



## **Sustainable Urbanization and Housing**

### **Programme Implementation Action Plan**

**FY 2020/21 – 2024/25**

***Lead Institution:***

**MINISTRY OF LANDS, HOUSING AND URBAN  
DEVELOPMENT**

**November 2020**

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## FOREWORD

The Government of Uganda has adopted the Programme approach to planning, budgeting and implementation of government programmes effective financial year 2021/22 contrary to the Sector development approach under NDP1 & 2. Therefore, under NDP III framework, the planning and budgeting will be on programme basis under the 18 Programmes.

The Ministry of Lands, Housing and Urban Development Chairs the Sustainable Urbanization and Housing Programme. It is therefore necessary that all MDAs/Actors within this programme be well coordinated to effectively work in-line with the new Planning and Budgeting framework for better delivery of programme objectives and interventions so as to achieve a liveable country for all Ugandans.

This Budget Framework Paper is aligned to the ruling Government's Manifesto and to the Third National Planning Framework 2020/21–2024/25. The Plan presents continued commitment by the Government of Uganda working through the Programme Working Group by building partnerships with the Government and other Development Partners to create wealth for all citizens and eradicate extreme poverty and hunger from the face of the Country within the National Development Plan III period. The Programme Implementation Action Plan (PIAP) shall form the basis for the preparation of the detailed annual workplans and budgets of the programme through the NDPIII timeframe effective FY2021/22.

The programme development aspirations are guided by the NDPIII and Ministry of Lands, Housing and Urban Development visions ***“A Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 years”*** and ***“Sustainable Land Use, Land Tenure Security, Affordable, Decent Housing and Organized Urban Development”*** respectively. The PIAP in accordance with the First Budget Call Circular Budget strategy will focus on economic recovery, sustaining livelihoods and investing in key growth enablers' i.e. primary infrastructure & skills development in the first year of implementation of the programme approach. These will be effected under the budget interventions as clustered in 5 areas as hereunder;

- ✓ Enhancing value addition in key growth opportunities
- ✓ Strengthening the private program to create jobs

- ✓ Increasing the stock of quality & productive infrastructure
- ✓ Productivity & social well-being of the population &
- ✓ Strengthening the role of the state in guiding & facilitating development

I therefore call upon all stakeholders Political, Technical, Civil Society, Development Partners, Private Sector, Academia and well-wishers to embrace this programme implementation action plan which must guide the allocation and utilization of resources for successful implementation of the FY2021/22 plan and Budget.

I thank all stakeholders for their active participation in the PIAP preparation process and commend them for the job well accomplished. I implore all stakeholders to support and remain committed to the implementation of the PIAP so as to make our Country conducive and a better place for the population to live in.

I appreciate and thank the Ministry of Lands, Housing and Urban Development for successfully spearheading the PWG activities that has led to the Programme Implementation Action Plan which shall guide the plan and budget for FY2021/22.

I therefore commend this PIAP for funding and implementation for better Service Delivery to the population of Uganda.

**Beti Olive Turomwe**  
**MINISTER OF LANDS, HOUSING AND URBAN DEVELOPMENT**  
**POLITICAL HEAD-PWG**

## ACKNOWLEDGEMENT

I am honoured to have presided over the process of preparing the Sustainable Urbanization and Housing Programme Implementation Action Plan (PIAP) for the period 2020/21 – 2024/25. The PIAP is a well-conceived framework for resource mobilization, allocation and utilization to spur improved service delivery. It is imperative to note that the functions of the Ministry of Lands, Housing and Urban Development cut across many different programmes despite being the lead agency for the *Sustainable Urbanization and Housing programme*. This implies that as it coordinates Sustainable Urbanization and Housing programme activities, it is expected to contribute to other programmes through other lead Agencies.

The programme approach to planning and budgeting is a complete shift from the then Sector Planning and Budgeting approach which was the planning and budgeting framework during National Development Plan 1 & 11 and officially ended in FY2019/20. Effective FY2020/21, all MDAs have been organized into programme groups based on their mandates and are expected to work together for better utilization of resources for improved service delivery to the population.

I appreciate and recognize the invaluable facilitation and guidance offered by the Planning Department Staff working with the National Planning Authority team in the priority identification process. The plan realistically presents the aspirations of the programme in improving service delivery to the people of Uganda.

I am grateful to the Top Management for tirelessly attending the Planning meetings and consolidating the Sub-programme Plans into the overall Programme Implementation action plan. I appreciate the efforts of the Ministry planning committee which was the Technical Working Group (TWG) that ably incorporated the concerns and plans of all stakeholders. I thank all those who participated actively in the development of the PIAP. I thank the Directorates, Departments, KCCA and the Uganda Land Commission for their tireless efforts that made the production of the PIAP a success.

The greatest resources required to implement the PIAP will come from the Government of Uganda and this shall be complimented by resources from other Development Partners and Projects.

I therefore acknowledge and endorse the Sustainable Urbanization and Housing Programme Implementation Plan for the period 2020/21 -2024/25 as a working document to guide resource

allocation and implementation of all interventions under the programme through the NDPIII framework.

