

REPUBLIC OF UGANDA

MINISTRY OF LANDS, HOUSING & URBAN DEVELOPMENT

Uganda Support to Municipal Infrastructure Development Program



Program Achievements in Pictures

CONTENTS



REPUBLIC OF UGANDA

Ministry of Lands, Housing & Urban Development

- 4 Vision 2040 Envisages an Urbanized Uganda
- 5 Improving infrastructure in Municipalities key to economic growth
- 6 Word from Program Coordinator
- 7 USMID at a glance
- 8 Location of the 14 Municipalities
- 9 Key facts and figures



10 Arua



14 Entebbe



18 Fort Portal



22 Gulu



26 Hoima



30 Jinja



34 Kabale



38 Lira



42 Masaka



46 Mbale



50 Mbarara



54 Moroto



58 Soroti



62 Tororo



H.E. Yoweri Kaguta Museveni,
President of the Republic of Uganda



REPUBLIC OF UGANDA

Ministry of Lands, Housing &
Urban Development

TOP MANAGEMENT



Hon. Amongi Betty Ongom,
Minister of Lands, Housing & Urban Development



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Minister of State for Lands



Hon. Dr. Chris Baryomunsi,
Minister of State for Housing



Hon. Isaac Musumba,
Minister of State for Urban
Development



Dorcas W. Okalany,
Permanent Secretary

VISION 2040 ENVISAGES AN URBANIZED UGANDA

Globally, about 55% of the World Population stays in urban areas and this trend is expected to increase to 66 per cent by 2050. Uganda, just like many other countries is experiencing rapid urban agglomeration of Kampala City, all Municipalities, Town Councils and Town Boards.

This state of affairs presents to us, opportunities and challenges but if well managed, the growth of urban centres offers more important opportunities for economic development and for expanding access to basic services, including health care, water, education, employment, among others.

In 2017, my Ministry developed the National Urban Policy as a framework that guides urban focused interventions to promote sustainable, spatially integrated and orderly development of urban areas in Uganda. The policy is cognizant of the fact that half of Uganda's population will be living in urban areas by 2050.

To match with this trend of urbanization, all stakeholders Government and Non-Government including the Private sector need to formulate different initiatives to achieve balanced development, good governance and sustainable quality of life of the urban population.

The Ministry of Lands, Housing and Urban Development, therefore, initiated a number of special projects that include Uganda Support to Municipal Infrastructure Development (USMID) Program, Competitive Enterprise Development Project (CEDP), Albertine Region Sustainable Development Project (ARSDP) among others to improve on urban service delivery. All these projects are supported by the World Bank (IDA).

The implementation of USMID has been a land mark in building the capacity of Municipal Local Governments to develop urban infrastructure that are commensurate with the local priorities. A number of lessons have been drawn to be scaled in the entire country. The lessons range from infrastructure design, development and governance of modern urban authorities as engines of socio-economic transformation.



**Hon. Amongi Betty Ongom,
Minister of Lands, Housing & Urban
Development**

As we enter into the second five-year phase of USMID, the Government of Uganda, and my Ministry in particular would like to appreciate our development partners especially the World Bank (IDA) for their continued support.

With more commitment and support from all stakeholders, all these interventions shall propel our Country to Middle-Income Status.

**Hon. Amongi Betty Ongom,
Minister of Lands, Housing & Urban
Development**

IMPROVING INFRASTRUCTURE IN MUNICIPALITIES KEY TO ECONOMIC GROWTH

After five years of deliberate efforts to transform 14 Municipal Local Governments with local access and economic infrastructure, the Ministry of Lands, Housing and Urban Development is now confident that the supported Municipal Local Governments have built enough capacity to significantly contribute to the social-economic development of our country.

Through the USMID program, the Ministry has contributed to the rehabilitation and development of Municipality roads; bus, taxi and lorry parks; drainage and street lights, among others. The program that just ended in December 2018, was implemented in a context where Uganda since 1986 had experienced high economic growth, poverty reduction and an average annual GDP growth of 8.1% over the last six years.

