



The Republic of Uganda

MINISTRY OF LANDS, HOUSING AND URBAN DEVELOPMENT

THE UGANDA NATIONAL URBAN POLICY



“Transformed and Sustainable Urban Areas”

June, 2017

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LIST OF ACRONYMS AND ABBREVIATIONS

DPSF	Decentralization Policy and Strategic Framework
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
GKMA	Greater Kampala Metropolitan Area
IEC	Information, Education and Communication
IT	Information Technology
LED	Local Economic Development
LGSIP	Local Government Strategic Investment Plan
MDAs	Ministries, Departments and Agencies
MEMD	Ministry of Energy and Mineral Development
MFPEd	Ministry of Finance, Planning and Economic Development
MLHUD	Ministry of Lands, Housing and Urban Development
MOLG	Ministry of Local Government
MWE	Ministry of Water and Environment
MWT	Ministry of Works and Transport
NDP	National Development Plan
NEMA	National Environment Management Authority
NLP	National Land Policy
NPA	National Planning Authority
NPDP	National Physical Development Plan
NPP	National Population Policy
NUP	National Urban Policy
NSUS	National Slum Upgrading Strategy
NWSC	National Water and Sewerage Corporation
PPP	Public Private Partnership
PSF	Private Sector Foundation
PWDs	Persons with Disabilities
SDGs	Sustainable Development Goals
SMEs	Small and Medium Enterprises
SMI	Small and Medium Sized Industries
UAAU	Urban Authorities Association of Uganda
UMA	Uganda Manufacturers Association

DEFINITION OF TERMINOLOGIES

Conurbation: A region comprising a number of cities, large towns, and other urban areas that, through population growth and physical expansion, have merged to form one continuous urban and industrially developed area.

Metropolitan Area: Metropolitan areas include one or more urban areas, as well as satellite cities, towns and intervening rural areas that are socio-economically tied to the urban core, typically measured by commuting patterns.

Slum: A slum is a high densely populated area, low-rise, substandard and unhealthy neighborhoods that are usually overcrowded and with limited access to basic services like water, electricity, health facilities among others.

Smart growth: Smart growth is growth that serves the environment, the economy and the community equally. It attempts to concentrate development into already existing communities where possible, and it addresses the inherent interconnections between environmental protection, social equity, public health, and economic sustainability.

Urban: A place with a concentration of people in a given geographical area with a minimum density of 1,000 people per Square Kilometer engaged in more than 60% of non-agriculture activities.

Urbanization: Urbanization is a population shift from rural to urban areas, it is the gradual increase in the proportion of people living in urban areas and the ways in which each society adapts to the change. It is predominantly the process by which towns and cities are formed and become larger as more people begin living and working in urban areas.

Urban Centre: An Urban Centre in this policy context is defined, by hierarchy and level of service and means a town board, town council, municipality, city or metropolitan area.

Urban Development: Refers to planned and regulated growth of urban areas.

Urban Growth: The rate of growth of an urban population and expansion of an urban area.

Urban sprawl: Refers to uncontrolled outward expansion or growth of cities, resulting in the creation of urban neighborhoods which are usually haphazard and under-serviced.

FOREWORD

This comprehensive National Urban Policy (NUP) has been formulated as a framework to guide the urbanization process in the country. The Policy is intended to promote a sustainable, spatially integrated and orderly development of urban areas with adequate services, effective and efficient institutions, as well as attracting investments and creating job opportunities to support the socio-economic development of the Country.

Due to absence of a comprehensive Urban Policy, the Country has been experiencing high urban growth that has not been properly guided and planned. This led to the organic growth of unplanned urban areas that are characterized by a weak urban economy, slums and informal settlements, weak urban governance and institutional coordination, inadequate urban infrastructure and services, land-use disorder and uncontrolled urban sprawl, increasing environmental deterioration, inadequate urban investment and financing, delimitation of urban areas of jurisdiction and lack of integrated planning across jurisdictional boundaries, among other challenges associated with the urbanization process. This has adversely affected the potential of the urban sector as an engine of economic development.

Government has formulated the NUP to provide guidelines for planned development as well as enhance the role of the urban sector in socio-economic transformation and development of our country. The development of this Policy involved a nationwide stakeholder consultative process that guaranteed that urban development issues are holistically addressed.

The Policy Statements and Strategies enshrined in this Policy document provide a framework and direction for dealing with the new and future urban agenda. The Policy has introduced a criterion for creation and upgrading of urban areas and a hierarchy of urban and rural settlements. It takes cognizance of the fact that Uganda is urbanizing at a fast rate and it is projected that by 2050, half of the Country's population will be living in urban areas.

The Policy further deals with issues of balanced urban development, urban governance, environmental quality of urban life, effective urban planning and management to curtail excessive urban sprawl, efficient urban infrastructure and service delivery, safety and security in the urban areas, promotion of urban competitiveness and productivity with emphasis on Local Economic Development. The Policy also seeks to ensure provision of public open spaces, promotion of urban tourism and cultural heritage as well as urban renewal and regeneration, and promotion of a healthy and safe urban environment.

One fundamental element for this Policy, is the involvement of all stakeholders both state and non-state actors in addressing urban development issues. The Policy provides for decision-making framework that takes on board views from all

stakeholders. Indeed, it forms an essential part of the Government's commitment of involving all stakeholders in the management of urban development issues.

The Policy has incorporated the principle of participation and stakeholder involvement by providing for periodic reviews and adjustments to reflect on emerging urban development issues and challenges in the Country. It is a fact, that urbanization is irreversible and is part and parcel of development. Continuous assessment of this process cannot be underestimated.

To ensure that this Policy is effectively implemented, my Ministry has developed an Implementation Action Plan to guide as well as inform the implementation of the policy. The successful implementation of this Policy calls for commitment of all stakeholders to play a key role in the implementation of this Policy under the coordination of my Ministry. The implementation of this Policy will require support and contributions from all stakeholders including the public, private sector, development partners, civil society among others. I wish therefore, to call upon all stakeholders to rally behind the Government and support the implementation of the National Urban Policy.

Finally, I would like to extend my gratitude to Cities Alliance for having supported the Policy development process both financially and technically; Global Green Growth Institute and all stakeholders especially those that supported the process of developing the NUP. The views received from you through the nationwide consultations enriched this Policy document. I would like to assure all Ugandans of Government's commitment towards realizing the Vision, Goal and Objectives of this Policy, as this Policy contributes to the attainment of Uganda's Vision 2040, the National Development Plan (NDP) goals and objectives, as well as implementation of the Habitat III resolutions and the New Urban Agenda.



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EXECUTIVE SUMMARY

Urbanization is one of the key and most significant developments that has affected human societies in recent times. It is an inter-sectoral spectacle that involves all aspects of human society and economy. Uganda is experiencing a high rate of urbanization estimated at 5.2% per annum. About 20% of Uganda's population lives in urban areas and it is projected by 2050, about half of Uganda's population will be living in urban areas.

Urbanization has been occurring in Uganda without a proper explicit policy framework to guide the growth of urban areas. A planned urbanization process leads to orderly urban centers which are a catalyst and contributors to national economic growth, centres for innovation and entrepreneurship and a source for high social services. Whereas lack of proper planning for urbanization results into hotbeds of poverty, unemployment, crime, disease, poor service delivery, among others.