**Dorcas W. Okalany (Mrs)**  
**PERMANENT SECRETARY/ TECHNICAL HEAD-PWG**

DRAFT

## **1.0 Programme Summary**

Urbanization offers considerable opportunities for accelerating socio-economic transformation. In regard to this programme, urbanisation and housing will contribute to the improvement of incomes and quality of the population by contributing to increasing productivity, inclusiveness and well-being of the population. This will be achieved through the provision of decent and affordable housing, employment opportunities as well as transformation of the informal sector. Uganda's current urban growth and development is unsustainable due to: jobless urban growth; inadequacies in physical planning and plan implementation leading to a sprawl of unplanned settlements including in risk prone areas; a deficiency in quantity and/or quality of social services, public infrastructure and housing; a skewed national urban system; and vulnerability due to climate change. Over the next five years, focus on harnessing the urbanization potential will be on: (i) fast tracking sustainable urbanization; (ii) building capacities of urban centres to manage the rapid urbanization; (iii) building the requisite infrastructure and housing for urbanization; (iv) fast-tracking industrialization for urban centres; (v) planning and diversifying the country's urban centres; and (vi) greening Uganda's urbanization process.

### **1.1 Programme Goal and Objectives**

The goal of this programme is, to attain inclusive, productive and liveable urban areas for socio-economic development.

#### **Programme Objectives include:**

- 1) Increase economic opportunities in cities and urban areas;
- 2) Promote urban housing market and provide decent housing for all;
- 3) Promote green and inclusive cities and urban areas;
- 4) Enable balanced, efficient and productive national urban systems;
- 5) Strengthen urban policies, planning and finance.

### **1.2 Programme Outcomes and Indicators**

The NDPIII has outlined the Programme Outcomes as indicated in Table 1.

**Table 1: Programme Outcomes and Indicators**

Outcome	Indicators	
1. High levels of investment, competitiveness and employment	1.1 Percentage of urban population with convenient access to public transport	
	1.2 Average travel time in GKMA (min/km)	
	1.3 Kms of paved urban roads	
	1.4 Proportion of paved urban roads to total urban roads, %	
	1.5 Urban unemployment rate, %	
	1.6 Population resident and working in an urban area per 1000 population	
	1.7 Urban Poverty rate (P0)	
	1.8 Average commute time	
	1.9 Level of urban informal employment in non-agricultural employment (%)	
2. Access to decent housing	2.1 Proportion of urban population living in slums and informal settlements	
	2.2 Housing deficit (Million)	
	2.3 Proportion of urban population with affordable housing (US\$20,000)	
	2.4 Cost of housing materials (Construction index for residential buildings)	
	2.5 Proportion of slums upgraded	
	2.6 Mortgage debt to GDP ratio	
3. Sustainable, liveable and inclusive cities	3.1 Percentage of preserved areas/ reservoirs /waterways/parks in relation to total urban land area	
	3.2 Per capita Green House Gas (GHG) as emissions (tons of CO2)	
	3.3 Proportion of urban population using safely managed drinking water services (Av. Annual increase of 3.5%)	
	3.4 % of Municipal solid waste disposed off safely	
4. Organized urban development	4.1 Integrated physical and economic development plans for	Cities
		Regions
Districts		
Municipalities		
4.2 Proportion of LG plans aligned to the National Physical Development plan		



Outcome	Indicators
	4.3 Ratio of land consumption rate to population growth rate
	4.4 Level of compliance of development projects to GKMA arrangement, %
	4.5 Number of nucleated settlement models
5. Orderly, secure and safe urban areas	5.1 Compliance to physical planning regulatory framework in the urban areas (%)
	5.2 Compliance to the urban physical development plans, %
	5.3 Percentage of housing units with approved housing plans
	5.4 Reported theft rate per 100,000 population

### 1.3 Sub-programmes, intermediate outcomes and corresponding indicators.

The Sustainable Urbanization and Housing programme is further divided into the following sub-programmes for better management and improved service delivery by the programme. The sub-programmes include:

1. Urbanization and Physical Planning;
2. Housing Development;
3. Institutional Coordination

**Table 2: Sub-Programme Outcomes and indicators**

INTERMEDIATE OUTCOME	INDICATOR
<b>Housing Development Sub Programme</b>	
<i>Objective 2: Promote urban housing market and provide decent housing for all</i>	
Increased mortgage reach	Percentage increase in mortgage reach
Increased housing stock	Percentage increase in housing stock
Upgrade slums in cities and municipalities	Proportion of slums in cities and municipalities upgraded
Increased compliance to building codes and decent housing	Percentage compliance to building codes/standards
Reduced cost of housing construction	Proportion of population adopting the new cost efficient building technologies
<b>Urbanization and Physical Planning Sub Programme</b>	
<i>Objective 1: Increase economic opportunities in cities and urban areas</i>	
<i>Objective 3: Promote green and inclusive cities and urban areas</i>	
<i>Objective 4: Enable balanced, efficient and productive national urban systems</i>	