With the overall Program objective of enhancing the institutional performance of Municipal Councils to improve urban service delivery, the beneficiary Municipal Councils have been Arua, Lira, Gulu, Soroti, Entebbe, Mbale, Tororo, Jinja, Masaka, Hoima, Fort Portal, Mbarara, Kabale and Moroto. According to the second NDP 2015/16 - 2019/20, infrastructure is one of the planned priority investments that the Government considers to have the greatest multiplier effect on the economy. Others are minerals, oil and gas, agriculture, tourism and human capital development. The Government, therefore, upholds infrastructure and human capital development as fundamental enablers for the socio-economic transformation of the country.

At the Ministry, we believe that an increased number and quality of local access and economic infrastructure shall enable accelerated growth and competitiveness of the Urban cities we have supported and continue to support.

Prior to the support, the urban cities had no capacity to attract investment necessary for development, job creation and productivity. At the current state, they have gained a fundamental prerequisite for growth and productivity, hence enabling them to benefit from economies of scale. With Urban Development comes public acceptability and service improvement in a sustainable environment hence government benefiting from an improved revenue collection.

So, as we enter into the five years phase of USMID, we are proud to relate to and with urban Municipal councils who have strengthened their fidu-



Dorcas W. Okalany,
Permanent Secretary

ciary, safeguards, Urban planning and own-source revenue generation. At the center of our achievement is our staff. I appreciate the work done by our staff at the Ministry and the team at PST for successfully implementing the program.

The Ministry is also indebted to the World Bank Group for the support towards among many other things the urban development sector and the land registration and administration sector. The World Bank has supported our Ministry through the CEDP, USMID & ARSDP projects. We pay tribute to them.

Dorcas W. Okalany,
Permanent Secretary

USMID: ENHANCING INSTITUTIONAL CAPACITY OF 14 MUNICIPALITIES

At the commencement of the USMID program in September 2013, key urban infrastructure in major Municipalities in Uganda were appalling. The main reasons for this poor state of infrastructure was the low funding levels and the inadequate institutional capacity of the Municipalities to deliver the necessary urban services to the Municipality dwellers.

The state of roads was poor, solid waste management was poor, storm drainage was inadequate, local government offices were ill-equipped, economic infrastructure such as bus terminals, taxi parks, markets were dilapidated. Moreover, the Ministry of Lands, Housing and Urban Development which has the overarching role of urban development did not have enough institutional capacity to provide enough support for urban development in these local governments.

The USMID Program was, therefore, set out to enhance the institutional capacity of 14 Municipalities in order to improve urban service delivery. Furthermore, the program intended to build the capacity of the Ministry of Lands, Housing and Urban Development to enable it deliver its mandate of urban development. The program implementation arrangements were carefully designed to allow use of already established government policies such as decentralized management of government programs, procurement using national procurement regulations, etc. The program focused on rehabilitation of urban infrastructure which took up about 85% of the total program cost of US\$138.3 million. The program was implemented using the Program for Results (PforR) approach where resources are disbursed in direct proportion to the performance of the participating local governments. This meant that better performing Municipalities were rewarded more resources as a result of better performance while poor performing Municipalities were penalized for poor performance. This facilitated constructive competition amongst participating Municipalities for resources through better performance.

This pictorial report gives a snapshot of the results and outputs that have been achieved over the five year program period September 2013 to December 2018. There has been significant improvement of urban infrastructure but also improved institutional capacity of both the 14 Municipalities and the Ministry of Lands, Housing and Urban Development. This was made possible by the concerted efforts of the Ministry of Lands, Housing and Urban Development leadership, the Program Support Team (PST), the 14



ENG. DR ISAAC MUTENYO,
Program Coordinator

Program Municipalities, the Program Technical Committee that is made up of key sector actors like Ministry of Finance Planning and Economic Development, Ministry of Local Government, Ministry of Works and Transport, Local Government Finance Commission, PPDA, NEMA and UAAU. Additional support was provided from government oversight inspection agencies, notably IGG and OAG. To all these we say thank you.

