE DEVELOPMENT PROJECT (KIIDP-2)

The KIIDP-2 seeks to enhance infrastructure and institutional capacity of KCCA to improve urban mobility for inclusive economic growth. The first component is city-wide road infrastructure and associated investments, which will focus mainly on rehabilitation of existing road networks with traffic volumes exceeding 300 vehicles per day, and associated infrastructure (drainage, street lights, walkways, street furniture, landscaping, etc.). The second component is institutional and systems development support, which will focus on three core directorates: engineering and technical services, physical planning and revenue.

CITIES ALLIANCE (CA)

Cities Alliance has created a framework to enhance cooperation among all partners: national and local governments, urban poor communities in Uganda through Transforming Settlements of the Urban Poor in Uganda (TSUPU). Furthermore, Uganda is among the 8 countries in Africa that benefited from support to become better future proofed to climate, environment and natural resource challenges, so that they are inclusive and resilient and have growing economies.⁽ⁱ⁾

The TSUPU programme was implemented in the municipalities of Arua, Mbale, Jinja, Kabale and Mbarara. The programme was intended to manage rapid urbanization

and improve living conditions of the urban poor. Under the TSUPU project, over 140 community-driven sub-projects were constructed to improve the lives of the urban poor, including water points, school fencing, sanitation, access roads, drainage channels and culvert bridges.

UGANDA RESILIENT CITY INITIATIVE/ MUNICIPAL DEVELOPMENT STRATEGY/ FUTURE CITIES AFRICA

The RCI under MLHUD is part of the FCA Programme, supported by Cities Alliance in Uganda, Ghana, Ethiopia and Mozambique, which is intended to assist selected cities to develop long-term integrated growth action plans to enable them to realize inclusive and resilient economic growth, create jobs for the urban poor and enhance access to basic services. At the end of the programme, cities are expected to be resilient to the effects of climate change, environmental degradation, resource scarcity, economic shocks and stress, high population growth and rapid urbanization. In Uganda, it is being implemented in 14 municipalities: Arua, Entebbe, Fort Portal, Gulu, Hoima, Jinja, Kabale, Lira, Masaka, Mbale, Mbarara, Moroto, Soroti and Tororo. These municipalities will benefit from this programme through formulation of their respective Municipal Development Strategies MDS. MLHUD is the lead implementing agency and also hosts the Secretariat for the FCA Programme.

EUROPEAN UNION (EU)

The European Union is supporting the implementation of the Participatory Slum Upgrading Programme (PSUP) implemented by UN-Habitat in three municipalities of Mbale, Mbarara and Kitgum. The PSUP is one of the projects intended to implement the NSUP that includes proper planning and management of urban land, housing, urban infrastructure and basic services, urban planning, financing slum upgrading, stakeholders/actors participation and coordination.

PSUP seeks to build partnerships within the country among the national and local governments, on one hand, and communities and civil societies from slum neighbourhoods, on the other, to improve the living standards of slum dwellers and contribute towards achieving SDG Goal 11.1. The PSUP completed urban profiling in 2012 which has provided critical analysis of urbanisation trends nationally and the in the 3 municipalities in key thematic areas of adequate shelter, basic urban services, good governance, land, environment and climate change, urban safety, urban disaster risks, gender and HIV/AIDS.

Currently, the PSUP is undertaking the implementation of the second phase which involves development of Citywide Slum Upgrading Strategies for the 3 municipalities that will guide

the short, medium and long term interventions in slums and improve the living standards of slum dwellers as well as connect slum neighbourhoods to the urban fabric of the cities involved. A Memorandum of Understanding has been signed between the Government of Uganda represented by MLHUD and UN-Habitat for the implementation of the PSUP Phase 2. Shelter Afrique, the pan-African housing sector lending arm of the African Development Bank (ADB), and UN-Habitat's Housing Unit are collaborating to expand access to affordable housing finance for all in Sub-Saharan Africa. This collaboration includes exploration of sustainable development of the rental housing sector as a viable housing option for low-income households

UKAID

UKAid funded UN joint programmes on population in which UN-Habitat implemented two projects on youth empowerment and physical development planning in Gulu and Arua municipalities. Through this funding Uganda's young people were able to access skills and opportunities to play a productive role in the economy, ensuring that Uganda can capitalize on its growing population. The Physical Development Pplan (kindly spell out) have improved the business environment to enhance skills, develop infrastructure, and provide better quality services for the most vulnerable segments of society and build resilience to the impacts of climate change in the project area.

AFRICA DEVELOPMENT BANK (ADB)

Under the regional Lake Vitoria programme AfDB is supporting 5 towns around the lake in Uganda. The consultancy designs are ready and procurement for works is in advanced stages to put in place 5 town water supply systems; 5 solid water management systems with dumping sites, tractor trailers and skips; 4 fecal treatment plants with an assortment of Ugatugs and exhausters and 32 public toilets. The Bank recently approved Euro 100,080 under AWF towards an Urban Sanitation project (Kampala Urban Sanitation Improvement Project (KUSIP)) targeting 200,000 beneficiaries in informal settlements of Kampala capital city. Arrangements are under way to launch the project.

UNITED NATIONS (UN)

Uganda adopted the Delivering as One (DaO) UN reform in 2010, a UN UNDAF for the period 2015-2020, which has been formulated in alignment with the NDP II. UNDAF aims to strengthen the capacity of urban authorities to implement sustainable and resilient urban development plans and programmes as reflected in Outcome 3.2 (3.2.2.3).

UN-HABITAT'S ENGAGEMENT IN THIS PROGRAMME

UN-Habitat was established by the General Assembly of the UN by its Resolution 32/162 of 19th December 1977. It was transformed into a programme by its resolution 56/206 of December 2001, having its headquarters in Nairobi, Kenya. UN-Habitat is the coordinating agency within the UN system for human settlement activities, the focal point for monitoring, evaluation and implementation of the Habitat Agenda as well as the coordination of the human settlements chapter of Agenda 21, and in collaboration with governments is responsible for consolidating collaboration with all partners, including local authorities and private and non-governmental organizations in the implementation of the Habitat Agenda and the accomplishment of the MDGs for improving the lives of at least 100 million slum dwellers by the year 2020. Now the SDG 11 focus is on extreme poverty often concentrated in urban spaces, and national and city governments struggling to accommodate the rising population in these areas. Making cities safe and sustainable means ensuring access to safe and affordable housing and upgrading slum settlements. It involves investment in public transport, creating green public spaces, and improving urban planning and management in a way that is both participatory and inclusive.

This programme meets the UN-Habitat mandate to promote sustainable urban development. It supports the MTSIP and the work programme and particularly the key Focus Areas (FA) of Urban Planning and Design, Urban Economy, Urban Basic Services and Risk Reduction and it helps clients cope more effectively with the rapid pace of urbanization and maximize the benefits that come with it. UN-Habitat is well positioned to provide services to the Government of Uganda to actualize the outcome and outputs set together with other urban institutions. The strategic advantage of UN-Habitat comes from its accumulated knowledge and compendium of methodologies gained from recent initiatives and ongoing programmes, and its strong working relationship with national government agencies and partner cities. UN-Habitat will be supporting the Government of Uganda in order to consolidate the gains it has made in the last 10 years working with various institutions in the country outlined in Table 5.

UN-HABITAT INTERVENTIONS IN UGANDA 2005-2015

The (Sustainable Urban Development Programme)- draws on the experience of UN-Habitat and other UN programmes including Lake Victoria Water and Sanitation (LVWSAN), Localizing Agenda 21, City Development Strategy (CDS), Climate Change, Population, etc. All these programmes have shown the importance of undertaking consistent and sustained consultative processes in the planning and formulation of programmes, both internally within the UN system and externally with partners such as government, development partners and CSOs. The programmes have shown the importance of delineation of the division of labour based on mandate and areas of comparative advantage to ensure they are mandate driven as opposed to resource driven participation of the sector/agency.

Table 5: **Successful UN-Habitat Uganda activities 2005-2015**

Project	Partners	Location	Habitat role	Results/Achievements
Promoting Sustainable Transport Solutions for East African Cities Budget: \$ 100,000 2011-2016	GEF	Kampala City	Implementing Partners: ITDP, FABIO, GIZ Local counterparts: MoWT, KCCA	<ul style="list-style-type: none"> Expected Results: Upgrade of the public transport system, improvement of non-motorized transport infrastructure (such as bicycle lanes and walkways) and travel demand management (e.g. parking reform) as well as other supporting policies Detailed design for pilot Bus Rapid Transit corridor was completed and submitted to Government in October 2014. Technical Review by ITDP (Institute for Transportation and Development Policy) revealed insufficient capacity in designs. UN-Habitat has supported collection of Transport Demand data (Kampala Mobility Map) as the basis for the design revision. Draft Bill of Metropolitan Area Transport Authority (MATA) has received go ahead from Ministry of Finance – cabinet clearance is pending. FABIO (local NGO) undertook stakeholder mapping and mobilization, for both the Pilot BRT and NMT Projects for Kampala. KCCA has completed designs for a NMT corridor.
Urban Sector Profiling (Participatory Slum Upgrading Project) Budget: \$ 100,000	EU	Mbale, Mbarara and Ktugum urban Council	Executing Agency	<ul style="list-style-type: none"> One national and 3 urban profile reports for each city have been finalized and printed. Cooperation agreement signed with Government of Uganda Second phase recently launched in Kampala and ongoing.
Promoting Energy Efficiency in Buildings in Eastern Africa Budget: \$ 100,000	GEF	Kampala City	Executing Agency	<ul style="list-style-type: none"> municipalities in 25 districts trained on energy efficiency in buildings Adopted energy efficiency measures in building control bill Adopted energy efficiency in university curriculum Provided technical advice to over 5000 housing units Conducted training for over 100 building professionals
Kasoli Slum Upgrading project Budget: \$1.250.000	UN-Habitat DFCU bank and Uganda Govt.	Tororo Municipality	Executing Agency	<ul style="list-style-type: none"> Kasoli slum has been upgraded with permanent shelters of 98 units, Slum dwellers have been trained in business skills Environment has been appreciated.