Conducive investment climate for competitive enterprise development in Urban areas	Number of investments and jobs created
Increased compliance to the Land Use Regulatory Framework	Percentage level of compliance to the land use regulatory framework
Integrated Regional, District, Urban and Local Physical Development Plans developed	Number of Integrated Regional, District, Urban and Local Physical Development Plans developed
Favourable urban management laws, regulations, guidelines and governance frameworks developed	Number of urban laws, regulations, guidelines and governance frameworks developed
Improved capacity of urban stakeholders in physical planning & land use, solid waste management, slum redevelopment, climate change and development control	Number of stakeholder capacities built in core urban management practices
<b>Institutional Coordination Sub Programme</b>	
Objective 5: Strengthen urban policies, planning and finance.	
Timely payment of programme staff salaries, wages, pensions and gratuity	Months in which staff salaries, wages, pensions and gratuity are paid within the requisite timeframe
Improved coordination of programme Plans, policies, laws and regulations with stakeholders	Number of programme Plans and policy documents produced
Efficient and effective programme service delivery	% of approved staff structure filled Number of staff capacities built
Researches and programme performance reviews undertaken for enhanced programme performance	Number of reforms undertaken arising from the programme researches and reviews conducted
Regular and improved monitoring, supervision and evaluation of programme activities	% compliance levels to implementation of plans and budgets
Automated programme service delivery systems for improved planning, budgeting and financial management in all interventions	Number of programme interventions digitally implemented

## 2.0 Implementation Reforms

The key implementation reforms required to fully implement this programme and realize expected goals in the next five years include;

- i. Restructure Ministry of Kampala Capital City and Metropolitan Affairs and corresponding Ministries to effectively handle metropolitan affairs in the country.

- ii. Empower the Ministry of Lands, Housing and Urban Development with staff and resources to lead the Urban agenda in the Country since bigger part of our GDP is generated from urban areas
- iii. Streamline duplication of functions amongst MALGs to improve resource utilization in the Country i.e. avoid other programmes doing urbanization and housing chores apart from the programme itself
- iv. Need to review the mandates of NHCC and Housing Finance Bank Ltd and capitalize these institutions to spur housing development and reduce the housing backlog currently estimated over 2m houses

### **3.0 Implementation Activities**

The Programme Action Plan indicates the key priority outputs and actions that will be implemented to deliver the Sustainable Urbanization and Housing programme outcomes over the NDPIII planning period. Outputs are derived from NDP III interventions and actions in the Action Plans generated by MDAs on the basis of these outputs. Each action is recorded with annualized costs for the period of the plan (5 years) as indicated in Table 3. The detailed Action Plan is attached in Annex 2 to this PIAP.

### **4.0 Financing Strategy/Framework**

The cost of financing this programme interventions over the 5- year period is estimated at around UGX 20,313.01 trillion far above the NDPIII costing of UShs. 7,242 Trillion. This represents 280.5% planned costs of the programme activities under the NDPIII Planned Expenditure FY2020/21-FY2024/25,) of which UGX 10,501.01 trillion is contribution by the Public while UGX 9,812 trillion is private sector and external contribution (less recurrent private sector expenditure). This means that 52% percent of the total resources expected to finance the Programme will be from GoU consolidated budget while 48% percent will be from the private sector including development partners. Table 4 and Table 5 show the costs by sub-porgramme and by lead MDA.

**Table 3: Summary PIAP Annualised Costs by Sub-Programme**

Objective	Annualized Cost Projections (Billions)					
	2020/21	2021/22	2022/23	2023/24	2024/25	Total
1. Urbanization and Physical Planning	633.25	1359.55	1989.09	2216.26	2380.37	8578.52
2. Housing Development	444.1	1664.26	2350.23	3117.69	3921.22	11497.5
3. Strengthen urban policies, planning and finance	39.65	64.28	29.75	42.59	60.72	236.99
<b>Grand Total</b>	<b>1117</b>	<b>3088.09</b>	<b>4369.07</b>	<b>5376.54</b>	<b>6362.31</b>	<b>20,313.01</b>

**Table 4: Summary PIAP Annualised Costs by lead MDA**

MDA	Annualized Cost Projections (Billions)					
	FY	FY	FY	FY	FY	TOTAL
	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	
MoLHUD	657.29	1742.19	2571.73	3579.29	4783.87	13334.37
BoU	0.2	300	200	270	1	771.2
MEMD	0	27.6	19.7	20.8	80.9	149
MoGLSD	12.41	139.62	153.64	145.96	138.69	590.32
MoFPED	176.1	200.8	260.3	260.3	325.2	1222.7
MoICT&NG	0	6	6	6	24	42
MoKMA	77	96.6	156.74	256.8	154.3	741.44
MoTIC	0	44.4	196.4	181.4	168.4	590.6
MoWT	4.3	291.1	392.02	404.95	395.05	1487.42
NWSC	0	20	10	15	50	95
OPM	11.5	11.6	11.3	11.1	11.1	56.6
UFZA	2	4.4	29.4	6.4	5.4	47.6
UIA	3.8	8.88	9.2	9.22	9.25	40.35
MoWE	172.4	194.9	352.64	209.32	215.15	1144.41
<b>Grand Total</b>	<b>1,117</b>	<b>3,088.09</b>	<b>4,369.07</b>	<b>5,376.54</b>	<b>6,362.31</b>	<b>20,313.01</b>