As the program is rolling over to another five years we pledge full-scale commitment to complete any unfinished business and to deliver all the new plans for the five year period successfully.

USMID TRANSFORMS MUNICIPALITIES AND BUSINESSES BLOSSOM

The Uganda Support to Municipal Infrastructure Development Program (USMID) was initiated to enhance the institutional performance of Local Governments in order to improve urban service delivery. The program saw the disbursement of a grant to 14 municipalities across the country for investment in urban infrastructure, designed in such a way as to leverage and incentivize improved institutional and delivery performance of the urban centres. This grant is known as the Municipal Development Grant (MDG).

The second grant is the Municipal Capacity Building Grant (MCBG), amounting to about 7% of the MDG. This provided municipalities with the resources to access the capacity building inputs that are required to achieve the performance that the MDG will incentivize.

The USMID also involves a range of administration, oversight and support activities undertaken by the relevant central government entities responsible for the various elements of the implementation of the program.

The first phase of USMID started in the Financial year 2013 for five years at a total cost of US\$160m. The

main aim of USMID is to enhance the capacity of the targeted municipalities to improve urban service delivery in the context of a rapidly urbanizing society in which significant service delivery responsibilities have been decentralized.

The program covers 14 municipalities, has been implemented under the Ministry of Lands, Housing and Urban Development and funded by the World Bank.

THE 14 BENEFICIARY MUNICIPALITIES

1	Arua
2	Entebbe
3	Fort Portal
4	Gulu
5	Hoima
6	Jinja
7	Kabale
8	Lira
9	Masaka
10	Mbale
11	Mbarara
12	Moroto
13	Soroti
14	Tororo



LOCATION OF THE 14 MUNICIPALITIES



KEY FACTS AND FIGURES



78KM

(2-lane) with the associated road infrastructure which includes both covered lined and open lined drains constructed



111.2KM

paved pedestrian walkways



45.3KM

of cycle lanes



2,633

solar street lights installed



1,300

trash cans provided



56,400 M³

of green areas planted



1,925

trees planted



6

economic infrastructure (a bus park, a green park and 5 taxi parks) completed

Source: <http://documents.worldbank.org/curated/en/338041542767837618/pdf/Disclosable-Version-of-the-ISR-Uganda-Support-to-Municipal-Infrastructure-Development-Program-P117876-Sequence-No-12.pdf>



ARUA MUNICIPALITY

The newly constructed
Arua Taxi Park





ARUA

Arua is the biggest town in West Nile in the north-western part of the country. Under USMID, infrastructure has been improved and the town is well lit. A new taxi park with capacity for 48 taxis has been constructed. It has additional parking capacity of 13 private cars with 119 lock-up shops, one restaurant and one supermarket. Five toilets exist and four shades where people can wait from. The taxi park has a standby 45kva generator. The municipal council's buildings were also improved as well as the capacity building of the staff. The community is excited about the infrastructure. Geoffrey Candia is a shop owner on Idi Amin Road and says that the lighting on the streets has enabled them work long hours and thereby improving their income. "We can now open our shops till very late in the night because of these lights. Our security has improved and people can shop till late," he says.



Enyau Road has helped in decongesting the municipality



Lemerijoa Roundabout in Arua Municipality



Lemerijoa Road



Arua Taxi Park under construction



An aerial view of Arua Taxi Park



Arua Municipality renovated offices by USMID



ENTEBBE MUNICIPALITY

Church Road





ENTEBBE

The 1.6km Church Road in the quiet environs of Entebbe Municipality- the gateway to Uganda's international airport is a beauty to behold.

Built under the USMID World Bank funded program, Church Road is one of eight roads that have been upgraded. The other roads that have been constructed, according to Mr. Brian Angura, the program road overseer, include, Mwaula, Teams, Nyondo, Serumaga, Having A, Lutwama, Fulu and Busudde Rise.

The Entebbe Kitoro taxi park which accommodates 50 taxis with 164 lock-up shops is about to be commissioned complete with lifts, says Byarugaba Muzamiru, the materials engineer. Mr. Samson Serukuma, the USMID Coordinator who is also the agriculture officer Entebbe said all the roads are fitted with street lights, trash bins and walkways. He said that the council hall which accommodates 100 people and is used by the general public to read and carry out research has been provided with chairs and a public address system.