The formulation of the National Urban Policy has been justified by the need to ensure that the urban sector effectively plays a critical role as the engine of the nation's economic growth, providing high quality of life through a systematic and planned urbanization process. It also recognizes that Uganda has to prepare for faster urbanization through massive movement of people to existing and newly formed towns.

The National Urban Policy is therefore intended to guide and provide a framework for organized urban development in Uganda, recognizing the fact that urbanization is irreversible. The NUP further highlights the role urbanization plays in economic development and the challenges associated with urbanization. It makes a bold statement that managing urbanization is a collective responsibility, which process is all-inclusive and takes into account the needs of all stakeholders. The Policy further provides direction for Government agencies and other stakeholders to plan, implement and effectively manage urban growth.

The Policy provides a framework through which problems associated with rapid urbanization which include among others: high population growth, urban poverty, poor waste management, unemployment, environmental degradation, urban safety and security, inadequate urban infrastructure and services, inadequate transportation and traffic management, poor urban governance, and inadequate urban financing are addressed.

The development of the National Urban Policy has been guided by the principles that aim to enhance the quality of life, improve competitiveness, optimize land use, preserve the natural environment and sustain resources over time.

The Vision of the Policy is *“Transformed and Sustainable Urban Areas”*. While the Goal is *“To promote livable urban areas that are organized, inclusive, productive and sustainable”*. The NUP provides a number of policy statements and strategies to address major issues affecting Uganda’s urban sector in order to achieve the Policy Vision, Goal and Objectives.

The NUP has been developed in accordance with the Policy, Legal and Regulatory frameworks that promote the national development agenda of the Country. The implementation of the NUP will contribute to the attainment of the Country’s Vision 2040, objectives of the National Development Plan and other development agenda goals. An Implementation Action Plan has been prepared to guide the NUP implementation process, which will lead to the realization of the Policy Vision, Goal and Objectives.

In order to track Policy implementation progress and the realization of the Vision, Goal and Objectives of the Policy, a monitoring, evaluation and review framework has been proposed. Monitoring the implementation of the Policy will be carried out on a routine basis while periodic reviews of policy implementation will be carried out every five years and comprehensive reviews every ten years. Relatedly a National Urban Indicators Database has been developed to help in tracking policy implementation progress.

The Policy, clearly states that the country will not benefit from the urbanization process without active participation of the Ugandan society. It calls for concerted and collective efforts and participation of all stakeholders to promote public ownership which facilitates effective policy implementation. An Information, Education and Communication (IEC) Strategy has been developed to increase public education and awareness about the NUP.

The NUP is structured into 6 Chapters: Chapter 1 covers the Introduction that presents the urbanization process in Uganda, urban situation analysis, the problem statement, the rationale for the National Urban Policy and the policy formulation process, while Chapter 2 presents the Policy, Legal and Regulatory frameworks. Chapter 3 is on Policy Vision, Goal, Mission Statement and Guiding Principles. Chapter 4 presents Policy Statements and Strategies. Chapter 5 is on the Implementation framework, and Chapter 6 is on the Monitoring, Evaluation and Review framework for the Policy.

CHAPTER 1: INTRODUCTION

1.1 Overview of Urbanization process in Uganda

Uganda is still in the early stages of urbanization. About 20% of Uganda's population lives in urban areas while the rest live in rural areas. Although the level of urbanization is relatively low, the rate at which Uganda is urbanizing, estimated at 5.2% is very high by international standards. According to the Uganda Population and Housing Census (2014), it is projected that half of the Country's population will be urbanized by 2050. This necessitates deliberate action to prioritize integrated planning of urban areas to harness their potential as engines of economic growth.

According to UNHabitat reports, the urban sector contributes on average about 70% to the Gross Domestic Product (GDP) of the Country. International experience has demonstrated that where the urbanization process has been planned and effectively managed, it has resulted in a competitive and productive urban sector that has stimulated socio-economic growth through creation of employment, wealth and ultimately improved the quality of life of the population.

Planned urbanization is an effective strategy for poverty eradication as well as presenting potential benefits of agglomeration which enhances access to basic services by the population, reduces the cost of service delivery, and creates demand and market for goods and services. The positive urbanization effects are already visible in Uganda where the poverty level is 7% lower in urban areas compared to 19% in rural areas.

The urban sector plays a dual role as a producer and consumer; it is important to balance investments in the urban areas in order to enhance them as producers as opposed to focusing predominantly on the consumer demands. As a producer, the urban sector, if well supported, produces more jobs, revenue, houses, skills, increased value on goods, knowledge, urban culture and above all effectively manages waste as a resource for wealth creation as well as securing quality environment. On the other hand, as a consumer, the urban sector provides a market for goods and services both internally generated and from rural areas to meet the needs of the urban dwellers.

Where urbanization has not been properly planned, it has resulted in slums and informal settlements, urban sprawl, environmental degradation, deterioration of infrastructure and service delivery, unemployment, increased urban crime and insecurity, and urban poverty among others.

In order to respond well and address the urban challenges as well as better harness the benefits of urbanization, the responsive efforts should flow from a clearly defined Policy direction, hence the formulation of a Policy framework on Urbanization. The framework should guide the transformation of the Uganda's towns into modern and

resilient urban centers that are competitive, well serviced, livable, sustainable and able to serve as a catalyst for socio-economic transformation and development.

1.2 Situational Analysis

Uganda is currently experiencing rapid urbanization estimated at 20% and by 2050, Uganda will be among the most urbanized countries in Africa. The ongoing transformation to the Ugandan urban society offers an unprecedented opportunity to use the urbanization process as a catalyst for socio- economic transformation and development. No country in the world has reached Middle Income Status without urbanization. Uganda's economic drive is to reach Middle Income Status by 2020, and the rapid urbanization being experienced currently if harnessed properly will play a vital role towards attainment of the Country's Vision 2040.

Despite the benefits being experienced from the current urbanization process, Uganda's urbanization nevertheless faces a wide range of challenges including the following:

a) Slum and Informal Settlements

Uganda's rapid urbanization has not been matched by similar growth in the capacity of local authorities to plan and manage urban growth. This has led to the proliferation of slums and informal settlements. Slums and informal settlements are characterized by poverty and poor living conditions with substandard housing, overcrowding and limited access to services. Slum dwellers usually live in single small rooms which make living conditions unbearable. Substandard housing conditions are prevalent with over 70% housing units built with temporary building materials, of which 27% are in urban areas. It has been observed that the economic profile of urban poor shows that 25% of the urban poor are not employed, majority of whom are women and youths who lack adequate skills and education to enable them to find gainful employment.

b) Poor Solid Waste Management

Poor waste disposal is a nation-wide problem with approximately 13% of urban population disposing waste in gardens, 19% in pits, 32% heaping it in drainages and streets and the remaining 36% of the waste is disposed off on open dump sites. In slums and informal settlements, waste is disposed off anyhow and most times finds its way into water drains which results in blockage of water channels. The disposal of waste in open dump sites presents serious environment and health risks.

c) Deteriorating Urban Environment

The high urban growth has negatively impacted on the environment resulting in environmental degradation, which rises from conflicting land users, unsatisfactory waste management practices, destruction of green belts and ecologically fragile ecosystems areas such as wetlands and hill tops. Many urban areas remain vulnerable to natural hazards such as drought, floods, earthquakes and landslides.