**Table 5: PIAP Financing Framework**

Sources of Financing		Total Contributions FY1		Total Contributions FY2		Total Contributions FY3		Total Contributions FY4		Total Contributions FY5		Total Contributions for the Medium Term		Share by source of financing (%)
		Ushs. Billions		Ushs. Billions		Ushs. Billions		Ushs. Billions		Ushs. Billions		Ushs. Billions		
		Actual	PIA Budget	Actual	PIA Budget	Actual	PIA Budget	Actual	PIA Budget	Actual	PIA Budget	Actual	PIA Budget	
Central Government Transfers (Total Contribution)	MoL HUD	67	353.00	65	955.96	71.17	1,352.51	78	1,664.38	86.11	1,969.54	366.94	6,295	31
	ULC	41	214.43	41	598.41	44.55	846.64	49	1,041.87	53.91	1,232.89	228.46	3,934	19
	KCC A	3	14.77	3	41.22	3.07	58.32	3	71.77	3.71	84.93	15.74	271	1
Non-Tax Revenue		-	-	-	-	-	-	-	-	-	-	-	-	-
Development Partners (DPs)- Specify		101	534.80	101	1,492.50	111.11	2,111.60	122	2,598.52	134.45	3,074.95	569.80	9,812	48
NGOs		-	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>		<b>211</b>	<b>1,117</b>	<b>209</b>	<b>3,088</b>	<b>230</b>	<b>4,369</b>	<b>253</b>	<b>5,377</b>	<b>278</b>	<b>6,362</b>	<b>1,181</b>	<b>20,313</b>	<b>100</b>

## 5.0 Implementation Arrangements

This section gives an overview of the Monitoring and Evaluation (M&E) Framework for the PIAP and explains how the Programme will undertake the monitoring and evaluation, focusing particular

on the outline of the reporting mechanism to be set up. The M&E framework for the PIAP is informed by the achievements, challenges and lessons learnt from the implementation works. The framework outlines M&E roles and responsibilities of stakeholders, reporting formats and dissemination mechanisms and the required M&E capacities.

The overall objective of the M&E Framework is to support coordination of Programme and sub programme (Directorates and Departments), LGs and other stakeholders in undertaking monitoring and evaluation of the PIAP. The M&E framework will guide generation of data for: (i) evidence-based planning; (ii) accountability; (iii) monitoring and evaluating policies, programmes and projects; (iv) institutional learning through data utilization and sharing; and (v) decision making through measuring the performance, outcome and impact of development interventions.

### Stakeholders in Implementation

Figure 2 shows the generic institutional structure for implementation of the programme.

**Figure 1: Programme Institutional Structure**



This section clearly highlights and expounds on the roles and responsibilities of each stakeholder/institution in the programme implementation process as shown in Figure 2 above and table 7 hereunder which outlines the generic roles of the different stakeholders/institutions.

**Table 6: List of some of the key stakeholders/institution and their key roles**

SNo	Institution/stakeholder	Key roles/responsibilities
1.	Office of the President	<ul style="list-style-type: none"> <li>Take overall leadership and oversight of implementation of the plan to ensure its attainment.</li> <li>Timely communication of cabinet decisions</li> <li>Mobilizing the population towards achievement of the plan</li> </ul>
2.	Office of the Prime Minister (OPM)	<ul style="list-style-type: none"> <li>Coordination of the programmes</li> <li>Monitoring the implementation of the programmes</li> </ul>
3.	Leadership Committee	<ul style="list-style-type: none"> <li>Provide political and policy guidance and advocacy; review and act as a clearing house for programme policies before cabinet, and advocate for approval of programme-based policies before Cabinet and Parliament;</li> <li>Monitor implementation of programme-based policies and support the PWGs in resolution of impediments to implementation of such policies</li> <li>Monitor programme implementation based on programme outcome targets and support resolution of political or policy constraints during implementation</li> <li>Approve the Half Annual and Annual programme performance reports provided by the PWGs</li> <li>Advocate for mobilisation of resources to support programme implementation where there are financing gaps</li> </ul>
4.	Programme Working Groups <sup>1</sup>	<ul style="list-style-type: none"> <li>Ensure broad stakeholder consultation in discussing key issues and harmonize Government and stakeholder positions;</li> <li>Formulate Programme Implementation Plans in line with the National Development Plan and the Manifesto of the ruling government;</li> <li>Joint clearance of projects for inclusion in the Public Investment Plan, a requirement by the Development Committee;</li> <li>Ensure Implementation of Program Based Budgeting (PBB) for proper alignment to the NDP III;</li> </ul>

<sup>1</sup> Refer to the Programme Working Group Guidelines, 2020 (MoFPED)