Under the USMID program, Entebbe Municipal Council has established a proper records section with two sections which has led to improved record keeping. "We are really happy with this USMID program as it has helped to build the capacity of the staff. We have also installed a security CCTV system with 32 cameras," he added.



A CCTV system with 32 cameras was installed at Entebbe Municipal Council using funds provided by USMID



Church Road, Entebbe



Entebbe Kitoro taxi park



Church Road, Entebbe before redevelopment



USMID provided a large format printer to the Physical Planning Department



FORT PORTAL MUNICIPALITY

Rukiidi III Road with a
green belt





GOVERNMENT OF THE REPUBLIC OF UGANDA
MINISTRY OF LANDS, HOUSING & URBAN DEVELOPMENT

PROJECT: UGANDA IMPROVE URBAN INFRASTRUCTURE DEVELOPMENT URBID PROJECT:
CONSTRUCTION OF URBAN INFRASTRUCTURE DATA FOR FORT PORTAL MUNICIPALITY
1. RESURFACING OF ROAD 10 (2.20KM), 2. PAVING OF WALKING LOOP PARK
3. CONSTRUCTION OF WALKING LOOP PARK BUILDING AND SOLAR STREET LIGHTING
CONTRACT NO. MCT/10/010/01/00000101 - 2017/2018

CLIENT: FORT PORTAL MUNICIPAL COUNCIL

FINANCER: WORLD BANK AND GOVERNMENT OF REPUBLIC OF UGANDA

CONSULTANT: CONTINUUM engineering limited

CONTRACTOR: A. HASSAN (PVT) LTD. (U.S.A.)
GENERAL CONTRACTOR

DURATION: NINE (9) MONTHS
COMPLETION DATE: JULY 2018

SCOPE OF WORKS: SURFACE WORKS: EARTH WORKS, NATURAL GRAVEL SUB-BASE, CRUSHED STONE BASE, PRECAST ASPHALT WEARING COURSE, CONSTRUCTION OF SIDE WALKS AND ANCILLARY ROAD WORKS INCLUDING STREET LIGHTS AMONG OTHERS.

WARNING: HIV/AIDS KILLS
DRIVE RESPONSIBLY LIVE RESPONSIBLY

WORK PRO
AL-NUM

FORT PORTAL

It is a market day at Kabundaire on Wednesday in the all-weather, beautiful town of Fort Portal, Kabarole District and business is booming following the construction of the Nyakana and Rukidi roads under the Uganda Support to Municipality Infrastructure Development (USMID) program. The program which covers 14 municipalities, is being implemented under the Ministry of Lands, Housing and Urban Development and is funded by the World Bank.