d) Weak Urban Economy

Uganda's urban economy is characterized by low productivity and competitiveness and is largely dominated by the informal sector. The increase in the urban population does not correspond to job opportunities to propel growth. Economic activities and

investments are limited by inadequate capital and lack of skills to mobilize resources to engage into large scale activities. In addition, the urban economy has failed to induce and advance adequate development and growth opportunities for the urban hinterland. The other challenge facing the urban economy is failure to attract local and foreign investment and trade in order to achieve a viable economy and provide adequate employment opportunities and ensure productivity to full capacity in terms of revenue and other related resources.

e) Urban Sprawl

The Country is currently experiencing unprecedented level of urban sprawl (uncontrolled physical expansion) resulting into high cost of infrastructure and service provision, encroachment on environmentally sensitive areas and fertile lands for agriculture.

f) Inadequate Urban Infrastructure and Services

Due to rapid urbanization, unplanned development and inadequate funding, many urban areas cannot afford to cope with the demands for infrastructural development and services. The central Government transfer of funds to Urban Local Governments are insufficient compared to the needs of urban services. The level and quality of services delivered by urban authorities do not match the needs of the population. In many urban areas such as Kampala Capital City, the day-time population is bigger than the night time population, meaning that many of the people who work in Kampala reside outside the City. This puts pressure on the public facilities and transportation system in the city during the day. While the City has to meet the demands of the commuters, Government financial transfers to urban authorities are based on the night population which is much less than the day population, yet the basic urban services are stretched by the day time population. In the absence of formal provision of infrastructure and services, many urbanites resort to informal means of obtaining services, which sometimes is at a higher cost or price.

g) Urban Transportation Challenges

Weak transportation and traffic management, as well as limited mode of transport which is mainly by road are expensive in terms of time spent in traffic, fuel and vehicle maintenance. Road transport is the predominant form of transport with a vehicle growth of 8% per annum, the bulk of which operate in urban areas. The transport system faces challenges of inadequate transportation planning, inadequate funding for transport services, poor adherence and enforcement of traffic regulations, inadequate public transport, transport congestion and pollution in the large municipalities and the Capital City, narrow road network with minimum traffic segregation, poor driving skills mostly by boda boda riders, limited vehicular parking space and high accident rates, among others. Other modes of transport such as water, rail and air have not been exhaustively explored including the non-motorized transport modes. While the number of vehicles has increased exponentially, the road network does not correspond to the increase in vehicles on the roads.

h) Increasing Urban Insecurity

The rapid urbanization which is compounded with inadequate employment opportunities, a big number of unemployable youth with limited skills and training are contributing to a high crime wave in urban areas, especially in the Capital City and big towns. A serious and emerging issue related to urban insecurity is the increasing vulnerability of urban areas to disasters, which are both man-made and natural. This is due to several factors which include the city developing or expanding into risk-prone areas, a general state of weak urban governance, and non-enforcement of physical plans which incorporate objectives for security.

i) Ineffective Urban Governance and Management

With rapid urbanization, urban governance is faced with complex challenges ahead. There are various agencies involved in urban governance and management, which makes it difficult to coordinate many actions and in turn affects the effectiveness of the actions. There are a number of issues regarding urban administration and management as the various roles that are expected of the local authorities to attain a livable city status with a high quality of living has put pressure on the authorities to acquire a strong organization. The pressure is felt more intensely by small and medium sized local authorities that lack finance, manpower, skills and equipment in providing the expected services.

In some urban authorities, community participation is insignificant pertaining to activities organized by the local authorities, as well as community involvement in planning and development activities for the respective urban areas.

1.3 Problem Statement

In Uganda, urbanization offers real economic opportunities to many people who would otherwise be destined to subsistence living without hope for economic improvement. As a result, there is an overall growth in commercial opportunities in the urban areas providing more profits and more jobs. The positive urbanization effects are already visible in Uganda; however the high rate of urbanization is happening amidst weak governance and management systems leading to poor service delivery, which has impacted negatively to the economic potential of the urban areas. This in turn has exerted immense pressure on land and basic services including housing, water and sanitation, health, transport, education among others. In addition, the population increase has also resulted in environmental degradation, proliferation of slums and informal settlements, poor waste disposal and urban crime. What is needed is a robust policy framework to ensure that urban areas do drive the economic growth of the country at large.

The rate of urban growth of 5.2% is remarkably high and if not properly planned, it will inevitably exacerbate the serious social constraints on the rural and urban growth centres. It's estimated that slums and informal settlements provide accommodation to more than 60% of the urban dwellers and yet slums and informal settlements are associated with more social problems.

Whereas the Local Government Act, Cap 243 devolves powers to Local Governments for planning, implementation of plans and delivery of services to the urban populations, the Local Governments lack the required capacity to fulfill this mandate for sustainable urban development, the situation is made worse with the absence of a comprehensive policy framework for urban development in the country.

This therefore calls for policy direction to guide the planning and management of urban areas to make them more attractive, productive, competitive and sustainable.

1.4 Rationale for Policy Development

The National Urban Policy has been developed to guide and provide a framework for organized urbanization in Uganda. The Policy has been developed to address the high urban growth estimated at 5.2% per annum, which the Country is currently experiencing in the face of inadequate capacity to plan, guide and enforce orderly development in urban areas.

Urban issues have emerged as key features on the national policy agenda as the Country has experienced numerous challenges in the urban sector such as urban sprawl, environmental degradation, climate change, natural disasters, mushrooming slums and informal settlements, high levels of unemployment, urban poverty and crime among others. The Policy will be the main guiding framework for all urban development interventions both at central and Local Government levels to enable the Country attain productive, sustainable and livable urban areas.

The Country's development agenda documents such as the Vision 2040 and the National Development Plan emphasize proper management of the urbanization process, if the Country is to benefit and reap big from the urbanization process. It is projected that by 2040, over 30% of the Country's population will be living in urban areas. This justifies the need for a policy framework to guide where and how people live in urban areas as this affects the wellbeing of urban communities and their ability to participate and contribute to the development of the country.

Uganda is part of the global village and is operating in a global economy where it competes for markets and skilled labor. It therefore needs a policy framework which will guide the urbanization process, enhance management of urban growth and ensure realization of balanced, productive, competitive and sustainable urban areas.

1.5 Policy Formulation Process

The development of the National Urban Policy commenced in 2002 under the Ministry of Local Government, which was later passed over to the Ministry of Lands, Housing and Urban Development. The preparation of the Policy has been participatory and widely consultative undertaking the following sets of activities:

- i. A situation analysis study was conducted by the Ministry of Local Government to establish the baseline status of the urban sector and identify key urban issues to be addressed by the policy.

- ii. The process of developing the NUP was passed over to the Ministry of Lands, Housing and Urban Development (MLHUD) after the establishment of the Ministry responsible for urban development in 2006.
- iii. The MLHUD procured consultancy services to review and validate the Situation Analysis Report and prepare an Issues Paper for the development of the NUP, the urban sector strategic plan, urban indicators database and an Information, Education and Communication (IEC) Strategy for the urban sector.
- iv. An Issues Paper was prepared and subjected to stakeholder consultations at regional level to validate the urban issues.
- v. The outcome of the regional level stakeholder consultations on the Issues Paper formed the basis for the preparation of the draft NUP.
- vi. The draft NUP was subjected to a technical review by a sectoral and multidisciplinary group of technical experts.
- vii. After incorporation of the technical review comments, the draft NUP was subjected to a nationwide stakeholder consultations where seven (7) regional consultative meetings were conducted to consider and validate the policy proposals therein.
- viii. The comments and views from the regional consultations were incorporated in the draft NUP, which was presented at the National Urban Development Conference, which was held in Kampala. The Conference validated the Policy proposals and built consensus on urban issues in the draft policy document.
- ix. The draft NUP was also presented to the Inter-Ministerial Committee comprised of Ministers from the sectors which are impacted on by urbanization.
- x. After the Inter-Ministerial Committee meeting, the draft NUP was submitted to Cabinet for consideration and approval as a policy framework for guiding the urbanization process in the Country.