Project	Partners	Location	Habitat role	Results/Achievements
Promoting Urban Youth Development Policies and Strategies in attaining MDGs/ Kampala One Stop Youth Centre	Government of Norway	Kampala City	Implementing Agency	<ul style="list-style-type: none"> • Training of youths in different skills, including candle making, brick making, energy saving stoves, soap making, tailoring, motor vehicle mechanics, welding etc. • Completed
Budget: \$140,000				
Empowerment of Urban Women Entrepreneurs through Housing Development and Land Rights	Government of Norway and Spain	Jinja Municipality		<ul style="list-style-type: none"> • 20 units of low cost housing constructed for the low income women of Mpumudde. • Empowered with paralegal training and business skill
Budget: \$100,000				
Cities in Climate Change Initiative		Kampala City	Executing Agency	<ul style="list-style-type: none"> • Several projects, initiatives and campaigns have been started by KCCA as well as other stakeholders to address some of the climate challenges that emerged in the flood mapping report. These projects are either completed or on-going and are mostly implemented at community level. These initiatives include drainage management, flood mitigation and infrastructure management
Budget: \$100,000				
UN Joint Programme of support for the Implementation of the national population policy.	DFID	Arua and Gulu	Implementing Agency	<ul style="list-style-type: none"> • Training of youths in different skills, including candle making, brick making, energy saving stoves, soap making, tailoring, motor vehicle mechanics, welding etc. • Youth centre constructed in Arua municipality. • Physical development plans formulated for Gulu and Arua municipalities. • Both Arua and Gulu accessed funds for road and market Infrastructure development. • Both municipalities have been earmarked in the NDP II to be elevated to City status • Closing in June 2014
Budget:\$640,000				
Lake Victoria Water & Sanitation Initiative		The Netherlands, Water Trust Fund	Executing agency	<ul style="list-style-type: none"> • Improved access to water and sanitation services - • Strengthening the capacity of water service providers - • Improving energy efficiency of water service providers • Improving access to micro credit schemes • Improved capacity for solid waste management • Strengthening city wide multi-stakeholder platforms – • Support to strategic urban planning • Improving monitoring of water and sanitation coverage –Results: scaling-up of the Lake Victoria Water and Sanitation Initiative. • The capacity Building component completed in December 2014 in six towns.
Budget:\$800,000				
Urban Youth Fund		Kampala City, Gulu and Soroti Municipalities		<ul style="list-style-type: none"> • Supported the youth with the necessary capital to boost their business enterprises in Soroti, Gulu and Kampala
Budget: \$60,000				

Project	Partners	Location	Habitat role	Results/Achievements
Uganda Housing Profile Budget: \$150,000	UN-Habitat and the Government of Uganda	UN-Habitat	Executing Agency	<ul style="list-style-type: none"> Comprehensive, in-depth analysis of the structure and functioning of Uganda's housing sector
Supporting the Ministry of Lands, Housing and Urban Development in the Implementation of the National Land Policy (NLP) Budget: \$300,000	UN-Habitat/ GLTN, Netherlands Government, Government of Uganda through MLHUD	Countrywide	Funding/ Implementing Agency	<ul style="list-style-type: none"> Established a NLP Implementation Unit Capacity Development for NLP implementation provided Established multi-stakeholder land platform Monitoring and Evaluation System for NLP implementation set up Established a Development Partners Working Group on Land
Support to ACTogether/ Slum Dwellers International (SDI)- on delivering Tenure Security for Urban Poor through Implementation of STDm in selected municipalities Budget: \$100,000	UN-Habitat/ GLTN, Cities Alliance	Kampala, Mbale, Tororo, Masaka, Entebbe and 9 more municipalities	Funding/ Implementing Agency	<ul style="list-style-type: none"> 89 settlements have now been profiled in the up-scaling of the Social Tenure Domain Model (STDm) work 4 STDm data Management and Learning Centres have been established in Masaka, Mbale, Entebbe, and Tororo Supported capacity building of 15 Municipal Councils on the use of STDm on settlements profiling, mapping, enumerations and data processing.
Support to Uganda Land Alliance to Strengthen Women's Access to Land and Land Governance in Northern Uganda Budget: \$100,000	UN-Habitat/ GLTN, Netherlands Government	Northern Uganda	Funding/ Implementing Agency	<ul style="list-style-type: none"> Improved knowledge and awareness on issues and measures for strengthening land and natural resource tenure security of poor women and men. 10 District Local Governments trained on Gender Evaluation Criteria (GEC) tool in Gulu, Pader, Apac, Kibaale, Luwero, Kampala, Mbale, Mukono, Rukungiri & Ntungamo.
Technical support for Mapping Land and Natural Resources using STDm in Vegetable Oil Palm Projects (VOPP) of Ministry of Agriculture Animal Industry and Fisheries (MAAIF)	UN-Habitat/ GLTN, IFAD, Government of Uganda through MAAIF	Kalangala District (Bugala, Bunyama, Bubembe and Buvuma Islands)	Providing Technical Assistance	<ul style="list-style-type: none"> Palm Oil Farmers are now able to link farm landholdings with tenure security in Bugala Island Data for all farm blocks in Bugala Island have been captured under STDm MAAIF/VODP has up-scaled STDm under the Oil Seed component covering 51 districts in customary areas of Northern and Eastern Uganda.

The one lesson learnt in the above table was that UN-Habitat's engagement in Uganda has been adhoc, not necessarily prioritized to address major issues for urbanization in the country and missed out on synergies between the projects for greater impact. From the above, the gaps that UN-Habitat will cover are in policy and strategy formulation. UN-Habitat will be able to utilize the technical competencies within the agency, share knowledge, experiences, lessons and innovations, and utilize its convening powers and create awareness on the importance of addressing urbanization issues to achieve SDG 11.

UN-HABITAT COUNTRY PROGRAMME (2016 - 2021)

OVERVIEW

The Government of Uganda has identified urban human settlement priorities for support in line with the Vision 2040, NDP 2015–2020 and the draft NUP (2014). Planned interventions for the enactment of the programme, as contained in a draft action plan for its implementation, constitute integral elements of the NDP.

In line with the Sector Wide Approach to Planning (SWAP) through the Sector Working Groups (SWGs), the Lands, Housing and Urban Development (LHUD) Sector formulated its Strategic Plan for 2013/14–2017/18 through a consultative process. The LHUD sector vision is “Land Tenure Security, Sustainable Land Management and Adequate Housing for All” in support of the National Vision 2040 which is “A transformed Ugandan society from a peasant to a modern and prosperous country within 30 years”. The other plans which complement the sector include among others the Sector Investment Plans (SIPs), Local Government Development Plans (LGDPs), annual work plans and budgets.

OVERALL OBJECTIVE OF THE PROGRAMME

The UN-Habitat Country Programme for Uganda 2016-2021 aims to ensure the sustainability of urban growth as a driving force as well as a source of equitable development with the power to change and improve lives. It will achieve this by supporting central and municipal authorities and communities in their efforts to achieve sustainable urbanisation through policy analysis and development, strategic/urban and regional planning and management, tools and guidelines development and capacity development. Other activities towards achieve this are: implementation of demonstration activities with strong participatory approaches, experience exchange and knowledge transfer and data collection and results monitoring in order to build competitive, economically prosperous, socially inclusive, and environmentally sustainable Ugandan cities.

The country programme builds on past and on-going activities being supported by UN-Habitat. Its implementation will take a practical approach to achieve the expected accomplishments given the existing capacity constraints at different levels of government. It is important to note that the country programme’s primary focus will be to improve integrated services delivery within Ugandan towns.

PRIORITY AREAS OF INTERVENTION

The UN-Habitat Country Programme for Uganda is framed around the implementation of the NDP II and UNDAF. It focuses on seven strategic priority areas:

- Planned urbanization and human settlement development;
- Youth and vulnerable groups’ access to competitive skills and social-economic opportunities;
- Physical Infrastructure, Basic services and Urban Economy;
- Housing and Slum Upgrading/Redevelopment Programmes;
- Management of Land Resources and the Urban Environment;
- Urban Governance and Capacity Building;
- Greater Kampala Metropolitan Area Development;
- Programme Management.

ANALYSIS AND RATIONALE OF THE KEY ISSUES TO BE ADDRESSED

PRIORITY AREA 1: PLANNED URBANIZATION AND HUMAN SETTLEMENT DEVELOPMENT

Inadequate planning and plan implementation, including enforcement of existing regulations, present daunting challenges to sustainable development in Uganda’s urban areas. Physical planning was decentralized to local governments by the LGA 1997. The Town and Country Planning Act Cap 47 was revised to harmonize planning processes with the decentralization policy. The resultant PPA 2010 provides for the establishment of Physical Planning Committees at various levels of local government. It provides for preparation and approval of physical development plans and applications for development permits. Nonetheless, some district and urban councils lack plans to guide plan supplements for provision of associated infrastructure. Given the financial constraints that some local authorities face, they are unable to recruit staff needed for this. Consequently, developments are taking place in these centres with little or no enforcement of regulations,

leading to uncontrolled expansion of informal settlements. Physical planning and development is complicated by inter-jurisdictional coordination challenges. Many local leaders do not appreciate the need for physical planning or for prioritization in terms of funding, implementation and enforcement.

