



UN HABITAT



# UGANDA NATIONAL URBAN PROFILE



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# UGANDA NATIONAL URBAN PROFILE

UNITED NATIONS HUMAN SETTLEMENTS PROGRAMME

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## FOREWORD



According to research published in UN-Habitat's flagship report, *The State of the World's Cities 2010-2011*, all developing regions, including the African, Caribbean and Pacific states, will have more people living in urban than rural areas by the year 2030. With half the world's

population already living in urban areas, the challenges we face in the battle against urban poverty, our quest for cities without slums, for cities where women feel safer, for inclusive cities with power, water and sanitation, and affordable transport, for better planned cities, and for cleaner, greener cities is daunting.

But as this series shows, there are many interesting solutions and best practices to which we can turn. After all, the figures tell us that during the decade 2000 to 2010, a total of 227 million people in the developing countries moved out of slum conditions. In other words, governments, cities and partner institutions have collectively exceeded the slum target of the Millennium Development Goals twice over and ten years ahead of the agreed 2020 deadline.

Asia and the Pacific stood at the forefront of successful efforts to reach the slum target, with all governments in the region improving the lives of an estimated 172 million slum dwellers between 2000 and 2010.

In sub-Saharan Africa though, the total proportion of the urban population living in slums has decreased by only 5 per cent (or 17 million people). Ghana, Senegal, Uganda, and Rwanda were the most successful countries in the sub-region, reducing the proportions of slum dwellers by over one-fifth in the last decade.

Some 13 per cent of the progress made towards the global slum target occurred in Latin America and the Caribbean, where an estimated 30 million people have moved out of slum conditions since the year 2000.

Yet, UN-Habitat's estimates confirm that the progress made on the slum target has not been sufficient to counter the demographic expansion in informal settlements in the developing world. In this sense, efforts to reduce the numbers of slum dwellers are neither satisfactory nor adequate.

As part of our drive to address this crisis, UN-Habitat is working with the European Commission and the Brussels-based Secretariat of the African, Caribbean

and Pacific (ACP) Group to support sustainable urban development. Given the urgent and diverse needs, we found it necessary to develop a tool for rapid assessment and strategic planning to guide immediate, mid and long-term interventions. And here we have it in the form of this series of publications.

The Participatory Slum Upgrading Programme is based on the policy dialogue between UN-Habitat, the ACP Secretariat and the European Commission which dates back to the year 2002. When the three parties met at UN-Habitat headquarters in June 2009, more than 200 delegates from over 50 countries approved a resounding call on the international community to pay greater attention to these urbanization matters, and to extend the slum upgrading programme to all countries in the ACP Group.

It is worth recalling here how grateful we are that the European Commission's 9th European Development Fund for ACP countries provided EUR 4 million (USD 5.7 million at June 2011 rates) to enable UN-Habitat to conduct the programme which now serves 59 cities in 23 African countries, and more than 20 cities in six Pacific, and four Caribbean countries.

Indeed, since its inception in 2008, the slum upgrading programme has achieved the confidence of partners at city and country level in Africa, the Caribbean and in the Pacific. It is making a major contribution aimed at helping in urban poverty reduction efforts, as each report in this series shows."

I wish to express my gratitude to the European Commission and the ACP Secretariat for their commitment to this slum upgrading programme. I have every confidence that the results outlined in this profile, and others, will serve to guide the development of responses for capacity building and investments in the urban sector.

Further, I would like to thank each Country Team for their continued support to this process which is essential for the successful implementation of the Participatory Slum Upgrading Programme.

A handwritten signature in black ink, which appears to read "Joan Clos". The signature is fluid and cursive, with a long horizontal stroke at the end.

**Dr. Joan Clos**

Executive Director, UN-HABITAT



Uganda is experiencing rapid urbanization like most developing countries. It is happening in the face of increasing unemployment, growing informal sector, global economic crisis, climate change, and acute scarcity of resources for urban local authorities. The level of urbanization

in 2002 was 12.3 percent with an urban growth rate of 5.2 percent, it is projected to increase to 50 percent by 2050. This has been attributed to increasing rural urban migration, search for better livelihood, population increase, and creation of new administrative units.

The remarkable economic growth over the last decade as well as political stability have led to the expansion of existing urban centres and growth of hundreds of Town Boards and small trading centres in the countryside, particularly along highways and major road junctions. This high urban growth is not matched by corresponding increase in the provision of the necessary basic urban services such as housing, clean and safe drinking water, roads, electricity, and sanitary facilities. This has resulted in the mushrooming of slums

It is against this background that the Ministry of Lands, Housing and Urban Development in partnership with UN-Habitat launched the National Urban Sector Profiling.

The Municipalities of Mbale, Mbarara, and Kitgum were chosen as sample towns to pilot the formulation of the Urban Sector Profiles, addressing the following nine thematic areas: Disaster Risk, Safety, Environment and Climate Change, Governance, Slums and Shelter, Land, Basic Urban Services (BUS), Local Economic Development (LED), and Gender and HIV/AIDS.

I would like to thank UN-Habitat, the European Commission and the ACP (Africa, Caribbean and Pacific) Secretariat for funding this project, the technical staff of the Ministry of Lands, Housing and Urban Development for coordinating the activities, Makerere University for their technical input, and the Municipalities of Mbale, Mbarara and Kitgum whose participation was very critical for the success of this project.

At the national level, the Government is aware of the challenges posed by rapid urbanization in Uganda and is in the process of formulating a national urban policy which will guide the urbanization process and enhance the management of urban growth. The Ministry of Lands, Housing and Urban Development is aware of the role of stakeholders in the management of the urban sector. It is for this reason that the Ministry has established the National Urban Forum as a platform for dialogue and participation of stakeholders in influencing policy and legal reforms.

The Government recognizes the need for improving the living conditions of the urban poor living in slums. Working in partnership with Slum Dwellers International with support from Cities Alliance, the Ministry is coordinating efforts to transform the settlements of the urban poor in Uganda. Under this programme, slum dwellers have been mobilized into Slum Dwellers Savings Federation, trained and sensitized about their rights, responsibilities and obligations, and facilitated to partner with land owners, private investors and the public sector to undertake slum redevelopment schemes through a land sharing approach. I am very optimistic that we have the resolve, will and the commitment to realize cities without slums in the near future.

For God and My Country.

**Daudi Migereko, MP**

Minister of Lands Housing and Urban Development

# EXECUTIVE SUMMARY

## INTRODUCTION

UN-HABITAT's Participatory Slum Upgrading Programme (PSUP) is an urban assessment of needs and capacity building gaps for various urban centres. It is currently being implemented in over 20 Africa, Caribbean and Pacific Countries. The Participatory Slum Upgrading Programme uses a structural approach to the assessment of urban needs and response mechanisms at town and national level in Uganda.

The overriding aim of the study is to contribute to the ongoing efforts of countries in the region in poverty reduction at city, country and regional level. The national urban profiling is expected to provide critical inputs and benefits to the implementing partners, enabling the management of sustainable cities with adequate shelter, basic urban services, good governance, land, environment and climate change, urban safety, urban disaster risks, and gender and HIV/AIDS, cognizant of World Habitat Day theme of "Better City, Better Life".

## GOVERNANCE

The Government of Uganda has since independence initiated a series of reforms, among them decentralization of governance structures initiated in 1997. The most notable and significant administrative reform undertaken by the government is decentralization, whose main objective is to devolve state power and facilitate social transformation and modernization of the country under Uganda's Decentralization Policy.

It embraces three unique features: de-centralization which has transferred powers and responsibilities to lower administrative units, delegation which allows the transfer of powers to lower administrative units that are granted some relative discretion to appoint their own officials and carry out delegated functions and devolution which has transferred power to lower administrative units.

Decentralization reforms at the administrative, political, financial, and service delivery levels have not only proved to be deliberate policy shifts focusing on responsibility for development of local authorities, but also an instrument at improving local democracy from international development commitments, to which Uganda is party and clearly pronounced in the MDG's whose targets are interfaced with Uganda's shared vision, sector priorities and plans.

## SLUMS

Uganda slums are characterized by poverty and poor living conditions with substandard housing, overcrowding and limited access to urban services. Slum residents are largely tenants living in single rooms.

Uganda has approximately 6 million households living in 4.5 million housing units with a backlog of about 1.6 million units of which 0.12 million are in urban areas. According to the 2002 Population and Housing Census, substandard housing conditions are prevalent with over 70 percent of housing units built of temporary building materials, of these 27 percent were in urban areas. (Ministry of Lands, Housing and Urban Development). Although there have been various responses in terms of policy and programs to address the needs of people in slum areas, many slum residents feel forgotten and neglected. Strategic urban planning coupled with local economic strategies and environmental planning, is essential for reducing spatial and economic inequalities in urban areas. To comprehensively address urban poverty, all the complementary issues and needs of slum residents must be considered in the planning process.

## GENDER AND HIV/AIDS

In Uganda, there is an encouraging and favourable environment promoting gender equality in the nation, since the government instituted policies to promote women issues. There are a number of women organizations active in promoting gender-related issues and the overall development of Ugandan women. This is partly the legacy of the struggle for independence which saw the active participation of women on all fronts.

The consultations that have been carried out show that there is a link between HIV/AIDS and housing instability. The data that is available shows that people who reside in urban areas and in particular in slum areas have a significantly higher risk of HIV infection than the rural residents. The survey found out that people living with HIV/AIDS (PHAs) are vulnerable to issues of housing instability. The rapidly increasing urbanization associated with poverty, rapidly changing lifestyles, and lack of effective programmes targeting high risk and vulnerable urban populations are some of the major challenges facing urban settings.

In general terms, HIV/AIDS prevalence is relatively high in Uganda. Available data shows that people who reside in urban areas have a significantly higher risk of HIV infection than people who reside in the rural areas (Ministry of Lands, Housing and Urban Development).

On average about eight out of 100 Ugandan women are infected with HIV compared to five out of 100 Ugandan men. Among young men and women aged 15 to 24 years, for every one man, four women are infected with HIV, (Tigawalana 2010).

As a response mechanism, there are many government programs such as the AIDS control Program, Uganda AIDS commission, The AIDS Support Organization Program, and the National Policy on Mainstreaming HIV/AIDS in Uganda, which are actively being used to fight HIV/AIDS.

## ENVIRONMENT

Rapid urbanization puts pressure on the urban environment. The increasing number of unplanned informal settlements, increasing poverty levels, polluting industries, poor solid waste management and poor sanitation negatively affects the urban environment.

The urban poor suffer more from environmental degradation as they are highly dependent on the environment for their survival. To cope with the negative environmental impacts of urbanization, it is important that the Government of Uganda comes up with measures to build capacity to protect the urban environment.

## INTRODUCTION

The Participatory Slum Upgrading Programme (PSUP) is an assessment of needs and capacity building gaps at the city, municipality and council levels. It is currently being implemented in 30 African, Caribbean and Pacific countries. The Participatory Slum Upgrading Programme uses a structured approach where priority interventions are agreed upon through consultative processes. It focuses on priority needs, gaps, institutional setup, resource mobilization, and performance and accountability. The study aims at urban poverty reduction policy development at local, national and regional levels through an assessment of needs and response mechanisms as a contribution to the implementation of the Millennium Development Goals. It is based on analysis of existing data and on a series of interviews with all relevant urban actors, local communities and institutions, civil society, private sector, development partners, academia, and others. Through the consultative process, the priorities are agreed upon and developed in to priority projects aimed at reducing urban poverty, capacity building, checking performance and accountability, and general improvement of slum areas. The study will provide a framework for innervations for central and local authorities and urban actors as well as development partners and external support agencies.

## METHODOLOGY

The Participatory Slum Upgrading Programme consists of three phases;

Phase One (I); consists of rapid urban profiling at national and local levels. Towns were selected and studied to provide a representative sample of the urban sector in each country. The analysis focuses on nine themes as follows; Urban Risk and Safety, Environment and Climate Change, Governance, Slums and Shelter, Land, Basic Urban Services, Local Economic Development, and Gender and HIV/AIDS.

Information is collected through interviews and discussions with institutions and key informants to assess the strengths, weaknesses, opportunities, and threats (SWOT) of the national and local urban context. The findings are presented and refined during a national consultative workshop and consensus is reached for priority interventions.

Phase Two (II); builds on priorities identified through the workshops and develops detailed capacity building and investment projects.

Phase Three (III); implements the projects developed during the earlier phases with an emphasis on priority areas which have been chosen.

## URBAN PROFILING IN UGANDA

The national consultation was conceived as a partnership platform which included Kampala City Council, municipalities, Town Councils and other major stakeholders, the Ministry of Lands, Housing and Urban Development, the Ministry of Local Government, and the Ministry of Gender, Labour and Social Development among others. The aim was to have a body integrating a wide range of urban actors.

## UGANDA IN DATA

Uganda is a landlocked country, lying astride the equator in East Central Africa occupying 241,551 square kilometres, 18 percent of which is composed of inland waters and permanent wetlands. It is closely linked by economic and colonial history to Kenya in the east and Tanzania in the south. To the North and West lie the Sudan and Democratic Republic of Congo (DRC) respectively and further Southwest lies Rwanda.

The constitution of the republic of Uganda provides the overall legal basis for government to plan and implement government programs for the country. The challenge of uplifting the livelihoods and quality of life of the people draws its impetus from international development commitments to which Uganda is party, and clearly pronounced in the Millennium Development Goals (MDG's) whose targets are interfaced with Uganda's shared vision, sector priorities and plans.

## UGANDA-FACTS AND CHALLENGES

Uganda's political and administrative management is operated through a local government system constituted by districts, sub-counties, parishes, and villages on one hand and municipalities, town councils, divisions, and wards on the other. As of now there are 112 districts in Uganda.

Decentralization, a form of governance, was aimed at devolving state power and facilitating social transformation and modernization of the country. It was one of the several reforms initiated under Uganda's Decentralization Policy. Decentralization reforms at administrative, political, financial, and service delivery levels have not only proved to be deliberate policy shift focusing on responsibility for development of local authorities, but also an instrument aimed at local democracy, accountability, transparency as well as improved effectiveness and suitability of service delivery country wide.

## URBANIZATION PROCESS IN UGANDA

Urban areas are dynamic and represent growing centres of industry, financial services, trade, education, and other services. As they grow, urban areas become centres of entrepreneurship and innovation that attract talented and skilled workers. However, if not properly planned and controlled, urbanization can cause congestion, environmental degradation, housing shortages, and formation of informal settlements and slums.

**Urban population** is increasing rapidly from less than 1 million in 1980 to 3 million in 2002.

TRENDS IN URBAN POPULATION IN UGANDA 1980-2002				
Year	Urban population (Millions)	Total population (Millions)	Percent population in urban areas	Urban growth rate
1980	0.84	12.6	6.7	-
1991	1.65	16.7	9.9	6.1
2002	3.00	24.2	12.2	5.1

Source: UBOS, 2002 Population and Housing Census, 2005.

The level of urbanization is however, still very low in most regions in Uganda ranging from 7 percent to 10 percent. Kampala the capital city of Uganda, is the largest urban centre with a population of 1.2 million people followed by Gulu municipality with a population of 0.1 million.

The emerging rapid increase in urban population poses great challenges leading to overcrowding, traffic congestion, growth of slums and informal settlements, dilapidated housing, food security concerns, and poor sanitation. This is as a result of rapid urban population increase with growth and development in basic physical infrastructure, housing, social amenities, management, and skills.

Urbanization in Uganda is relatively young when compared to Kenya and Tanzania. The root of urbanization in Uganda can be traced to the 1890's with the coming of the Europeans. (Urban Development in Uganda Report, 2010).

Currently, Uganda is experiencing rapid urbanization which is happening in the face of poverty, shrinking peasant economies and inadequate resources for local authorities. The current level of urbanization stands at 5.1 percent per annum and by the year 2050, Uganda will be among the most urbanized countries in Africa.

There is inadequate capacity to plan, manage and guide urban growth and development. This is due to lack of capacity by many urban local governments to undertake physical planning. As a result many local urban governments do not have detailed physical development plans that would facilitate implementation of structural plans. This has led to the emergence of unplanned developments within the planning areas.

Thus, for successful socio-economic development and achievement of the Millennium Development Goals, it is of vital importance for Uganda to understand the urban sector needs of its cities and towns. Only by addressing urban sector needs through the participation and co-ordination of all the stakeholders can urban poverty be reduced and "Better cities for Better life" produced. Poverty and attaining rapid equitable and sustainable economic development for social transformation remain Uganda's major challenges in achieving the Millennium Development Goals.

Income poverty fell from 56 percent in 1992/ 2000, declined to 38 percent in 2002/2003 and further declined to 31 percent in 2005/2006. While Uganda has made progress in reducing poverty and HIV/AIDS prevalence, increasing school enrolment, increasing access to safe water, and increasing gender participation, slow progress has been observed in combating infant, under five and maternal mortality, reducing malaria, and improving environmental sanitation and living standards in slums. (*The State of Uganda Population Report 2010*)

## ECONOMIC SITUATION

In spite of Uganda's economic recovery from the down turn of the 1970's and 80's, its size and the county's per capita income is still very low compared to other economies in Africa and Asia. While Uganda's economic performance was at par with that of countries such as Kenya, Ghana and Malaysia in the early 1970's, these economies have since improved significantly over Uganda's economy. For example, Malaysia is now only a role model to Uganda as opposed to being at par as it was in 1970s (*Uganda human Development Report, 2007*).

A greater proportion of the population living under the poverty line is located in the northern part. Uganda's economy is at present facing the Global Financial Crisis. This has negatively impacted on urban activities and the quality of life of urban residents. Businesses have slowed down with low turnover. Consequently, unemployment is rising, simultaneously aggravating urban poverty. The challenge for the future is to plan for sustainable economic and social growth based on Uganda's available potentials. Trade, commercial services, construction activities, wholesale and retail trade, service industry, and tourism and agriculture are the major sectors that make up the urban economy. The service sector provides 50 percent to the Gross Domestic Product (GDP). This makes it the key sector in the urban economy. The informal sector is also important and contributes significantly to the employment and income of the urban poor. The private sector is coordinated and supported by the Private Sector Foundation (PSF) and Uganda National Chamber of Commerce (UNCC) among others. These provide trade promotions, services and enterprise development while also undertaking research and training activities.

#### SECTOR CONTRIBUTION TO GROSS DOMESTIC PRODUCT

Contribution to GDP	2001/02	2002/03	2003/04	2004/05	2005/06
Agriculture	39.9	39.1	37.3	35.1	33.3
Industry	18.9	19.3	19.8	20.6	20.9
Services	41.2	41.7	42.9	44.3	45.8

Source: Ministry of Finance planning and economic development: Background to the budget for financial year 2007/08.

Uganda's per capita income is about US\$300 with a slightly higher average for urban areas. 31 percent of the population lives below the poverty line (on less than US\$ 1 a day) and 28 percent are characterized as living in poverty (have inadequate resources to meet the recommended 3000 calorie intake of food per day). In spite of this however, the majority of Ugandans remain poor with 31 percent living below the poverty line (Uganda Human Development Report 2007). According to the Ministry of Lands, Housing and Urban Development, (2010). Most urban slum dwellers lack a stable source of income despite a good record of economic growth. Poverty and unemployment remain major development challenges, and thus the need to focus on poverty strategies that can transform society in slums which are the most conspicuous manifestations of urban poverty.

## EDUCATION

The education sector plays a vital role in promoting development through capacity building of the population in various skills, raising awareness on various issues of national importance and improving general standards of living. The education system aims at training children and adults in a variety of skills from basic education to professional development. Most programs are based on the national curriculum that enables children to transfer into the public system more easily.

Uganda's education system includes formal and informal education. The Primary School net enrolment has increased over time. Net Enrolment Rate here refers to the proportion of the total enrolment of eligible official school-age population (6-12) to the corresponding age group. The table below shows that the national level primary school net enrolment rate was 86 percent showing that 14 percent of the primary school age population was not enrolled in primary schools. The Northern region had the lowest net enrolment rate of 77 percent and the official secondary school going age is 13 to 18 years. There were about 500,000 students enrolled in secondary schools. Government is committed to Universal Secondary Education (USE) which is in line with the Millennium Development Goal target of Universal Secondary Education (USE) by 2015.