CHAPTER 2: POLICY, LEGAL AND REGULATORY FRAMEWORK

2.1 Introduction

The National Urban Policy development process has been informed and guided by both local and international urban agenda and is aligned to a number of Policy, Legal and Regulatory frameworks, such as Sustainable Development Goals (SDGs), the New Urban Agenda, Vision 2040, the National Development Plan, national laws among others.

2.2 Policy Framework

a) The National Vision 2040: The National Vision 2040 recognizes that key strategies and policy reforms must take place related to the urban development sector. To achieve the Vision, a strategy of pursuing planned urbanization that will bring about better urban systems that enhance productivity, livability and sustainability while releasing land for commercial agriculture shall be developed. Vision 2040 notes that Uganda's level of urbanization is about 18%, with Greater Kampala Metropolitan Area (GKMA) contributing up to 40% of the urban population. Over the Vision period, four additional regional cities will be established namely Gulu, Mbale, Mbarara and Arua. Other strategic cities to be established will include: Hoima (oil), Nakasongola (industrial), Fort Portal (tourism), Moroto (mining) and Jinja (industrial). Despite these commitments, the urbanization process has been uncoordinated in terms of planning and development, resulting in uncontrolled sprawling of the major urban centres and towns.

b) National Development Plan (NDP) II: The NDPII is the second of six five-year plans aimed at achieving the Uganda Vision 2040. The National Development Plan II theme is "Strengthening Uganda's Competitiveness for Sustainable Wealth Creation, Employment and Inclusive Growth". While the Goal is to propel the Country towards Middle Income Status by 2020 by strengthening sustainable wealth creation, employment and inclusive growth. Urbanization is a key player in the process. Countries such as Malaysia, Singapore and China have attained high levels of urbanization through integrated urban and regional planning and investment involving establishment of commercial and industrial zones. These have attracted workers and relieved pressure on available land for other economic activities such as commercial agriculture. To enhance delivery of the plan, an Urbanization Policy will lead to better urban systems that enhance productivity, livability and sustainability while releasing land for other purposes.

The NDP II notes that the urban sector will promote comprehensive physical planning for urban development, improve urban infrastructure services and utilities, create inclusive policy and regulatory framework for urban development, development of

environmentally resilient cities in Uganda and increase availability of and access to land for urban expansion and investment.

It further highlights that the Government will control urban sprawl through preparation and approval of integrated development plans which encourage increasing density of settlement by construction of high rise buildings and sticking to development controls. The Government will also develop and ensure implementation of Physical Development Plans to guide developments and settlements.

c) National Land Use Policy (2007): The Policy concretizes the role of land use planning in development and gives a general direction on land use planning and management which is critical for urban development.

d) National Land Policy (2013): The National Land Policy (NLP) provides a framework for managing and administering land in national development through land ownership, distribution and utilization. The Policy is also intended to ensure that the country transforms from a peasant society to a modern, industrialized and urbanized society.

e) National Local Economic Development Policy (LED) (2014): The LED Policy provides a framework for partnerships in LED and a vehicle for implementing local government LED initiatives. It is intended to entrench decentralization, eradicate poverty and ensure inclusive, sustainable and equitable economic growth at local level. To affirm its commitment, government adopted the LED as the sixth pillar of the Decentralization Policy and Strategic Framework (DPSF) and the Local Government Strategic Investment Plan (LGSIP).

f) National Population Policy (NPP) (2008): The NPP defines critical issues that must be tackled to ensure a population that enhances the Country's development goals and objectives. The Policy observes that population influences the development process, and there is need to control population growth. The current urban population growth rate overstretches existing infrastructure and other amenities affecting the welfare of the urban population for health, education, social welfare, and employment.

g) Public Private Partnership Policy (PPP) (2010): The PPP Policy provides a framework for provision of public services and public infrastructure. The PPP Policy envisions better utilization of public funds, more efficient development and delivery of public infrastructure and services and boost economic growth and FDI. PPP will enhance the quality and cost of such services to be benchmarked against market standards, thereby helping to ensure productivity improvements within the economy.

h) The Decentralization Policy (1997): The Policy provides a framework for enabling inclusive economic development and nation-wide democratic participation by citizens and local communities as well as improve government service delivery, and achieve a better level of governance that is more transparent and accountable.

- i) **National Housing Policy (2016):** The Policy provides a framework for housing development in the Country. It advocates for developing programs for affordable housing in urban areas to improve the living conditions in slums and prevent future slums and other informal settlements.
- j) **National Slum Upgrading Strategy (NSUS) (2008):** The NSUS is designed as the main thrust to ensure that slum upgrading/redevelopment efforts are integrated into national policies, legislation, and programs to enable their implementation. Slum upgrading should be part of broader national development plans and as such it should be treated as part of medium and long-term planning and a development goal.
- k) **Sector Strategic Plans:** The Sector Strategic Plans are intended to achieve the following objectives:
 - i) To help Ministries fulfill their missions “to support, guide, coordinate, regulate and promote quality services to all persons in Uganda for national integration, individual and national development”;
 - ii) To guide all sub-sectors in their regular medium-term and annual planning and budgeting exercises; and
 - iii) To help the various Ministries, as sector coordinators, negotiate with other government agencies and external funding agencies the scope and use of their investments.

2.3 Legal Framework

a) **The Constitution of the Republic of Uganda (1995):** The Constitution is the supreme law of Uganda and forms the apex of the legal framework. Under Section XII of the Constitution on National Objectives and Directive Principles of State Policy, the Constitution obliges the Government as a duty bearer to take necessary measures to ensure balanced development of the different areas of Uganda and between the rural and urban areas. Section XIV obligates the state to ensure that all Ugandans enjoy rights and opportunities and access to education, health services, clean and safe water, work, decent shelter, adequate clothing, food security and pension and retirement benefits. Article 190 provides for the District and Urban Councils to prepare comprehensive plans incorporating the plans of lower level Local Governments for submission to the National Physical Planning Authority. While Article 5 of the Constitution stipulates that the Capital City of Uganda will be administered by the Central Government.

b) **The Local Government Act, Cap 243:** The Act provides for the system of city, municipal and town council level governments and determines different functions for the different levels of urban local government. Urban Authorities are given autonomy to prepare Integrated Urban Development Plans within the National Planning framework. To improve efficiency in service delivery, the Act provided for decentralization and devolution of functions from the Centre to urban local governments.

c) Physical Planning Act, 2010: The Act is a principle law governing physical planning in Uganda. The Act declared the entire Country a planning area, and also regulates on the various physical planning levels.

d) The Land Act, Cap 227: The Act provides under section 46 that land shall be used in accordance to planning law among others and any approval process of land application must take into consideration of planning requirement. The implication of this Act on urban development is that once zoning is done and the plan becomes law, owners have to conform to approved plans no matter what existing land rights are held. The Act also provides for protection of land holding fragile ecosystems such as lakes, rivers, ground water, wetlands and other land reserved for ecological and touristic purposes for the common good.