		<ul style="list-style-type: none"> <li>• Coordinating inter-ministerial and agency budget allocations in a consultative way ensuring transparency and accountability.</li> <li>• Ensuring that consultations are carried out between line ministries, external and internal stakeholders on matters related to the programme;</li> <li>• Examine and review of programme related policies and plans, reviewing past performance, emerging policy issues and future spending pressures;</li> <li>• Identifying key outputs and programme performance targets both annually and in the medium term;</li> <li>• Undertaking monitoring and assessment of programme interventions; and,</li> <li>• Preparing semi-annual and annual programme reviews and reports.</li> </ul>
5.	Programme Secretariate	<ul style="list-style-type: none"> <li>• Coordinating the preparation of the Programme Implementation Action Plans (including costing and Monitoring Frameworks) and Programme Budget Framework papers and ensuring alignment with NDP III, Manifesto and Presidential Directives;</li> <li>• Organising and guiding meetings and activities of management structures;</li> <li>• Preparation and dissemination of quarterly, semi-annual and annual programme implementation reports;</li> <li>• Facilitating the annual programme performance reviews</li> <li>• Organising programme monitoring, inspection and other activities to enable collection of physical data to facilitate evidence-based reporting;</li> <li>• Promoting cooperation, learning and synergies within and outside the programmes;</li> <li>• Ensuring timely sharing and dissemination of key information to PWGs and programme institutions to facilitate implementation of programme activities</li> <li>• Facilitating dialogue with partners (DPs, CSOs, etc.) around each programme on emerging policy and technical issues aimed at increasing impact on programme outcomes</li> </ul>
6.	Programme Technical Working Group	<ul style="list-style-type: none"> <li>• Monitoring the implementation of the sub-component programme areas of the PIAP and raising issues for PWGs consideration,</li> <li>• Reviewing and clear sub-component programme areas of the Annual and semi-annual programme performance reports before consideration by the PWGs,</li> <li>• Developing positions papers on policy and strategic issues in the thematic area for consideration by PWG;</li> </ul>



		<ul style="list-style-type: none"> <li>• Reviewing new project concept notes and make recommendations to PWG for clearance</li> </ul>
7.	Ministry of Finance, Planning and Economic Development (MoFPED)	<ul style="list-style-type: none"> <li>• Providing financial resources</li> <li>• Providing technical guidance and mentoring on budgeting for implementation of PIAPs</li> <li>• Monitoring utilization of resources disbursed for PIAP implementation</li> </ul>
8.	National Planning Authority (NPA)	<ul style="list-style-type: none"> <li>• Providing overall guidance and technical support to programme development planning process.</li> <li>• Offering capacity building to MDAs, LGs where necessary</li> <li>• Monitoring effectiveness of PAIPs through issuance of Certificate of Compliancy.</li> </ul>
9.	Uganda Bureau of Statistics (UBOS)	<ul style="list-style-type: none"> <li>• Providing reliable data for planning,</li> <li>• Giving technical advice and capacity building in data collection and management</li> </ul>
10.	Ministries, Departments and Agencies	<ul style="list-style-type: none"> <li>• Developing their specific MDA Strategic Plans</li> <li>• Contributing to the development of the PIAPs</li> <li>• Receiving and integrating district programme priorities in their strategic plans</li> <li>• Mobilizing resources for the implementation of the PIAPs.</li> </ul>
11.	Development Partners	<ul style="list-style-type: none"> <li>• Provide technical support to programmes in planning and implementation of PIAP interventions</li> <li>• Supporting PWGs secretariats both through TA and Financial</li> <li>• Providing Financial resource</li> <li>• Integrating some aspects of PIAPs into their programming.</li> </ul>
12.	Local governments	<ul style="list-style-type: none"> <li>• Providing input into the PIAPs</li> <li>• Aligning their LG plans to the PIAPs</li> <li>• Implementing relevant aspects of the PIAPs.</li> </ul>
13.	Civil society and private sector organizations	<ul style="list-style-type: none"> <li>• Participating in PWG activities as co-opted members</li> <li>• Providing information about their on-going and planned development activities to the programme for input into the PIAPs</li> <li>• Contributing to the implementation of the PIAPs</li> <li>• Participating in M&amp;E of PIAPs.</li> </ul>

In addition to outlining the roles of each stakeholder involved in the implementation of the programme, membership composition of the following structures have equally been identified as

well as defining the operation modality of each of the institutional set-ups in terms of frequency and schedule of meetings.

**i Leadership Committee**

This committee will be comprised of the political leadership of the following MDAs that constitute the programme working group; The meetings will be as per the requirements of the PIAP preparation guideline with approval of the PIAP as one of the core role of the Leadership Committee. It shall be comprised of political representation from the following MDAs as MoLHUD, BoU, MEMD, MoGLSD, MoFPED, MoICT&NG, MoKMA, MoTIC, MoWT, NWSC, OPM, UFZA, UIA and MoWE with the Hon. Minister of Lands, Housing and Urban Development as the political leader of the programme.

**ii Programme Working Groups**

The programme technical working group is comprised of technical staff of the following MDAs as per the table hereunder with the Permanent Secretary Ministry of Lands, Housing and Urban Development as technical head of the programme.

<b>S N o</b>	<b>MDA</b>	<b>Programme Working Group membership</b>	<b>Designation</b>
1	MoLHUD	PS - Ministry of Lands, Housing and Urban Development	Technical Head of the programme
2	BoU	Representative of Governor BoU	Member
3	MEMD	Technical officer from Ministry of Energy & Mineral Development	Member
4	MoGLSD	Technical officer from Ministry of Gender, Labour and Social Development	Member
5	MoFPED	Technical officer from Ministry of Finance Planning and Economic Development	Member
6	MoICT&NG	Technical officer from Ministry of Information, Communication, Technology & National Guidance	Member
7	MoKMA	Technical officer from Ministry of Kampala and Metropolitan Affairs	Member
8	MoTIC	Technical officer from Ministry of Trade Industry and Cooperatives	Member