Improved coordination between infrastructure investments, implementation of density regulations and public housing allocation can help cities maximize benefits of agglomeration, connecting people to jobs while reducing congestion and sprawl. Building height or density regulations are put in place to conserve existing infrastructure, but planners often misjudge the extent of the regulations and set limits much below what would best serve the needs of the urban population. Uganda's Vision 2040 and NDP-II recognize that properly conceived, planned and implemented urbanization can drive equitable growth.

Recognizing that appropriately planned urbanization is vital to transforming cities into engines of economic growth, the Government is formulating an NUP to enable the urban sector to play a critical role in development of the nation's economic growth. The policy is intended to guide government agencies and other stakeholders in planning and management of urban growth. It will address negative consequences associated with rapid urbanization, including urban poverty, poor waste management, unemployment, pollution, congestion, crime, environmental degradation, urban disasters, limited housing for the poor, inadequate infrastructure and poor urban governance. The policy will be guided by smart growth principles that aim to enhance the quality of life, improve competitiveness, optimise land use and save money over time.

The Policy will thus facilitate transformation of urban centres to ensure that they are competitive, liveable, and sustainable and serve as a driver of economic growth. International experience suggests that building economic density and improving connectivity between and within cities should be the top priority. Achieving this will require planning and the creation of institutions that can implement these plans. Each of Uganda's cities must have a plan and a vision that meets its own specific circumstances. All successful cities have developed and effectively implemented plans. In short, the absence of planning and effective implementation incurs a large, and often irreversible, cost.

PRIORITY AREA 2: YOUTH AND VULNERABLE GROUPS' ACCESS TO COMPETITIVE SKILLS AND SOCIAL-ECONOMIC OPPORTUNITIES

It is estimated that 78 per cent of Uganda's population is below 30 years of age. With a population growth rate of 3.2 percent, the youth population is estimated to have reached 7.7 million in 2015. Uganda faces the growing prospect of an unemployed or underemployed workforce especially among young people. However, it can benefit from a demographic dividend' if it harnesses the youth potential. According to the International Labour Organization (ILO), Africa and Asia will be the hub for workforce recruitment owing to a youthful population in the next 15 years, if youth potential is unlocked and utilised appropriately.

Uganda's youth are encumbered by numerous challenges including lack of appropriate skills for gainful employment, poor education, gender imbalance, and poor health care among others. These problems will remain a brake on personal and national development unless they are addressed in a comprehensive as opposed to one-size-fits-all approach. During the 4th Ordinary Heads of State Summit and Government of the International Conference on Great Lakes Region (ICGLR) in Kampala in December 2011, youth unemployment was identified as one of the region's major challenges. Subsequently, in July 2014 during the ICGLR summit in Nairobi, special impetus was given to youth employment through infrastructure development and investment promotion. A Youth Forum (with Uganda as vice president) was formed to spearhead youth engagement and employment promotion within the region. The East Africa Youth Policy also identifies employment creation and productivity enhancement and the establishment of youth resource centres as key strategies to unlock the potential of youth.

Youth centres, if well managed and provided with a package of services and virtual spaces, are proven platforms for engaging young people and unlocking their potential. The UN Country team in Uganda has recognized youth centres as convergence areas for the UN 'delivering as one' to promote youth access to social-economic services and opportunities. The concept of youth centres is widespread across the Great Lakes region and can be promoted to transform the young population.

PRIORITY AREA 3: PHYSICAL INFRASTRUCTURE, BASIC SERVICES AND URBAN ECONOMY

Urban physical infrastructure and services are inadequate and often deteriorating due to overloading and insufficient funding for development and maintenance. Central Government transfers to urban local governments are insufficient to meet the country's requirements. The daytime population is bigger than the night-time population, as many people who work in Kampala reside outside the city. This puts pressure on public facilities and the transportation system in the city during the day. While the city has to meet the demands of commuters, government financing to urban authorities is limited to the smaller night population, yet the basic services are demanded more during daytime. Developing integrated plans for basic services and infrastructure would utilize potential synergies between sectors such as water and sanitation, solid waste, energy and transport.

Funding is needed to build an integrated urban infrastructure which is resource-efficient and provides for both universal access and more inclusive economic growth. It should be robust enough to meet the needs of industry, commerce and households so should support the development of an efficient and equitable urban environment that facilitates access to social and economic opportunities. This component will support the development of urban infrastructure for markets, water supply, sewage, solid-waste management, roads, etc.

While transport planning and investment have focused on expanding road infrastructure for private vehicles, the majority of people in Kampala still walk or rely on public transport. Motorisation rates for private cars and motorcycles, however, are rising, contributing to traffic congestion, air pollution and traffic fatalities. Support for integrated, sustainable and safe transport solutions, that prepares for urban growth and serves real mobility needs while ensuring accessibility of opportunities is needed. This will be particularly relevant in light of the SDG target 11.2 *"by 2030, provide access to safe, affordable... and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons"*.

PRIORITY AREA 4: URBAN GOVERNANCE AND CAPACITY BUILDING

An effective urban governance and management system is necessary to meet the pressures of urban growth and development at various levels. Urban authorities, as the main agencies responsible for urban management, need to modernize their management systems, increase their revenue base, enhance capacity to be more competitive and

viable, and strengthen human resources with skilled and experienced staff, improved work procedures, standards and guidelines to achieve the highest standard of service delivery.

This component will address the inadequacies in management structures and process as well as human capacity constraints inhibiting orderly and sustainable urban development.

PRIORITY AREA 5: HOUSING AND SLUM UPGRADING/RE-DEVELOPMENT PROGRAMME

Over 60 percent of urban residents live in slums, characterised by poor sanitation, high disease incidence and frequent epidemics. Improvement of living conditions of the urban poor is one of the potential benefits from this country programme. The current state of urban poor housing partly results from failure of local governments to enforce development regulations. The majority of houses are owned by private individuals and governments lack the capacity to provide affordable public housing. Although a number of initiatives exist to provide decent shelter to the urban poor such as Namuwongo, Kasoli, Mpumudde and Masese, there is a limited housing stock and structures in most towns are dilapidated, not habitable, nor affordable by such groups. Problems of overcrowding exist partly due to mushrooming of unplanned structures. For example, Mukono town council has had an influx of students.

This component will target interventions to uplift living conditions of poor communities through provision of decent housing, basic infrastructure and services, and improvement of livelihood opportunities. It will provide for housing, slum and informal settlement upgrading through up-scaling the ongoing PSUP.

PRIORITY AREA 6: MANAGEMENT OF LAND RESOURCES AND URBAN ENVIRONMENT

Poorly-managed urban areas contribute to unsustainable production and consumption patterns which lead to the generation of unmanageable waste that harms land and water resources as well as the atmosphere. Sustaining healthy environments in the urban areas represents a major challenge for urban development and management.

High urban growth has negatively impacted on the environment. Air, water and noise pollution are worsened by poor waste disposal. More than 90 percent of Ugandan households depend on wood-fuel for their energy needs, causing depletion of forests. Many urban areas are at risk from natural hazards such as floods and landslides. Given that the poor are forced to live in the most marginal urban areas, they bear the brunt of environmental degradation.

When it rains, settlements in the wetlands experience flash floods which result not only in death, destruction of property and disruption of businesses, but also in the outflow of faecal matter which leads to cholera outbreaks. Major urban areas experience air pollution mainly from combustion of fossil fuels in industrial processes and from motor vehicles.

The MLHUD formulated an NLP to articulate the role of land in national development. Planning and decision-making can be improved through: easing access to land for productive investment; harmonization of land sector institutions, policies, and regulatory frameworks for land management; and modernization of land services delivery, information and valuation support systems.

Land management in Uganda faces a number of challenges. The main ones include: increasing landlessness and land poverty as seen in the increasing number of people encroaching on protected land or living in high risk areas; abuse, underutilisation and scrambling over communal public lands; discrimination of women and youth in accessing land; under utilisation of land owned by cultural and religious institutions; inadequate land administration services especially land dispute resolution, valuation and land use planning; poorly-functioning land sales and rental markets; and poor urban planning and proliferation of informal settlements and slums.

The government will, in addition to providing reliable land information, ensure the land market operates formally and uniformly throughout the country. The government will, as much as possible, ensure that land acquisition is driven purely by market forces, within the framework of the zoning laws and with minimum distortion. With only 20 percent of land formally registered, one of the cornerstone activities under NDPII is to embark on a nationwide systematic land demarcation and survey programme that will formally title the remaining 80 percent of land, mostly under a customary tenure system, by the end of the Vision period. This will allow towns to grow through investment in land and property, and thus increase local government resources for better infrastructure and services, resulting in inclusive, multi-functional urban spaces. This component addresses implementation of the NLP and the use of pro-poor and gender sensitive tools of GLTN, greening human settlements.

SDG goal 1 (“End poverty in all its forms everywhere” and particularly Target 1.3 “by 2030 ensure that all men and women, particularly the poor and vulnerable, have equal rights to economic resources, as well as access to basic services, ownership, and control over land and other forms of property, inheritance, natural resources etc. emphasises the importance of improving access to land for those who do not have it. The Uganda Vision 2040 underscores the importance of land reform to enable faster acquisition of land for urbanization, infrastructure development and agricultural production.