#### PRIMARY SCHOOL NET ENROLMENT RATE (6-12 YEARS) BY SEX AND REGION

Region	Male	Female	Total
Central	89.1	89.6	89.3
Eastern	88.7	89.1	88.9
Northern	78.6	75.4	77.0
Western	85.6	86.0	85.8
Uganda	85.9	85.7	85.8

Source: Uganda Bureau of Statistics, Analytical Report October 2006. (Uganda Bureau of Statistics, Analytical Report 2006)

#### SECONDARY SCHOOL NET ENROLMENT RATE BY SEX AND REGION

Region	Male	Female	Total
Central	30.5	34.3	32.5
Eastern	24.6	21.9	23.2
Northern	20.3	11.9	16.2
Western	17.6	18.0	17.8
Uganda	23.5	22.5	23.0

In Uganda the national Adult Literacy rate is 64 percent with females having a lower rate (54 percent) than males (75 percent). (2002 Uganda Population and Housing Census Main Report)

## HEALTH

The Uganda health System has made great strides forward, despite the country grappling with HIV/AIDS and other communicable diseases. To improve the quality and financing of hospital services, the Health Ministry has drafted a Health Insurance Policy which will guide the National Health Insurance Scheme. Among the major diseases affecting people in slum settlements include malaria, HIV/AIDS, diarrhoea, and acute respiratory infections. On average, slums have reasonable coverage by both private health service providers and government facilities in the form of small clinics and government hospitals.

The cost of obtaining health services for common ailments such as malaria in private clinics is too high making these services inaccessible to the poor in slum areas. The cost ranges between UGX 8,000/= to 10,000/= per visit. The government's health services are free but due to mismanagement of public health institutions patients end up having to pay for these services. The National Slum Upgrading Strategy and Action Plan Report, 2008.

## SOLID WASTE

Poor solid waste is a national problem as observed by (UNICEF 2006). Approximately 13 percent of the urban population disposes solid waste in gardens, 19 percent in pits and 32 percent just heap the waste. The garbage bins in some urban centres are less hygienic especially in highly populated areas (UBOS, 2006). In slum settlements, solid waste is littered anyhow and more especially in water drains which result in blockage of channels. In slum settlements sampled, only 36.7 percent of households had access to designated waste dumping areas. (National Slum Upgrading Strategy and action Plan 2008). Generally in many slums, waste disposal is poorly done.

The Government is cognizant of the fact that urban areas are faced with challenges such as limited large scale industries, low average household incomes, large informal sector, redundant unemployed youth, lack of co-ordination in the service sectors, limited entrepreneurship skills, limited local investors, narrow revenue base and limited formal employment, but considerable outlays have been implemented to ameliorate this.



# GOVERNANCE



In Uganda, good governance is a multi-dimensional concept and covers all aspect of the exercise of authority by formal and informal institutions. It is also considered to be an important dimension of poverty reduction and is the Second Pillar of the Poverty Reduction Strategy Paper (PEAP).

In 1997, The National Programme and Action Plan on Democratic Governance (NPAPDG), was formulated. It defined good governance as the efficient, effective and accountable exercise of political, administration and managerial authority to achieve society's objectives including the welfare of the whole population, sustainable development and personal freedom.

It is generally agreed that good governance implies democracy; respect for human rights; non-sectarian government; a legal system that is accessible, just and not too slow or costly; transparent, efficient, accessible, and affordable Government; a complete and adequately remunerated public service; a strong sense of partnership between Government and other agents; and a positive contribution to international peace and security.

Despite the serious and persistent problem of insecurity in some parts of Uganda and the slow progress in reducing corruption and making Government structures affordable, significant progress has been made with regard to democratization, decentralization and restoration of the structures of Government.

The element of the democratization process includes the conduction of free and fair elections both at the central and local government levels, the high rate of women's participation in public politics, the upholding of the freedom of the press, and the independence of parliament.

In Uganda, good governance and democratization are being pursued in the context of decentralization. In 1992, the Government of Uganda announced the decentralization policy that led to the design of the Local Government Statute of 1993. This provided for the transfer of powers and resources to Local Governments. The 1995 constitution and the 1997 Local Government Act further elaborated and entrenched the principles of decentralization in Uganda. All these policy reforms changed the relationship between the Local Government and the Central Government.

The Lead Agency is the Ministry of Local Government (MoLG) which is mandated to guide, harmonize, mentor, and advocate for all Local Governments in support of the Movement's Government's Vision to bring socio-economic transformation of the Country.

## VISION

The vision of the ministry is to have democratic and accountable local authorities capable of delivering efficient and sustainable services to the people, thereby bringing about socio-economic transformation and development in the country.

**MISSION**

The mission of the ministry is to co-ordinate and monitor local governments in a bid to provide efficient and sustainable services under a decentralized system of governance with the ultimate objective of improving the welfare of the people and eradicating poverty.

**KEY FUNCTIONS**

- The mission and mandate of the Ministry of Local Government is translated into the following broad functions:
- Building capacity (human and physical) in the local governments for efficient service delivery to the population.
- Ensuring that local governments comply with the statutory requirements and adhere to national policies and standards.
- Ensuring that local governments are transparent and accountable to the people in the use of public resources so that development takes place.
- Facilitating the implementation of the Decentralization Policy and enhancing democratic governance in the country through developing and reviewing systems, structures, statutory instruments, and guidelines on local governance.
- Providing technical assistance and backstopping to local governments in Information and Communication Technology, Development Planning and Management among others.

According to the legal mandate provided for in the Local Government Act of 1997, Local Governments are supposed to establish both administrative and political structures to manage their daily activities. These structures have to be established in line with the specific requirements of the Law.

The technical administration must consist of the following structure;

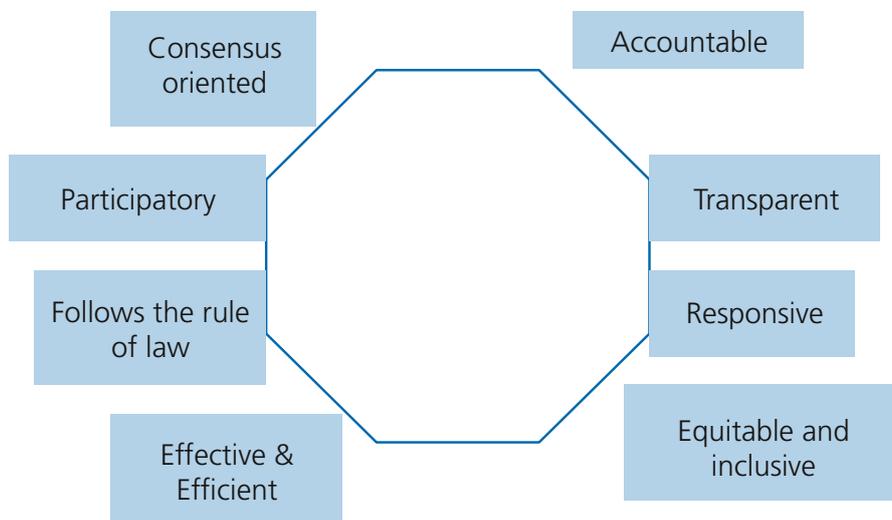
- The head town clerk and assistant town clerk in the case of the municipality/town council.
- Head of department.
- Works department.
- Community Based Services Department.
- Production, Marketing and Commercial Services.
- Education Department.

The structures must be deemed appropriate as long as they are within the scope of legal requirements or specifications.

On the other hand, the political administration must consist of;

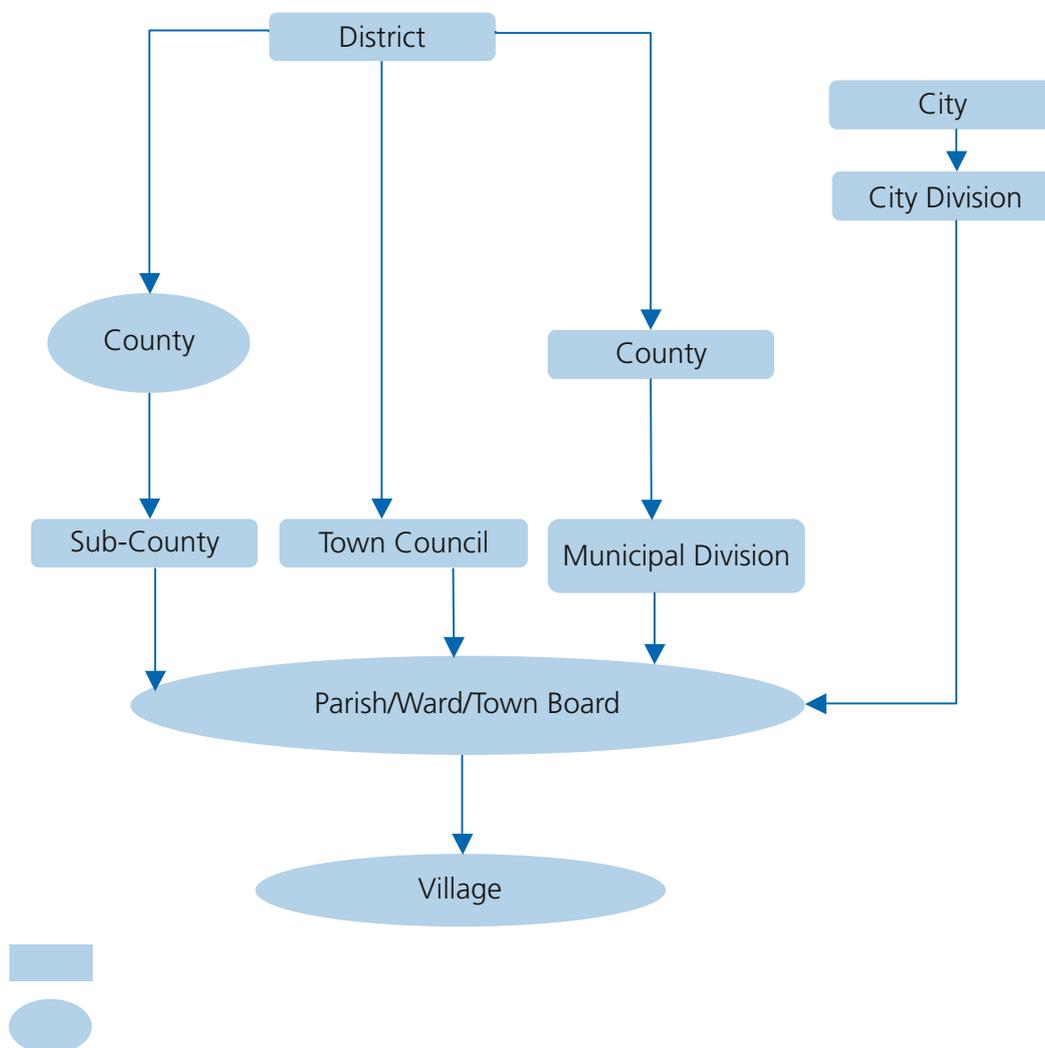
- The Mayor (head).
- The members of the executive who become secretaries.
- The speaker.
- The chairman/chairperson.

**Figure 1: Characteristics of good governance**



Source: Participatory Poverty Assessment Report.2002.

Figure 2: Local Government Established Organizational Structures



Key Local Governments Administrative Units

Source: Republic of Uganda, Government Handbook. 2007

The divisions are managed by the Senior Assistant Town Clerks (SATC) and the Division Technical Management Committee (DTMC) with the support of the municipal/town council.

The villages and wards are supposed to prepare their development plans and submit them to the relevant authorities, either the municipal or the town council authority for budget preparation, approval and implementation. The Lower Local Units are not mandated to prepare budgets and implement their own plans but rather they have to forward them to the higher Authority for scrutiny, approval, implementation, and monitoring. This affects the local community's sense of ownership of some of the development activities.

### REGULATORY FRAMEWORK

The system of the Regulatory Framework put in place directs that all the Local Governments must subject their development activities to the Central Government as outlined by the 1995 Constitution of the Republic of Uganda and all other relevant laws governing the country. For example;

The Constitution of the Republic of Uganda 1995: This is the most fundamental legal basis of Urban Governance and Management of Urban Councils together with the Local Government Act of 1997.

The system of governance as mandated by this legal entity is decentralization. Within this policy, the Central Government has decentralized and devolved substantial powers, functions, responsibilities, and services to Local Governments. The transfer of new responsibilities has been matched with a corresponding transfer of resources from the centre, known as fiscal decentralization.

The Constitution of the Republic of Uganda 1995 mandates the Central Government to affect transfers in the form of unconditional, conditional and equalization grants to Local Governments. But in the same vein, the Constitution established Local Governments as Corporate Governments in their own right with powers, functions and responsibilities. Any government must have funds to run it and provide services to its people.

The overall objective of the decentralization policy is to make Local Governments effective centres of self-governance, participation, local decision making, planning, and development. The specific objectives of the policy are:

- To transfer real power to Local Governments and reduce the workload of remote and under resourced central officials;
- Bring political and administration control over services to the point of delivery in order to improve accountability and efficiency;
- Free local managers from the central constraints and allow them to develop organizational structures tailored to local circumstances;
- Improve financial accountability by establishing a clear link between the payment of taxes and provision of services;
- Improve local council capacities to plan, finance and manage services delivery to their constituents.

Decentralization has been relatively successful although a number of key challenges still exist.

Challenges identified include, but are not limited to,

- Problem of transition from a highly centralized system.
- Problem of coordination between local governments and central governments.
- Revenue expenditure assignment problems.
- Management capacity problems.
- Democratic accountability problems.

Dictatorship and longevity in power by a leader or party results in dismembering the public and civil society participation in governance and development processes which weaken the anti-corruption intervention.

*The big fish continue to swindle billions of shillings only to turn their guns on some small fish for the peanuts they lay their hands on.*

Without effective governance, competition for economic space and business opportunities inevitably create a favourable environment for corruption.

The anti-corruption rhetoric that leaders often make lacks credibility. Moreover, the many anti-corruption agencies that have been created cannot operate independently or even post good results in an environment characterized by massive corruption.

Reports of commission of inquiries are often left to gather dust as nothing is ever done to ease the pain inflicted on ordinary people by corrupt government officials. The so-called corruption inquiries are often largely seen by many people as public relations exercises. Under the circumstances, it is apparent that the government, which has many of its officials cited several times as prime actors, may not be able to decisively confront the corruption monster.

When calculated, the cost of corruption in terms of children who miss education, and who die or become disabled because they cannot access effective treatment in hospitals is very high and detrimental to the growth of the nation.

## THE LEGAL FRAMEWORK

- Article 191 of the Constitution of the Republic of Uganda allows Local Governments to charge and collect taxes and fees.
- The Local Government Act of 1997, Section 78(4) provides that the Local Government's annual budget shall reflect all revenues to be collected or received by the Local Government and to be appropriated for each financial year. Furthermore, section 79 of the same Act states that Local Government revenue shall be regulated as provided in the fifth schedule.
- The Minister of Local Government, as regulated, has by statutory instrument made the Local Government Financial and Accounting Regulations 1998, which prescribe financial and accountability measures for compliance by all Local Governments. These legal provisions provide directly and/or indirectly certain people and institutions, roles and responsibilities to monitor revenue collection in the Local Governments (LGs).
- Section 27 of the Act empowers the chairperson and the executive committee of Lower Local Governments to supervise and monitor revenue collection.

- Section 72(d) empowers the Resident District Commissioner to monitor and inspect the activities of the Local Government and advise the chairperson. Revenue collection is one of the key activities of a Lower Local Government.
- The Government is committed to seeking a national consensus on the way forward in good time for an orderly transition between systems, to ensure that the elections are completely free and fair, and that the emerging political system will have the following features:
  - A credible system of representation, with well functioning political parties/organizations and interest associations;
  - An electoral system that guarantees regular free and fair elections as well as Universal Suffrage;
  - A system of checks and balances based on separation of powers, with independent judicial and legislative branches;
  - A vibrant Civil Society, able to monitor government and private businesses and to provide alternative forms of political participation.
  - Free, strong and independent media, including alternative people's media; and effective civilian control over the Military and other security forces.

Since the restoration of political sanity in Uganda, elections have been successfully held at all levels of Government. These elections have been fundamental in the establishment of a democratic culture. Since 2001, the electoral commission has registered over 8.2 million voters capturing both their bio-data and photographs under the photographic voter and identification system project, and produced a photo-bearing register for the whole country.

### POLITICAL GOVERNANCE INSTITUTION

The terminology "Political Administration" has been used in Uganda to describe a set of institutions that are mostly engaged with political process. These institutions include;

- Parliament
- Office of the President
- State House
- Local Governments

In the recent years, the role of parliament in national planning and resource allocation has been strengthened. The Executive is now required to share the budget proposals with parliament well in advance, and all

external borrowing has to be authorized by parliament. Parliament is assisted in performing this scrutiny by the Parliamentary Budget Office.

Human rights are monitored by the Uganda Human Rights Commission (UHRC), together with various national and international Civil Society Organizations and the media. The independence of Uganda Human Rights Commission has enabled it to present candid annual reports of the state of human rights, which have appeared since 1997. Uganda has been recognized as one of the countries that have fulfilled the Paris Principles governing the establishment of Human rights institutions and was the chair of the African National Human Rights Institutions (ANHRI) in 2002-2003.

Uganda is a signatory to a number of International Conventions and regional agreements. However, human rights reports point out that Uganda has not been able to fulfil its requirements on some of the International Conventions to which it is a signatory.

Regional initiatives to which the country is a party include the East African Community and the New Partnership for Africa's Development (NEPAD).

New Partnership for Africa's Development (NEPAD) provides a strategy to identify sub-regional and regional projects that countries are to cooperate on. As a member of the East African Community (EAC), Uganda is participating in a number of regional initiatives including a joint action on concessioning the railway with Kenya to a private sector manager, joint action for safe navigation on Lake Victoria, joint design of an improved road network, and the proposed Kenya-Uganda oil pipeline and railway line.

### PERFORMANCE AND ACCOUNTABILITY

There has been improvement in Uganda corruption rankings from 3rd to 17th in the world. Corruption takes various forms including embezzlement of public funds, misuse of public property, nepotism in appointment, acceptance of bribes in return for award of contracts or other favours and under supply or over specification on government contracts. The Government's objective is to develop a corruption free environment.

Strengthening, monitoring and financial control; The Government is introducing the integrated financial management system, a computerized budgeting, accounting and reporting application. Depending on its success the system will be extended to central and local government. In addition, the fiscal decentralization strategy will streamline the fiscal transfer system of resources to local governments.

The Public Finance and Accountability Act (PFAC) empowers the Auditor General to examine, inquire and audit classified expenditure. The Act also requires

the Accountant General to monitor Internal Audit functions in all ministries/departments and agencies.

Under the Public Procurement and Disposal of Public Assets Act, 2003, procurement is being decentralized from the old Central Tender Board to Procurement Committees within public institutions. Companies that engage in corrupt practices can now be blacklisted. Further, a Public Procurement and Disposal of Public Assets Authority (PPDAA) has been established to oversee the system. It is proposed that all procurement officers should belong to a National Procurement Professional Association (NPPA).

Local Governments submit monthly and quarterly accountability reports to the Ministry of Finance Planning and Economic Development (MoFPED) and the Ministry of Local Government (MoLG). Release of funds is now withheld if the reports are not submitted. However; this has the unfortunate effect of punishing the population for the failures of the local officials.

Under the Local Government Development Programme (LGDP), 20 percent bonuses and penalties are applied to Local Governments that comply well or poorly with reporting requirements. As a result, compliance has improved; inspections have also helped to improve local authority finances. Most local governments now prepare balanced budgets, maintain recommended books of accounts and prepare monthly and quarterly financial reports.

The Ministry of Local Government also disciplines errant Local Governments that do not comply with laws, policies and regulations issued by Central Government. Some Chief Administrative Officers (CAO) and Town Clerks (TC) have recently been deprived of the role of accounting officers and replaced with others on the advice of the Ministry of Local Government.

Uganda has been ranked 24th out of the 53 African nations in the latest Mo Ibrahim governance index, indicating an improvement in the rule of law in the country.

The 2010 Governance Index, however, indicates that Uganda has become less secure, even as the country showed adverse improvement in their human rights records. The Governance indicators which are grouped in four overall categories include: safety and security, participation and human rights, sustainable economic opportunities, and human development.

## THE LEGAL FRAMEWORK AND CODES OF CONDUCT

The Government has enacted the Inspectorate of Government Act, 2002 and amended the leadership Code Act, 2002.

The Public Finance Act of 2003 replaced the Public Finance Act of 1964 and provides for greater control of Parliament over utilization of public resources. The Public Finance and Accountability Regulation came into force on 1st July 2003, including specific regulations for classified expenditure.