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

f) The Building Control Act, 2014: The Act consolidates, harmonizes and amends the law relating to the erection of buildings; it provides for building standards; establishes a National Building Review Board and Building Committees; it also promotes and ensures planned, decent and safe building structures that are developed in harmony with the environment; and for other related matters.

g) The National Environment Management Act, Cap 153: The Act outlines all relevant environmental management mandates of National Environment Management Authority (NEMA) in collaboration with the Government and Local Governments. It stipulates land use planning and forest resource management as well as integration of environmental concerns in overall national planning through coordination with the relevant Ministries, Departments and Agencies of Government.

It further subjects all projects to undergo an Environment Impact Assessment (EIA). Therefore, urban development must relate to this Act by incorporating environmental concerns in the planning arrangement.

h) Condominium Property Act, (2001): The Act regulates joint ownership of condominium properties. The law reflects recent developments supporting urban growth and densification, and the National Urban Policy builds on the aspirations of the Act.

i) The Kampala Capital City Authority Act, 2010: The Act provides for the management and development of Kampala as Capital City by central government as provided for under Article 5 of the Constitution of the Republic of Uganda.

2.4 International Obligations

There are a number of regional and international instruments that guide the urbanization process and the Government signed and rectified them. The sector interventions are in line with the regional and international obligations such as: Rio + 10 Declaration and the United Nations Agenda 21, outlining policies, strategies and commitments to achieve sustainable development that meets the needs of the poor; the New Urban Agenda; The Africa Land Policy Framework and Guidelines; Green Economy Strategy; Sustainable Development Goals (SDGs); Parish Declaration on Climate Change; UN Habitat III, among others.

The Sustainable Development Goals (SDGs), particularly SDG 11 sets the urban goal, highlighting cities as hubs for ideas, commerce, culture, science, productivity, social development and much more. At their best, cities have enabled people to advance socially and economically. Key indicators for this goal include:

- Access for all to adequate, safe and affordable housing and basic services, and the upgrading of slums;
- Access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, such as women, children, persons with disabilities and older persons;
- Inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries;
- Reduction of the adverse per capita environmental impact of cities, including paying special attention to air quality and municipal and other waste management;
- Universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities;
- Positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning;
- Increasing the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and developing and implementing, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels; supporting least developed countries, including through financial and technical assistance, in building sustainable and resilient buildings utilizing local materials.

The SDGs provide an opportunity for Uganda to bring all stakeholders together to decide and embark on new paths to improve the lives of people in urban areas, and to make cities and human settlements inclusive, safe, resilient and sustainable by creating mechanisms to ensure good urban governance.

2.5 Institutional framework

There are a number of institutions involved in urban development both at the centre and local government levels.

The central Government plays the role of an enabler, coordinator and regulator of all the actors in urban development by providing the policy, legal and regulatory framework required to mobilize resources for efficient delivery of urban services. The central government agencies that deal in urban development include the following among others:

a) Ministry of Lands, Housing and Urban Development (MLHUD)

The Ministry is responsible for providing policy, legal and regulatory frameworks as well as setting national standards and guidelines, and coordinating all matters concerning urban development in the Country.

b) Ministry of Local Government (MoLG)

The Ministry is responsible for urban administration of Urban Local Governments. It supervises programs related to urbanization including: urban governance, decentralization, community development, local finance, local economic development and social protection. The Ministry is also responsible for strengthening urban authorities through capacity building and training, as well as monitoring and evaluating implementation of Government programs and projects in Local Governments.

c) Ministry of Water and Environment (MWE)

The Ministry is responsible for the management and sustainable utilization of water and environment resources including urban water supply services and sanitation.

d) Ministry of Works and Transport (MWT)

The Ministry is responsible for planning, development, and maintenance of transport infrastructure and engineering works in the Country. It also oversees the provision of urban transport infrastructure.

e) Ministry of Finance, Planning and Economic Development (MFPED)

The Ministry is responsible for ensuring mobilization of public resources, managing the national budget, and is also responsible for economic planning at the different territorial levels. It further oversees how the mobilized resources are managed and accounted for.

f) Ministry of Energy and Mineral Development (MEMD)

The Ministry is responsible for establishing, promoting the development, strategic management and safeguarding the rational and sustainable exploitation and utilization of energy and mineral resources for social and economic development. It's also responsible for ensuring the energy needs of the Ugandans are met in an environmentally sustainable manner

g) National Planning Authority (NPA)

The Authority is responsible for producing comprehensive and integrated development plans for the Country, elaborated in terms of the perspective long and medium-term plans. The Authority also supports local capacity development for national and decentralized development planning.

h) National Water and Sewerage Corporation (NWSC)

The Corporation is responsible for providing urban water supply and sewerage services in the major towns in Uganda including Kampala Capital City. The Corporation plays a critical role in urban development in terms of water and sanitation.

i) Urban Authorities Association of Uganda (UAAU)

The Association is an umbrella that brings together Urban Local Governments in Uganda. UAAU has been instrumental in building the capacity of its members in urban governance and management.

j) Private Sector

The Private Sector plays an important role in the urbanization process by providing the much-needed financing of urban infrastructure and businesses that create employment. The private sector complements Government in urban development programs by providing the required resources both financial and human. Sector partners include the Private Sector Foundation (PSF), Real Estate Developers, the Uganda Manufacturers Association (UMA), financial institutions, Professional Bodies, among others.

k) Development Partners

A number of development partners are involved in urban development programs. They provide financial resources, build capacity and undertake training in urban governance and management of urban managers. They also provide technical assistance in urban development, since most of them have undergone the urbanization process and have been able to deal with the urbanization challenges.

CHAPTER 3: POLICY VISION, GOAL, MISSION AND OBJECTIVES

3.1 Vision of the National Urban Policy

The Vision of the National Urban Policy is *“Transformed and Sustainable Urban Areas”*.

3.2 Goal of the National Urban Policy

The Goal of the Policy is *“To promote livable urban areas that are organized, inclusive, productive and sustainable”*

3.3 Mission Statement of the National Urban Policy

The Mission Statement of the Policy is *“To promote development of resilient urban areas that are organized, well serviced, livable, and productive through effective good urban governance”*.

3.4 Objectives of the National Urban Policy

The Policy seeks to achieve the following objectives;

- a) To promote spatially integrated urban development;
- b) To facilitate balanced regional development;
- c) To promote urban competitiveness and productivity for employment creation;
- d) To promote urban environmental conservation and protection, climate change, mitigation and adaptation mechanisms; and
- e) To promote good urban governance.

3.5 Guiding Principles

The development of the National Urban Policy has been guided by the principles that aim to enhance the quality of life, improve competitiveness, optimal land use, preserve the natural environment and save resources over time. This will ensure that growth is physically, environmentally, economically and socially responsive, and accords priority to fulfil redevelopment and densification strategies. The principles guiding the NUP include the following:

- a) **ADAPTABILITY:** Urban areas and cities need to be adaptable to changes in the economy, demographics, technology and the environment.
- b) **GOOD GOVERNANCE:** The policy will be implemented based on the good governance principles of inclusiveness, transparency, accountability, consensus, effectiveness and efficiency.
- c) **INTERNATIONAL OBLIGATION:** Various international and regional protocols related to urban development will be adopted and localized where applicable.
- d) **LIVABILITY:** Livable cities and towns offer a high quality of life and support the health and wellbeing of people who live and work in them. Livable cities are equitable, socially inclusive, affordable, accessible, healthy, safe and resilient.