PRIORITY AREA 7: GREATER KAMPALA METROPOLITAN AREA DEVELOPMENT

Kampala, the capital of Uganda, has grown four times since the 1980s, but its planning and structure have been unable to keep pace. A city that had been designed to host 300,000 is now home to almost 2 million people. The rapid expansion of physical developments as well as population has caused Kampala to spread east towards Mukono, west towards Entebbe, north towards Luwero and Wakiso, and north-west towards Mpigi. This unplanned horizontal development has caused structural and socio-economic constraints for the greater Kampala area including: insecurity of tenure, low levels of physical planning, lack of an integrated transport system, poor environmental management, unplanned settlements, spiralling poverty exacerbated by high unemployment, poor infrastructure for markets, water and health service systems and housing, and increased crime, congestion and pollution.

The challenges affect wider areas that surround the city including Wakiso and its town councils, Jinja Municipality, Mukono Municipality, Entebbe and Mpigi. The over-concentration of development in Kampala has put enormous pressure on the functioning of the city itself compared to other urban settlements across the country.

In 2010, the government created the KCCA as a central agency with responsibility to streamline operations and improve service delivery in the city. Over time, it has become apparent that the challenges cannot be resolved by the KCCA alone. Thus in 2013 cabinet approved the GKMA Development Framework 2040 that expands boundaries to cover an area of 839 km². The GKMA includes physical, spatial, environmental, ecological, socio-economic and other plans under a Capital Investments Planning module that defines micro- and macro-projects for the development of the greater Kampala area.

SDG Goal 11 places the responsibility on member states to make cities and human settlements inclusive, safe, resilient and sustainable. Of particular relevance to Uganda is Target 11.1: “by 2030, ensure access for all to adequate, safe and affordable housing and basic services, and upgrade slums”. SDG Target 11.8 is to “support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning”. Many cities, including Kampala, have outgrown their original plans and face lagging services and housing. Moreover, in most of the developing world, the growth of cities is highly inefficient and minimally planned, and they are surrounded by vast areas of informal and unplanned settlements. The city systems are not properly connected and articulated with the surrounding hinterland, due to lack of appropriate integrated development planning.

The future growth of Kampala therefore requires a vision and strategic long-term plan that identifies and sets aside land for businesses, homes, transport links and open spaces

for parks and sports facilities while protecting the historic and biodiversity sites. Furthermore, it requires supplying quality housing and identifying opportunities for job creation and investment to make Kampala one of the region's most liveable cities.

EXPECTED ACCOMPLISHMENTS

EA.1 - Planned urbanization and human settlement development: An Urbanization Policy will be approved and implemented to build urban systems that enhance productivity, liveability and sustainability. The government will be strengthened to control urban sprawl through Integrated Development Plans that encourage increasing settlement density with high-rise buildings and robust regulation. Furthermore, the government will be supported to develop and ensure implementation of Regional Physical Development Plans, District Physical Development Plans, and suburban and local Physical Development Plans to guide establishment of urban corridors, regional and strategic cities and other urban centres. Effective policies, laws, institutions and resources will be put in place to spearhead sustainable urban development.

EA.2 - Youth and Vulnerable Groups' access to competitive skills and social-economic opportunities enhanced: There will be (a) improved understanding among decision-makers of the challenges facing urban youth, as well as of the opportunities available for meeting those challenges; (b) adoption of a clear and implementable urban youth strategy; and (c) in the medium- to long-term, improved occupational skills among the youth as well as improved employment, recreation and sports opportunities.

EA.3 - Improved Physical Infrastructure, Basic services and Urban Economy: based on comprehensive, integrated physical planning (under EA.1) this component will see improved infrastructure, an integrated approach towards basic service provision, sustainable mobility systems, an inclusive policy and regulatory framework for environmentally resilient urban economic development, and increased availability of, and access to, land for urban expansion and investment fostering diversified revenue streams (enabled under EA.6). Outputs of this intervention include an action plan centred on local assets and economic drivers, high economic return on local resources and investment, sound local economic development planning and implementation, and confidence built among business and development partners.

EA.4 - Improved Housing and Slum Upgrading/ Redevelopment Programmes: This will result in a National Housing Policy incorporating reforms in the functioning of the housing sector so as to increase the supply of affordable housing at scale. Support to government to enhance its investment in housing is a central requirement for reducing

slum growth and ensuring sustainable urban growth and poverty reduction. Indicators of this achievement will be:

- Strengthened capacity of central, regional and local institutions and stakeholders in settlement and slum improvement through good governance and management approaches.
- Increased housing supply through partnerships of local and national governments in affordable and social housing programmes in a multi-stakeholder approach engaging private sector, non-governmental and community-based organizations.

EA.5 - Improved Management of Land Resources and Urban Environment: (a) Supply of serviced land increased, with an emphasis on adequate streets and public space, to support environmentally sustainable growth of cities and prevent slums. (b) Capacity and innovation in land administration enhanced, including strengthened linkages between urban land use planning and land management. (c) Local government capacity strengthened to clarify and record land and property rights in informal settlements. (d) Land and property framework improved for slum upgrading programmes. Local ownership of the project and empowerment of stakeholders through a series of capacity development activities are crucial to achieving these results.

EA.6 - Improved Urban Governance and Capacity: Central and urban local government staff are trained and equipped with appropriate tools to enable them to perform their responsibilities efficiently and effectively to address increasing urban challenges in the demographic, economic, environmental, infrastructure and energy spheres. This will require easily understandable and tailored training programmes and tools to improve leadership skills, strategic planning, land use planning and land management practices, service delivery, municipal finance, and implementation of infrastructure projects. It will involve training courses, on-the-job training, exchange visits, and technical assistance through cooperation with research centres specialising in urban development issues.

EA.7 - Greater Kampala Metropolitan Area Framework: GKMA Development Framework 2040 will be operational, focused on: harmonisation of the institutional and legislative framework to facilitate the development of the GKMA; physical infrastructure development to reduce the cost and time of doing business; improved exploitation of socio-economic opportunities through innovation, progressive production and entrepreneurship; protection of natural environment to support sustainable growth and tourism development. Other results include a strategy and action plan streamlining institutional relations, improved performance of metropolitan authority and the constituent municipalities, better partnership arrangements for improved service delivery, and more efficient deployment of metropolitan assets.

MAIN ACTIVITIES

Table 6: Strategic Framework UN-Habitat interventions in Uganda aligned with NDP-II/UNDAF

Objectives	Outcomes	Outputs	UN-Habitat Contributions
NDP-II/UNDAF Thematic Area: Develop strategies for sustainable urbanization and human settlements	Governance	Priority Area/ Expected Accomplishment 1: <ul style="list-style-type: none"> Study on Urban Governance in Uganda National Spatial Policy formulated PPA, KCCA Act, and LGA reviewed to incorporate urban development issues as articulated in the NUP NSUP, PHA reviewed 	Planned Urbanization and Integrated human settlement development <ul style="list-style-type: none"> Promote policy reforms consistent with New Urban Agenda, using International Planning Guidelines adopted by 25th Session of the Governance Council. Support finalisation and implementation of the NUP in Uganda Support integration of International Guidelines on Urban and Territorial Planning
	1. Policy, Legal and regulatory frameworks strengthened		
	2. Legal and policy frameworks implemented	<ul style="list-style-type: none"> Support provided to implementation of PPA, NUP, NHP 	
	3. Urban and Regional Spatial Plans being Implemented	<ul style="list-style-type: none"> Urban and Regional Physical Development Plans and District Physical Development Plans formulated for: Buvuma, Island, Nwoya, Proposed Karuma eco-City, Kamdin, detailed plans for Albertine Grabben Implementation of above supported annual State of Physical Planning Report produced State of Urban Development Report produced 	Provide technical assistance to physical development planning and implementation processes
	4. Improved capacity for physical planning at all levels	<ul style="list-style-type: none"> Training of physical planners on the new urban agenda LG skills strengthened to control and deliver planned development using National Planning Guidelines LG trained on Own Source Revenue mobilisation 	<ul style="list-style-type: none"> Develop training packages, software and other planning tools Provide training on incorporating the New Urban Agenda concepts in physical planning
NDP-II/UNDAF Thematic Area: Empower vulnerable groups and urban youth for socio-economic inclusion and development in support of the implementation of the Youth Policy	Social Development	Priority Area/ Expected Accomplishment 2: <ul style="list-style-type: none"> infrastructure strengthened for youth centres as innovation spaces; Access provided to social-economic services for youth, including public infrastructure development & green jobs while harnessing Information and Communication Technologies (ICTs); promotion strategies developed for youth utilization of hubs and spaces; this will involve both physical or virtual utilisation using modern technologies, and organizing facilities for games & skill training urban agriculture and agro-business promoted 	Youth and Vulnerable groups' access to skills and social-economic opportunities enhanced <ul style="list-style-type: none"> Support the establishment of youth centres using demonstrations Support operationalisation of the national action plan for youth employment Promote youth skills development and create linkages to financial services Design programmes for empowering youth for sustainable urbanisation Promote strategies for productive, decent self-employment
	1. Innovation hubs and youth centres prepare young people for gainful socio-economic engagement		
	2. Youth undertake social monitoring and participate in policy debate and planning to achieve "the future they want"	<ul style="list-style-type: none"> use of social media such as U-Report scaled up to gather information on the future youth want tools for feedback and mechanisms to reach out to policy makers to share collected data developed 	Strengthen youth participation in planning and decision making