Uganda has been an active member in the formulation of the United Nations Convention against Corruption (UNCAC), and the African Union Convention (AUC) on combating corruption. These conventions needed to be ratified.

The Directorate of Ethics and Integrity has produced a strategy for developing codes of conduct for policy makers and members of Professional Associations.

Codes of conduct have been prepared by the Uganda Revenue Authority (URA), the Ministry of Health (MoH) and the Ministry of Public Services (MoPS).

Ethical guidelines for Internal Auditors have been formulated and will soon be launched to all government departments.

Local Government Associations (LGAs) have already launched a good governance charter for their members.

## INSTITUTIONAL SET-UP

According to the legal mandate provided for in the Local Government Act 1997, Local Governments are supposed to establish both Administrative and Political Structures to manage their daily activities to facilitate for the development of their respective urban centres. These structures have to be established in line with the specific requirement of the law.

The Technical Administration consists of the following;

- The Head Town Clerk (Assistant Town Clerks of the Municipality or Town Council)
- Heads of Departments
- Finance and Planning Department
- Health Department
- Works Department
- Community Based Services Department
- Production, Marketing and Commercial Services
- Education Department

The Political Administration consists of the;

- Mayor (Head)
- The Members of the Executive who become secretaries
- The Speaker
- The Chairperson

The Divisions are managed by the Senior Assistant Town Clerks and the Division Technical Management Committees, with the support from the Municipal Council/Town Council.

The Villages and Wards are supposed to prepare their development plans and submit them to the relevant Authority for budget preparation, approval and implementation. Further the Lower Local Units are not mandated to prepare budgets and implement their own plans but rather they have to forward them to the higher authority for scrutiny, approval, implementation, and monitoring. This however affects the local community's sense of ownership of some of the development activities.

## REGULATORY FRAMEWORK

The system of the Regulatory Framework put in place directs that all the Local Governments must subject their development activities to the Central Governments as outlined by the 1995 Constitution of the Republic of Uganda and all other relevant Laws governing the Country. For example;

- The Constitution of the Republic of Uganda 1995. This is the most fundamental legal basis of urban governance and management of Urban Councils together with the Local Government Act of 1997. This Act outlines the mandate and responsibility of the Municipality/Town Council in respect to the services they are supposed to deliver to the people.
- The Municipalities/Town Councils are also mandated to formulate different by-laws and regulations that can help them to enforce, implement, monitor, and evaluate development projects and development project activities within their area of jurisdiction.
- The Land Act 1998; this specifies the mode of ownership and outlines the different legally recognized ownership types. It also specifies the control of land use. In regard to section 43, the Government or Local Government may acquire land in accordance with the 1995 Constitution of the Republic of Uganda.
- The Town and Country Planning Act 1964 Cap 30 (Repealed), acts as a legal basis for preparation of the planning schemes referred to as the Structures and Detailed Plan. Under Part II Section 6 of the Act,

certain areas of the town are declared as planning areas.

- The National Environment Statute; according to this Statute, Part III Sections 34 and 55 outline all the relevant environment management mandates of the National Environment Management Authority (NEMA) in collaboration with the central and local Government.
- There has also been a creation of different commissions and committees whose mandate is derived from the Constitution and other Laws of the Republic of Uganda which include;
  - The District Service Commission (DSC) responsible for appointing human resource within the Municipalities/Town Councils.
  - Local Government Public Accounts Commission (LGPAC) which audits the public expenditure of Local Authorities and finance management.
  - The Contracts Committee which handles the Bidding and Procurement Processes.
  - Hospital Management Committee (HMC) which is in charge of the state of Health Affairs in the Municipality /Town Council.
  - The Schools Management Committee (SMC) which monitors the state of education of the Municipality/Town Council.
  - The Human Rights Commission which is concerned with the advocacy of citizens rights and recognition.

## RESOURCE MOBILIZATION

- Governance improvement is on the agenda of the Central Government, cities, and municipalities, thus there is a budget for service delivery improvement and capacity building.
- The Local Governments are empowered to generate revenue locally through collection of taxes from property rates, driving licenses, ground rent, taxi and bus parks, and inspection fees.
- The Municipal/Town Councils are also encouraged to develop innovative revenue strategies to enable them to widen their tax base through improved revenue collection for instance collecting revenue from public car parks.
- Imposing fines for tax evasion and delay in paying tax, and charging for offences committed like parking in undesignated parking areas.

## PERFORMANCE AND ACCOUNTABILITY

- Decentralization as a system of governance has registered some degree of achievements, thus financial and administrative decentralization, where both the elected and appointed staffs are easily monitored and must be accountable to the local people.
- Improved access to basic urban services by the local communities.
- The local effort has to some extent been realized, since there is now free will from the local people who are able to participate in the planning and development process at the community levels.
- The Municipal/Town Councils have been able to organize budget conferences where the local residents are always invited to attend budget presentations. This has enabled them to identify the gaps, present their complaints and push forward their interests as opposed to the interests of the Government. In a way they have been able to raise questions affecting their livelihoods.
- There is representation of marginalized groups like women (30 percent), youth, the elderly, and the disabled on all the local councils.
- The law as regards to awarding of contracts is being followed and the process is being adhered to fairly.
- There is need for the ground monitoring of projects.
- Service delivery is still low and some contractors provide sub-standard services. In addition, some technical positions have not been filled due to lack of finances.
- There is still lack of absolute financial and administrative autonomy among other things that constrain the performance of the Municipal/Town Council in service delivery.

- Municipalities/Town Council budgets need to be revised so that all other sectors that are not functional can get funds to help revive them.
- Political peddling, favouritism and influence in some spheres of development still derail community participation efforts in democratic decision making processes.

## STRATEGIC INTERVENTION

- There is a need to strengthen mechanism for popular participation, bottom-up accountability, monitoring of various public services, strengthening anti-corruption measures, and provision of information.
- Politics should be de-linked from development.
- Government should sensitize and build capacity of local politicians at all levels, community members and service providers on their roles in development.
- All Members of Parliament and District Councilors should attend LCI meetings so that they know what is happening on the ground.
- All people should be considered in all Government programmes.
- Lower Local Governments should implement development programmes and the district should supervise.
- Allowances of Councillors should be increased so that they can attend all meetings in which they are appointed and bring back the information to the communities.
- Government should build accountability demanding capacity in communities through seminars and workshops.

## ENVIRONMENT AND CLIMATE CHANGE



Environment and Natural Resources refer to those resources that are useful for human survival and are often obtained or extracted from nature to provide for peoples livelihoods. The environment provides basic needs that contribute to human development and peoples' well-being in terms of food security, employment, health, and safety needs.

Environmental resources play a pivotal role in the realization of sustainable development and contribute to the productivity of other sectors by providing assets from a sustainable resource base.

There has however been a rapid deterioration of natural resources as a result of increased pressure from high population and certain economic activities.

Increasing degradation of environmental and natural resources coupled with increasing climate variability and climate change is beginning to have a serious negative impact on Uganda's social and economic development and the livelihood of millions of its people. This scenario threatens Uganda's attainment of development targets including the Millennium Development Goals.

The principle causes of most severe climate change related disasters in Uganda are El Nino and La Nina. These episodes are associated with extreme climatic conditions, such as droughts, floods, landslides, windstorms, and hailstorms. Since they are occurrences in their own right, they bring about suffering, distress and misery to the lives of those affected, subjecting them to forces beyond their control.

Uganda is judged to be among the most vulnerable and least climate change resilient countries due to poverty and low income diversity.

According to the 2002, Uganda Housing and Population Census, urban areas are defined as gazetted cities, municipalities and town councils as per the Local Government Act 2000. The revised Local Government Act 2002 gazetted certain areas as urban. Kampala was gazetted as the only city and other urban centres as municipalities or town councils, coming to a total of 75 urban areas. Irrespective of the population concentration, all district headquarters are urban areas by law because they are located in Town Councils and all Town Councils are urban areas. The formation of new districts has resulted in the creation of new urban areas, even where they have not yet been classified as such.

Urban areas are currently of varying sizes, ranging from 500 to 2 million people occupying approximately 0.1 percent of land in Uganda. There are over 600 urban areas in the country and only 10 percent of these have approved physical development plans.

Although Uganda's population basically remains rural, the number of urban dwellers is steadily increasing to about 3.9 million people at a current growth rate of 5.7 percent. This increase is mainly as a result of the reclassification of formerly rural areas as urban and internal rural-urban migration.

Human settlements can generally be classified into urban and rural settlements. They are central to the welfare of people and comprise not only the house and related infrastructure, but also the integration of human activities, artefacts and services that make human life possible.

Urban areas are quite densely populated. The development of planned human settlements and related infrastructure such as housing, education, transport, health care, sanitation, and security (basic urban services) make efficient use of natural resources with prospects of providing people with a clean and healthy environment.

The relationship between urban and rural areas is a mutual one and given these inter-linkages, both urban and rural areas need to ensure that natural resources on which they all depend are used more efficiently and innovatively.

However, this mutual relationship is increasingly under pressure due to a number of factors such as population growth, unplanned settlements, refugee influxes, poor sanitation, and uncontrolled urban developments such as deforestation, draining of wetlands, and levelling of hills for residential development which causes siltation of lower areas and environmental degradation.

Others factors include climate change and associated events such as El Nino and La Nina. These events have been identified as principal causes of climate related disasters resulting in drought, floods, landslides, wind storms, and hail storms.

Vulnerability is high because of heavy reliance on climate dependant resources, low adaptive capacity, rampant poverty, weak institutional capacity, lack of skills on climate change adaptability, inadequate skills and equipment for disaster management, limited financial resources, an economy that entirely depends on exploitation of its natural resources, poor attitudes towards solid waste management and greening of urban centres, lack of detailed physical plans, poor drainage and sewage management, and industrial and vehicular emissions.

Urban areas have inadequate and poor waste management facilities as noted by UNICEF (2006). 32 percent of households heap their waste in pits which are unhygienic especially in areas with high population. The sanitation situation is poor and is characterized by frequent leakage and blockages in the sewage systems. Human waste disposal is also a major problem as most households are forced to share a single toilet with up to three other households. (MLHUD, 2010).

Wood fuel consumption is high and wood fuel is mostly used for cooking. 70 percent of households use paraffin lamps as a source of lighting and 30 percent use electricity. (MLHUD, 2010).

Other unsustainable urban environmental activities that greatly impact on the urban environment and climate include sand and stone quarrying, brick laying and agricultural activities along river banks, streams and wetlands.

Major environmental concerns in urban areas include; air and water pollution, poor solid waste management, littering of polythene bags along the streets, poor human waste disposal due to inadequate sanitation facilities, poor disposal of garbage, increased noise pollution caused by loud music systems in bars and restaurants, and encroachment on wetlands.

There is need for increased environmental sensitization and awareness among urban residents, promotion of the principle of reduction, and re-use and recycling of solid waste.

## INSTITUTIONAL SET-UP

- The National Environmental Authority (NEMA) is the principal agency charged with coordinating, monitoring, supervising, and regulating all environmental matters in Uganda. Its mandate covers both green and brown issues of environmental management. The National Environmental Management Agency oversees the implementation of all environmental conservation programs and activities of relevant lead agencies both at national and local government level.
- Sectoral Lead Agencies are tasked with ensuring timely, relevant and effective decision making at the sub-sectoral levels, actively participating in the enforcement of environmental regulations, review of environmental impact statements and audit reports, and actively participating in decision making processes regarding the permitting and use of ecologically sensitive ecosystems such as river banks, lakeshores, and wetlands, hilly and mountainous areas.
- Local Government Institutions at the district, sub-county and village levels were established in line with the Decentralization Policy and the Environment Act Cap 153 to ensure better management of environmental resources at district, municipal, town and community levels. These

## AGREED PRIORITIES

- Increased sensitization.
- Capacity building.
- By- laws promoting the introduction of proper waste disposal facilities.

include the District Environment Committee, the Local Environment Committee, the District and Municipal Environment Offices, and the District Technical Planning Committee.

- Non Governmental Organizations (NGOs) and Community Based Organizations (CBOs) promoting environmental activities work in partnership with Municipal and Town Councils to improve urban environmental practices.
- Other mechanisms put in place by Municipal and Town Councils to minimize urban environmental degradation and climate change effects include increased community sensitization, organic agriculture and promotion of tree planting.

### REGULATORY FRAMEWORK

- Comprehensive institutions, policies, laws, and regulations have been established to govern the utilization and management of the environment and natural resource base such as the National Environment Policy of 1994 and the National Wetlands Policy of 1996 among others. Relevant laws and statutes to protect the environment are also in existence such as the Environment Act, Cap 153.

### RESOURCE MOBILIZATION

- The Environment Natural Resource (ENR) Sector wide Approach (SWAP) process has raised the profile of the environment and natural resources sector and improved its recognition as an important contributor to economic growth, poverty eradication and capacity building. The level of funding of the sector however remains low and inadequate thus limiting the ability of urban areas to decide on environmental priorities.
- There is poor budget allocation for activities related to environmental conservation.
- Few non-governmental organizations and private sector organizations are involved in environmental protection activities.

### PERFORMANCE AND ACCOUNTABILITY

- In Uganda, the drivers for urbanization do not necessarily contribute to urban economic development which results in high levels of urban poverty. This undermines the potential of urban areas as engines of economic growth.
- There are insufficient financial and human resources to address awareness, sensitization, training and public dialogue campaigns.

### BEST PRACTICE CLIMATE CHANGE

A 3 billion Uganda Shillings Project aimed at fighting the effect of climate change was launched in Mbale. The project is being implemented in the mountainous districts of Mbale, Bududa and Manafwa. It is being funded by the Department for International Development and implemented by the Welsh Assembly Government in partnership with UNDP. It is mainly a tree planting project.

*New Vision 4<sup>th</sup> November 2010.*

- There is insufficient and unreliable scientific data and information especially on weather and climate that is necessary for forecasting future weather patterns.
- There is lack of policies, legislations, regulations, and guidelines for mainstreaming climate change into development plans at all levels.
- Although Municipalities and Town Councils with support from development partners have been provided with garbage disposal bins in a bid to address poor garbage disposal and ensure clean towns, there is still a problem of garbage collection and transportation to dumping sites. Some dumping sites are inappropriately located and poorly managed and cause further adverse effects to the surrounding environment.
- World Bank has provided funds through National Environment Management Authority for modern technology to treat solid waste and turn it into compost, which can then be sold as manure, under the Clean Development Mechanism (CDM).
- Inadequate conceptualization of the importance of weather and climate information by strategic planners.
- Inadequate institutional and financial resources coupled with weak coordination mechanisms.
- Limited awareness at all levels about the causes of climate change and / or climate variability as well as their devastating impacts on socio-economic development plans and activities.
- Uganda does not have a National Urban Policy to guide the urbanization process, ensure orderly development and enhance urban management. Urbanization is consequently taking place in a planning vacuum and this does not lead to sustainable development since the environmental sector contributes to the productivity of other sectors by providing natural assets from a sustainable natural resource base.

- All urban areas and Town Councils do not have effective planning and management facilities to ensure a better and sustainable urban environment. Traditional approaches to urban planning have largely failed to promote equitable, efficient and sustainable human settlements. To date more than 50 percent of Uganda's urban population lives in formal unplanned settlements on land owned by other people or government thereby intensifying the problems associated with rapid urban growth and urbanization of poverty.

#### ACTIONS IDENTIFIED

- Greening of Town Councils.
- Maintenance of drainage systems, sanitary lanes, opens spaces and parks.
- Designation of sites for Solid Waste disposal and promotion of proper Solid / Liquid waste management practices.

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**Project proposal**

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National Urban Environmental  
Training Programme

## BASIC URBAN SERVICES



Safe water and adequate sanitation facilities are essential for good health, which enhances labour productivity and for poverty eradication. In the recent past, Government has emphasized the provision of water and improved sanitary standards as a priority in the national annual budget process, and substantial budget allocations have been made with support from donors.

Despite all these efforts, water supply remains unreliable and poorly distributed in many parts of the country. Water provision is currently under two institutional responsibilities; National Water and Sewerage Corporation (NWSC) is responsible for urban water supply and waste water services in 19 major urban centres, and the Directorate of Water Development is responsible for rural water supply. It supplies 1.4 million customers with 150 million litres per day.

Service coverage for safe drinking water in urban areas served increased from 63 percent to 65 percent by June 2004.

Although the performance of National Water and Sewerage Corporation (NWSC) has improved in the past one year, efficiency levels are still below the desired level and coverage is very limited.

The Corporation serves about 54,500 connections of which about 16,000 are inactive leaving a total of slightly over 39,000 active connections by September 1999. Billing efficiency is currently only 51 percent. Unaccounted for water has improved from 55 percent in June 1998 to 49 percent in September 1999. About 30 percent of the connections are inactive, and a ratio of 32 staff per 1,000 connections is still above the Sub-Saharan Africa average. Accumulated arrears total over

7 months of billing. As a result, water tariffs are high (about USD 0.7/m<sup>3</sup>) and coverage is limited.

The demand for water provision and sewerage services (especially by the expanding manufacturing sector) continues to rise and it is evident that the National Water and Sewerage Corporation will not have the capacity to meet the rising demand. Rural water provision under the Directorate of Water Development is highly inadequate, leaving about 50 percent of the rural population without safe water.

Results from the slum settlements sampled show that most public water points are privately owned and access to water points is paid for ( 82.3 percent). The other sources of water in slums in Uganda include boreholes ( 13.2 percent ) , open wells (50.9 percent) and protected springs ( 36 percent).

### CONSTRAINTS LIMITING ACCESS TO SAFE WATER

- Inadequate safe water sources
- Long distance travelled to access water
- High cost of safe water
- Congestion of water sources
- Contamination of water sources.
- Low water table in some districts thus hindering safe water collection like in Mayunge District.
- Unplanned settlement patterns lead to difficulties in supply of water and sewerage services.

- Inadequate institutional capacity including limited skilled human resource to effectively plan and manage the supply of safe water.
- In the districts of Kamuli, Kiruhura, Soroti, Kasese, Nebbi, Masaka, Bukomasimbi and Mayunge districts, the monthly user chargers at safe water sources were reported to limit community to safe water.

The long distance travelled to fetch water mainly by women and children greatly reduces their economic time and is inconsistent with poverty reduction objectives.

To achieve a reduction in water tariffs through improved efficiency, increase reliability and broaden coverage, Government will carry out major reforms in the sector to promote greater private sector participation (PSP) and attract private capital.

Key sector reforms will include putting in place a framework for private participation in water production and distribution. As a first step, Government will legislate to allow greater private sector participation, and to put in place an arrangement for decentralization that would balance the need for better service delivery and viability for private investment. This will also entail establishing an independent water regulatory authority as a prerequisite for the attraction of private finance.

The statute for the National Water and Sewerage Company will be amended to provide for higher level private sector participation options with concession arrangements as well as water purchase agreements.

The development of a commercial policy is critical to reforming the water sector. Currently, the National Water and Sewerage Company runs a system of cross-subsidization where only three urban centres are involved, that is, Kampala, Jinja and Entebbe.

## SOLID WASTE

According to a UNICEF Report (2006), poor rubbish disposal is a national problem. Approximately 13 percent of the urban population disposes their solid waste in gardens.

The challenges of waste management have become apparent in the urban areas due to increased solid waste generated by a rapidly growing urban population. More than 60 percent of the solid waste collected is organic matter generated by the foodstuffs consumed in the urban areas.

Most urban areas experience difficulties in acquiring dumping sites. Plastic waste disposal poses a great challenge as plastics are not biodegradable. The disposal of garbage in open dumpsites also presents a serious environmental risk as it becomes a breeding ground for vermin, obnoxious smells polluting the air and results

in seepage of chemical compounds into the soils, hence contaminating ground and underground water sources.

Local authorities are mainly responsible for management of solid waste in their respective areas of jurisdiction. However, the majority of them lack capacity for effective collection and disposal of the waste. They are incapacitated in terms of funding, staffing and logistics.

## PUBLIC TRANSPORT

### ROAD TRANSPORT

Poor road infrastructure still poses serious constraints to private sector growth despite the heavy investment in the sector. Poor road network is perceived as the second leading infrastructure constraint identified by private firms. This is due to two reasons: lack of financial resources and absence of a strong institutional mechanism to ensure timely repairs before full-scale deterioration occurs. The poor state of roads limits the linkages between sectors, undermines the proper functioning of internal markets, and increases wear and tear. Agribusiness is particularly hampered.

As regards trunk roads, the Government has already embarked on a comprehensive programme of road sector development with the first phase of the ten-year Road Sector Development Programme already being implemented.