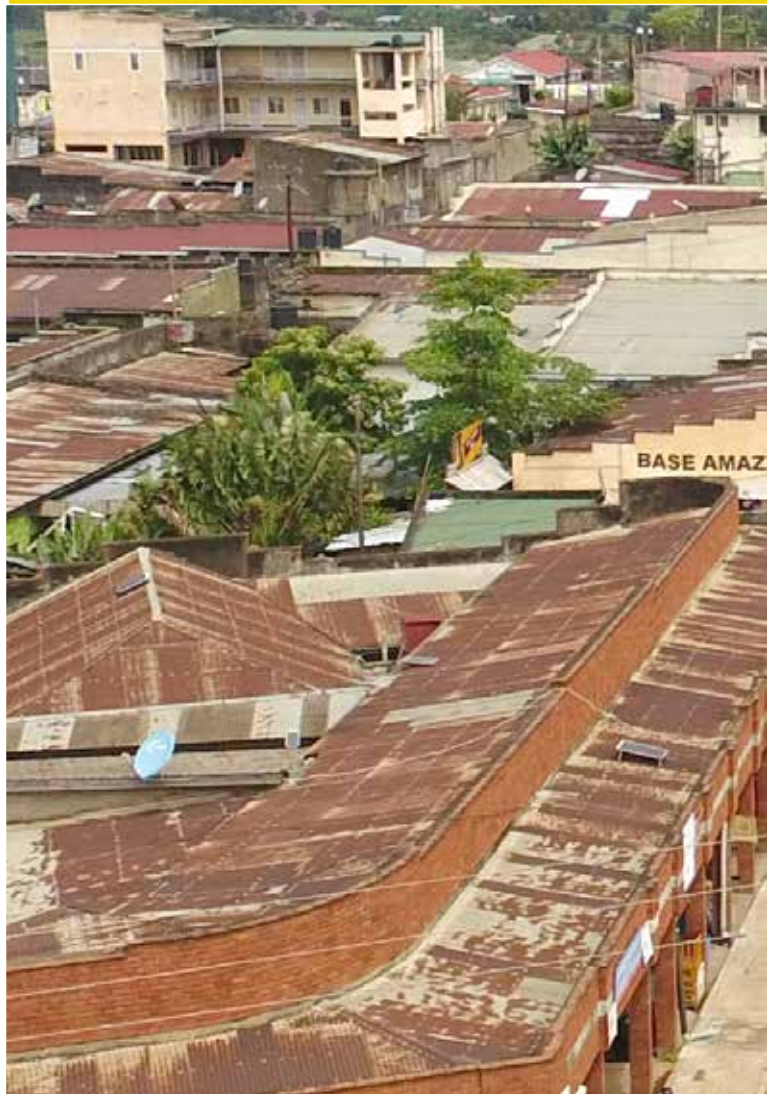
The increased economic activities have further been facilitated by the installation of solar powered street lights which the traders and residents say enable them to trade during day and night hours. “We are particularly thankful to USMID and the World Bank management for the support they have extended to this part of the country to carry out meaningful infrastructure development. The residents and traders are extremely happy because of the tangible benefits in terms of increased trade and income because of the good accessible and lit streets/roads,” says Ms. Alice Komuntaro, the Senior Community Development Officer who is also the USMID Coordinator in Fort Portal Municipality.

“We had a good market at Kabundaire, which was not occupied because of the sorry state of the roads. But now you can see the market is full because of the USMID support to improve our roads and also provision of street lights,” she explained.

Because of the USMID infrastructure development interventions and support, according to the Town Clerk, Mr. Ndimo Deo Ndimurwango, government has approved Fort Portal Municipality to be elevated to tourism city status. Other areas that have benefited from the program include, the Kabundaire Lorry Park.



Nyakana-Kagote Road



Rukiidi 3 Road



The paved, solar-lit Fort Portal lorry taxi park and lock-up shops



Nyakana Road




**GULU
MUNICIPALITY**

Sir Samuel Baker Road





GULU

Gulu is located in northern Uganda and was the epicenter of the Lords Resistance Army insurgency. It is a booming town with now well marked roads. Property rates have significantly gone up since USMID funded the infrastructure in the town. “Plots here are going for Shs200m. It is a very big increase from less than Shs50 million before the commencement of the USMID program. The roads have also opened up business opportunities in areas where they didn’t exist a while ago,” says David Labeja, a businessman in Gulu. “I hope that Gulu can now become a city instead of being a municipality because we now have the infrastructure needed for the city. I would love them to construct more roads,” says Mary Lakor, a kiosk owner in town.



Crane Avenue in Gulu Municipality before and after USMID intervention



Lumumba Avenue



Ring Road



The roundabout connecting Sir Samuel Baker Road and Ring Road is well-lit, which has improved safety in the municipality



Oponya Walter Road



A pedestrian on a walkway along Dr. Onkolit Road

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HOIMA MUNICIPALITY

Persy Road







Government Road

HOIMA

Hoima is located in western Uganda and the biggest town nearest to Uganda's oil fields in Buliisa in the Albertine region. The road infrastructure has led to increased income as approximately Shs6m is raised every month from parking fees. This is a new source of revenue for the municipality. Areas that had been residential are turning commercial after the construction of roads, which raised value of the properties. Plots of land, which were going for Shs15m are now going for Shs60m where the roads have been constructed. How-

ever, the municipality is moving some business such as motor repairers off the newly built roads into industrial park in Kiryateete. This will keep roads cleaner but also lead to the development of the industrial park.