<b>S N o</b>	<b>MDA</b>	<b>Programme Working Group membership</b>	<b>Designation</b>
9	MoWT	Technical officer from Ministry of Works and Transport	Member
10	NWSC	Representative of the NWSC MD	Member
11	OPM	Technical officer from Office of the Prime Minister	Member
12	UFZA	Representative UFZA ED	Member
13	UIA	Representative UIA ED	Member
14	MoWE	Technical officer from Ministry of Water and Environment	Member
15	Dev't partners	Technical officers representing DPs	Member
16	NGOs, CSOs and CBOs	Technical officers representing NGOs, CSOs and CBOs	Member
17	Private Sector	Technical officers representing the Private Sector	Member

**iii Programme Technical Working Groups. These can be identified along the sub-programmes.**

In addition to the PWG technical team, a sub programme technical working groups have been constituted under the following sub programmes;

- Housing Development Sub Programme under the technical leadership of the Director Housing
- Urbanization and Physical Planning Programme under the technical leadership of the Director PPUD
- Institutional Strengthening programme under the technical leadership of the Commissioner Planning and Policy and the Under Secretary.

## **6.0 Monitoring and Evaluation Framework**

Monitoring of performance under the Sustainable Urbanization and Housing programme will be carried out through a series of activities over the implementation period. Progress will be assessed based on the action plan listed in Annex 2. Performance will also be evaluated against a set of outcome and output indicators and targets listed in Annex 3. The programme Monitoring and

Evaluation (M&E) shall be carried out using existing processes - mostly the annual planning and budgeting cycle through the following activities:

### **Half Annual and Annual Performance reports**

Half Annual (February) and Annual (September) reports will be used to compile progress and performance information based on the Action Plans and key performance indicators. These reports shall be coordinated by the Secretariat, working with the TWGs and presented to the PWG to review. They will also inform the Leadership Committee in their performance monitoring activities. The Annual Performance Report will also provide input into the annual review process.

### **Annual Review and Evaluation**

The Programme annual review, taking place in September/October, shall constitute the main evaluation event each year. This event shall be attended by programme external partners (DPs, CSOs, etc.). During this event, the Leadership Committee shall receive the annual performance report. From time to time, the PWG may commission independent assessment studies on any part of the programme in order to inform this evaluation. In such cases, reports from such studies will be received by the Leadership Committee. The event shall also be used to set targets for the following Financial Year.

### **Mid-term Review**

The PWG will commission a mid-term review of the programme in the Financial Year 2022/23 to carry out a detailed evaluation of the implementation and to inform it on progress made and changes that may be necessary to improve implementation. The review study shall be carried out with the help of external independent experts. The results of the review shall be considered and approved by the PWG. The review report shall also be presented to the Leadership Committee.

### **Diagnostic Studies**

The PWG may, from time to time commission studies or surveys to obtain a deep analytical assessment of progress or impact of the entire programme or any part of it. Assessment can be subject specific such as periodic PEFA assessment. Recommendation from such studies shall be considered by the PWG and possibly by the Leadership Committee

## **Physical Inspections**

The PWG may, from time to time, carry out physical inspections to collect physical evidence on programme implementation progress and performance. Reports of physical inspections shall inform the monitoring function of the PWGs

## **Roles for Responsibilities for M&E**

### **Secretariat**

The Programme Secretariat shall coordinate the preparation of half annual and annual programme report, for collecting and compiling data on all aspects of the programme; action plan, key results performance indicators, etc. The Secretariat shall also manage contracts related to external experts for various studies, including for the mid-term review, and shall organize all evaluation events (such as annual programme evaluation). The Secretariat shall maintain a database for all indicators under each of the programme to aid tracking and reporting.

### **Technical Working Groups**

Programme Technical Working Groups shall review sections of half annual and annual report relating to their thematic areas and clear these before the reports are submitted to PWGs. The TWGs shall also review reports of independent evaluation / assessment studies, clear them before their consideration by PWGs

### **Programme Working Groups**

PWGs shall review and clear for LC consideration, report of half annual or annual performance together with that of the mid-term review. PWGs also shall ensure the approved recommendations of monitoring and evaluation processes are integrated in the work-programme of the PWGs and tracked for their implementation

### **Leadership Committee**

The Leadership Committee will consider half annual and annual performance reports.

## 7.0 Annexes:

### Annex 1: List of Projects

SUSTAINABLE URBANISATION AND HOUSING					
No	Project Title	MDA	Start Date	End Date	Status
<b>ONGOING PROJECTS</b>					
1	Uganda Support to Municipal Infrastructure Development Program - Additional Financing (USMID-	MoLHUD	2020/21	2024/25	On-going
2	Albertine Region Sustainable Development Project	MoLHUD	2017/18	2021/22	On-going
3	Competitive Enterprise Development Project	MoLHUD	2020/21	2021/22	On-going
<b>NEW PROJECTS</b>					
4	Establishment of The Uganda Mortgage Refinance Company (UMRC)	MoLHUD	2020/21	2024/25	Concept
5	A City A Year Development Project	MoLHUD	2020/21	2024/25	Concept
6	Housing Project for Public/Private Sector Workers in Uganda	MoLHUD	2020/21	2024/25	Concept
7	Redevelopment of Slums and Informal Settlements Project	MoLHUD	2020/21	2024/25	Concept
8	Development of Pilot Eco-City in Kajansi Town Council-GKMA	MoLHUD	2020/21	2024/25	Concept
9	Albertine Region Sustainable Development Project	MoLHUD	2020/21	2024/25	Concept
10	GKMA Satellite City Development Project	MoLHUD	2020/21	2024/25	Concept
11	Uganda Support to Physical Planning, Land Tenure Security and Urban Infrastructure Development in Refugee Host Areas	MoLHUD	2020/21	2024/25	Concept
12	Rural Settlements Development Project	MoLHUD	2020/21	2024/25	Concept
13	Social Housing Project	MoLHUD	2020/21	2024/25	Concept
14	Improved tenure governance as a tool to consolidate peace, strengthen food and nutrition security, and eradicate poverty in Northern Uganda	MoLHUD	2020/21	2024/25	Concept
15	Comprehensive inventory of Land (from current 23 percent of titled land to 50 percent)	MoLHUD	2020/21	2024/25	NDPIII Project Idea
16	Hoima Oil Refinery Proximity Development Project. (Phase one - Preparation of the project master plan)	MoLHUD	2020/21	2024/25	Concept
17	Hoima Oil Refinery Proximity Development Project: Phase II	MoLHUD	2020/21	2024/25	Concept