Rural feeder roads are particularly critical for agribusiness and for the modernization of agriculture.

Government is preparing an investment plan for prioritized rural feeder and urban roads to be implemented in the medium to long term. This plan will also seek to strengthen institutional capacity to ensure sustainability of the road network, among others.

In the meantime, the Government has decided to set up by July 2000 an autonomous roads authority to boost implementation capacity and to streamline execution. Government intends to establish an appropriate and efficient road administration organization supported by a sound road financing mechanism.

In this regard, a Road Agency Formation Unit was set up in April 1998 to establish and develop a road administration mechanism that would promote an efficient road network. Government is also preparing a comprehensive Feeder Roads Construction and Rehabilitation Strategy spearheaded by the Ministry of Works, Housing and Communications.

In the short to medium term however, Government, in partnership with key stakeholders, will explore options for the greater involvement of private sector contractors in road construction, maintenance and financing. Key reforms to facilitate this involvement will require

fundamental reforms in public procurement rules and procedures.

## NUTRITION

Nutrition indicators remain poor. In 2001, 39 percent of children under five were stunted compared to 38 percent in 1995. This is as a result of low income, unequal bargaining power within the household, heavy burden on women, and poor health which has led to malnutrition.

## HEALTH

Over the past decade, government has focused on expanding its health infrastructure through construction of more health facilities in an effort to bring services closer to the people. However, a number of these health facilities are neither manned with the right cadre of health workers nor adequately equipped. In addition the number of private facilities dropped dramatically from 858 in 2004 to 277 in 2006.

## HIV/AIDS IN UGANDA

At the national level, HIV/AIDS robs the economy of both skilled and unskilled workers and diverts meagre resources to taking care of HIV/AIDS victims. It increases absenteeism from work due to frequent illness of staff and lowers productivity in the workplace. The impact of HIV on labour supply has clearly affected agricultural growth in some regions and this has had some impact on overall growth and on inequality, this causes food insecurity.

## INSTITUTIONAL SET-UP

Different ministries and local urban authorities are responsible for handling service provision in the city and the urban areas. Most of the ministries and local urban authorities are under funded and financially mismanaged, while others lack the manpower to cater for the service delivery.

Due to corruption and financial mismanagement, most urban areas are faced with inefficient service provision, poor garbage collection, poor drainage, and high number of street families.

Several institutions and organizations are responsible for service provision and these include the Uganda Electricity Distribution Company Limited, the National Water and Sewerage Corporation for water distribution, Uganda Taxi and Drivers Association

which provides public transport, telecommunication companies, and private companies that deal in garbage collection, street parking, and security provision.

## REGULATORY FRAMEWORK

Numerous laws, statutes and by-laws have been put in place to help in the running of the city and urban areas. These include: The Public Health Act, The Urban Authorities Act, The Local Government Act, The National Environmental Management Statute, The Environmental Act, The Constitution of the Republic of Uganda, Uganda Bureau of Standards Act, and by-laws. These help in streamlining the activities of the urban authorities.

## PERFORMANCE AND ACCOUNTABILITY

Rapid urban growth has placed tremendous pressure on all urban services and infrastructural facilities. National Water and Sewerage Corporation provides the town with most of its water, and over time there has been increase in access to safe and clean water for the community within the urban areas. Sanitation levels have also improved gradually with several numbers of households having access to proper sanitation that has improved from 11 percent in 1992 to 22 percent in 2005. The widespread use of pit latrines however has led to the contamination of underground water sources. The main sewer system network is only in 87 percent of towns that are served by the National Water and Sewerage Co-operation the remaining towns do not have adequate sewerage facilities.

## CHALLENGES

- Urban areas still face a lot of water shortages, supply disruptions and lack of piped water.
- High rates of garbage generation and the nature of solid waste is mixed, and yet recycling is not practiced at source and collection points.
- Inadequate power supply.
- Absence of well designed central sewer and drainage systems leading to flooding.
- The total length of road network has virtually not increased in spite the increase in volumes of traffic.

## LOCAL ECONOMIC DEVELOPMENT



Local Economic Development refers to economic activities on which the local authorities and households depend on to generate income.

There are many formal and informal sector activities that take place in Uganda. Informal sector activities are characterized by individual or family ownership and managed by inadequate organizational structures. Activities range from retail shops, transport operators, mechanical repair workshops, vehicle garages, fabrication by artisans, restaurants and other eating places, tailoring, foot wear, market and vending activities, manufacturing, agriculture, carpentry, furniture production, and trade.

The urban economy is dominated by the informal sector because most indigenous businessmen, economic activities and investments are limited by the inadequate capital and lack of entrepreneurial skills for them to mobilize and organize to develop into large scale economic activities. Estimates show that in 1989/90, the informal sector provided up to 45 percent of the total urban employment which has climbed up to over 60 percent in the past recent years, while the formal sector has declined from 55 percent to 40 percent. The National Report Istanbul May 2001.

Formal sector activities in urban areas are characterized by relatively large scale establishments engaged in administration, industrial production, provision of goods and services like banking and insurance, Government Parastatals, and non-governmental organizations.

In order to undertake the said economic activities, proper infrastructure, (roads, rail, water and electricity) access to finance, security, communication, and social services are critical.

Urban authorities in Uganda have put in place revenue enhancement plans with strategic objectives aimed at raising revenue for efficient service delivery and essential services sustainability. This is because financial decentralization in Uganda requires that all local governments raise revenue from their local tax base for effective and essential service delivery and sustainability based on fundamental principles to underpin taxation and charging policy. This can be used to supplement central government un-conditional grants.

### INSTITUTIONAL SET-UP

Municipalities and Town Councils provide an enabling environment for quality service delivery for local economic development enhancement. This is done through making viable policies for licensing, business registration, advertisement of tenders, organization of budget conferences, construction of markets, lock ups, provision of land, and strategies for promoting local economic development activities.

Collaboration with various stakeholders such as Faith Based Organizations, Non Governmental Organizations, Central Government, business organizations, private sector, media, Courts of Law, and security organizations.

Municipal/Town Councils have good revenue bases and are effective in revenue collection. Despite all this, there is lack of financial resources to provide better urban services.

Information regarding economic issues is collected and disseminated to enhance policy change.

Local economic activities in Municipal/ Town Councils are coordinated through the Production and Marketing Departments. However, limited financial resources and decisional power constraints the enhancement of enterprise development.

Municipalities and Town Councils provide a vibrant economic landscape such as industries that attract business investment and employment. However, despite this vibrant economic landscape, unemployment rates in these municipalities remain high.

Many Private Companies and Non Governmental Organizations (NGOs), for example microfinance institutions provide loans to the people to enhance local economic development initiatives.

Favourable physical landscape promotes growth of the hospitality sector thereby making it competitive and attractive for local enterprise investment and local economic enhancement.

## REGULATORY FRAMEWORK

- Privatization of revenue collection, procurement of supplies and execution of works.
- Municipalities and Town Councils make policies and by laws to control local economic development like redevelopment of parks, markets and towns.
- The Constitution of the Republic of Uganda 1995 is the supreme legal framework mandating Municipalities and Town Councils to provide services to the people.
- The Local Government Act of 1997 stipulates that there shall be District Tender Boards in each District/Municipality to provide services to the District/Municipal, Sub-County Councils, and Administrative Units under the District.
- Municipalities and Town Councils advocate for grants from Central Government and encourage government programmes such as the National Agricultural Advisory Services (NAADs), Savings and Credit Cooperative Organizations (SACCOs), Peace and Recovery Development Programme (PRDP), and Urban Roads Programmes for Community Driven Development.
- The Local Government Rating Act, 2005.

- Trade Licensing Act, 1964.
- The Companies Act, 1985.
- The Local Service Act, 2008.

## RESOURCE MOBILIZATION

- Municipalities and Town Councils mobilize resources from local revenue sources such as Taxes, Service Charges, Retails, Licenses, Central – Local Government Transfers, Markets, Parks, Property Rates, Occupational Permits, Professional Levies, Lines and Penalties, Ground Rent, Livestock and Abattoir Fees, Cultural Heritage, and Land and Plot Fees. Despite their efficient revenue collection system, Municipal Councils lack financial resources to provide better urban services.
- Municipal and Town Councils have a strategy of generating revenue from various business enterprises to enhance local economic development activities.
- Resources are mobilized from International Organizations and Microfinance Institutions to support local economic initiatives.
- Resources are provided by central Government through the prosperity for all programme and other programmes such as the National Agricultural Advisory Services (NAADs) to boost local people's incomes and sustain their livelihoods.

## PERFORMANCE AND ACCOUNTABILITY

- Municipalities and Town Councils have integrated plans that address health, transport, education issues, and infrastructure development.
- Limited financial resources and decisional power, staff and facilities/equipment constrain effective revenue collection and local economic development enhancement.
- It is however, not easy to regulate informal sector activities and this has implications on low revenue collection. There is an apparent shortage of adequate social services such as the state of physical infrastructure like roads, water and electricity that severely constrains the economic development of urban areas.
- High taxation such as Value Added Tax (VAT) and Corporate Taxes have curtailed local investment and made the cost of living very expensive.
- Hospitality, banking, education, and telecommunication sectors are growing at a very fast rate due to political stability, improved road network and spin offs from Kampala.

- Municipalities and Town Councils maintain the infrastructure necessary for local economic development such as roads, and health centres. They also advise those who want to put up viable investments.
- Unemployment for the youth causes insecurity.
- Rapid expansion of informal sector activities needs to be regularized and monitored in order to transform them to a more sustainable formal sector. Private Sector involvement in the urban economy should be fully supported for sustainable and equitable development of urban areas in terms of wealth creation and service delivery.
- Mixed development programmes should be promoted in urban areas to revitalize the urban economies.
- There is need for social housing and creation of rehabilitation centres to accommodate the homeless in urban areas through the adoption and usage of appropriate technology.

#### NATIONAL OBJECTIVES, STRATEGIES AND INTERVENTIONS FOR URBAN DEVELOPMENT

- **Objective 1:** Create an inclusive Policy and Regulatory Framework.
- **Objective 2:** Ensure well planned, quality, efficient, progressive, and sustainable urban centres in Uganda.
- **Objective 3:** Promote awareness on urban development and management.
- **Objective 4:** Develop and strengthen a competitive urban economy.
- **Objective 5:** Develop an efficient integrated infrastructure to support urban development.
- **Objective 6:** Upgrade slums and informal settlements.
- **Objective 7:** Increase availability of and access to land for urban expansion and investment.

#### INSTITUTIONAL FRAMEWORK FOR INVESTMENT AND EXPORT PROMOTION

##### UGANDA INVESTMENT AUTHORITY

Investment promotion is implemented by the Uganda Investment Authority (UIA), through the Investment Code. Since its establishment in 1991, a number of economic reforms have taken place, but the investment law remains largely unchanged. It therefore does not reflect a liberalized economy.

For example, despite the liberalized Ugandan economy, the Uganda Investment Authority (UIA) stills licenses all foreign investors. The requirement for licensing all investment inherently involves some assessment and approval by Government, in contrast to an open system in which all private investment is welcomed equally. The procedure discriminates against small firms, and the screening procedure not only leads to unnecessary delays but also diverts the Uganda Investment Authority (UIA) from the more important functions of facilitation and promotion.

While the Uganda Investment Authority has executed its mandate since its inception, there are cases where the Authority gets absorbed in developmental activities such as land/site development in the name of “investor facilitation”. These secondary activities detract the Authority from its core functions leading to loss of efficiency.

Uganda Investment Authority (UIA) functions will therefore be reviewed to put emphasis on improving the domestic investment climate and the promotion/marketing of investment opportunities both locally and internationally. This will require putting in place a new investment law. Specifically, the Uganda Investment Authority shall divest itself from licensing, approval, and analysis of investment proposals of investors.

However, in order to facilitate faster approval and subsequent registration of investment proposals, arrangements shall be made to place representation of the Registrar’s Office at the Uganda Investment Authority (UIA). Business registration shall remain a core function of the Registrar General’s Office.

For purposes of monitoring and information, Uganda Investment Authority (UIA) may continue with ex-post registration. The immediate enactment into law of the proposed Investment Promotion Bill will go a long way to address this problem. For the Uganda Investment Authority to remain focused, a reformed Uganda Investment Authority (UIA) will divest itself from land development activities. Corollary to this will be the urgent need to clarify the policy framework for the development of industrial infrastructure.

In the short to medium term, Government will encourage Uganda Investment Authority to put in place

mechanisms for Uganda Investment Authority's effective co-ordination with the private sector through private sector umbrella organizations such as the Private Sector Foundation Uganda (PSFU), Uganda Manufactures Association (UMA), and Uganda National Chamber of Commerce and Trade (UNCCT). This will be crucial in reforming the utility sector and in the process of putting in place laws and regulations aimed at creating a conducive and competitive business environment.

Due to budgetary constraints and given new technology innovations, investment promotion through overseas representation will no longer be a priority. Accordingly, Uganda Investment Authority shall intensify the use of the internet for investment promotion with the possibility of contracting out this function to specialists in the private sector.

As an incentive (sanction) for the Uganda Investment Authority to continuously improve its performance, Government will consider putting Uganda Investment Authority (UIA) on a "performance-based budget", using the previous year's performance to determine the Authority's current year budget.

In that case, an appropriate formula for the budget shall be worked out, and performance must be based on investment funds banked, when the firm opens, or when employees are hired rather than basing performance on investment license issued, approval given, or business plans received. Verification of actual performance will have to be carried.

#### BEST PRACTICE CLIMATE CHANGE

Savings and Credit Cooperations (SACCOs) have enabled members to save and many have accessed loans that remain in communities where the savings have been mobilized. By 2008, 3,155 Savings and Credit Cooperation had been registered. There has been an increase in the stock of basic resources like solar energy, housing and water harvesting through loans.

**LOCAL ECONOMIC DEVELOPMENT**  
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Develop Informal Sector Actors into Business Associations

## DISASTER RISKS



Disasters refer to events or a series of events that give rise to casualties, damages to or loss of property, infrastructure, essential services or means of livelihood on a scale that is beyond the normal capacity of the affected communities to cope unaided.

The most frequent disasters in Uganda include: displacement of persons, famine, earthquakes, epidemics, livestock and crop diseases, floods, landslides, and technological accidents among others.

Between the years 2000 and 2005, approximately 65.7 percent of household's country wide experienced at least one type of disaster. (National Development Plan, 2010)

The major human-induced disasters in Uganda are due to internal and regional conflicts resulting in massive displacement of persons, social disintegration, and loss of lives and destruction of property. These conflicts are rooted in several factors including: poor governance, lack of dialogue, external influences, poverty, mistrust, increased numbers of small arms, and cattle rustling. Northern Uganda has been the most affected in the last two decades.

The problem of internal displacement in Uganda has been going on for a number of years and it continues to exist. Until recently, only a few Districts of Gulu, Kitgum, Pader, and Katakwi were most affected. However, the number has now increased and there are many more affected Districts.

It is estimated that over one million persons are displaced in these areas due to manmade or natural disasters.

Despite the fact that this emergency situation has been going on for over 10 years, planning has continued to take form of normal development planning tied to the National Service Delivery System.

There is need to respond to the situation in an appropriate manner considering the chronic nature of the situation. Technical and Financial Support are required to help the concerned ministry to address the disaster risk situation.

The Government of Uganda has an established Policy on Disaster Risk Management and Response. The Policy Mission strives to ensure that all internally displaced persons (IDPs) enjoy the same rights and freedom under the Constitution and all other Laws like all other Ugandans. There is a fully established Government Ministry in charge of any emergency outbreaks such as the Ministry of Disaster Preparedness and Refugees (MDPR).

Between 2000 and 2005, approximately 65.7 percent of households countrywide experienced at least one type of disaster (UNHS 2000/2006).

Most of the areas that are prone to disasters related to fire outbreaks, drought, transport accidents, epidemic outbreaks, and other climate related disasters.

Some regions are prone to natural disasters such as landslides, earthquakes, floods, pest infections, and man made hazards such as deforestation and poor farming methods. Elnino and Lanino rains on some occasions, have led to the displacement of thousands of people, the breakdown of social infrastructure, and

the devastation of homes and community livelihoods especially in agricultural production.

For instance, the Northern region and parts of the Eastern region are recovering from the recently concluded civil war whose which has greatly stagnated development in the area and affected the provision of services such as health, education, sanitation, and poor solid waste management.

With this trend of events, cases of drought have re-occurred in the cattle-corridor Districts of Gulu, Apac, Lira, Moroto, and Kotido, Soroti, Kumi, Mbarara, and Ntungamo. Severe cases of drought were recorded in 1998, 1999, 2002, and 2005, affecting approximately 655,000 people. Floods have mainly occurred in Teso, Tororo, and West Nile Sub-regions. Mt. Elgon region has been affected by mudslides. This is as a result of land degradation, and deforestation of catchment areas. In 1997 alone, 100,000 people were affected by the epidemics. This has been worsened by the absence of early warning systems.

Some of the disasters in Uganda are linked to climate change. Climate change results in increased intensity, frequency and variability in the patterns of hazards such as floods and droughts.

## INSTITUTIONAL SET-UP

The Institutional Framework for Disaster Risk Reduction is the Office of The Prime Minister under the Department of Disaster Preparedness and Refugees (OPM-DDPR), which is the lead agency for the protection and assistance of Internally Displaced Persons.

The National platform coordinates Disaster Risk Reduction, Management and Information (DRRMI) sharing with Hyogo framework for Action, 2005-2015. It brings together all the relevant stakeholders under the leadership of the Permanent Secretary's Office of the Prime Minister and is composed of Development Partners, United Nations (UN) agencies, the private sector, and other line Ministries and the public media.

The District Disaster Management Committee (DDMC) of every district is the lead agency for the protection and assistance of internally displaced persons. The District Disaster Management Committee and the Municipality and Sub County Disaster Management Committee (SDMC) work together in partnership to make sure that there is quick response in case of any disaster occurrence.

There have also been institutions of by-laws, a creation of a network of volunteers being used as a taskforce involved in massive community sensitization and awareness creation and conduction of Vulnerability Capacity Assessments (VCA) on the impending future disasters that would rather affect the community.

The Uganda Red Cross Society (URCS) with well established branch offices almost throughout the country has played a great role in the management of the outbreaks of disasters since it has an established governance and management system that monitors the community vulnerability activities.

## REGULATORY FRAMEWORK

The 1995 Constitution of the Republic of Uganda in Chapter 4, Article 20, states that the Government of Uganda is committed to the protection of and upholding the rights of all its citizens. This therefore, mandates the local authorities to design programmes and action plans that aim at protecting the rights of the people.

The District Disaster Management Committees (DDMCs) are also tasked and mandated to establish District Disaster Management Funds (DDMFs), to supplement budgetary allocations from the Central Government and perform any other functions as may be required by the Inter Ministerial Policy Committee (IMPC) and Inter-Agency Technical Committee (IATC) or as provided by Law.

Local Governments are obliged to some extent to protect property and possessions left behind by internally displaced persons against pillage, arbitrary destruction and illegal appropriation or occupation or use.

Special efforts are to be made by responsible authorities to ensure full and equal participation of women and girls in educational programmes through the Community Services Department (CSD) and Lower Local Councils (LLCs) on issues of disasters and risks. Inadequate funding and personnel however, limits the effectiveness of this process.

## RESOURCE MOBILIZATION

With regard to Urban Disaster Management (UDM), Government is aware of the need for Disaster Management Policy (DMP), one that incorporates early warning systems, creating special funds, training emergency and rescue teams and the institutional framework for coordination.

The urgent needs that arise during internal displacement call for quick responses involving the use of locally available resources in a coordinated manner to effectively address the needs of the displaced persons.

The Government's cooperation between international and local organizations is vital for mobilization of technical and financial assistance needed for effective implementation of responses to disasters.

There are financial donations and appeals to the general public such as banks, industries and to all persons of good will who can give any kind of support to disaster reduction.

The International Federation of the Red Cross Society (IFRCS) also has the mandate to provide for financial support to the National Society to counter serious disasters and emergencies.

The Government encourages community mobilization and involvement in community services and policing in all Municipalities and Town Councils.

The Municipal/Town Council Authorities are urged to integrate Community Based Projects (CBPs) and Urban Disaster Risk Protection Programs (UDRPPs) in the development plan since this will maximize and reduce on the rate of the urban disasters.

## PERFORMANCE AND ACCOUNTABILITY

In response to growing risks associated with disasters, Government has made a number of efforts to reduce vulnerability due to natural and human induced hazards.