Apart from roads, Hoima is also getting a testing lab where building materials and water among others will be tested. At the moment, testing is done in Kampala, which is about four hours away by road.



Old Tooro Road



Old Tooro Road



Coronation Road



JINJA MUNICIPALITY

Nalufenya Clive
West Road





JINJA

Jinja is an industrial town in eastern Uganda and home to the Source of the Nile. By the time of documenting Jinja, most of the infrastructure was under construction. Main Street and Engineer Zikusooka Road were being worked on. However, some roads had been completed such as the Nalufenya Clive West Road. “When the works are complete, our town will

look much better and we hope that will attract more people to town, which will improve our earnings,” says Sulaiman Matega, a boda boda rider. “Better roads will lead to less accidents. I hope they won’t chase us away from town,” he added.



Eng. Zikusooka Road under construction



Main Street under construction



Nalufenya Road in Jinja, before and after redevelopment by USMID



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KABALE MUNICIPALITY

Kigongi Road







KABALE

Kabale Municipality has also registered tremendous benefits under the USMID program according to the youthful town Mayor, Byabugisha Sentaro. Several roads and a bridge have been constructed and survey equipment provided to ensure internal capacity to survey lands, to print maps and generate accurate and precise coordinates.

Among the roads built include Kigongi, Nyerere, Bank Lane, Nkunda and Keyita Roads. Mr. Alfred Ahimbisibwe, the program coordinator in Kabale was happy to note that staff are also working under a good environment following the refurbishing of the Kabale Council hall and equipping offices with computers and printers.



Nyerere Avenue



Nyerere Avenue




**LIRA
MUNICIPALITY**

The completed Obote
Avenue





LIRA

Lira is located in northern Uganda. USMID funded the construction of roads, the Lira Coronation Park —a green area that is now being competed for by entrepreneurs so that they take over its management —as well as renovation of infrastructure. The roads have increased revenue for the municipality from Shs1.5b to Shs2.4b annually according to Abirebe Assy Tumwesigire, the Lira Town Clerk. “The Coronation Park will significantly increase our revenue. It can host

a couple of events and business people are very interested in managing it on our behalf,” he explains. With street lights operational, the town now is open for business for longer hours. Lira managed to extend lights beyond USMID scope due to the interest they earned from the bank. “We earned interest on the money USMID gave us which enabled us to buy 36 lights and work on some roads that were out of USMID program scope,” explains the Town Clerk.



A Roundabout along Obote Avenue



The renovated Lira Community Hall



Oyam Road furnished with a pedestrian walkway



Lira Coronation Park under construction



Obote Road under construction



Oyam Road


**MASAKA
MUNICIPALITY**

Buddu Street





MASAKA

In Masaka Municipality, Buddu Street a hitherto dilapidated ghost narrow road has been given a facelift and has now been transformed into one of the best roads. Other roads which have been constructed under the program include Yellow Knife Street (0.1359km), Jethabai (0.320km) and drainage construction along Kabula and Ssesse streets (1.459km) and Alex Sseb-bowa Road is still under construction, according to the Town Clerk, Mr. Paul Omoku.

The Municipal Physical Development Plan was updated and the municipality benefited from procurement and supply of office furniture, computers, filing cabinets and modern surveying equipment.

The traders in Masaka especially shop owners said they were registering improved sales as a direct result of the improved infrastructure. “We are receiving more customers now that we have new roads with good walkways. My business has grown seen my daily income has more than doubled for the last two years,” Joseph Mukasa a shop owner along Buddu street says.

His testimony was echoed by many other traders that were going about their businesses along the busy streets.