- e) **PARTNERSHIP:** Promotion of partnerships, networks and alliances among stakeholders to enhance synergies and complementarity in urban development and management.
- f) **PRODUCTIVITY:** Productivity growth will be the key driver of economic growth and prosperity over the long term, since cities and towns are engines of economic activities.
- g) **RESILIENCE:** Urban areas and cities need to be resilient and all efforts shall be made to ensure resilience against all forms of threats, risks and challenges including climate change, natural disasters, resource scarcity, insecurities and socio-economic shocks among others.
- h) **SMART/GREEN GROWTH:** A better way to build and maintain our towns and cities is by building urban, sub-urban and rural communities with housing and transportation choices near jobs, shops and schools to support the economy and protect the environment.
- i) **SOCIAL EQUITY AND INCLUSION:** Urban areas and cities should support the equitable distribution and access to resources and opportunities in urban areas. All stakeholders are to be accorded opportunity to share responsibilities and benefits of urbanization.
- j) **SUBSIDIARITY:** Planning and services should be delivered by the local level of government that has sufficient scale and capability to reasonably deliver them. The service delivery mandate will be decentralized to Local Governments to ensure that stakeholders play a key role in the implementation of the programs.
- k) **SUSTAINABILITY:** A more sustainable urban development will require better management and utilization of resources and production of waste to reduce its impact on the environment.

CHAPTER 4: POLICY STATEMENTS AND STRATEGIES

POLICY OBJECTIVE 1: PROMOTE SPATIALLY INTEGRATED URBAN DEVELOPMENT

Policy Statement 1: Government shall develop a framework of criterion to guide the establishment and management of cities and other urban areas in Uganda.

Strategies:

- i) Review the existing parameters for creation and upgrading of urban areas to include: population size, population density, surface area, functionality, economic potential of the area, and revenue potential.
- ii) Categorize urban areas as metropolitan area, city, municipality, town and town board.
- iii) Develop a framework and criteria for establishment, upgrading and management of cities and other urban areas.
- ii) Establish a legal framework that will guide the development and management of urban areas.
- iii) Review current management and governance systems for better urban development;
- iv) Institute studies to define a basis for merging the already existing urban local governments with each other into a single urban entity.
- v) Support the development of secondary towns and urban areas to address the challenge of urban primacy and promote their role in the transformation of rural economies.

Policy Statement 2: Urban development shall be based on integrated urban strategic spatial development planning approaches.

Strategies:

- i) Ensure integrated urban development plans are based on the urban hierarchy system which categorizes the settlements as: metropolitan, city, municipality, town council, town board, growth centre, major settlement and minor settlement.
- ii) Promote long-term and integrated urban and territorial planning and design in order to optimize the spatial dimension of the urban form.
- iii) Institutionalize the 30 Year City Development strategies as a long term strategic planning framework to be part of the national planning system for both urban and rural areas.
- iv) Promote, support and implement integrated, polycentric, and balanced territorial urban development interventions and plans.
- v) Promote green urban design and planning across the urban hierarchy & the adoption of the national green city development approach to urban development.
- vi) Formulate and enforce the national green city development standards and guidelines.

- vii) Develop a national urban greening, landscaping and beautification strategy.
- viii) Promote the use of digital platforms and tools, including geospatial information systems to improve long-term integrated urban and territorial plans and design, land administration and management, and access to urban services.
- ix) Develop and implement a mechanism to monitor compliance with the urban hierarchy.
- x) Establish and maintain an information system capturing key urban indicators, including the urban hierarchy on a regular basis.

Policy statement 3: Government shall institute measures for effective and efficient management of urban growth and sprawl.

Strategies:

- i. Develop and implement urban growth limit guidelines for all urban centres to prevent urban sprawl.
- ii. Implement integrated planning processes as provided for in the National Development Plan II.
- iii. Ensure integration of social, economic and environmental issues in physical development planning.
- iv. Build capacity of relevant institutions, staff and key stakeholders to enhance integrated development planning.
- v. Ensure integrated planning, implementation and monitoring of all urban development plans is included as one of the key thematic areas for assessment of urban council's performance.
- vi. Support the development of urban regional infrastructure projects that stimulate sustainable economic productivity across the urban-rural continuum.
- vii. Develop and implement urban spatial development strategies that take into account, appropriate needs to guide urban extension.
- viii. Promote sustainable land use with adequate densities and compactness to prevent and contain urban sprawl.
- ix. Promote and enforce planned urban extensions based on the principles of equitable, efficient, and sustainable use of land and natural resources.

Policy Statement 4: Urban development shall give priority to urban renewal, redevelopment and revitalization of urban areas.

Strategies:

- i. Prepare and disseminate an inventory of brownfield areas.
- ii. Develop and implement a national framework based on smart growth principles to address urban renewal and redevelopment.
- iii. Conduct a comprehensive study on the decaying and degenerating areas in urban areas and implement the recommendations of the study.
- iv. Develop, implement and enforce standards and guidelines for urban redevelopment and revitalization actions.
- v. Promote Public Private Partnerships in the urban renewal and redevelopment initiatives.

- vi. Promote land re-adjustment and land sharing principle in urban renewal.
- vii. Redevelop and revitalize urban areas that are stagnated, ill-planned and decaying based on the Smart Growth principles.
- viii. Undertake public awareness campaigns on urban renewal and revitalization of the urban areas.

OBJECTIVE 2: PROMOTE BALANCED URBAN DEVELOPMENT

Policy Statement 5: Government shall ensure balanced urban development.

Strategies:

- i) Create and actualize metropolitan areas, regional and strategic cities for planned, balanced and sustainable urban development.
- ii) Support the development of regional infrastructure programs that stimulate sustainable economic productivity.
- iii) Identify, gazette, plan and develop towns with special functions and features.

Policy Statement 6: Urban growth limits shall be determined based on its carrying capacity for all towns in the country.

Strategies:

- i. Establish the urban growth limit based on the carrying capacity for each town in the Strategic Integrated Urban Development Plan.
- ii. Develop and implement the criteria for urban growth limits.
- iii. Review the urban growth limits identified periodically.

OBJECTIVE 3: PROMOTE URBAN COMPETITIVENESS AND PRODUCTIVITY.

Policy Statement 7: Government shall promote equitable economic development in urban areas.

Strategies:

- i. Support the implementation of the Local Economic Development Policy in urban areas.
- ii. Improve urban safety and security.
- iii. Improve access to land for economic development.
- iv. Promote urban agriculture.
- v. Designate suitable areas for the establishment of institutions to promote vocational, technical and on-job training programmes.
- vi. Facilitate access to credit for Small and Medium Enterprises (SMEs) and cooperatives throughout the value chain.
- vii. Promote the establishment of business firms, associations, enterprises, alliances, trusts and cooperatives for economic empowerment and job creation.
- viii. Promote mixed neighborhood concept to support Local Economic Development.