A Policy on Internal Displaced Persons was developed and operationalized, an Inter Agency Forum for Peace Building and Conflict Resolution (IAFPB&CR) was established, and standardization of information on humanitarian issue was carried out.

Settlement of internally displaced persons in camps during the war and their resettlement after peace returned to Northern Uganda.

Integration of Disaster Management in National and Local Government plans and establishment of seven Regional Disaster Coordination Offices (RDCOs).

The Government is developing a National Policy for Disaster Risk Reduction (DRR) and working on a Program of Action for Implementation of the Policy. The Policy aims at reducing the potential impacts of disasters.

The issue of financial and human resource inadequacy has been the major challenge affecting the Local Government's performance in as far as response to the disaster risks occurrence is concerned, this has made Disaster Risk Reduction very slow and if available quite unsustainable.

The institutions and strategies to curb down urban disaster risks are poorly capacitated and not properly equipped with all the necessary equipment. For instance, health institutions like hospitals and other public institutions are not equipped with the relevant

materials and equipment to respond to disaster risks quickly. This creates a scenario where the communities are rendered vulnerable to any disaster risk outbreaks.

By-laws have been put in place by the Municipal/Town Council Authorities to provide safety and disaster risk measures, improvement of road network, solid waste management, and urban drainage systems, parking facilities, security lighting/street lighting, community sensitization, and involvement in disaster risk management.

Task forces at Ministry levels have been established to monitor any occurrence of disasters. This is being done in coordination with other humanitarian agencies like the World Food Programme (WFP) and Uganda Red Cross society (URCS) among others. These do carry out some Vulnerability Assessment Surveys (VASs), to identify any possible out breaks of disaster and determine the level of communities vulnerable to the nature of possible disaster.

## CONSTRAINTS TO THE PERFORMANCE OF DISASTER MANAGEMENT SECTOR

- Inadequate Policy and Legal Framework for disaster preparedness and management.
- Poor early warning systems largely due to inadequate metrological services in the country.
- Limited resources to provide relief and rehabilitation assistance to disaster-affected people.
- Inadequate data especially on costs and implications of disasters.
- Inadequate capacity for mainstreaming disaster risk reduction at National and Local Government/ community level.

## PRIORITY INTERVENTION

- Develop an appropriate Policy, Legal and Regulatory Framework for handling natural disasters.
- Enhance the capacity of Government, Private Sector and Civil Society for disaster preparedness and management.
- Ensure rehabilitation and long term welfare for disaster affected communities.
- Ensure sustainable financing of national response to natural and human-induced disasters.
- Establish a National Emergency Coordination and Operation Centre (NEC&OC), equip and staff it.

## MAJOR DISASTER IN UGANDA AND THEIR IMPACT DURING 1966-2003

Year	Nature of disaster	Impacts
1996	Tooro Earthquake	157 people died, 1,320 people injured, 67,000 huts and houses damaged.
1981-1986	Civil Strife	500,000 persons displaced.
19993-1994	Drought and Famine	Over 1,800,000 people affected and falling into poverty, inadequate pasture and water for livestock in 16 districts.
1994	Kisoro Earthquake	8 people died, damage and destruction worth 6,000,000,000 Uganda shillings.
1997-1999	Elnino Rains	35 people buried by landslides in Mbale, 18 dead elsewhere, over 2,000 people in need of relocation. Roads, bridges and homes worth over 30 billion shillings destroyed.
1999	Drought and Famine	3.5 million people affected and a large number of livestock in 28 districts.
1986-2005	Northern Conflict in Acholi, Lango and Teso.	Over 1 million people displaced, over 200,000 refugees; an average USD 100 million lost each year.
Annually	Droughts,floods,landslides, and hailstorms	Destroy an average of 80 thousand hectares of crops.

Source: Poverty Eradication Action Plan 2004/52007/18, MoFPED

### AGREED PRIORITIES

- Develop an appropriate Policy, Legal and Regulatory Framework for handling natural disasters.
- Enhance the capacity of Government, Private Sector and Civil Society for disaster preparedness and management.
- Ensure rehabilitation and long term welfare for disaster affected communities.
- Ensure sustainable financing of national response to natural and human-induced disasters.
- Establish a National Emergency Coordination and Operation Centre (NEC&OC), equip and staff it.

**DISASTER  
RISKS  
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National Urban Disaster Risk Training Programme

## SAFETY



Urban safety is an important aspect of urban development. Most of the urban areas and urban enclaves, particularly where slums are located, lack urban safety mechanisms to protect people from physical harm.

With increasing population within the country, there is a need to increase the security of those living within the different communities. A number of crimes have been recorded but those topping the list include armed robbery, theft, child sacrifice, defilement, rape, land disputes and evictions, and night assaults.

In the past foot patrols and detachés were used to help in keeping law and order within the community, but with modernization of the police force, several programmes have been initiated within the community to improve the security for the whole community.

### CHILD SAFETY

Due to poor shelter within the urban areas, children often fall prey to accidents within their homes where poorly constructed buildings have collapsed especially after storms and have left children either dead or maimed, rampant fire outbreaks in schools and homes have further led to death among the children.

Child labour is another issue that is serious on the police agenda, due to many reasons including poverty, children either have to fend for themselves or contribute to the little family income. The construction industry has been known to employ many children to do much of the unskilled jobs at the construction sites like carrying

bricks and fetching water. Children have been known to die in stone and mines which collapsed on them, thus the police have various duties and responsibilities which they offer to the day to day running of the numerous urban centres within the country.

Poor Street lighting has made most towns in Uganda unsafe at night and cases of mugging, theft and burglary occur frequently in unlit places.

Street families are also common in Uganda's urban areas.

### INSTITUTIONAL SET-UP

The Ministry of Internal Affairs sets policy guidelines which guide the operations of the police force who provide security within the community.

The Uganda police have undergone two main restructuring processes over the last decade.

The first one in 2000, created 25 departments and introduced the rank of commissioner of police to be heads of the departments. It also created five directors and introduced the rank of Assistant Inspector General of Police (AIGP) to head them. Under this structure, the human resource department fell under the directorate of administration.

In the year 2008, a major restructure was undertaken in which the directors were expanded to the top eleven including Kampala Metropolitan Police and 58 departments in the new structure. The Department of the Human Resource and Human Resource

Management were merged to form one directorate. The process of operationalizing the structure is however underway and will be accomplished progressively.

The Resident District Commissioner is the chairman of security within all the districts in the country and handles all security matters with the help of the police. The Resident District Commissioner also heads the District Security Committee.

The District Internal Security office handles security matters at the division level.

There are also some security agencies and the defence committees at the lower local council level.

The local councils are responsible for the security of their community members and have a defence secretary to look out for all wrong doers in the community.

There is community policing helps to curb crime within the community.

## REGULATORY FRAMEWORK

The Police as a public institution have got laws and regulations governing it and they include the following:

The Constitution of the Republic of Uganda Chapter 4, Article 20, states the protection of and upholding the rights of all its arms like the police, municipal authorities, the district, and the community.

The Police Act and the Police Standing Orders also back up the Constitution.

The district security committee is mandated to oversee security issues in the district.

The various lower local governments are mandated to enact by-laws and regulations in conformity with the national legal framework to speed up and allow enforcement of programmes.

Community policing and community liaison with security organs in some parts of the country is being encouraged as one way of reducing incidences of unreported cases within the country like those of rape and child sacrifice.

## ELEMENTS OF COMMUNITY POLICING

Four simple elements heed encampment policing from alternative forms of policing and/or encampment endeavour. These are:

- Community Based Crime Prevention.
- Proactive Servicing.
- Devolution of Command Responsibility.

- Public Participation in Planning as good as Supervision of Police Operations.

## RESOURCE MOBILIZATION

The Ministry of Internal affairs is the department that provides logistical support to the police, in addition to monthly financial remittances. The ministry also provides for equipment like patrol cars, speed pistols, and in some cases are donated to them by non-governmental organizations.

The first Strategic Investment Plan for the period 2001 – 2006 (SIP1) was initiated. A Medium Term Strategic Plan was developed by Department of Research and Planning with the support of Justice and Law Order Society (JLOS). The plan was to guide reforms in the Force for the period 2001 – 2006 and to move in tandem with (JLOS SIP 1).

The second Uganda Police Force Sector Investments Plan (UPF-SIP2) has since been prepared as a build-up and consolidation of the processes and progress achieved in the first Uganda Police Force Strategic Investment Plan between 2001 and 2006. The Second Investment Plan will run from 2006 to 2011. The plan will have strategies to include:

- To uphold and enforce human rights and the rule of law
- To improve public order and safety
- To improve professionalism and reliability of the police force

### BEST PRACTICE I

#### Bugolobi Mobile Police Unit

- A special police unit has been established in the city suburb after the tragic death of a one year old to ritual murder.
- A meeting with the residents of Bugolobi flats was convened and a four man motorcycle unit was commissioned to patrol Bugolobi parish.
- The Inspector General of Police stated that the unit under the community policing system would be beefed up with foot and vehicle patrols.
- The police inspector noted that the parish based community policing system which he recently launched in Muyenga would cover the entire country

*Source: The New Vision Wednesday, July 7, 2010*

- To enhance prompt and satisfactory disposal of cases through prompt investigations

A number of non-governmental organizations have come in to work closely with the police and provide refresher courses and training plus facilitate workshops that bring the police and the community together.

Local radio stations have been able to provide free talk shows to the police which promote community policing programmes within the country.

### PERFORMANCE AND ACCOUNTABILITY

Although the police are doing a great deal of work all over the country, more is still desired.

In some cases through the office of community liaison, the force has achieved some positive response on crime due to the talk shows aired on radio.

Due to the new partnership of the police and the community (community policing), the police has been able to gain the trust of the community though due to little sensitization and awareness the community is still taking time to respond to the force for it does not know the roles played by the police.

Incidences of unreported cases are still common due to public fear and ignorance by the public about their rights. Politicking and favourism in some cases hampers the efforts of the police in handling security and safety issues especially those of corruption and defilement.

#### AGREED PRIORITIES

- Stamping out drug trafficking and drug use in the country and involving the community.
- Creating a Child Sacrifice Unit to counter increasing child sacrifice with in the country.
- Road safety programme to increase road safety and curb down on drunk driving.

- Human Rights and Good Governance Training for police personnel.
- Monitoring and evaluation of Uganda Police Force projects and activities laid out in the Strategic Investment Plan II in conjunction with Uganda Police Force partners.
- Statistical Development and Improvement programs.
- Training of Regional Police Commanders (RPCs) and DPCs in planning, policy formulation and Budget

#### BEST PRACTICE II

##### Community Police Post Strategy

Due to limited resources and manpower to establish a tangible police post in Muyenga, the police teamed up with the community and formed a community police post in April 2010 after a fruitful meeting with the community.

A month after the launch of the community police post, crime rates dropped by 80 percent.

The inspector general explains that the community police post concept is a realization of the community policing strategy which has been evangelized since 1989 but had never been implemented.

Each patrol formation has four officers and two volunteers and they monitor villages both day and night.

A crime data base has been developed so that constant criminals can easily be weeded out using the information available.

SAFETY  
N°1

Project proposal

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Financing Promotion of Massive Awareness and Sensitization on Urban Safety

## SLUMS AND SHELTER



Housing is one of the basic needs of all human beings and is also one of the best indicators of a person's standard of living and of his or her place in society.

One of the Millennium Development Goals is to improve the lives of 100 million slum dwellers by the year 2020. This is in line with the National Development Plan (2010/11-2014/15) for housing where the Government of Uganda is required to establish the need for local public infrastructure in low income areas in order to improve the lives of slum dwellers.

Uganda's current Housing stock is estimated at 5.28 million housing units with an average household size of 4.7 persons.

According to Uganda Bureau of Statistics (UBOS) 2006, urban areas have a total housing stock of 700,000 units with a backlog of 153,000 units compared to rural areas with a stock of 4,580,000 units and a backlog of 458,000 units.

According to Uganda Bureau of Statistics, the urban population in 2009 is estimated at 4.5 million, representing an urbanization level of 14 percent. Most slums are characterized by poor housing structures, with poor or no toilet facilities. The poor housing conditions in the slums are caused mainly by unemployment and poverty.

The rapid urbanization in major urban areas of Uganda has not matched the capacity for local authorities to plan and manage urban growth. This has resulted in the growth of slums. However, the housing problem in the country goes beyond shortage of housing

units to include many other aspects of social life like unemployment

More than half of city dwellers in Kampala for example live on less than UGX 1600 a day. This makes many people, especially in the low income groups, unable to afford decent housing in many parts of the country. As the price of affordable and decent housing units becomes a preserve of the affluent, many people in urban areas are living in slums. The media reported in 1999, that over 60 percent of Ugandans live in slums and the situation has not changed much to date.

Slums are rapidly increasing due to rapid urban population growth and rural-urban migration. The growth and expansion of the urban areas is therefore associated with lack of infrastructure and social services which leads to environmental and health problems.

### SLUMS IN UGANDA TODAY

Urbanization has contributed to the rapid increase in population and rising levels of urban poverty. The ratio of urbanization in Uganda was 5 percent in 1959 and 11 percent in 1991 (DHS, 2000-2001). It has been reported that the economic profile of the urban poor indicates that more women than men are engaged in agriculture. 25 percent of the urban poor are not employed, majority of whom are women, and lack adequate skills and education to enable them to find employment (Amis 2002). In Kampala for example, Kisenyi followed by Namuwongo, Wabigalo and Naguru slum areas reported the highest incidence of absolute poverty. 85 percent of the households that

were interviewed in Kisenyi live below the absolute poverty line. 80 percent of those living in Namuwongo and Wabigalo live below the poverty line. The overall research on urban poverty in Kampala district showed that 60.8 percent of 120 households that were interviewed live below the absolute poverty line.

### INSTITUTIONAL SET-UP

The Government of the Republic of Uganda is determined to provide a framework for regularizing the land tenure system for slum dwellers in all informal settlements and slums in the Country. The National Land Use Policy of 2007, the Land Act of 1998, and the National Land Policy that is currently under development are fundamentally key to the realization of this process. Major strategies and measures identified and which the current National Land Policy under development focuses on includes;

- Mainstream informal sector activities in overall urban and rural development plans.
- Accord statutory security to informal sector activities without compromising physical planning standards and requirements.
- Provide social infrastructure for informal sector developments.
- Regulate sub-division of land in urban and peri-urban areas.
- Promote and confer legitimacy to the land use activities of the urban poor especially in relation to agriculture and silviculture (development and care of forests).
- Provide affordable infrastructure for self-improvement by the urban poor.

### URBANIZATION

According to the National Development Plan, the level of urbanization in Uganda is low, ranging between 7 and 10 percent. Kampala city is 100 percent urban with a population of 1.2 million and is the largest urban centre in Uganda, followed by Gulu Municipality with 0.1 million people (Uganda Bureau of Statistics 2005). However, the urbanization rate in Uganda is steadily increasing but there is no corresponding growth and development in basic physical infrastructure, housing, social amenities, management and skills. This has led to overcrowding, traffic congestion, growth of slums and informal settlements, dilapidated housing, and poor sanitation. Most urban dwellers do not have stable sources of income.

### CONSTRAINTS TO THE PERFORMANCE OF THE URBAN DEVELOPMENT SUB SECTOR

- Absence of a comprehensive National Urban Policy to guide the urbanization process, ensure orderly development and enhance urban management.
- Weak institutional framework to regulate and support urban management.
- Inadequate funds and equipment to effectively address the challenges of urban development and management.
- Inadequate human capacity at central and Local Government Level.
- Multiple Land Tenure System and Rights that constrain the preparation and implementation of physical plans.

#### BEST PRACTICES

##### **Kasoli Housing Project**

This project is a private public partnership (ppp) which includes the central and the local government, the Kasoli community, UN-HABITAT, and DFCU Bank. It is meant to pilot an initiative of slum upgrading that will lead to improved standards of living, sanitation and productivity.

DFCU Bank and UN-HABITAT have secured funds for this purpose in collaboration with the Government of Uganda (Ministry of Lands, Housing and Urban Development), Tororo Municipality and Kasoli Housing Association to implement the housing project which will comprise 125 low cost houses.

The bidding process for this project is being conducted with the open bidding procedures and bidding instructions and it is open to all bidders in Uganda.

*Source: New Vision 28<sup>th</sup> October 2010*

##### **Housing Initiatives Partnerships**

Uganda has performed well in terms of research on urban issues for example; urban profiling studies have been concluded that have generated useful knowledge and data on the urban situation.

The secondary Cities Support Programme (a partnership with Cities Alliance) for transformation of settlements for the urban poor in Uganda. The programme aims to improve the livelihoods of slum dwellers in twenty two municipalities.

*Source: The New Vision, Wednesday, October 6, 2010*

## REGULATORY FRAMEWORK

Uganda land tenure systems present a major hurdle in the supply of decent housing stock, especially in urban areas. Most land in urban areas is privately-owned. Land tenure has been blamed for the haphazard growth of slums because it enables access to land on a limited, temporary or illegal basis.

## HUMAN SETTLEMENT PLANNING

Government realises that there is lack of effective planning both in rural and urban areas, which has resulted not only in haphazard development in urban areas, but also wasteful and inappropriate settlement systems and patterns.

Government also recognizes that the absence of an urbanization policy has resulted in the mushrooming of new unplanned urban centres and expansion of existing ones. This has led to gradual transformation of prime agricultural land into urban areas. This process is taking place not only due to lack of a clear policy framework but also due to inadequate capacity to plan and implement urban development plans.

In the National Land Use Policy, Government has committed itself to enhancing the quality of rural and urban settlements and strengthening land use planning at all levels and has thus put together the following strategies;

- Establish a framework for rural settlement planning at all levels.
- Facilitate district and urban planning units to produce urban and rural settlement guidelines and plans to direct development in these areas.
- Facilitate the integration of local, district and regional plans into a national plan.
- Develop and implement a national urbanization policy.
- Develop sustainable settlement systems, which suit the various urban and rural areas with a view to reducing land wastage and creating a healthy living environment.
- Ensure all land use planning institutions in the country are supported to improve and consolidate their capacity to plan.
- Adopt a participatory and bottom-up approach to human settlement and land use planning.

- Integrate rural, regional and urban planning to attain planned urbanization.
- Integrate the structural /physical plans with the socio-economic development plans at all levels.
- Review planning legislation to meet the challenges of human settlement planning and development.

## HOUSING NEED IN UGANDA

Despite the urgent need for adequate and improved housing in Uganda's cities, not much has been achieved in the development of adequate shelter for all. The most notable reasons for this are: low levels of income for the majority of the population, high cost of land, shortage of skilled manpower, high cost of building materials, and inadequate housing finance facilities.

### URBAN HOUSING/SHELTER

According to the National Land Use Policy of 1997, Statement 22, the Government of the Republic of Uganda has committed itself to promote and encourage the development of adequate and appropriate shelter for all. In order to realize this, the Government of Uganda has deliberately outlined a number of strategies to achieve this which includes;

- Continued and enhanced poverty alleviation programs to meet housing needs.
- Reviewing and improving the current building and planning standards.
- Enhancing awareness on the availability of affordable proto-type plans for low-income housing.
- Promoting research in appropriate technology in the construction industry with a view to reducing the costs of building materials.
- Discouraging the development of slums and promote slum up-grading initiatives in urban areas.
- Introducing, promoting and popularizing the use of appropriate technology for earth quake prone areas.

# LAND



Uganda covers a total surface area of approximately 241,038 square kilometres of which 18.2 percent is water and 81.7 percent is land. A total of 42 percent of the available land is arable land although only 21 percent is currently utilized, mostly in the southern parts of the country.

More recently, during preparation of the Land Sector Strategic Plan (LSSP), the need to prepare a Land Policy was identified as a priority. According to the Ministry of Water, Lands and Environment (MWLE), given the emphasis laid on coordination efforts to achieve wider poverty eradication and other policy goals, developing a Land Policy and a Land Use Policy are a matter of priority.

Due to the inadequate guidance to land utilization in Uganda, policies which relate to land use are scattered in various institutions of Government, with varying and often conflicting responsibilities for land use management, while others are overlapping without clear policy guidelines. Secondly, as Uganda's population grows (currently at 3.4 percent per annum) with greater demands for socio-economic activities, there is increased competition between land use needs particularly for urban development, agriculture, industry, nature conservation, and environmental protection, among others.