Alex Ssebowa Road



Buddu Street



Yellow Knife Road, Masaka before and after redevelopment



Sese streets

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MBALE MUNICIPALITY

Clock Tower Roundabout along
Republic Street in Mbale







Traffic lights along Pallisa Road in Mbale Municipality

MBALE

Under USMID, Mbale became the first town outside Kampala in Uganda to have traffic lights. The infrastructure in Mbale has been improved with well lit big roads. Mbale was once known as a clean big town in eastern Uganda and that glory is being restored with modern infrastructure. Business owners have been impressed with the developments.

Susan Wasukira, a restaurant owner says that she is able to open till late, and her customers have parking, which has improved her revenue. Modern Municipal Council Chambers have been refurbished in Mbale with capacity to sit 60 members. The municipal staff have been trained and equipped with gadgets for detecting noise pollution, testing water quality, and physical planning.



Night view of Clock Tower Roundabout



Mugisu Road



Nabiyonga Rise



Above: Pallisa Road
Left: Republic Street



MBARARA MUNICIPALITY

An aerial view showing the
Akiiki-Nyabogo, McAllister and
Constantino Lobo Roads





MBARARA

Mbarara Municipal Council has not been left behind either and USMID program has been implemented in two stages. In the first stage, four roads covering a total of 3.494km were constructed. These include Akiki Nyabongo Road, McAllister Road, Constantino Lobo Road and Bulemba Road.

Other works which were done on the roads included surface dressing with asphalt concrete, drainage, walk ways, parking lane, solar street lights, trash cans and side greening. The second stage covered five roads and these were Bucunku Road, Mbaguta Road, Bishop Wills Road, Bishop Wills Extension and Makhan Singh Street with a total 2.577 kilometers.

The municipal staff have also benefited from the Municipal Capacity Building Grant, which has enabled career development through training, retooling and equipping work stations. At least 26 laptops, eight desktop computers, three printers, leveling staves and a map printer were supplied among other specialized equipment.

The Human Resource Manager, Ms. Jackline Masabu, expressed gratitude at the support extended to the municipal staff through the capacity building program noting that it has helped to reduce lead times and helped the municipal employees acquire new skills.

“You can see our offices are well equipped and furnished now and everyone seems to be comfortable at their work stations. With this support we are committed to render better and timely services to the general public,” she stated.





Akiiki Nyabogo Road, Mbarara, before redevelopment



Akiiki Nyabogo Road after redevelopment

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MOROTO MUNICIPALITY

Aerial view of Moroto Bus
Terminal





MOROTO

Moroto is the biggest town in Karamoja in the north eastern part of Uganda. A bus terminal has been constructed with the capacity to handle 16 buses at a time. There are 32 lock-up shops, one restaurant, a ticket room, and modern toilets. The bus terminal is expected to improve the transport sector in Moroto as well as provide increased revenue to the municipality.