Objectives	Outcomes	Outputs	UN-Habitat Contributions
NDP-II/UNDAF Thematic Area: Build an integrated urban infrastructure that is resource-efficient and provides for both universal access and inclusive economic growth	Physical Planning & Urban Development 1. increased inclusive access to urban infrastructure services 2. A competitive urban economy developed and strengthened and improves inclusive economic growth	Priority Area/ Expected Accomplishment 3: <ul style="list-style-type: none"> National Urban Transport Policy formulated and implemented National Urban Roads Standards formulated and implemented integrated infrastructure master plans for selected urban centres prepared inter-modality of transport services improved (e.g. BRT integrated with NMT) integrated planning and development of urban infrastructure services completed (water and sanitation, mobility, energy, solid waste etc.) efficiency improved in water management with emphasis on demand, utilization of alternative and non-conventional sources (rain water harvesting, water recycling) as well as reducing wastage framework developed for sharing of infrastructure among urban centres 	Improved Physical Infrastructure, Basic services and Urban Economy <ul style="list-style-type: none"> Support implementation of national and local infrastructure plans of action (guided by the physical plans). Create synergies between the different sectors Promote pro-poor access to basic urban services
NDP-II/UNDAF Thematic Area: Strengthen institutional coordination and technical capacity to effectively deliver services	Human Capital Development 1. Capacity of training institutions of central and local governments strengthened for enhanced service delivery 2. Increased awareness on sustainable urban development and management processes strengthen effective public participation	Priority Area/ Expected Accomplishment 4: <ul style="list-style-type: none"> tailor made curriculum on urban governance for urban managers delivered capacity of MDAs to monitor the SDG 11/urbanization elements in NDP11 strengthened research results on SDG 11 implementation and documentation of key urbanization issues disseminated e-governance systems developed to facilitate efficient and effective urban development and management national campaign programmes promote the New Urban Agenda for sustainable urban development information, communication and education materials disseminate on sustainable urban management and development Municipal development forums instituted to involve all stakeholders in the planning and development processes of the urban sector 	Improved Urban Governance and Capacity <ul style="list-style-type: none"> Build capacity for adequate human resources Support community leaders and policy makers to address urban development challenges using evidence based research Increase awareness on urban issues through knowledge sharing to change behaviour
NDP-II/UNDAF Thematic Area: Organize protocols and exchange of experience and joint action among the network to enhance national thinking on urban economy	Human Capital Development 1. Organize protocols and exchange of experience and joint action among the network to enhance national thinking on urban economy	Priority Area/ Expected Accomplishment 4: <ul style="list-style-type: none"> incubation centres set up for skills development and technology transfer in urban areas urban markets and food courts redeveloped and upgraded through PPPs. 	Improved Urban Governance and Capacity <ul style="list-style-type: none"> Project needed to support municipal finance strategy development

Objectives	Outcomes	Outputs	UN-Habitat Contributions
NDP-II/UNDAF Thematic Area: Upgrading and prevention of the proliferation of slums and improved access to housing and basic urban services for the urban poor	Physical Planning & Urban Development 1. Living conditions of slum dwellers improved	Priority Area/ Expected Accomplishment 5: <ul style="list-style-type: none"> Growth rate of slums and informal settlements slowed slum upgrading implemented through community based development projects in selected urban areas, partly supported by Community Upgrading Fund initiatives address rights and living conditions of women, children and other vulnerable groups living in slums consolidated data-sets on slums produced, i.e. profiles of different stakeholders (Act Together, SDI, UBOS, etc.) 	Improved Housing and Slum Development Programmes <ul style="list-style-type: none"> Support implementation of Housing policy Validation and dissemination of norms and policy options and practical tools through large scale projects. National Urban Profiling
	2. Increased access to low cost housing through availability of long-term and affordable housing finance.	<ul style="list-style-type: none"> partnerships forged with financial institutions for lowering mortgage interest formal housing finance structures extended to the majority of citizens, especially low-income collateral-free lending available for the urban poor through microfinance and other community initiatives funds for housing and slum upgrading availed to new or strengthened partnerships, housing cooperatives and pro-housing saving groups viability of alternative, environmentally sound and cost-effective construction technologies promoted, especially to local government and NGOs 	<ul style="list-style-type: none"> Provide technical assistance to the housing sector drawing from proven Habitat approaches Promote pro-poor housing policies under Sustainable Growth and Social Protection <i>Project needed to support housing finance and development</i>
NDP-II/UNDAF Thematic Area: Implementation of the NLUP and the NLP, using pro-poor and gender sensitive tools of GLTN as well as Greening Guidelines	Environment and natural resources management 1. Increased availability and affordability of serviced land and tenure security for the poor	Priority Area/ Expected Accomplishment 6: <ul style="list-style-type: none"> Review of legislation and drafting and implementation of revised land sector legislation completed National Urban Land Management strategy formulated focusing on availability access, and affordability of serviced land for urban expansion and investment. sub-national land management strategies developed pro-poor land tools to improve tenure security for the urban and rural poor promoted 	Improved Management of Land Resources and Urban Environment <ul style="list-style-type: none"> Support the implementation and dissemination of the land policy, using GLTN tools and Greening Guidelines
	2. NLUP directives and strategies adopted by most LGs	land use policy reviewed and a National Spatial Planning Policy developed	<ul style="list-style-type: none"> Support the implementation and dissemination of the land use policy, using GLTN tools and Greening Guidelines.
	3. Improved equity in access to land, livelihood opportunities and tenure security by vulnerable groups	<ul style="list-style-type: none"> land dispute resolution mechanisms and institutions strengthened using area land committees and alternative mechanisms Land Fund Regulations finalized and operationalized public awareness campaigns provide public information on land rights. 	<ul style="list-style-type: none"> Strengthen capacity of technical staff and urban authorities in urban planning and land management Promote pro-poor land and housing policies under Sustainable Growth and Social Protection
	4. land services delivered through a "business approach"	<ul style="list-style-type: none"> measuring framework developed on land sector contribution to growth and national development study conducted on urban land revenue generation potential and options Land sector partnerships strengthened for effective delivery of land services all land hosting public infrastructure titled in the names of the local governments in urban areas 	Demonstrate innovative sustainable urban development and land management approaches and tools promoting the New Urban Agenda and paradigm shift.

Objectives	Outcomes	Outputs	UN-Habitat Contributions
2. Urban planning and management adopt environmental approaches	<ul style="list-style-type: none"> a comprehensive urban environment conservation strategy developed with public participation and partnerships fostered with key stakeholders strategies for alternative building materials and energy sources prepared to reduce the urban carbon footprint. urban climate change resilience strategy developed 	<ul style="list-style-type: none"> metropolitan area boundaries established impact assessment of the existing legal framework and development trends in the region conducted Analysis of effectiveness of the GKMA institutional structure and human resource capacity done Institutional reform undertaken to address the current challenges of governance and management in GKMA GKMA infrastructure improvements supported (water and sewerage, roads) GKMA drainage master plan prepared specialized GIS/e planning equipment procured 	<ul style="list-style-type: none"> Support preparation of urban environment strategy Demonstrate the restoration of urban ecosystems in highly degraded areas.
NDP-II/JUNDAF Thematic Area:	Physical Planning and urban development	Priority Area/ Expected Accomplishment 7:	Greater Kampala Metropolitan Area Institutionalized and Operational
Sustainable urbanization of GKMA	<ol style="list-style-type: none"> Greater Kampala Metropolitan Authority (GKMA) formed with institutional and infrastructure improvements 	<ol style="list-style-type: none"> Kampala city-wide slum upgrading project approved 	<ul style="list-style-type: none"> Provide technical assistance for metropolitan development planning and implementation process using lessons learnt elsewhere.
	<ol style="list-style-type: none"> GKMA economic development strategy formulated and implemented with private sector engagement 	<ol style="list-style-type: none"> Strategies to enhance access to socio-economic infrastructure and systems for sustainable household income and livelihoods incorporated in plan costed investment plans for the implementation of the strategy developed Private Sector sensitized on PPP legislation for their participation in urban infrastructure development 	<ul style="list-style-type: none"> Advise on pro-poor land and housing policies under Sustainable Growth and Social Protection Support the implementation of Kampala city development plan and implementation of PSUP Promote conditions of economic competitiveness based on the model of inclusive economic development. Project needed to support municipal finance strategy development
	4. GKMA Physical Development Framework and Transport Master Plan Implemented	<ul style="list-style-type: none"> GKMA Master Plan implemented and neighbourhood plans for territorial units (Wakiso, Entebbe, Mukono) detailed GKMA Physical Development Framework detailed for implementation planning and development of GKMA satellite towns initiated 	

Objectives	Outcomes	Outputs	UN-Habitat Contributions
NDP-II/UNDAF Thematic Area: Programme Management	Physical Planning and urban development 1. programme agreed 2. programme agreed 3. programme operational 4. programme operational 5. programme operational 6. programme oversight established 7. accountability mechanism in place 8. programme operational	Priority Area/ Expected Accomplishment 8: • HCPD launched • Signing of the MoU effected • Establishment of the coordination office (office rent, ICT, security, utilities) completed • Procurement of stationery, furniture and other office equipment completed • staff recruited and salaries costs and other costs managed • National Steering Committee and other organs set up • Supervision, awareness creation, Monitoring and Evaluation in place • Operation and maintenance sustained	Programme Coordination and Management Support to launch

MANAGEMENT AND COORDINATION ARRANGEMENTS

This section outlines the governance and implementation arrangements for the SUDP 2016-2021. The main principles to be followed are: (i) ownership by the Government of Uganda of the proposed activities to be undertaken by UN-Habitat and mutual accountability for the development results to be achieved; (ii) effective coordination of the programme with partners and donors; (iii) clear monitoring and review mechanisms; (iv) responsiveness and flexibility in addressing emerging needs and opportunities; (v) efficient financing arrangements with the aim of minimising transaction costs; and (vi) enhanced prospects for supporting sustainably the benefits from the programme.