It is the duty of the State to ensure that the way a land-owner uses his/her land does not sabotage the public welfare and/or orderly development. This doctrine of the police power of the state suppresses or limits undesirable land use without revoking ownership of the land. This power is derived from the Constitution (Articles 242 and 245) and it is extended to local governments.

## REGULATORY FRAMEWORK

The State shall exercise the power of public regulation of land use, strictly in the interest of socio-economic welfare and development. However amidst all that, there are a number of constraints to the performance of the land management sector;

- The slow development of a National Land Use Policy to guide the review of existing laws on land administration and management. For instance, although the Land Act, 1998 as amended in 2009, provides basic tenets of a land policy, several provisions do not conform to the section of other laws.
- Inadequate supply of skilled and experienced professionals including land surveyors, valuation surveyors and land economists.
- Inadequate capacity of the existing institutions of land management and administration at the national and Local Government levels.
- Obsolete equipment for survey work, mapping, physical planning, land registration, and information management.
- Low level of information on land issues including land rights and obligations, therefore making some sections of the population vulnerable.
- Out dated information on land including cadastral maps, topographical maps and district maps.
- Bureaucratic tendencies in accessing land information, delays and high transaction costs.

## POLICY STATEMENTS

As a matter of principle, a clear distinction is hereby drawn between public land and government land.

Government land shall be land vested in or acquired by the government in accordance with the Constitution, or acquired by the government abroad. Government land includes all land lawfully held, occupied and/or used by government and its agencies, including parastatal bodies for the purposes of carrying out the core functions of government. Government shall include central and local governments.

Public land shall be land reserved or held and used for a public purpose, which includes public open spaces and land on which public infrastructure is housed. It also includes land which is not owned by any person or authority (Article 241(1) (a) of the Constitution) and land with a reversionary interest held by the District Land Boards which was granted in leasehold by a former controlling authority (as per Section 59 of the Land Act).

## INSTITUTIONAL SET-UP

The Uganda Land Commission has powers under the Constitution to hold and manage any land vested in or acquired by the Government (including land acquired abroad). The exact location of such land and its tenure

status is not specified nor do mechanisms exist for identifying or adjudicating such land. It is to be assumed that such land includes land used by government agencies to perform core functions of government and road reserves.

There is no clear distinction in the legislation between government land and public land in Uganda. As a result, government has been disposing of government land and public land to investors and individuals as if they are one and the same without regard to the public interest and the principles of transparency and accountability.

Lastly, the status of land reserved for refugee settlements is not clear in policy and law and it is a source of conflict between the government and neighbouring communities, as well as between the refugees and the citizens.

## RESOURCE MOBILIZATION

Decentralization of the Land Rights Administration System under the Land Act Cap 227 and Local Governments Act Cap 300 (Amended 2003) has created opportunities for revenue generation and fiscal management through land taxes, land rates, stamp duty, rental income, and through delivery of land services. It is important that the full potential to generate revenue from the land rights administration system is actualized and enhanced.

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## GENDER AND HIV/AIDS



Traditional practices and stereotyped social cultural perceptions contribute to gender disparities in Uganda. Women are under-represented at all levels of decision making which continue to be male dominated; this is related to women's lack of opportunities, both for education and employment. They have limited access to assets or credit and societal perceptions force them into unskilled, labour intensive and poorly paid jobs.

Gender policy has been instituted in Uganda. Gender issues need to be adequately addressed, because for any society to realize and appreciate women's existence, it must create an enabling environment that recognizes the contributions that women make to society and involves them in the decision making process. Some of the challenges that hinder the success of women in society are:

- Low education levels among women.
- Low self esteem among women who shy away from male dominated industries.
- Poverty.

The Gender Policy was designed to guide and direct at all levels of planning, resource allocation and implementation of development programmes with a gender perspective in the whole country.

The Constitution of the Republic of Uganda provides the overall legal framework for the Uganda Gender Policy (UGP). It recognizes equality between women and men.

Specifically it provides for gender balance and fair representation of marginalized groups, recognizes the role of women in society and articulates specific rights of women including outlawing customs, traditions and practices that undermine the welfare, dignity and interests of women.

### SITUATION ANALYSIS

60 percent of women aged 15-49 years have experienced physical violence, 39 percent have experienced sexual violence and 16 percent have experienced violence during pregnancy. (Uganda Demography House Survey, 2006)

Women Land Rights have been recognized in the Land Act (cap 227 and Land Acquisition Act (226). Spousal consent is a requirement on all matters relating to land from which the family derives sustenance.

### CHALLENGES TO GENDER EQUALITY

The Participatory Poverty Assessment 2002 reveals that lack of women's inadequate control over livelihood assets such as land, labour and financial capacity remains one of the root causes of poverty. Some cultural norms and values also encourage gender discrimination against women.

## PURPOSE OF THE GENDER POLICY

The purpose of the Gender Policy is to establish a clear framework for identification, implementation and coordination of interventions designed to achieve gender equality and women's empowerment in Uganda.

## POLICY STRATEGY

- Sensitization on gender issues at all levels and promoting community dialogue to address gender issues at the household level.
- Mainstreaming women empowerment policies in the development planning at all levels namely, community, district and national.
- Government will strengthen women's capacities and presence in decision making for their meaningful participation in administrative and political process.

## GENDER AND MACRO-ECONOMIC DEVELOPMENT

Government will tackle these issues through institutionalizing gender budget initiatives in Central and Local Government budget cycles. Affirmative action has been seen in the areas of education where free primary and secondary education was introduced in 1997 which greatly benefited the girl child. Furthermore gender mainstreaming has seen girls being awarded 1.5 points in addition to their scores on entry to the university. In addition, women have also joined active politics and have risen to high ranks.

## HIV/AIDS

Over the past two decades, Uganda has registered tremendous achievements in the fight against HIV/AIDS. The country succeeded in bringing down the HIV/AIDS prevalence rate from a peak of 18 percent in 1992 to 6.1 percent in 2002. The prevalence rate is higher among women at 7.5 percent than men at 5 percent.

## HIV/AIDS AND POVERTY

There is a direct relationship between HIV and poverty. At the national level, HIV/AIDS robs sectors of both skilled and unskilled labour and diverts scarce resources that could have been used productively in other sectors. AIDS increases absenteeism from work due to frequent illness of staff or nursing of sick family members and this leads to decreased productivity. This has affected agricultural production in some regions.

High risk sexual behaviour such as prostitution and having several sexual partners is one of the main causes of the spread of HIV/AIDS, and more women than men are infected.

Gender based violence against women living in the slum areas is a major challenge and although it has been tackled by different organizations, the problem persists (Slum Aid Project-2009). Women are often unable to negotiate safer sex due to lower status, economic dependence and fear of violence. Women bear the brunt of caring for sick family members and are more likely to be rejected, expelled from the family home and denied treatment, care and basic human rights if they fall sick. When data is disaggregated by age and sex, it shows more women are infected with the virus and at a younger age than men.

The age and sex specific prevalence of HIV/AIDS for both women and men increases with age reaching a peak for women at age 30-34 (12 percent) and for men at age 35-44 (9 percent). (Slum Aid Project, 2009).

## DYNAMIC ISSUES AND CHALLENGES

Whereas Africa has 10 percent of the world's population, about 70 per cent of HIV infections are found in Africa. Out of the 33 million people who were living with HIV in 2008, 22 million were in Africa, with the hardest hit in Sub-Saharan Africa.

## MORE WOMEN AFFECTED THAN MEN

60 percent of people living with HIV/AIDS in Africa are women. On average about eight out of 100 Ugandan women are infected with HIV compared to 5 out of 100 men. Women are further subjected to more HIV stigmatization and discrimination. Vulnerability of women and girls to HIV/AIDS is as a result of a combination of biological and socio-economic factors.

## VULNERABILITY OF WOMEN

In Africa and in Uganda in particular, HIV virus is spread through two major routes, the first which accounts for 80 percent of HIV/AIDS cases, is through unprotected sex between men and women. The second major cause of HIV/AIDS spread is transmission from mother to child during pregnancy, labour and breast feeding, which is responsible for about 20 percent of the cases.

## THE ROLES OF GENDER IN HIV/AIDS

Gender refers to differences in social roles and relations between men and women. Gender roles are learnt through socialization and vary widely amongst cultures. Gender roles are affected by age, sex, class, ethnicity, as well as geographical, economic and political environments. There is a multitude of socio-cultural factors that increase vulnerability of women to HIV/AIDS. The subordination of African women creates vulnerability to HIV/AIDS infection mainly because they are economically dependent on their male counterparts. Most women in African society are subjected to discrimination right from their youth and denied access to education and gainful employment. As a result, women end up being engaged in low paying jobs. The resultant economic pressures due to the low pay lead women to engage in vices like transactional sex.

## EFFECTS OF CULTURE

In many African cultures having multiple sexual partners is common and extra-marital sex by men is tolerated.

Inter generation sex is common in Africa. Young girls have sex with older men in exchange for financial security. Even culturally, women are found to marry men who are much older than them and more sexually experienced, thus exposing them to the risks of HIV.

Sexual violence is also common. In some instances men who are infected with HIV believe that a virgin can “cleanse” them of the virus. A number of young girls have reported forceful initiation into sex by older sexual partners. Sexual abuse also takes place in work places where women are asked for sex in return for promotions and to avoid job dismissals.

## RECOMMENDATIONS

- Women in Africa need protection and this can be achieved by addressing gender inequalities. Women need a fair share of treatment through addressing the root causes of HIV/AIDS transmission, protecting the rights of girls and women and targeting activities that improve the status of girls and women by providing training, life skills and access to work.
- Education opportunities should be provided to girls to create awareness on HIV/AIDS and its prevention.
- Poverty among women should be addressed by including women in poverty eradication programmes.
- Lastly, the government of Uganda should institute legislation to protect women's rights, improve their access to resources, address violence and abuse against women and enforce legislation against Female Genital Mutilation. (Sunday Monitor September 19, 2010.)

## DECENTRALIZED RESPONSE STRUCTURES

HIV/AIDS committees and taskforces have been established at all local council levels. In the case of Urban Councils, the Chief Administrative Officer or Town Clerk is the head of the AIDS committee. AIDS taskforces at district/ municipality levels are headed by popularly elected chairpersons.

## CROSS-CUTTING ISSUES

Poverty among women is high though they are the major producers due to the following:

- Lack of control over resources.
- Women are discouraged from participating in commercial agriculture.
- Women lack decision-making power.
- Discrimination in formal labour markets, gender inequalities and difficulties in combining employment with child care inhibit women from participating in formal sector employment.

## RECOMMENDATIONS

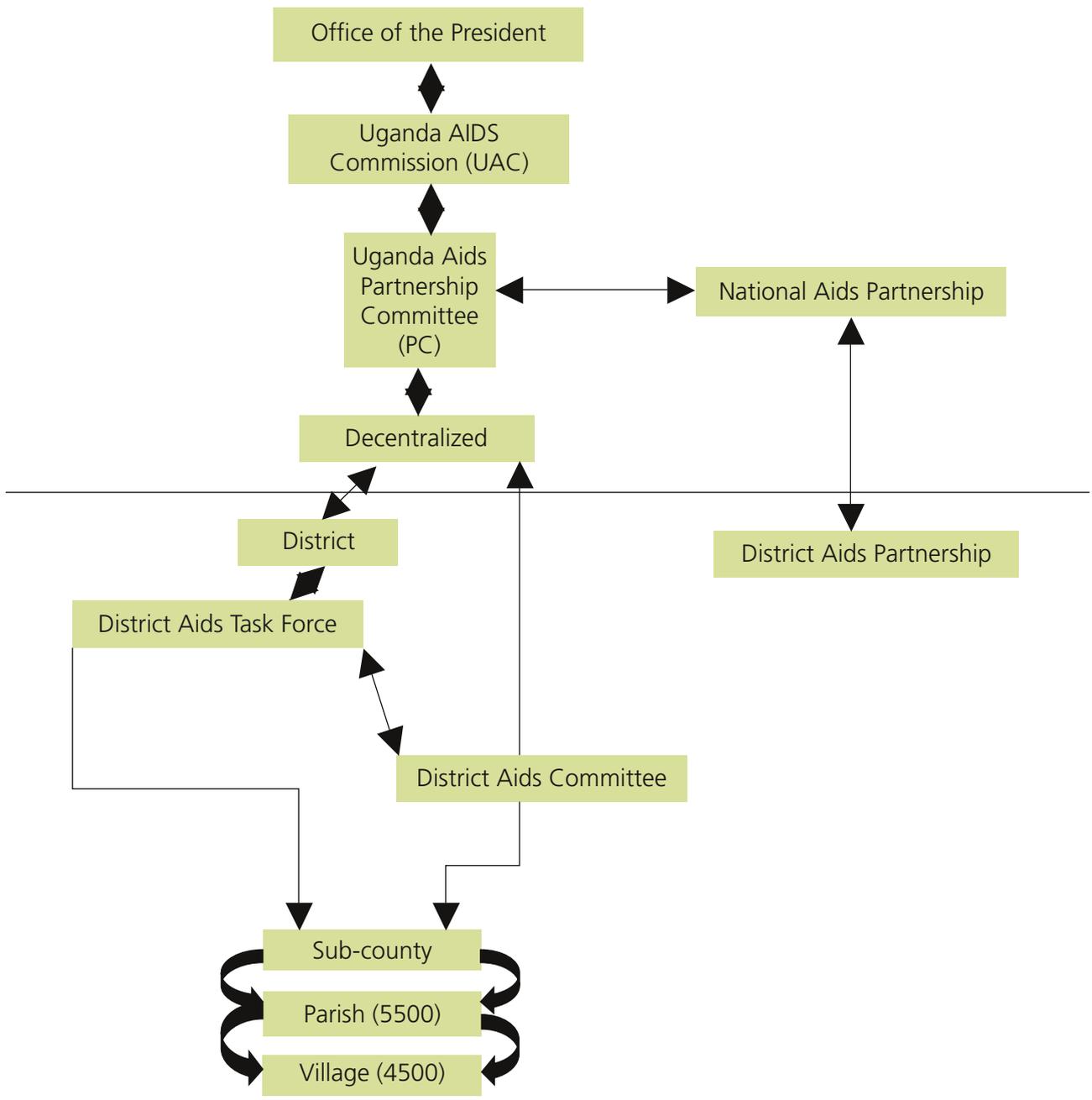
- Measures that ensure equitable distribution of land and gender equality in land access, control and ownership should be addressed as a matter of urgency for agricultural modernization and rural development to be achieved.
- Increased commitment at the political and technical level for improving the women and youth's ability to access and own land, including action on the co-ownership clause should be supported.
- Water points need to be brought closer to the households, thereby reducing the time, energy and risks involved for women and girls, who may otherwise have to travel long distances to collect water.
- Gender based violence needs to be addressed and perpetrators of gender based violence arrested and jailed.

## INSTITUTIONAL SET-UP

In Uganda, majority of the women are unable to own or inherit land.

Attempts to redress this situation by outlawing discriminatory cultures, customs and practices in land ownership, occupation and use, and further requiring spousal consent to transactions involving family land in the Constitution and Land Act have not been effective

Figure 3: Institutional Arrangements for Co-ordination and Management of The National Structural Policy



due to failure in implementation and enforcement of these provisions.

In general, customs continue to override statutory law over recognition and enforcement of women's land rights. While the Land Act caters for legal wives to some extent, it does not assign the responsibility for protecting land rights of widows, divorcees, women in co-habitation, and children.

### REGULATORY FRAMEWORK

- Government led response to the HIV/AIDS epidemic dates back to 1986 when an AIDS Control Program (ACP) was created in the Ministry of Health.
- Uganda AIDS Commission was constituted in 1992 by the statute of Parliament and placed under the office of the president.
- The National Health Policy of 1999 recognizes HIV/AIDS among the top causes of death in the country.
- The Plan for Modernization of Agriculture (PMA) 2000 pronounces and clearly reflects HIV/AIDS and its impacts on the productive segments of the population.
- The 1995 Constitution of the Republic of Uganda recognizes the rights of both women and men to access to services such as basic urban services and the right to own property among others.
- The Uganda Gender Policy of 2007 recognizes the rights and involvement of all gender groups in planning and budgeting for gender issues.
- There has been the formation of the Domestic Relations Bill which is to be passed by parliament.
- There are policies in place that emphasize Girl Child Education.

Uganda is hailed for having some of the best policy, constitutional and legal frameworks relating to gender and particularly to women's land rights. Despite having ratified several international human rights instruments on gender equality and protection of women's land rights, the implementation and enforcement mechanisms are still lacking.

Women activists have been lobbying unsuccessfully since the debate on the Land Bill in 1998 for a clause in the land law for spousal co-ownership of land. This law has not yet been passed.

### POLICY STATEMENTS

(a) Government shall undertake further legislative measures to protect the rights of access to

inheritance and ownership of land for women and children.

(b) The Government shall address the existing gender inequality and ensure that both men and women enjoy equal rights to land before marriage, in marriage, after marriage, and at succession, without discrimination.

### STRATEGIES

Government will review and regulate customary law and practices to:

- Ensure rules and procedures relating to succession do not impede transmission of land to women and children
- Reform traditions and customs which discriminate against women and children with respect to access, use and ownership of land;
- Ensure family land is held in trust for the family and restore the power of traditional leaders in matters of land administration, conditional on their sensitivity to rights of vulnerable groups.

Government will take measures to reform statutory law and uphold the principles of gender equity and equality, in order to:

- Design and implement a regime of matrimonial property law aimed at the protection of spouses both within and outside marriages and make legal provision for spousal co-ownership of family land and matrimonial home;
- Enforce the land rights of women and children to succession by overhauling the succession law;
- Amend the Land Act provisions to restore the consent clause to protect children;
- Presume the existence of marriage for purposes of securing the property rights of spouses who have acquired property in cohabitation;
- Provide for widows and orphans to inherit family land.

The Government will take special measures to:

- Mainstream gender into development planning and in all decision-making;
- Reform the property laws of the country, including those considered "gender neutral" to ensure equality and equity in ownership and control of land;
- Domesticate all international conventions, which outlaw discrimination against women and children and enforce all the principles therein;

- Support the formation of the Equal Opportunities Commission as a specialized institution to advocate for and, where relevant, implement strategies in the National Land Policy;
- Solicit the support of religious leaders and cultural leaders to accept and implement measures in the national land policy designed to protect the rights of women and children.

### PERFORMANCE AND ACCOUNTABILITY

- Women's incomes have been enhanced by the Municipal, City and Town Council Authorities by helping women to form groups to access government programmes such as Savings and Credit Cooperation and National Agricultural Advisory Services (NAADS).
- Gender issues have been integrated in development planning.
- Women have been recruited to head different departments at all levels such as the department of education, environment, community, and judicial among others.
- Training workshops have been organized for Gender Focal Persons.
- The country has been sensitized about domestic violence related issues both in the media, at home and in all public places.

### RESOURCE MOBILIZATION

- Local government funds which come in the form of grants for capacity building.
- Budget conferences are organized at municipal level on gender related issues and they comprise stakeholders from government, non-government organizations, Faith Based Organizations, and civil society organizations.
- Sectoral approach to planning is done where stakeholders from different sectors are consulted and they include Non-Governmental Organizations such as The AIDS Support organization, AIDS Information Centre and AMICAAL, Faith Based Organizations, civil society, and the private sector.

### ACTION AREAS

- Encourage the District Service Commission to recruit females in higher positions.
- Encourage contracts committee to award tenders to women.
- Encourage women to participate in politics.
- Continue with awareness training about gender related issue.
- Encourage women members of parliament about enacting laws in favour of females particularly the girl child and laws relating to marriage and inheritance.
- Family members should be trained in the following skills;
  - Proper communication skills.
  - Proper planning skills.
  - Proper budgeting and saving skills.
  - Proper parenting skills and Peer Educators.

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# CONCLUSION

## NATIONAL SLUM UPGRADING STRATEGIES

Uganda just like other UN member states adopted the Millennium Development Goals in the year 2000. The Millennium Development Goals address dimensions of urban poverty and their effects on people's lives. This poverty manifests itself in proliferation of slum settlements which come with related problems. One of the millennium development goals relates to commitment of member states to improve the lives of at least 100 million slum dwellers by 2020.

Uganda is aiming to uplift the lives of at least one million citizens by the year 2020 through implementing the development slum upgrading strategy and action plan (National Slum Upgrading Strategy and Action Plan Report, 2008).

The main areas being addressed by the National Slum Upgrading Strategy include; land, housing, urban infrastructure and basic urban services, urban planning, financing slum upgrading, and stakeholders/actors participation and coordination.