	<b>PROJECT IDEAS</b>				
18	GKMA High density affordable housing	MoLHUD	2020/21	2024/25	NDPIII Project Idea

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## Annex 2: Detailed Action Matrix

Sub programme	Objective	Intervention	Output	Actions/Activities	Lead MDA	Amounts in US\$. Billions						
						FY 2020 /21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	TOTAL	
URBANIZATION AND PHYSICAL PLANNING	Increase economic opportunities in cities and urban areas;	1.1 Support establishment of labor-intensive manufacturing, services, and projects for employment creation including development of bankable business plans	Jobs created	Prepare designs for 04 industrial parks (Gulu, Arua, Tororo & Nakasongola)	UIA	0	4.9	4.9	4.9	4.9	19.6	
				Construct staff accommodation houses for industrial workers	MoLHUD	0	20.0	30.0	40.0	50.0	140	
				Construct park roads for connectivity	MoWT	0	40.0	40.0	40.0	40.0	160	
				Develop and implement economic and free zones in 16 cities and other Urban areas	UFZA	2	3	4	5	4	18	
				Extend utilities to the industrial park sites	Water & Sewerage	NWSC,	0	20.0	10.0	15.0	50	95
					Electricity	MEMD	0	25.0	15.0	15.0	70	125
					Telephone	MoICT &NG	0	6.0	6.0	6.0	24	42
				Prepare urban development projects to support small and medium enterprises	MoLHUD	0	2.0	2.0	2.0	2.0	8	
				Provision of at least 120,000 square meters of affordable SME workspaces for small-scale value addition enterprises 15 Cities+KCCA	MoTIC	0	40	40	25	15	120	
				Training SMEs equipped with BDS & Entrepreneurship	MoTIC	0	1.0	1.0	1.0	1.0	4	
				Consult / engage with the informal enterprises including street vendors on forming associations	MoTIC	0	3.0	3.0	3.0	0	9	
				Conduct feasibility study, Master Plan, Engineering Design & ESIA for 1 Free	MoLHUD	0	11.7	0	0	0	11.7	



Sub programme	Objective	Intervention	Output	Actions/Activities	Lead MDA	Amounts in UShs. Billions					
						FY 2020 /21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	TOTAL
				zone							
				Construction of Free Zone	MoTIC	0	0	152	152	152	456
				Market & attract Free Zones operators in labour intensive industries	MoTIC	0	0.4	0.4	0.4	0.4	1.6
				Train and sensitise free zone operators on standards to ensure consistency in the products exported.	UFZA	0	0.2	0.2	0.2	0.2	0.8
				Establish Export Business Accelerator for incubation of SMEs in Public Free Zones.	UFZA	0	0	24	0	0	24
				Link SMEs to free zones agro processors for sub-contracting & access to export markets	UFZA	0	0.2	0.2	0.2	0.2	0.8
				Develop Bankable projects for investment in value added sectors	UFZA	0	0.5	0.5	0.5	0.5	2
				Mapping local export clusters for production & bulking of supply side for Free Zones	UFZA	0	0.5	0.5	0.5	0.5	2
				Develop climate change and environment sustainability plan for free zones	MoWE	0	0.68	0.72	0.75	0.78	2.93
				Supervision, Monitoring and facilitation of Free Zones	UIA	0	0.08	0.1	0.12	0.15	0.45
				Support informal enterprises / street vendors to form associations	MoKMA	0	0.55	0.55	0.57	0.55	2.22
				Establish business engagement centers/incubators at KCCA	MoKMA	0	4.5	4.6	4.2	4.0	17.3