COUNTRY PROGRAMME IMPLEMENTATION MECHANISMS

The UN-Habitat main governmental counterpart in Uganda is the MLHUD. Key governmental partners are the MFPED, MoLG, KCCA, the partner municipalities, among others, under the overall leadership and coordination of the MLHUD. It is important to underline that MFPED is the designated governmental institution responsible for coordinating all external aid and is therefore a key counterpart for UN-Habitat in Uganda. MFPED will monitor the financial resources provided under the auspices of the UN-Habitat Country Programme document.

From the agency's side, coordination activities will be led locally by the HPM for Uganda and, at the headquarters, through the Task Manager for the country based in the Regional Office for Africa. Experts from different UN-Habitat Units will lead the implementation of relevant components/activities. Implementation will be ensured by the HPM and Government of Uganda with the technical support of expertise to be hired in Uganda or globally, or available at UN-Habitat in Nairobi. It will respect and fulfil the United Nations rules and regulations as approved by the General Assembly, thus UN-Habitat will make use of the administrative services provided by the UNDP country office to deliver its activities locally. Exchanges with countries within the East African region and from other regions will be promoted for sharing experiences and connecting Uganda to the rest of the world regarding best practices enabling more sustainable urbanization systems and processes.

In coordination with the government, UN-Habitat has the autonomy to recruit additional local/international staff or consultants with specialised expertise and to procure adequate means to manage the implementation of specific Country Programme components and carry out the planned activities. UN-Habitat will try as much as possible to establish synergies and collaboration with the activities carried out or supported by the different entities, which are the key partners of the agency in Uganda. Implementing partners of the Country Programme, under UN-Habitat

coordination, will carry out different activities, and will be drawn from government ministries and departments, specialised UN agencies, national research and training institutes, intergovernmental bodies, NGOs and the private sector. Projects will be entrusted to these partners based on institutional mandates, their comparative advantages, and capacity assessment, which will determine the nature of the implementation arrangements. Implementing partners will be accountable for the achievement of specific programme results, as set out in the annual work plans to be produced by UN-Habitat as part of this Country Programme and, in general, of the UNDAF for Uganda.

At the national level, the preparation and implementation of each project will be done in coordination and with the full participation of a national counterpart, which will vary depending on the main theme/topic to be addressed. There will be multiple reporting systems regarding the progress of implementation, which will regularly highlight key achievements according to clear measurement indicators to be developed and provide a status of financial expenditure for each project.

PROGRAMME IMPLEMENTATION OVERSIGHT

NATIONAL PROGRAMME STEERING COMMITTEE

A Programme Management Structure will be set up to coordinate the implementation of the SUDP activities at national and local levels. At the national level, a strong partnership has been established between UN-Habitat and MLHUD and the ministers responsible for that sector will provide political oversight and policy guidance. MLHUD is responsible for coordinating the UN-Habitat Country Programme activities through the National Steering Committee (NSC). The NSC will be the key structure responsible for overall programme oversight and accountability and it shall consist of permanent secretaries of MLHUD (who will chair the meetings), Ministry of Local Government, Kampala Capital City Authority, Ministry of Works & Transport, Ministry of Finance Planning and Economic Development, Ministry of Water & Environment and Ministry of Gender Labour and Social Development. The NSC will meet quarterly and shall be responsible for policy guidance, evaluation of achievement of programme outputs and outcomes and resource mobilization. The committee will report periodically to the minister responsible for MLHUD.

PROGRAMME MANAGEMENT UNIT

A Programme Management Unit (PMU) will be established at the national level to coordinate the overall implementation of the Country Programme activities. The PMU membership is composed of five recruited or seconded staff from MLHUD and a UN-Habitat representative. The PMU will be responsible for the day-to-day management and supervision of the programme in conjunction with the Directorate of Physical Planning and Urban Development and the local governments. The PMU shall be responsible for procurement of goods and services in accordance with national procedures and guidelines. It shall also be responsible for supervising compliance and implementation of the MoU. It will further provide oversight and monitor the activities of the project management structures.

TECHNICAL WORKING GROUP

A technical Working Group (TWG) consisting of KCCA, MLG, MLHUD, MW&T, and local governments will implement the programme. The implementing agencies will be responsible for any other required programme tasks, as agreed in consultation with the concerned parties and UN-Habitat, and developing projects to implement the programme activities. The team will consist of a multi-disciplinary group of local and international professionals. At the urban level, Project Implementation Units (PIUs) will be established to supervise and monitor the implementation of Country Programme interventions. The PIUs are chaired by the respective town clerks and will report to the PMU. Members include local government technical officers, town planners, the public health officer, environmental officer, and community development officer, among others. At the community level, multi-stakeholder forums, i.e. Municipal Development For a composed of representatives of community groups, local authorities, and the local private sector, will be set up in each project town. The goal of the forums is to facilitate stakeholder participation by creating a platform where they can provide input to the PIU on implementation of the Country Programme.

ADVOCACY, OUTREACH AND COMMUNICATION

The MLHUD, as the coordinating government agency, will undertake to publicise this country programme and to give due credit to the contributions of all participating agencies and national institutions. Information given to the press, to the beneficiaries of the programme, all related publicity material, official notices, reports and publications, shall acknowledge the role of the Government of Uganda, donors, participating UN agencies and any other relevant parties.

These are key activities which are crosscutting in the UN-Habitat Country Programme and will help promote partnerships, seek for consensus and ensure some visibility for the implementations. Advocacy will help disseminate the programme's proposed and implemented activities, and will form part of the overall technical assistance to be provided by UN-Habitat for improving government's urban development policies, as well as be a vehicle for sharing internationally agreed strategies and action plans.

Through outreach and communication activities, partners will be mobilised to support the implementation of this Country Programme and raise awareness at the different levels. The following specific actions will be undertaken to raise awareness, communicate, advocate and enhance the programme's visibility, among others:

- exhibitions/interventions at national, regional and international conferences, workshops and/or platforms, including the World Habitat Days, the World Cities Day and Habitat III Preparatory Committees meetings and UN Conferences;
- production of video documentaries on the programme activities' outputs and results;
- relevant information concerning the Country Programme's implemented activities will be posted on government, UN-Habitat or other UN websites;
- organization of high-level and expert meetings;
- interaction with the media.

MONITORING, EVALUATION AND REPORTING

i. Monitoring: Since the design of the country programme is based on a results based management (RBM) approach, efforts have to be deployed to ensure that programme processes, products and services contribute to the attainment of planned results (goal, outcomes, and outputs), and ultimately to the goals of the UNDAF and the NDP II. A monitoring and evaluation (M&E) exercise is necessary in order to measure programme performance, progress and impact.

The M&E framework for this programme will be linked to the M&E frameworks of the UNDAF and the NDP II. Monitoring will ensure that planned inputs are made and planned activities are undertaken as and when due and progress towards achieving annual work plan targets is tracked. Periodic progress reports from all participating agencies and institutions will be required for this purpose. Evaluating activities will aim at assessing progress towards achieving programme outputs and outcomes (against planned targets), ascertain continued relevance of planned approaches (strategies) and interventions, and assess the continued validity of identified risks and assumptions.

Joint monitoring visits will be planned and undertaken once every year by participating agencies and national partners to observe programme implementation, constraints encountered and offer advice (when necessary) on how such constraints should be resolved. It will provide opportunities for enhancing synergies and complementarities in activities being supported by different agencies as part of the programme.

ii. Evaluation. Administratively, UN-Habitat abides to the UN Secretariat rules and regulations and is subject to regular auditing and oversight through an independent UN organ called Office of Internal Oversight Services (OIOS). Officially, the organ responsible for ensuring a correct implementation, coordination and monitoring of the UN-Habitat activities in Uganda is the Regional Office for Africa in Nairobi with the support of the UN-Habitat country office. A set of indicators will be developed to define and track progress in implementation of each component of the Country Programme, according to baseline information established in consultation with the governmental counterparts.

Various internal/external evaluation mechanisms will be incorporated into the programme's implementation with the aim to determine the relevance and fulfilment of the objectives, delivery efficiency and effectiveness, impact and sustainability of the activities carried out, and lessons learned.

iii. Reporting. Each participating agency and institution will be required to submit quarterly reports on progress (and constraints) in implementing planned activities. These reports will be collated (in the form that they are submitted) by MLHUD and distributed to all participating agencies for their information. They will constitute inputs into the deliberations of the technical working committee and of the NSC, and be used by MLHUD/Habitat for its quarterly briefing of the UNCT/ and Government.

Each participating agency and national institution will prepare and submit to MLHUD, by end of November of each calendar year, an annual progress report reflecting progress made in the calendar year with respect to implementing planned activities, any constraints encountered and how such constraints were resolved. MLHUD, as the coordinating agency, will then prepare a synthesis (not a collation) report covering all programme activities. This consolidated report will be tendered before the National Steering Committee for discussion, approval, and submission to the United Nations Country Team/Government through MLHUD/Habitat; it will constitute the major input to the annual review meeting UNDAF which is scheduled to be held during the fourth quarter of each year (and may constitute an element/component of the UNDAF annual report). The consolidated report will be distributed to all donors participating in the programme and to all other key stakeholders.

iv. Each participating agency and institution should submit annual financial reports to UN-Habitat by end of June (after the first year) for consolidation and submission to the government and donors.