In order to achieve the goal of slum upgrading nationally, the National Slum Upgrading Strategy is guided by the following principles:

- (i) Provision of land tenure security and housing tenure security to enhance development in slum areas.
- (ii) Flexible institutional and legal framework that allows local initiatives in slum upgrading.
- (iii) Availability of an appropriate urban planning framework that recognizes slums and slum dwellers.
- (iv) An integrated approach to slum upgrading.
- (v) Mobilization and coordination of stakeholders and resources for slum upgrading initiatives locally, nationally and internationally.
- (vi) Complimenting slum upgrading needs with preventive actions that disable the emergence of new slums
- (vii) Gender sensitivity and responsiveness.

This report goes beyond the issues that were addressed by the National Slum Upgrading Strategy (2008), to include issues of Urban Governance, Local Economic Development, Environment and Climate Change, Urban Disaster Risks, and Urban Safety. These are very important if an integrated approach to slum upgrading is to be achieved.

Therefore in addition to the strategies outlined in the National Slum Upgrading and Action Plan report, key issues that relate to urban governance relate

administration, accountability and transparency. however, Urban governance does not only imply localization of development concerns but also addressing specific opportunities and challenges requiring specific responses in terms of providing for the needs and enhancing the assets of the poor. Thus improved governance emerges as a promising approach to handle these challenges.

The key strategies here include:

- Increasing the role of the poor and establishing partnership with the private sector and civil society for improved decision making.
- Capacity building in support of reform and restructured urban authorities in view of decentralization processes.
- Improvement of revenue generation and financial management of Municipal or Town Council government.
- Increasing involvement of key stakeholders such as women and the community in decision making, policy formulation and resource management.
- Public sector management and urban planning to enhance reform of land use legislation towards pro-poor and enhancing revenue collection as well as strengthening of rural-urban relations.
- Increasing assets and supporting access to the means of sustainable livelihoods to address the issue of urban poverty. The options to address these would include; improving linkages between the formal and the informal sectors, that is, reducing institutional barriers to informal sector activities, reducing gender inequality in access to credit, basic services and income generating activities, and a national level support economic growth associated with human development in urban areas.

## LOCAL ECONOMIC DEVELOPMENT STRATEGY

For cities and towns to grow, business and economic activities must take place. The competitiveness of economic activities is intrinsically linked to the health and neighbourhoods where the towns are located in.

The key issues relating to Local Economic Development therefore include; that the deteriorating surrounding neighbourhoods in town and cities can jeopardize economic activities and businesses, the productivity of the towns workforce can be threatened when youth are unemployed or drawn into criminal activity. For local Economic Development to be achieved it requires partnership as Municipalities and Towns Councils cannot cope with growing urban demands.

The key strategies that can address Local Economic Development may include;

- Building partnerships between local communities with local Non-Governmental Organizations, government and private sector.
- Develop a strong foundation for sustained information exchange and experience sharing through media campaigns.
- Provide technical assistance for city/town governments and other stakeholders in building partnerships.
- Provide loans for starting income generating activities or to finance major economic development projects.

### ENVIRONMENT AND CLIMATE CHANGE STRATEGY

The rapid urbanization has not been matched with a comprehensive planning framework to manage the deteriorating urban environment and climate change. The environment and climate change strategy should include;

- Increased enforcing of urban environment laws and regulations to curb environmental deterioration.
- Improving governance as it relates to management and control of physical environment. This can be done through developing an institutional arrangement that integrates economic, social and environmental planning.
- Monitoring potential drivers which have fundamental links to environmental change in cities/towns and institute mitigation measures. This can be enhanced by providing information/creating awareness, sensitization on issues of global warming, and environmental change.

### URBAN DISASTER RISKS AND URBAN SAFETY STRATEGY

One of the key issues in cities/towns relate to disaster risks especially in slum settlements which are always congested due to poor planning in these areas. Disaster risk management requires collective action by all stakeholders.

The strategy therefore proposes that:

- Local governments and urban authorities put in place a framework of managing urban disasters and safety which can respond to the range of disasters and urban safety. This imply following;
  - (i) Train communities in evacuation systems and procedures.
  - (ii) Enforce standards and regulations in housing construction to avoid congestion and overcrowding.
  - (iii) Local governments and urban authorities working in collaboration with all stakeholders to build capacities for community policing so as to enhance urban safety.

## GOVERNANCE

STRENGTH	WEAKNESS	OPPORTUNITIES	THREATS
<b>INSTITUTIONAL SET-UP AND REGULATORY FRAMEWORK</b>			
<p>Well established local councils.</p> <p>Existence of legal framework e.g. Local Government Act 1997, Financial Act etc.</p>	<p>Weak Administrative Structure.</p> <p>Inadequate representation.</p> <p>Low motivation of Staff.</p> <p>Slow orientation to a decentralized system.</p> <p>Inadequate political, economic and administrative governance.</p> <p>Inadequate capacity in vital sectors.</p>	<p>Government support for urban programs.</p> <p>Local and international networking.</p> <p>Willingness to build government capacity.</p>	<p>Increase in administrative costs resulted from growing numbers of new districts.</p> <p>Emergence of the new districts and urban centres.</p>
<b>RESOURCE MOBILIZATION, PERFORMANCE AND ACCOUNTABILITY</b>			
<p>Participatory democracy in decision making and public accountability.</p>	<p>Inadequate resources.</p> <p>Narrow tax base coupled with poor revenue collection.</p> <p>Financial mismanagement and inadequate accountability.</p> <p>Lack of patriotism.</p>	<p>Emergence of new urban centres/creation of new districts.</p> <p>Untapped revenue bases.</p> <p>Improved literacy levels.</p>	<p>Political interference in the decision making process.</p> <p>Climate change and natural calamities.</p> <p>Withdrawal of external support.</p>

<b>GOVERNANCE</b> N°1	<b>Project Proposal</b>
	National Capacity Building Programme

**LOCATION:** National and local urban councils.

**DURATION:** 2 years

**BENEFICIARIES:** National authorities, local authorities and local communities.

**IMPLEMENTING PARTNERS:** Ministry of Local Government, Local Government Authorities, Non-Governmental Organizations, Civil Society Organizations, and UN-Habitat.

**ESTIMATED COST:** USD 5,000,000

**BACKGROUND:** Uganda has had some great improvement in as far as governance and the implementation of the rule of law is concerned. However, a number of key challenges still exist. These are manifested in the form of; problem of transition from a highly centralized system; poor coordination between local governments and central governments; revenue expenditure problems; management capacity problems; and accountability problems.

The transfer of functions through the decentralization policy 1992 took over the delivery of services that were hitherto the responsibility of the Central Government. Against a backdrop of increasing urbanization and limited resources, urban local authorities have progressively been overwhelmed by the challenge of urban management and service delivery.

Without support, local authorities are ill equipped to manage the transition towards devolved system of urban governance. Consultations with urban stakeholders have reemphasized that such support should focus on the causes of poor governance. The specific areas to be focused on include; improving the ability of local authorities to prepare and implement strategic development plans, raise the transparency and accountability of local governments and improve local governments' mechanisms for responding to community priorities.

**OBJECTIVES:** To transform urban governance through the devolution of power and resources, to strengthen local accountability and service delivery and to create capacity of the local authorities to fully participate in decision making without fear and intimidation.

**ACTIVITIES:** (1) To improve capacity building. (2) Hold capacity building seminars on information dissemination between the centre and local governments.

(2) Design through a participatory process an urban governance programme which supports the devolution of power and addresses the main causes of poor governance. (3) Develop the capacity of local urban authorities to prepare and implement strategic plans. (4) Strengthen the response mechanisms of local urban authorities as a means of assuring that community priorities are addressed.

**TO IMPROVE MANAGEMENT** (1) Develop policy framework through consultations with the relevant stakeholders, on how best the centre can coordinate with local authorities and communities without demeaning their efforts. (2) Design relevant refresher programs that adequately address management problems. (3) Sensitization for understanding the roles and responsibilities between central government and local government. (4) Improve the capacity of urban local authorities for efficient, effective and equitable service delivery. (5) Introduce management systems and modes of behaviour that raise the transparency and accountability of urban local authorities. (6) Introduce participatory methods of monitoring and evaluating local urban authority performance.

**OUTPUTS:** (1) Local government capacity to appropriately and adequately deliver and manage local resources developed. (2) Policy framework that enhances good governance practices established. (3) Staff confidence increased. (4) A transparent and accountable system of urban governance and management in local urban authorities put in place.

**STAFF REQUIRED:** (1) Team from the Ministry of Local Government, Non-Governmental Organizations, Civil Society Organizations. (2) Consultant's inputs on urban governance, strategic planning and urban management.

## ENVIRONMENT AND CLIMATE CHANGE

STRENGTH	WEAKNESS	OPPORTUNITIES	THREATS
<b>INSTITUTIONAL SET-UP AND REGULATORY FRAMEWORK</b>			
<p>Existence of laws, policies, regulations, standards, and development plans.</p> <p>Existence of Institutions (National Environment Management Authority, Ministry of Water and Environment and the Ministry of Local Housing and Urban Development.</p> <p>Existence of a National Environment Policy/Statute.</p> <p>Existence of a parliamentary committee on climate change.</p> <p>Cabinet committee on environment.</p> <p>Existence of an East African Community.</p>	<p>Inadequate laws.</p> <p>Weak coordination between actors.</p> <p>Many power centres with different mandates.</p>	<p>Existence of ecological biodiversity systems.</p> <p>Emergence of Environment Police.</p> <p>International conventions and treaties on the environment and global warming.</p>	<p>Uncontrolled urbanization.</p> <p>Unsustainable industrialization.</p> <p>Unsustainable human activities.</p>
<b>RESOURCE MOBILIZATION, PERFORMANCE AND ACCOUNTABILITY</b>			
<p>Global fund for Environment (GFE).</p>	<p>Inadequate awareness of environment policies, laws and standards.</p> <p>Weak enforcement of regulatory frameworks and development plans.</p> <p>Political interference.</p> <p>Increasing destruction of urban environment.</p>	<p>Good will from development partners.</p> <p>Vibrant Civil Society Organizations.</p> <p>East Africa Community in advocacy.</p> <p>Good climate conditions.</p> <p>Awareness and capacity building by the various actors.</p> <p>Carbon credits.</p> <p>Operationalization of the East African common markets, regulations and provisions.</p>	<p>Urban poverty.</p> <p>Deforestation.</p> <p>Wetland reclamation.</p> <p>Pollution (air, water etc).</p> <p>Uncontrolled excavation of clay.</p> <p>Uncontrolled expansion of slums.</p>

ENVIRONMENT AND CLIMATE CHANGE N°1	<b>Project Proposal</b>
	National Urban Environmental Training Programme

**STAFF REQUIRED:** (1) Environmental experts. (2) Consultants. (3) Local urban authority staff.

**LOCATION:** Uganda’s local authorities.

**DURATION:** 3 years.

**BENEFICIARIES:** Uganda’s local authorities.

**IMPLEMENTING PARTNERS:** Ministry of Environment and Water Development, Ministry of Local Government, Local Government Authorities, Non-Governmental Organizations, Civil Society Organizations, National Environmental Management Authority, and UN-Habitat.

**ESTIMATED COST:** USD 2,000,000

**BACKGROUND:** Urbanization in Uganda is taking place at a faster rate with limited guidance towards sustainable environmental protection. Historically, environmental issues have been a low priority in Uganda with inadequate financial and human resources allocation.

In many urban areas of Uganda there is increasing degradation of environmental and natural resources coupled with increasing climate variability and climate change. These have had serious negative impact on Uganda’s social and economic development and the livelihoods of millions of its people.

Good urban environmental management requires adequate resources and applied institutional efforts. Therefore, there is urgent need to raise the level of understanding and concern for good environmental practices and management.

A comprehensive training programme for public officers and leaders is required to facilitate the implementation of improved environmental management by local urban authorities.

**OBJECTIVES:** (1) To raise awareness and knowledge about the environment, climate change and its impact on urban development.

**ACTIVITIES:** (1) Comprehensive training needs assessment. (2) Development of training tools. (3) Training of trainers and delivery of a rolling training programme for all local authorities and stakeholders. (4) Monitor and evaluate the effectiveness of the programme.

**OUTPUTS:** (1) Improved understanding of environmental issues, in particular climate viability and climate change. (2) Capacity to support environmental concerns through planning and management built.

## BASIC URBAN SERVICES

STRENGTH	WEAKNESS	OPPORTUNITIES	THREATS
<b>INSTITUTIONAL SET-UP AND REGULATORY FRAMEWORK</b>			
<p>Existence of physical development plans to guide provision of services.</p> <p>Existence of institutions to provide and maintain basic urban services such as the National Water and Sewerage Company.</p> <p>Existence of political will.</p>	<p>Inadequate implementation of the physical development plans.</p> <p>Inadequate implementation of relevant policies.</p> <p>Bureaucracy.</p> <p>Poor planning.</p>	<p>Existence of political will.</p> <p>Existence of partnerships.</p> <p>High rate of urbanization.</p>	<p>Other emerging national priorities.</p> <p>Political interference.</p> <p>Uncontrolled population growth rate.</p> <p>Social injustice.</p>
<b>RESOURCE MOBILIZATION, PERFORMANCE AND ACCOUNTABILITY</b>			
<p>Existence of physical infrastructure in urban areas.</p> <p>Physical infrastructure that enhances service development.</p> <p>Existence of partnerships.</p>	<p>Inadequate housing in urban areas.</p> <p>Financial Mismanagement.</p> <p>Lack of ownership of infrastructure and service delivery.</p> <p>Rural attitude in the urban setting.</p> <p>Inadequate resources.</p> <p>Misuse of resources.</p> <p>Lack of motivation.</p>	<p>Existence of development partners.</p> <p>Public Private Partnerships.</p> <p>International and financial assistance.</p> <p>Government support and Financial assistance from development partners.</p> <p>Private sector support.</p>	<p>Rampant unemployment.</p> <p>High rate of urbanization.</p> <p>Competition for inadequate funds from different sectors/ competing needs.</p> <p>Urban poverty.</p>

<b>BASIC URBAN SERVICES</b> N°1	<b>Project Proposal</b>
	Develop Public-Private Partnership

**LOCATION:** National and Local Urban Authorities.

**DURATION:** 3 years.

**BENEFICIARIES:** National Urban Authorities, Local Authorities and Local Communities.

**IMPLEMENTING PARTNERS:** Ministry of Local government, Ministry of Lands, Housing and Urban Development, Private Sector, Consultants, and UN-HABITAT.

**ESTIMATED COST:** USD 1,000,000.

**BACKGROUND:** The Government of Uganda has emphasized the provision of improved urban services as a priority for urban development. Despite its efforts, provision of services has remained inadequate because it has not involved other stakeholders in particular the private sector. There are many spheres in which central government and local urban authorities can work with the private sector to deliver social services and to provide infrastructural services. Therefore, there is need to develop urban management programmes through public-private partnerships if delivery of basic urban services is to be improved.

**OBJECTIVES:** (1) To improve the delivery of basic urban services by forging public private partnerships in urban areas. (2) To develop a partnership strategy for the participation of stakeholders in delivery of BUS and urban development.

**ACTIVITIES:** (1) Study best practices of public private partnerships from cities in other countries. (2) Create a stakeholder forum in the pilot local urban authorities. (3) Identify priority urban services. (4) Identify possible areas of private sector participation. (5) Establish public private mechanisms. (6) Train stakeholders in the implementation of private public partnerships in order to promote urban development.

**OUTPUTS:** (1) Establishment of Public Private Partnerships in the provision of basic urban services established. (2) Development activities undertaken through these partnerships. (3) Stakeholder participation in urban development increased.

**STAFF REQUIRED:** (1) Town planners. (2) Physical planners. (3) Private sector experts and consultants.

## LOCAL ECONOMIC DEVELOPMENT

STRENGTH	WEAKNESSES	OPPORTUNITIES	THREATS
<b>INSTITUTIONAL SET-UP AND REGULATORY FRAMEWORK</b>			
<p>Existence of physical development plans for local towns.</p> <p>Strategic location of the towns and administrative centres.</p> <p>Existence of human resources.</p> <p>Existence of a Legal Framework that is supportive of economic activities.</p>	<p>Unplanned developments.</p> <p>Inadequate political, administrative and economic governance.</p> <p>Inadequate capacity to collect and generate local revenue.</p> <p>Lack of vision by the councillors within the urban local governments.</p>	<p>Government emphasis on partnership with other countries.</p> <p>Large economic block (East African Community).</p> <p>Tourism potential.</p> <p>Existence of Legal Framework that is supportive of economic activities.</p>	<p>External aggression especially at borders.</p>
<b>RESOURCE MOBILIZATION, PERFORMANCE AND ACCOUNTABILITY</b>			
<p>Existence of industries.</p> <p>Existence of infrastructure.</p> <p>Existence of market for agricultural produce.</p> <p>Existence of banking services.</p> <p>Concentration of population.</p> <p>Funding from government to local authorities.</p>	<p>Inadequate enforcement of the Legal Framework.</p> <p>Narrow taxation base.</p> <p>Informal sector that cannot be adequately taxed.</p> <p>Unproductive population.</p> <p>Financial indebtedness.</p> <p>Political interference and lack of confidence to enforce regulations.</p>	<p>High urbanization rates.</p> <p>Uganda is naturally endowed with minerals.</p> <p>Employment opportunities.</p> <p>Good will and support from Government (Public Private Partnership).</p>	<p>Urban poverty.</p> <p>Climate change.</p> <p>Lack of innovation to create other sources of revenue.</p>

<b>LOCAL ECONOMIC DEVELOPMENT</b> N°1	<b>Project proposal</b>
	Develop Informal Sector Actors into Business Associations

**LOCATION:** Local levels and communities.

**DURATION:** Two years.

**BENEFICIARIES:** National Authorities, Local Authorities and Local Communities.

**IMPLEMENTING PARTNERS:** Estimated Cost: USD 200,000

**BACKGROUND:** Urban areas in Uganda are strategically located and derive their development from a variety of economic activities including formal activities such as trading licenses, cultural heritage, property rates parking fees, market dues, and Informal sector activities such as food vending, foot wear repairs, roadside markets, and petty trading among others.

Inspite of various economic activities, towns have limited financial resources to enhance the local economic development.

There is an apparent shortage of adequate social services such as the state of physical infrastructure like roads, water and electricity that severely constrain the economic development of urban areas. Since the informal sector is most dominant in urban areas, there is need to develop the skills and capacities of the actors in order to transform them into a more sustainable economic sector.

**OBJECTIVES:** (1) To support informal sector actors to develop skills to improve their capacity to manage their businesses. (2) To build the capacity of urban stakeholders to promote local economic development.

**ACTIVITIES:** (1) Initiate preparatory activities for a Local Economic Development Methodology by developing local economic development tools for economic development. Local partners will be selected and trained in the use of these tools. (2) Develop a Local Economic Development Implementation Framework and action plans through consultation with the stakeholders. (3) Implement the Local Economic Development Strategy and Action Plan. (4) Evaluate the local economic development process to establish success areas and where to improve.

**OUTPUTS:** (1) A local strategy for urban areas, an Implementation Framework and Action Plans. (2) Local stakeholders with the capacity to promote local economic development.

**STAFF REQUIRED:** Experts in economics and institutions.

## DISASTER RISKS

STRENGTH	WEAKNESS	OPPORTUNITIES	THREATS
<b>INSTITUTIONAL SET-UP AND REGULATORY FRAMEWORK</b>			
<p>Existence of Policies, Regulations, Standards, and Institutional Frameworks to address Urban Disaster Risk, for example the National Environment Management Authority and the Environment Act.</p> <p>Existence of the Ministry of Disaster Preparedness.</p>	<p>Inadequate capacity of District Disaster Risk Management Committees to effectively respond and manage disaster risks.</p> <p>Weak enforcement of development plans and policies (more reactive than proactive).</p> <p>Inadequate capacity at the ministry to respond to disasters.</p> <p>Inadequate coordination between actors.</p> <p>Cultural attachments.</p>	<p>Public Private Partnership (PPP).</p>	<p>Population explosion.</p> <p>Uncontrolled urbanization.</p> <p>Poor land practices (lack of by-laws).</p>
<b>RESOURCE MOBILIZATION, PERFORMANCE AND ACCOUNTABILITY</b>			
<p>Existing Physical Development Plans.</p> <p>Existence of fire brigade/ fire fighting equipment and facilities.</p>	<p>Political interference.</p> <p>Inadequate community participation.</p> <p>Inadequate fire fighting equipment and facilities.</p> <p>Mismanagement of resources set aside for disaster management.</p> <p>Inadequate research on disasters.</p>	<p>Existence of best practices in other countries.</p> <p>Good will from government and development partners.</p> <p>Growing number of support from Community Based Organizations and Non-Governmental Organizations.</p>	<p>Climate change.</p> <p>Urban poverty</p>

**LOCATION:** Local levels and communities.

**DURATION:** 12 Months.

**BENEFICIARIES:** Local Government Officers, Police Officers, Central Government Officers, and Local Communities.

**IMPLEMENTING PARTNERS:** Ministry of Disaster Preparedness, Local Governments, Civil Society Organizations, and UN-Habitat.