Construction works at the Moroto Bus Terminal

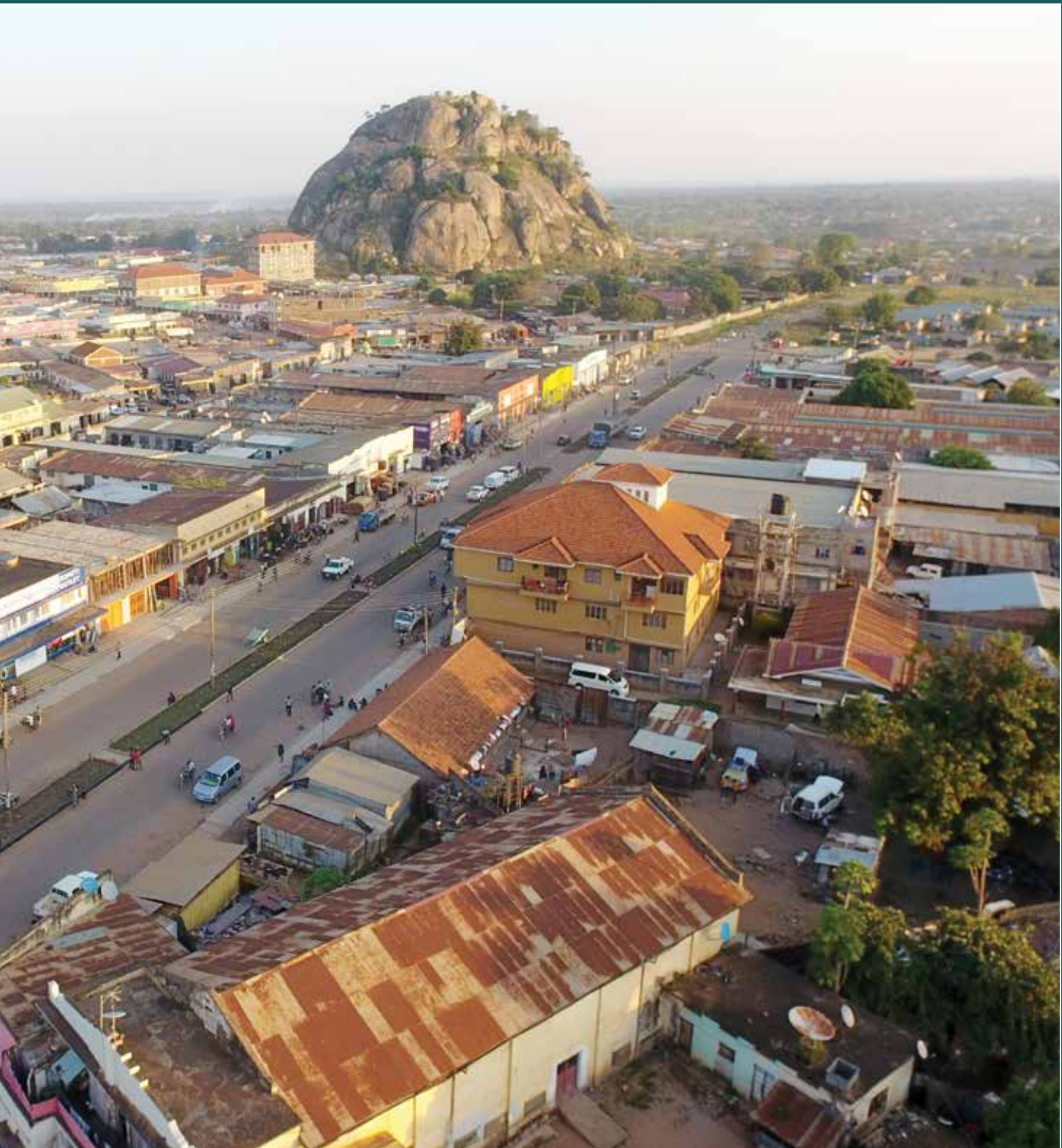




SOROTI MUNICIPALITY

An Aerial view of
Liverpool Road





SOROTI

Soroti is located in eastern Uganda, the gateway to Karamoja. It is also the home of the East African Civil Aviation Academy (commonly known as Soroti Flying School), where pilots get their skills to work in the aviation industry. In Soroti, USMID funded the construction of roads in the central business district and built the capacity of municipal staff. “The roads that have been worked on have helped us improve our health standards because garbage bins have been provided. I appeal to all fellow residents of Soroti to keep the roads clean,” says Hajara Anyait, a town trader.



Central Avenue



Cemetery Road



Serere Road



Liverpool Road


**TORORO
MUNICIPALITY**

Market Street





TORORO

Tororo is the biggest town closest to Uganda's boarder with Kenya. With USMID support, the town has improved its road network and constructed a taxi park along Obuya Lane with capacity to handle 50 taxis and two big buses. The Tororo Taxi Park has one big restaurant and five shades for passengers in transit. USMID

also enabled the refurbishment of the Tororo Mayor's Parlour. The roads and the taxi park are increasing the capacity of both the Tororo Municipal Council and the business community to increase their revenue.





Aerial view of Tororo Taxi Park



Tororo Municipal Council members in a meeting in the Mayor's Palour, which was also furnished using USMID funds



Above: A zebra crossing on market street
Left: Oguti II Road in Tororo Municipality



REPUBLIC OF UGANDA

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