RISKS AND ASSUMPTIONS

There are a number of risks associated with the implementation of this Country Programme. The following are the key risks identified and possible ways of addressing them:

- i. Securing a very strong commitment to the programme by the Government of Uganda, heads of participating UN agencies and their staff throughout the duration of the programme: In addition, some of these agency heads may be redeployed elsewhere and new ones will come on board before the end of the programme. They may not be as strongly committed as their predecessors and yet commitment is critical for the smooth and effective implementation of the programme and achievement of planned results. The United Nations Resident Coordinator and UN-Habitat will periodically update UNCT about the progress of the programme on a quarterly basis and timely brief new members of the UNCT. The programme management unit at MLHUD will continuously update participating agencies' technical teams on progress of the programme within the TWG.
- ii. Capacities of participating national institutions: The role of UN-Habitat in the implementation of this programme will essentially be catalytic, supportive and facilitative. Actual implementation will be done by institutions of government and the civil society at the national and municipal levels. The capacities of many of them, to deliver anticipated results are known to be weak. Although strengthening such capacities is an element of the programme, there is the risk that they are also likely to negatively impact the success of the programme. The programme will support not only capacity building but also change of the culture and attitudes so that the implementers can deliver.
- iii. Some of the risks of the project are related to the consultancy firm to be contracted and the skills and competency to finish the assignment in time at the quality level as agreed upon. The presence of the steering committee and project implementation office will ensure quality and completion within given timelines.
- iv. Mobilizing funds for the programme will prove to be crucial. The urban sector has traditionally not been a priority sector for the Government of Uganda. Few development partners support urban development initiatives. Uganda will be entering the middle income country category which will make it more difficult to mobilize resources from development partners. The commitment of government however to prioritize urbanization in the near future is encouraging. Provision of seed funding to the programme will demonstrate the government's commitment and make it easy to mobilize resources from development partners for the sector. The establishment of the sector-wide group for urbanization will also help.

On the positive side, there are already experiences with, and lessons learned from, ongoing country programmes in the country and the Africa region to benefit from. There is consensus on the choice of MLHUD as the coordinator and administrative agent for the programme and the confidence that it has the capacity needed to discharge its functions and responsibilities. The programme, as currently formulated and the process for doing so, has received enthusiastic endorsement from the UNCT and Government of Uganda.

IMPLEMENTATION RISK:

The HPM will prepare a risk management plan that will establish and prioritize mitigation measures, allocate the risks to the appropriate party (i.e., consultant, third parties), and assign mitigation and management responsibilities.

FINANCING ARRANGEMENTS

The overall implementation of the UN-Habitat Country Programme 2016-2021 is subject to the availability of adequate funding and therefore resource mobilisation will be required; potential development partners will be identified and a resource mobilisation strategy will be developed. As the mobilisation of funds in Uganda is seen as a joint responsibility with the government, UN-Habitat will work hard to approach its partners through donor roundtables and adhoc fund-raising events through jointly

planned activities. A donor sector-wide working group for urbanization will be established. Donor partners will be encouraged to pledge or earmark resources to implement the proposed main activities that are part of this programme under the principles of aid effectiveness and efficiency. However, for successful resource mobilisation, it is noted that seed contribution from the Government of Uganda showing commitment to the programme will be required.

LEGAL CONTEXT AND BASIS FOR RELATIONSHIP

The relationship between the Government of Uganda and UN-Habitat for the implementation of the Country Programme will be according to the MoU to be signed by the two parties.

Table 7: Year work plan and estimated budget

Main activities/Programmatic areas of intervention	Key partners	Proposed calendar and annual budgetary requirements (x1,000 USD, incl. personnel/operational costs)					Estimated total costs (x1,000 USD)
		Year 1	Year 2	Year 3	Year 4	Year 5	
EA1: Planned Urbanization and Integrated human settlement development							
Activity 1.1: Carry out a study on Urban Governance in Uganda	MLHUD, MLG, UAAU,	50					50
Activity 1.2: Formulate a National Spatial Policy	MLHUD, NPA, MLG, KCCA	200	300				500
Activity 1.3: Review Physical Planning Act, KCCA Act and Local Government Acts to ensure that urban development issues are articulated as in the National Urban Policy.	MLHUD, MLG, UAAU,	80	150	70			300
Activity 1.4: Review the Slum Upgrading Strategy and Public Health Act etc.	MLHUD, MLG, UAAU, UN partners, others	70	150				220
Activity 1.5: Support to the implementation of the Physical Planning Act 2010, National Urban Policy and the Housing Policy	MLHUD, KCCA, MoLG, UAAU	10,000	10,000	10,000	10,000	10,000	50,000
Activity 1.6: Support formulation and implementation of Urban and Regional Physical Development Plans for Northern, Western, Southern, Eastern Uganda and Selected District Physical Development Plans for: Buvuma Island & Nwoya, Karuma/Kamdin Eco Cities, detailed plans for Albertine Grabben & others.	MLHUD, LGs, UN, Others	700	1200	1200	800	500	4,400
Activity 1.7: Support the production of an annual State of Physical Planning Report.	MLHUD, LGs	500	100	120	150	180	1,050
Activity 1.8: Support the production of an annual State of Urban Development Report.	MLHUD, LGs	250	80	100	120	150	700
Activity 1.9: Support to improved physical planning and urban development processes at all levels.	MLHUD, MLG	500	1000	1000	1000	1000	4,500
Activity 1.10: Support capacity building of physical planners on the New Urban Agenda.	MLHUD, Academia	100	120	140	150	150	660
Activity 1.11: Implement the National Physical Planning Guidelines	MLHUD, UN-Habitat	100	120				220
Activity 1.12: Strengthen the capacity of LGs to deliver planned developments and strengthen their development control capacity.	MLHUD, LGs	100	100	50	50	50	350
Sub-total Component 1							62,950
EA2: Youth and Vulnerable groups' access to skills and social-economic opportunities enhanced.							
Activity 2.1: Establish, setup and strengthen 10 infrastructures for youth centres to be hubs and innovation spaces for youth;	MGLSD, LGs, UN partners, others	200	700	500	500	200	2,100
Activity 2.2: Facilitate access to social-economic services for youth, including of public infrastructure development & green jobs while harnessing Information and Communication Technologies (ICTs);	MGLSD, LGs, NGOs, UN, others	20	50	50	50	50	220
Activity 2.3: Develop and promote use of strategies for youth utilization of established hubs and spaces; this will involve physical or virtual utilization using modern technologies.	MGLSD, LGs, UN others	20	30	50	50	50	200

Main activities/Programmatic areas of intervention	Key partners	Proposed calendar and annual budgetary requirements (x1,000 USD, incl. personnel/operational costs)					Estimated total costs (x1,000 USD)
		Year 1	Year 2	Year 3	Year 4	Year 5	
Activity 2.4 : Devise strategies for making the centre attractive to the use e.g. organizing facilities for indoor & outdoor games & skill training programmes.	MGLSD, LGs, NGOs				100	200	300
Activity 2.5: Engage and promote urban agriculture and agro-business	MGLSD, LGs, UN partners	10	50	100			160
Activity 2.6: Promote and scale up use of social media such as U-Report to gather information on what the future youth want;	MGLSD					10	10
Activity 2.7: Develop tools for feedback and mechanisms to reach out to policy makers to share the data gathered and conclusion of analysis	MGLSD, LGs,	20					20
Sub-total Component 2							3,010
EA3: Improved Physical Infrastructure, Basic services and Urban Economy.							
Activity 3.1: Support the formulation and implementation of a National Urban Transport Policy.	MWT, MLHUD, LGs,	50	200	150	50	200	650
Activity 3.2: Formulate and Implement the National Urban Roads Standards.		20	100	10	5	5	140
Activity 3.3: Support the preparation of integrated infrastructure master plans for selected urban centres;	MLHUD	500	500				1,000
Activity 3.4: Support to improved inter-modality of transport services (e.g. BRT integrated with NMT);	MWT, MLHUD LGs	50	50				100
Activity 3.5: Support to integrated planning and development of urban infrastructure services (water and sanitation, mobility, energy, solid waste etc.)	MLHUD, MWE, LGs	50	1,500	2,000	2,000	500	6,050
Activity 3.6: Promote efficiency in water management with emphasis on demand, utilization of alternative and non-conventional sources (rain water harvesting, water recycling) as well as reduce wastage (non-revenue water);	MLG, LGs	20					70
Activity 3.7: Develop a framework for sharing of infrastructure among urban centres.	MLG, LGs	100	300				400
Activity 3.8: Support the implementation of the national local economic development policy.	MLGs, LGs	300	1,000	3,000	3,000	2,000	9,300
Activity 3.9: Develop a framework for planning and management of trans-boundary infrastructure to help businesses take advantage of new market opportunities.	MLGs, MLHUD	100	150				250
Activity 3.10: Support gazettement and development of industrial parks, special economic zones and business parks.	MLHUD, MLGs, LGs	100	300	300	400	100	1,100
Activity 3.11: Support the setting up and development of incubation centres for training, skills development and technology transfer in urban areas. (housed in the same structure with youth centres)	MLG, LGs	50	100	100	20	10	280
Activity 3.12: Redevelop and upgrade urban markets and food courts through PPPs.	MLG, MLHUD Bilateral agencies, private sector others	100	2,000	2,000	500	400	5000
Sub-total Component 3							24,440
EA4 Improved Urban Governance and Capacity							
Activity 4.1: Develop and deliver tailor made curriculum for urban managers.	MLG, Academia, MLHUD	50	20				70
Activity 4.2: Training of central and urban local government staff in urban governance.	MLG, Academia, LGs, MLHUD	100	100	150	150	50	600