- ix. Establish an urban data management system for the informal sector to facilitate planning.
- x. Support the formalization and regularization of the informal economy to the formal economy.
- xi. Provide special business premises for small traders through the construction of food courts, stalls, permanent farmers' fair sites, night market sites, business lots and markets and at suitable locations.
- xii. Promote the concept of working at home to provide job opportunities for the low income groups, PWDs, women and other vulnerable groups.
- xiii. Provide skills training and knowledge enhancement programmes for the low income groups and other vulnerable groups.

Policy Statement 8: A conducive environment for investment in urban areas shall be created.

Strategies:

- i. Promote investment and employment centers such as:
 - Zones for high-technology firms / industries;
 - Export processing / free-trade zones;
 - Zones for small, medium and micro-enterprises;
- ii. Provide incentives for innovation and creativity.
- iii. Create business incubators to propel urban economic growth.
- iv. Promote integrated development of business parks and special industrial zones.
- v. Develop an efficient IT infrastructure to support and promote k-economy, e-business and e-commerce.
- vi. Provide incentives for the re-development of already developed areas as commercial and special industrial zones.
- vii. Develop suitable recreational and cultural facilities for a conducive business environment for investors and local residents.
- viii. Promote conurbations as investment centers.
- ix. Facilitate effective trade links, across the urban-rural continuum, ensuring that small-scale farmers and other key actors are linked to local, national, regional, and global value chains and markets.
- x. Promote public-private partnerships in urban economic development.

Policy Statement 9: Government shall improve access to adequate urban infrastructure and service delivery.

Strategies:

- i) Develop a framework to guide preparation and implementation of integrated urban infrastructure and utilities.
- ii) Prepare and implement integrated infrastructure master plans for all urban centers.
- iii) Formulate and implement an urban public transport and management policy.

- iv) Promote the sharing of infrastructure and utilities amongst urban authorities and service providers.
- v) Support the implementation of the National Housing Policy with regard to urban housing.
- vi) Mainstream gender and other vulnerable groups' issues in the provision of urban infrastructure and services.
- vii) Support the implementation of the National Transport Master Plan, including the Greater Kampala Metropolitan Area Transport Plan.
- viii) Fast track the formulation and implementation of the National Urban Solid Waste Management Policy.
- ix) Establish and implement an effective Urban Waste Management System.
- x) Formulate and implement an Urban Sanitation Strategy.
- xi) Provide adequate technical capacity, equipment and operational funds to support waste management activities.
- xii) Undertake public awareness programs on solid waste management.

OBJECTIVE 4: PROMOTE URBAN ENVIRONMENTAL CONSERVATION AND PROTECTION, CLIMATE CHANGE MITIGATION AND ADAPTATION MECHANISMS

Policy Statement 10: Government shall ensure provision and protection of Public Open Spaces in urban areas.

Strategies:

- i) Support the implementation of environmental management laws within the urban areas.
- ii) Develop and implement regulations, standards and guidelines pertaining to the provision of public open spaces and recreation centres.
- iii) Prioritize the provision of safe, inclusive, accessible, green, and quality public spaces, friendly for urban dwellers.
- iv) Gazette all public open spaces and recreational areas and monitor the implementation of their development.

Policy Statement 11: Government shall promote a clean, healthy and safe urban environment

Strategies:

- i. Support and facilitate sustainable management of natural resources in urban areas.
- ii. Develop and implement sustainable, renewable, alternative and affordable energy, energy-efficient buildings and construction modes.
- iii. Promote energy conservation in urban areas for reduction of greenhouse gas and black carbon emissions.
- iv. Develop and implement a National Urban Safety Strategy.
- v. Promote urban waste extended producer responsibility schemes, including waste generators and producers in the financing of urban waste management systems.

- vi. Support the implementation of the National Climate Change Policy.
- vii. Develop and implement the National Urban Climate Change Adaptation Strategy, Plan and Programs.
- viii. Demarcate, map, gazette, conserve and protect urban ecological and biodiversity systems to guard against encroachment, depletion and change in land use.
- ix. Develop and implement the National Green City Development Strategy, Standards and Guidelines.
- x. Promote the use of appropriate technologies and best practices to mitigate environmental concerns.
- xi. Promote community, private and civil society participation in development planning and the management of the urban environment.
- xii. Promote sustainable utilization and regulate consumption of urban ecosystem resources.

OBJECTIVE 5: PROMOTE GOOD URBAN GOVERNANCE.

Policy Statement 12: Government shall improve urban administration and management.

Strategies:

- i. Restructure the institutional organization for governance and management in the urban authorities.
- ii. Review, revise and harmonize policies and laws relating to urban administration and management.
- iii. Strengthen urban governance with appropriate institutions and mechanisms that promote and encourage stakeholders' involvement.
- iv. Establish and roll out functional Urban Development Forums across all the urban hierarchies.
- v. Coordinate with academic institutions to undertake research and development in urban development.
- vi. Support institutional development and capacity building programs for effective urban governance and management.
- vii. Promote and coordinate city-to-city cooperation to contribute to sustainable urban development.
- viii. Promote and protect human rights and none discrimination, to ensure effective participation of all urban residents in urban and territorial development decision-making.
- ix. Promote and enhance the usage of open, user-friendly and participatory data platforms using technological and available social tools.

CHAPTER 5: IMPLEMENTATION FRAMEWORK

5.1 Introduction

The success of this policy will depend on a broad scope of implementation which takes into account the diversity and the specific needs of various urban areas. More specifically, the need for urban councils to improve coordination of their planning and implementation functions will be of priority, if the policy is to have a positive impact on development. Implementation includes the translation and costing of all policy strategies into reality.

5.2 Implementation Plan for the National Urban Policy

Achieving the successful implementation of this policy will require establishment of an effective mechanism for co-ordination of tasks and efforts at both national and local government levels. In addition, an Implementation Action Plan will be developed to support mainstreaming of interventions at both national and local government levels.

The NUP implementation shall involve the programming of its various components, which entails the design of appropriate legislation, set up of the institutional requirements and preparation of a program of activities based on the strategies, sequencing and prioritization of program components for implementation, and indicators for measuring program implementation effects.

Policy Statement 13: A detailed Action Plan for implementation of the National Urban Policy upon approval by Cabinet shall be prepared.

Strategies:

- i. Establish a multi-sectoral working group to coordinate the development of a detailed action plan for the implementation of the NUP.
- ii. Put in place a schedule for development of new legislation and review of existing legislation to mainstream the provisions of the NUP.
- iii. Support capacity building of structures that will coordinate the implementation of the NUP.
- iv. Re-define the roles of the line Ministries, Departments, Agencies of Government and other actors, including development partners and non-state actors.
- v. Mobilize financial and other resources for effective and efficient funding of the NUP implementation process.
- vi. Prepare a comprehensive Implementation Action Plan for the National Urban Policy.

5.3 Costing and financing the NUP

There is need to cost the NUP in order to assess its financial, institutional, personnel and infrastructure requirements. This exercise will determine the pace and sequencing of policy implementation in terms of developing investment programs for the urban sector.

Policy Statement 14: A comprehensive and costed investment plan for the NUP shall be prepared.