**ESTIMATED COST:** USD 1,000,000.

**BACKGROUND:** Uganda has experienced range disaster occurrences which include: displacement of persons, famine, earthquakes, epidemics, livestock and crop diseases, floods, landslides, and technological accidents among others.

There is urgent need to raise the level of understanding and response to urban disasters for good governance and protection of people and their property.

A comprehensive training for public officers, local leaders, the civil society and communities should be undertaken to respond to disasters.

**OBJECTIVES:** To raise awareness, knowledge and appropriate response on disaster and disaster risks.

**ACTIVITIES:** (1) Comprehensive training needs assessment. (2) Training tools development. (3) Training of trainers and delivery of a rolling training programme. (4) Monitor and evaluate the effectiveness of the programme.

**OUTPUTS:** (1) Improved understanding of disaster risks issues. (2) Capacity to respond to disaster and disaster risk concerns built.

**STAFF REQUIRED:** (1) Experts with knowledge of disaster and disaster risk and response. (2) Local authority staff and selected representatives of communities.

## SAFETY

STRENGTH	WEAKNESS	OPPORTUNITIES	THREATS
<b>INSTITUTIONAL SET-UP AND REGULATORY FRAMEWORK</b>			
<p>Existence of a regulatory framework.</p> <p>Existence of policing agencies.</p> <p>Police provides structures for community policing.</p> <p>Existence of structures and police personnel.</p> <p>Existence of security committees.</p>	<p>Inadequate capacity in the police.</p> <p>Inadequate planning and enforcement.</p> <p>Inadequate community involvement.</p>	<p>Vibrant Civil Society Organizations in advocacy.</p> <p>Global concerns.</p>	<p>Rapid population growth.</p> <p>Urban terrorism.</p> <p>Uncontrolled urbanization.</p> <p>Globalization influences.</p> <p>Drug abuse.</p> <p>Homelessness and landlessness.</p>
<b>RESOURCE MOBILIZATION, PERFORMANCE AND ACCOUNTABILITY</b>			
<p>Availability of social services/ infrastructure.</p> <p>Motorized and Foot Patrol.</p> <p>Capacity building practices for police and security personnel.</p>	<p>Inadequate infrastructure such as street lighting.</p> <p>Inadequate awareness and sensitization.</p> <p>Inadequate housing for the police.</p> <p>Political interference.</p>	<p>Good will from Development Partners for police capacity building.</p> <p>Best Practices, for example community policing.</p>	<p>Urban poverty.</p> <p>High levels of unemployment.</p> <p>Increasing street children and street families.</p> <p>Existence of fraudsters and conmen.</p>

**Project proposal**

Financing Promotion of Massive Awareness and Sensitization on Urban Safety

**LOCATION:** National Local Urban Authorities.

**DURATION:** 2 years

**BENEFICIARIES:** The communities living in the urban authorities.

**IMPLEMENTING PARTNERS:** Uganda Police Force, UN-Habitat, Local Authorities, Media Houses, Non-Governmental organizations, and Community Based Organizations.

**ESTIMATED COST:** Background: Urban safety is an important aspect of urban development. Most of the urban areas where slums are located lack urban safety mechanisms to protect people from physical harm.

With increasing population within the country, there is a need to increase the security of those living within the different communities.

In the past, foot patrols and detachments were used to help maintain law and order within the community, but with modernization of the police force, several programmes have been initiated within the community to improve the security of the whole community. There is need to raise awareness of the community on the roles and responsibilities of the police.

**OBJECTIVES:** (1) To create awareness on the roles and responsibilities of the police. (2) To bridge the gap between the police and the communities that they serve. (3) To increase financing on urban safety management.

**ACTIVITIES:** (1) Community sensitization by the police through public gatherings. (2) Liaising with different media houses to air sensitization talk shows by the police.

**EXPECTED OUTPUT:** A well sensitized community that can work closely with the police in handling safety issues within the community.

**REQUIRED STAFF:** (1) Local Urban Authorities. (2) Uganda Police Sensitization Team. (3) Local leaders within the community.

## SLUMS AND SHELTER

STRENGTH	WEAKNESS	OPPORTUNITIES	THREATS
<b>INSTITUTIONAL SET-UP, REGULATORY FRAMEWORK</b>			
<p>Existence of Slum Upgrading Strategies.</p> <p>The various ongoing slum upgrading projects and programmes.</p>	<p>Poor co-ordination between the agencies dealing with planning.</p> <p>Existing land tenure system accelerates slum development.</p> <p>Uncoordinated and conflicting mandates.</p> <p>Shortage of qualified professional staff to manage large urban areas.</p> <p>Uncoordinated laws.</p> <p>Inadequate implementation of the National Slum Upgrading Strategy.</p> <p>Inadequate capacity in the housing sector.</p>	<p>A National Housing Policy is in the process.</p> <p>Condominium Law is in place.</p>	<p>Lack of a National Housing Policy.</p> <p>Population growth coupled with lack of institutional capacity to provide urban services.</p> <p>Cultural attachment to slums.</p>
<b>RESOURCE MOBILIZATION, PERFORMANCE AND ACCOUNTABILITY</b>			
<p>Government support as regards to slum upgrading programmes.</p> <p>Existence of Non-Governmental, Faith Based and Community Based Organizations and their support in housing development.</p>	<p>Lack of transparency among the Government and local authorities in handling resources allocated for slum upgrading.</p> <p>Inadequate awareness of policies in place.</p>	<p>Assistance and willingness from development partners.</p> <p>Local initiatives such as Act Together.</p>	<p>Political interference.</p> <p>High rates of urban poverty and unemployment.</p> <p>Increasing investment in middle and high income housing.</p> <p>Inadequate budget for housing development from the government.</p>

**LOCATION:** National Local Urban Authorities

**DURATION:** 5 years

**BENEFICIARIES:** The communities living in slums in all urban centres of the country.

**IMPLEMENTING PARTNERS:** Ministry of Lands, Housing and Urban Development, Ministry of Local Government, UN-Habitat, NGOs dealing with housing, and the private sector.

**ESTIMATED COST:** USD 4,000,000

**BACKGROUND:** Housing is one of the basic needs of all human beings and is also one of the best indicators of a person's standard of living and of his or her place in society. One of the Millennium Development Goals is to improve the lives of 100 million slum dwellers by the year 2020. The rapid urbanization in major urban centres of Uganda unfortunately has not matched with the capacity for the local authorities to plan and manage urban growth. Most slums are characterized by poor housing structures with poor or no toilet facilities. The poor housing conditions in the slums are caused mainly by unemployment and urban poverty and based on this, there is a need to develop a sustainable financing Strategy for slum upgrading based on the use of national and local resources and on the enhancement of the economic possibilities intrinsic on slums.

**OBJECTIVES:** (1) To develop a sustainable long term financing strategy for slum upgrading and economic development. (2) To improve the lives of those living in slum areas in different urban areas of Uganda.

**ACTIVITIES:** (1) Sensitizing the community about the National Slum Upgrading Strategy. (2) Identifying different consultants. (3) Researching best practices and learning lessons from other countries and from successful Ugandan experiences. (4) Developing pilot projects to test strategies.

**EXPECTED OUTPUTS:** (1) A community that is well sensitized about the slum upgrading strategy. (2) Practical best practices. (3) Pilot projects developed. (3) Increased funds to address slum dwellers priority needs

**REQUIRED STAFF:** (1) Housing experts. (2) Physical planners. (3) Sociologists. (4) Non-Governmental Organizations involved in the housing sector. (5) Experts in economics and finance and financing institutions.

# LAND

STRENGTH	WEAKNESS	OPPORTUNITIES	THREATS
<b>INSTITUTIONAL SET-UP, REGULATORY FRAMEWORK</b>			
<p>The existing legal framework propels development, for example the Physical Planning Act.</p> <p>Existing land management institutions, for example Area Land Committees, District Land Boards, and District Land Tribunals.</p> <p>Existence of the land use policy.</p>	<p>Inadequate capacity.</p> <p>Lack of a land management information system in towns.</p> <p>Unplanned developments/un-implemented plans.</p> <p>Inadequate legal framework.</p> <p>Difficulty in accessing public land for urban development.</p> <p>Poor co-ordination between agencies dealing with land.</p> <p>Uneven development of land.</p>	<p>The Ministry of Lands is in the process of developing a Land Use Policy.</p> <p>Government support towards land development.</p> <p>Availability of public land.</p>	<p>Ignorance of the law.</p> <p>Land wrangles and disputes.</p> <p>Inadequate representation on land committees.</p> <p>Population explosion.</p> <p>Cultural and social attachment to land ownership and utilization especially by women.</p>
<b>RESOURCE MOBILIZATION, PERFORMANCE AND ACCOUNTABILITY</b>			
<p>Availability of public land.</p> <p>Growing private sector.</p>	<p>Weak enforcement of laws that are in place.</p> <p>Poor land valuation/land speculation.</p> <p>Loss of revenue resulting from changing of land tenure rights, for example from leasehold to freehold.</p>	<p>Existence of Development partners, for example the Cities Alliance, UN- HABITAT, World Bank, and Slum Dwellers International.</p>	<p>Political interference in resource allocation and Planning.</p> <p>Urban poverty and unemployment.</p> <p>The legal provision to convert land from leasehold to freehold on urban land.</p> <p>Weak enforcement resulting in the encroachment on fragile land by the community.</p>

<b>LAND</b> N°1	<b>Project proposal</b>
	Financing the Development of Integrated Land Management System

**LOCATION:** Local Urban Councils and National Level.

**DURATION:** Four Years.

**BENEFICIARIES:** Local Governments, Central Government, Private Sector,-and Local Communities.

**IMPLEMENTING PARTNERS:** Ministry of Lands, Housing and Urban Development, Ministry of Local Government, the Private Sector, Local Governments, Civil Society Organizations, and UN-HABITAT.

**ESTIMATED COST:** USD 5,000,000

**BACKGROUND:** Urban development in Uganda depends on proper land use management and policy guidelines. However, there are a number of constraints that have affected urban development due to how land is owned utilized and managed. These include: Slow development of a National Land Use Policy to guide urban development, inadequate capacity of the existing institutions for land management and administration at the National and Local Government levels, low levels of information on land issues, including land rights and obligations, and out dated information on land including cadastral maps, topographical maps, district maps, and bureaucracy in accessing land information.

**OBJECTIVES:** (1) To build capacity to strengthen land management and administrative structures. (2) To simplify procedures that can be used to access land information.

**ACTIVITIES:** (1) Identify training needs and gaps in all local urban councils. (2) Identify the existing information on land. (3) Identify and purchase Information Technology it equipment. (4) Train staff. (5) Develop demonstration pilot projects for replication. (6) Pilot project implementation.

**OUTPUTS:** The main output will be an integrated Land Information System and built capacity for land management and administration.

**STAFF REQUIRED:** (1) IT experts. (2) Trainers.

## GENDER AND HIV/AIDS

STRENGTH	WEAKNESS	OPPORTUNITIES	THREATS
<b>INSTITUTIONAL SET-UP AND REGULATORY FRAMEWORK</b>			
<p>Legal framework recognizing Gender.</p> <p>Ongoing Gender mainstreaming in all sectors and programmes.</p> <p>Affirmative Action.</p> <p>Alliance of Mayors' Initiative for Community Action on AIDS at the Local Level (AMICAALL).</p>	<p>Inadequate structures to take care of Gender and HIV/AIDS issues.</p> <p>Inadequate coordination of major players including Community Based Organizations, the private sector and the public sector.</p> <p>Inadequate support system by Urban Councils to children orphaned by HIV/AIDS or women who have been widowed by the disease.</p> <p>Male dominated culture.</p>	<p>International conventions that Uganda subscribes to especially on Gender.</p> <p>Existence of fully fledged Ministry of Gender, Labour and Social Development.</p> <p>Willing population to accept gender related issues in development.</p> <p>Critical focus on HIV/AIDS by different actors.</p> <p>Increasing number of women in urban councils.</p>	<p>Recent developments in the fight against HIV/AIDS have made people relaxed.</p> <p>Failure for people to know their HIV/AIDS status.</p>
<b>RESOURCE MOBILIZATION, PERFORMANCE AND ACCOUNTABILITY</b>			
<p>Ongoing review of gender monitoring indicators.</p> <p>Existence of capacity building on gender and HIV/AIDS issues.</p> <p>Existence of Savings and Credit Cooperations and Women and Youth Groups.</p> <p>Support from Non-Governmental and Faith Based organizations for implementation of gender mainstreaming processes.</p>	<p>Misunderstanding of the gender concept to mean 'Women'.</p> <p>Inadequate gender segregated data.</p> <p>Misuse of resources meant for Gender and HIV/AIDS activities.</p>	<p>Good will from development partners.</p> <p>Increasing representation of women in decision making processes.</p> <p>Reduction in stigmatization of people living with HIV/AIDS.</p>	<p>Withdrawal of external support and increase in administrative costs.</p> <p>Declining support from development partners.</p> <p>Rampant urban poverty among many urban dwellers.</p> <p>Existence of retrogressive cultural beliefs and practices for example widow inheritance.</p>

<b>GENDER HIV/AIDS N°1</b>	<b>Project proposal</b>
	Developing a National Data Base for Gender Segregated Data

**LOCATION:** National Local Urban Authorities.

**DURATION:** 2 years.

**BENEFICIARIES:** The urban authorities in all towns, the Ministry of Gender, Labour and Social Welfare, Ministry of Local Government, Ministry of Disaster Preparedness and Refugees, Ministry of Health, and all other ministries in the country and the local communities.

**IMPLEMENTING PARTNERS:** All urban authorities in the respective towns, the Ministry of Gender, Labour and Social welfare, UN-Habitat, Non-Governmental Organizations, Community Based Organizations, and Uganda Bureau of Statistics.

**ESTIMATED COST:** USD 500,000

**BACKGROUND:** Traditional practices and stereotyped social cultural perceptions contribute to gender disparities in Uganda. Women are under-represented at all levels of decision making which continue to be male dominated.

The Gender Policy on HIV/ AIDS was designed to guide and direct at all levels of planning, resource allocation and implementation of development programmes with a gender perspective in the whole country and has been fundamental in propelling women's rights but is lacking the required disaggregated data to move the work further ahead. This makes it difficult for local authorities to assess implications and the impact of urban service delivery. It constrains accountability, responsiveness and monitoring effectiveness of service providers.

**OBJECTIVE:** (1) To have an up-to-date national gender data base with disaggregated data for all urban authorities which can be used to develop and monitor performance based on accountability by local authorities in urban service delivery for gender and HIV/AIDS aspects. (2) To train local government service providers to be able to collect data on services delivered and analyze disaggregated data to assess their effectiveness.

**ACTIVITIES:** (1) Sensitize the community about the data base to be designed and the role they will play. (2) Identify consultants that will take on the work of formulating and setting up a data base. (3) Identify a pilot local urban authority. (4) Conduct Training Needs Assessment. (5) Prepare of training tools. (6) Develop guidelines for replication in other local authorities. (7) Train local government officers in monitoring and

evaluation. (8) Implement the project based on the stages that were agreed upon.

**EXPECTED OUTPUT:** A well designed and functioning data base.

**REQUIRED STAFF:** (1) Gender experts. (2) Staff of Ministry of Gender, Labour and Social development. (3) Ministry of Local Government. (4) Information Technology experts. (5) The communities. (6) Short term trainers.

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## ATTENDANCE LIST FOR PARTICIPANTS IN THE NATIONAL URBAN PROFILING WORKSHOP AT CITY ROYAL HOTEL BUGOLOBI ON 19 MAY 2011

NO	NAME	ORGANIZATION	DESIGNATION
01	Mabala Samuel	Ministry of Lands, Housing and Urban Development	Commissioner
02	Sommer Kerstin	UN-Habitat	Program Officer
03	Grace Mukwaya	Ministry of Lands, Housing and Urban Development	Urban Officer
04	Nantongo Harimah	UHBA	Administrator
05	Arthur Abigaba	Ministry of Lands, Housing and Urban Development	Urban Office
06	Namwihiri Felistas.H	Ministry of Lands, Housing and Urban Development	PO
07	Kayushabe Jane	Ministry of Lands, Housing and Urban Development	Secretary
08	Ocuwa Pius	ISLM	Ag. Principal
09	Ssakinja Marriam	Office of the Prime Minister	Economist
10	Khaukha Godfery	Kampala City Traders Association	Exe-Coordinator
11	Obita Julius	Consultant	Associate
12	Richard Busaule	Consultant	Research Assistant
13	Sarah Ibanda	Act Together	Director
14	Mambafu Fred	Mbarara Municipal Council	Physical Planner
15	Byamukama Wilson	Ministry of Lands, Housing and Urban Development	Statician
16	Mukite Rosemary	Ministry of Lands, Housing and Urban Development	PUO
17	Waiswa Richard	National Forestry Authority	CCMS
18	Dramani Santino	Ministry of Lands, Housing and Urban Development	Ag ACHS (O)
19	Kureeba David	NAPE	Programme Officer
20	Bazira Rhoda	ISLM	Lecturer
21	Onoria Robert	UCA	Project Officer
22	Olowo Steven	Ministry of Lands, Housing and Urban Development	Urban Officer
23	Herbert Nabaasa	National Environmental Management Authority	DSO
24	Bogere Stephen. M	Ministry of Lands, Housing and Urban Development	S/SOC
25	Awuzu Wilson	Consultant	Associate Consultant
26	Katsigaire S	Ministry of Lands, Housing and Urban Development	D/RPUD
27	Kidega denis	Ministry of Lands, Housing and Urban Development	Urban Officer

28	Sebuyira John	Ministry of Lands, Housing and Urban Development	SUO
29	Ocaya Samuel Owen	Kitgum TC	T.E for P.P
30	Architect Joel Kateregga	Echo-Shelter and Environmental Consultants	Director
31	Auma Prisca Imat	Consultant	Research Assistant
32	Haji Barious Issa	Mbarara M. C	D/Mayor
33	Diana Kakwera	Ministry of Tourism T. & Industry	I. Officer
34	Margaret Walusimbi	MIHUD	S/PP
35	Achom Ann .O	MLHUD	P.O
36	Florence T. Muhwezi	MLHUD	P.T.O
37	R . Nsumba-Lyazi	MOES	CSE/PSS
38	Wakooli Watson	MWE	S / Staff
39	Barybwa. H	MGLSD	Ag DSP
40	Peter Wegalo	UN-HABITAT	HPM
41	Esther Namono	MOLHUD	P.O
42	Kasswara S	UAAU	Economist
43	Serunjogi Steven	U.I.PE	Engineer
44	Veina Mwinganisa	NHCCL	Architect
45	Moses Banduga	Makerere	Associate Consultant
46	Hannington Ssengendo	Makerere	Lead Consultant
47	Amono Doreen	MLHUD	VLA
48	Twinamatsiko Smith	MLHUD	Economist
49	Kihembo Edson	MLHUD	P.O



## UGANDA NATIONAL URBAN PROFILE

The Uganda Urban Profiling consists of an accelerated, action-oriented assessment of urban conditions, focusing on priority needs, capacity gaps, and existing institutional responses at local and national levels. The purpose of the study is to develop urban poverty reduction policies at local, national, and regional levels, through an assessment of needs and response mechanisms, and as a contribution to the wider-ranging implementation of the Millennium Development Goals. The study is based on analysis of existing data and a series of interviews with all relevant urban stakeholders, including local communities and institutions, civil society, the private sector, development partners, academics, and others. The consultation typically results in a collective agreement on priorities and their development into proposed capacity-building and other projects that are all aimed at urban poverty reduction. The urban profiling is being implemented in 30 ACP (Africa, Caribbean, Pacific) countries, offering an opportunity for comparative regional analysis. Once completed, this series of studies will provide a framework for central and local authorities and urban actors, as well as donors and external support agencies.

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