Main activities/Programmatic areas of intervention	Key partners	Proposed calendar and annual budgetary requirements (x1,000 USD, incl. personnel/operational costs)					Estimated total costs (x1,000 USD)
		Year 1	Year 2	Year 3	Year 4	Year 5	
Activity 4.3: Strengthen the capacity of MDAs to monitor the SDG 11/urbanization elements in NDPiI.	MLG, MLHUD, UBOS	60	60	60	60	60	300
Activity 4.4: Support research and documentation of key urbanization issues and disseminate research findings on SDG 11 and Habitat III implementation	MLG, MLHUD, Academia			20	30	50	100
Activity 4.5: Develop and implement E-governance to facilitate efficient and effective urban development and management for enhanced service delivery.	MLG, MLHUD	50	70	20	10	10	160
Activity 4.6: Develop and implement national campaign programmes promoting the New Urban Agenda for sustainable urban development.	MLG, MLHUD	20	20	20	20	20	200
Activity 4.7: Facilitate and support the establishment of Municipal development forums to involve all stakeholders in the planning and development processes of the urban sector.	MLHUD, MLG, LGS	50	50	50	50	50	250
Activity 4.8: Develop information, communication and education materials on sustainable urban management and development	MLHUD, MLG	20	20	20	20	20	100
Sub-total Component 4							1,680
EAS: Improved Housing and Slum Development Programmes							
Activity 5.1: Institute measures to prevent slums and informal settlements development	MLHUD, MoWT, LGs, NGOS	15	10	10	10	10	55
Activity 5.2: Develop and Implement slum upgrading projects in selected urban areas.	MLHUD, MLGSD, LGS, UN-Habitat	400	1,000	1,000	1,000	600	4,000
Activity 5.3: Establish a slum upgrading and urban poverty eradication Fund to facilitate slum upgrading.	MLHUD, MFPED				500	500	1,000
Activity 5.4: Facilitate the establishment of the Community Upgrading Fund to support community based development projects in slums.	MLHUD, MFPED			100	400	400	900
Activity 5.5: Support initiatives to address the plight of women, Children and other vulnerable groups living in slums.	MLHUD, LGS, MGLSD, NGOS	20	20	20	10	10	80
Activity 5.6: Consolidate and harmonize gathering of information on slums i.e. profiles among different stakeholders (Act Together, SDI, UBOS) etc	MLHUD, UBOS, NGOS, UN	20	30				50
Activity 5.7: Create and support partnerships with financial institutions to start initiatives for lowering interest rates on mortgages.	MLHUD, BANKS	5	10				15
Activity 5.8: Extend formal housing finance structures to majority of the citizens, especially the low-income category.	MLHUD, BANKS, MFIs	10	10	10	10		40
Activity 5.9: Develop non-collateralized lending for the urban poor including microfinance and other community-based initiatives.	MLHUD, HOUSING COOPERATIVES, SACCOs, MFIs	50	150	100	100	100	500
Activity 5.10: Promote formation and development of partnerships, housing cooperatives and pro-housing saving groups to avail funds for housing and slum upgrading.	MLHUD, Cooperative Alliance, Uganda Cooperative Union	15	15	10	10		50
Activity 5.11: Demonstrate the viability of alternative, environmentally sound and cost-effective construction technology to the population at large, and especially to local government and NGOs.	MLHUD, UNBS, LGs, ACADEMIA	20	30				50

Main activities/Programmatic areas of intervention	Key partners	Proposed calendar and annual budgetary requirements (x1,000 USD, incl. personnel/operational costs)					Estimated total costs (x1,000 USD)
		Year 1	Year 2	Year 3	Year 4	Year 5	
EA7: Support Metropolitan Planning, financing & Governance in Uganda							
Activity 7.1: Support the establishment of the metropolitan area boundaries;	KCCA, MLGs, MLHUD, LGs	50					50
Activity 7.2: Review and assess the impact of the existing legal framework and the trend of development in the region;	KCCA, MLHUD, UN partners	50	20				70
Activity 7.3: Analyse the Institutional structure and human resource capacity to effectively coordinate GKMA;	KCCA, MLHUD, MLG, UN partners	50					50
Activity 7.4: Support the participatory formulation of a slum upgrading strategy tailored to GKMA.	MLHUD, KCCA			100			100
Activity 7.5: Promote enhanced access to socio-economic infrastructure and systems for sustainable household income and livelihoods development.	MLHUD, MLG				200	100	300
Activity 7.6: Support the development and costing of investment plans for the implementation of the strategy.	MLHUD			150			150
Activity 7.7: Support the Implementation of the GKMA Master Plan;	MLHUD, KCCA, MLG, LGs	100	500	300	50		950
Activity 7.8: Support the review and implementation of the GKMA Physical Development Framework;	MLHUD, KCCA, MLG, LGs	150	300	100	50		600
Activity 7.9: Support the planning and development of GKMA satellite towns.	MLHUD, KCCA, MLG, LGs	100	500	1000	1000	300	2900
Activity 7.10: Support preparation of GKMA Solid waste management strategy	MLHU, MLG, MWE	200	100	100	100	100	600
Activity 7.11: Support the preparation of GKMA drainage Master Plan	MLHUD, KCCA, MLG, LGs	300	300	300	300	300	1,200
Activity 7.12: Support to GKMA infrastructure services in water supplies, roads and transport infrastructure, sewer systems, bulk housing etc	MLHUD, KCCA, MLG, LGs	70,000	50,000	50,000	50,000	50,000	270,000
Activity 7.13: Conduct targeted sensitization for the Private Sector fraternity on the PPP legislation for their acquaintance and participation in urban infrastructure developments	MLHUD, KCCA, MLG, LGs	250					250
Activity 7.14: Financially support GKMA territorial units (KCCA, Wakiso, Entebbe and Mukono) to develop their area detailed neighbourhood plans	MLHUD, KCCA, MLG, LGs	2,000	2,000	2,000	2,000	2,000	10,000
Activity 7.15: Support targeted capacity for critical units/departments of regional/local governments with specialized equipment in GIS/e-planning capabilities	MLHUD, KCCA, MLG, LGs	300					300
Sub-total Component 7							287,820

Main activities/Programmatic areas of intervention	Key partners	Proposed calendar and annual budgetary requirements (x1,000 USD, incl. personnel/operational costs)					Estimated total costs (x1,000 USD)
		Year 1	Year 2	Year 3	Year 4	Year 5	
EA8: Programme Coordination and Management							
Activity 8.1: Launch of the HCPD		20					20
Activity 8.2: Signing of the MoU							
Activity 8.3: Establishment of the coordination office (office rent, ICT, security, utilities)		50	50	50	50	50	250
Activity 8.4: Procurement of stationery, Furniture and other office equipment		50	5	5	5	5	75
Activity 8.5: Recruitment of staff and salaries costs and other costs		400	350	350	350	350	1800
Activity 8.6: Setting up the National Steering Committee and other organs		5	5	5	5	5	25
Activity 8.7: Supervision, awareness creation Monitoring and Evaluation		60	60	60	60	60	300
Activity 8.8: Operation and maintenance		70	10	10	10	10	110
Sundry costs		10	10	10	10	10	50
Sub-total component 8							2,605
Total costs of the Country Programme							393,865

(Footnotes)

¹The institutions include the Ministry of Housing, Lands and Urban Development, the Ministry of Local Government, National Environment Management Authority, National Planning Authority and Local Governments

ACRONYMS

ADB	Africa Development Bank	NLP	National Land Policy
CBOs	Community Based Organisations	NLUP	National Land Use Policy
CDS	City Development Strategies	NPP	National Population Policy
CPA	Condominium Properties Act	NSC	National Steering Committee
CPD	Country Programme Document	NSS	National Shelter Strategy
CSOs	Civil Society Organisations	NSUP	National Slum Upgrading Policy
EU	European Union	NUP	National Urban Policy
GKMA	Greater Kampala Metropolitan Authority	PDPs	Physical Development Plans
GLTN	Global Land Tool Network	PHA	Public Health Act
HCPD	Habitat Country Programme Document	PIU	Programme Investment Unit
KCCA	Kampala Capital City Authority	PMU	Programme Management Unit
LA	Land Act	PPA	Physical Planning Act
LED	Local Development Policy	PPP	Private Public Policy
LGA	Local Government Act	PSF	Private Sector Foundation
LHUD	Land, Housing and Urban Development	PSUP	Participatory Slum Upgrading Programme
LIS	Land Information System	ROAF	Regional office for Africa
MDG	Municipal Development Goal	SDGs	Social development Goals
MDGs	Millennium Development Goals	SUDP	Sustainable Urban Development Programme
MFPLED	Ministry of Finance, Planning and Economic Development	TWG	Technical Working Group
MGLSD	Ministry of Gender, Labour and Social Development	UAAU	Urban Authorities Association of Uganda
MLHUD	Ministry of Lands Housing and Urban Development	UBOS	Uganda Bureau of Statistics
MoLG	Ministry of Local Government	ULC	Uganda Land Commission
MoWT	Ministry of Works and Transport	UMA	Uganda Manufacturers' Association
MWE	Ministry of Water and Environment	UN	United Nations
NDP	National Development Plan	UNCT	United Nations Country Team
NEMA	National Environment Management Act	UNDAF	United Nations Development Assistance Framework
NGOs	Non Government Organisation	UNDP	United Nations Development Programme
NHP	National Housing Policy	UN-Habitat	United Nations Human Settlements Programme
NLEDP	National Local Economic Development Policy	USMID	Uganda Support to Municipal Infrastructure Development
		WB	World Bank