Strategies:

- i. Prepare and implement a financing strategy for the implementation of the NUP;
- ii. Identify and provide funding to institutional and governance structures to implement the NUP.
- iii. Make an inventory of existing resource capacity vis-à-vis the short-fall in the implementation of the NUP.
- iv. Assess the capacity needs, requirements and gaps of implementing structures in the urban sector.
- v. Promote the financing of the policy interventions as provided for in the Implementation Action Plan.
- vi. Allocate a percentage of own source revenue including physical planning fees to fund Physical Planning activities.
- vii. Ensure that the cost of implementation is budgeted and funded, as part of the National Development Plan.

5.4 Public Education and Dissemination of the NUP

The process of developing the National Urban Policy has been participatory and widely consultative involving key stakeholder in the urban sector. There is need to undertake a comprehensive program of public education, awareness and sensitization on the Policy for stakeholder buy-in.

Policy Statement 15: The National Urban Policy shall be disseminated to all stakeholders.

Strategies:

- (i) Translate the NUP into major local languages.
- (ii) Prepare materials for public education and awareness.
- (iii) Train and build capacity of local and community leaders' understanding of the Policy.
- (iv) Disseminate the NUP to all stakeholders.
- (v) Ensure continued public debate on urban development issues, self-assessment and feed-back on NUP implementation.

5.5 Stakeholder Participation

Successful implementation of the NUP will depend on stakeholder buy-in, support and confidence they have in the implementation process. Stakeholders both state and non-state actors should be encouraged to participate constructively in policy implementation.

Policy Statement 16: Government shall involve stakeholders, as partners in implementation of the National Urban Policy for continuous legitimacy.

Strategies:

- (i) Map out all stakeholders in the urban sector.
- (ii) Develop a formalized approach towards co-operation and co-ordination with non-state actors, by signing joint statements of intent, partnership principles, code of conduct, and Memorandum of Understanding.
- (iii) Engage non-state actors to contribute additional resources for the NUP implementation.
- (iv) Put in place measures to ensure participation in the preparation and application of the monitoring and evaluation framework for the NUP.

CHAPTER 6: MONITORING, EVALUATION AND REVIEW

The realization of the Vision, Goal and Objectives of the NUP will depend on, among other things continuous monitoring, evaluation and review of the associated processes, strategies, actions and activities.

There is currently no comprehensive source of information on urban sector statistics. In some areas there is inadequate statistical information, while in others there is a range of conflicting statistical sources which has resultantly affected planning and monitoring development initiatives in the urban sector. Government therefore will attach great importance to the need for a collective identification of the critical indicators and instruments which will be used for monitoring the transformation of the urban system by the relevant stakeholders.

In developing comprehensive data sources, policies, strategies and implementation must be reviewed regularly by the appropriate spheres of Government and the results fed into planning and decision-making processes. The monitoring process will be continuous to build up an experiential base that will inform policy implementation. This process will also reveal the rate of progress towards the achievement of intended outcomes as well as their impact, thus providing a basis for ensuring accountability.

The successful implementation of the Policy will enable a faster rate of social and economic transformation not only for the urban sector but also the rural sector due to intricate inter-linkages between rural and urban areas. It is important, therefore, that visible mechanisms are put in place to monitor progress and evaluate the effectiveness of the policy statements and strategies in attaining the Vision, Goal and Objectives of the Policy and also review the Policy to address the emerging issues and challenges.

Policy Statement 17: A Monitoring, Evaluation and Review framework shall be institutionalized for effective implementation of the National Urban Policy.

Strategies:

- i. Develop and apply indicators for the Monitoring and Evaluation system.
- ii. Develop appropriate tools for policy refinement and review.
- iii. Integrate the National Urban Policy principles into the political discourse of the country.
- iv. Link the Monitoring and Evaluation System to other national level monitoring processes for the National Development Plan.
- v. Define roles and responsibilities of line Ministries, Departments, Agencies of Government and other non- state actors in monitoring, evaluation and review of the Policy.

Policy Statement 18: All emerging urban issues shall be harmonized with the National Urban Policy to ensure consistency.

Strategies:

- (i) Undertake periodic reviews of the urban sector performance and the Policy by identifying persistent and/or new issues requiring further policy interventions at least every 5 years.
- (ii) Review the National Urban Policy Implementation Action Plan and strategies every 5 years.
- (iii) Comprehensively review the National Urban Policy every ten years.
- (iv) Create awareness on policy prescriptions for all stakeholders in respect of the issues reviewed.

ANNEX I: CRITERION FOR CLASSIFICATION, ESTABLISHMENT AND UPGRADING OF URBAN AREAS.

The National Urban Policy provides for a criterion for classification, establishment and upgrading of urban areas. It further provides for an urban area hierarchy classified into 4 classes namely; metropolitan city area, city, municipality and towns based on the population density, area and level of service.

1. Metropolitan City Area

This is the highest level in the urban area hierarchy. The population for this level of urban areas will be with a density of not less than 10,000 persons per square kilometres in an area of 200 square kilometres and maximum density of 25,000 persons per square kilometer in an area not exceeding 500 square kilometres.

2. Classification of an area as a City

An urban area under this Policy may be classified as a City if the urban area satisfies the following criteria:

- i. Has a population of at least 300,000 residents within a minimum area of 50 square kilometers with a minimum density of 6,000 persons per square kilometer and a maximum density of 20,000 persons per square kilometer in an area not exceeding 100 square kilometres.
- ii. Has an integrated City Development Plan in accordance with this Policy.
- iii. Has demonstrable capacity to generate sufficient revenue to sustain its operations.
- iv. Has the capacity to effectively and efficiently deliver essential services to its residents as shall be provided for in the Urban Development law.
- v. Has institutionalized active participation by its residents in the management of its affairs.
- vi. Has infrastructural facilities, including but not limited to roads, street lighting, markets ,fire stations, and an adequate capacity for disaster management; and
- vii. Has a capacity for functional and effective waste management system.

N.B: Nothing in this Policy may preclude an area from being conferred with the status of special purpose City under this Policy if it has significant cultural, economic or political importance.

3. Classification of an urban area as a Municipality

An urban area shall be eligible to qualify for municipal status under this Policy if it satisfies the following criteria:

- i. Has a population of at least between 50,000 and 299,000 persons within a minimum area of 10 square kilometers with a minimum density of 5,000 persons

per square kilometer and maximum density of 10,000 persons in an area not exceeding 30 square kilometres.

- ii. Has an integrated Municipal Development Plan in accordance with this Policy.
- iii. Has demonstrable revenue collection or revenue collection potential to sustain its operations;
- iv. Has the capacity to effectively and efficiently deliver essential services to its residents as shall be provided in the Urban Development law.
- v. Has institutionalized active participation by its residents in the management of its affairs.
- vi. Has infrastructural facilities, including but not limited to street lighting, markets and fire stations.
- vii. Has a capacity for functional and effective waste management system.

4. Classification of an urban area as a Town

An urban area shall be eligible for the status of a Town under this Policy if it satisfies the following criteria:

- i. Has a population of at least between 10,000 and 50,000 residents within a minimum area of 5 square kilometers with a minimum density of 2,000 persons per square kilometer and a maximum density of 5,000 persons in an area not exceeding 10 square kilometres.
- ii. Has demonstrable economic, functional and financial viability.
- iii. Has an integrated Town Development Plan in accordance with this Policy.
- iv. Has the capacity to effectively and efficiently deliver essential services to its residents as shall be provided in Urban Development Law.
- v. Has infrastructural facilities, including but not limited to street lighting, markets and among others.
- vi. Has a capacity for functional and effective waste management system.

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