Sub programme	Objective	Intervention	Output	Actions/Activities	Lead MDA	Amounts in UShs. Billions					
						FY 2020 /21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	TOTAL
				and all the GKMA LGs							
				Undertake feasibility study, project design, preparation for the development of Artisan Parks in GKMA, namely Mpigi, Wakiso, KCCA & Mukono district	MoKMA	0	1.0	1.0	1.0	0	3
				Develop Occupational Safety and Health (OSH) responsive Artisan Parks in Mpigi, Wakiso, KCCA & Mukono	MK&MA	0	0.5	0.8	0.5	0.5	2.3
				Create spaces for informal enterprises in existing markets	MK&MA	0	1.0	1.25	0.75	0.25	3.25
				Organize Monthly Market Days – In addition to the weekly gazzeted street markets.	MK&MA	0	2.0	2.0	2.0	2.0	8
				Undertake baseline study / profiling to establish decent working conditions in available jobs	MGLSD	0.1	0.3	0	0	0	0.4
				Develop and disseminate Guidelines on gender, equity, rights, culture, youth employment and Occupational Safety and Health (OSH) in formal and informal workplaces	MGLSD	0	1.5	1.5	1.5	1.5	6
				Conduct bi-annual awareness campaigns on gender, equity, rights, culture, youth employment and Occupational Safety and Health (OSH) in formal and	MGLSD	0.1	0.15	0.15	0.15	0.15	0.7

Sub programme	Objective	Intervention	Output	Actions/Activities	Lead MDA	Amounts in US\$. Billions						
						FY 2020 /21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	TOTAL	
				informal workplaces								
				Undertake implementation of gender, equity, rights, culture, youth employment and Occupational Safety and Health (OSH) related legislation in cities and urban areas	MGLSD	0	0.4	0.4	0.4	0.4	1.6	
				Recruit qualified technical staff on gender, equity, rights, culture, youth employment and Occupational Safety and Health (OSH)	MGLSD	0	0.5	0.5	0.5	0.5	2	
				Carryout quarterly trainings and sensitizations about gender, equity, rights, culture, youth employment and Occupational Safety and Health (OSH) in the cities and urban area workplaces	MGLSD	0	0.25	0.25	0.25	0.25	1	
				Conduct stakeholder analysis in the business development centres to assess aspects of gender, equity, rights, culture, youth employment and Occupational Safety and Health (OSH)	MGLSD	0	0.5	0	0	0	0.5	
				Undertake SWOT analysis of the MoGLSD with all its departments, programs and projects in regard to gender, equity, rights, labour productivity, industrial relations, employment,	MGLSD	0.5	0	0	0	0	0.5	

Sub programme	Objective	Intervention	Output	Actions/Activities	Lead MDA	Amounts in US\$. Billions					
						FY 2020 /21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	TOTAL
				culture, family affairs and Occupational Safety and Health (OSH)							
				Map up OSH champions in the business development centres across the country and utilize them to help others improve their OSH systems	MGLSD	0	0.4	0.3	0.2	0.1	1
				Carryout trainings on gender, equity, rights, labour productivity, industrial relations, employment, culture, family affairs and Occupational Safety and Health (OSH)	MGLSD	0	0.5	0.6	0.6	0.6	2.3
				Undertake baseline study to establish the gender, equity, rights, culture, youth employment in urban areas	MGLSD	0	0.3	0	0	0	0.3
				Develop and disseminate Guidelines on mainstreaming gender, equity, rights, culture, youth employment and Occupational Safety and Health (OSH) in the cities and urban areas	MGLSD	1.5	1.5	1.5	1.5	1.5	7.5
		1.2 Upgrade accredited institutions to offer certified skilling, entrepreneurship	Skilling and entrepreneurship development centers upgraded in urban	Upgrade skilling and entrepreneurship centers in 16 cities with curriculum and infrastructure also catering for aspects of gender, equity, youth and women employment, Occupational Safety and	MGLSD	2.21	2.32	2.44	2.56	2.69	12.22

Sub programme	Objective	Intervention	Output	Actions/Activities	Lead MDA	Amounts in US\$. Billions					
						FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	TOTAL
		urship and incubation development in sustainable urbanization and housing related fields	areas	Health (OSH) responsiveness							
				Create STEi Incubation Centres	UIA	3.7	3.7	3.7	3.7	3.7	18.5
				Apprentice accessing Jobs and Profiled and ready for job market	UIA	0.1	0.2	0.5	0.5	0.5	1.8
				Skill and certify entrepreneurs in 15 cities, with curriculum	MGLSD	2.0	2.0	2.0	2.0	2.0	10
				undertake gender, equity, rights, culture, youth employment and Occupational Safety and Health (OSH) related legislation (Acts, regulations and policies) through targeted inspections and annual Audits in various skilling and entrepreneurship centers throughout the country in 16 cities	MGLSD	0	0.3	0.3	0.3	0.3	1.2
				Promote the establishment of training institutions for OSH at tertiary education levels	MGLSD	0	100	100	100	100	400
				Integrate OSH education in the curricula of primary, secondary and tertiary institutions of learning	MGLSD	0	5	5	5	0	15
				1.3 Reform and improve business	Integrated revenue management &	Roll out the integrated revenue management and administration system	MoLHUD	1.11	1.16	1.22	1.28
				Develop and implement the	MoLH	0	3	1	0	0	4

Sub programme	Objective	Intervention	Output	Actions/Activities	Lead MDA	Amounts in UShs. Billions						
						FY 2020 /21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	TOTAL	
		processes in cities and urban areas to facilitate private sector development	administration system deployed	E-governance frameworks	UD							
			PPP implementation strategy		Develop PPP implementation strategy for urban authorities	MoLH UD	0	1	1	1		3
					Individual city investment profiles and bankable projects developed and implemented	MoLH UD	22.5	45.0	90.0	120.0	150.0	427.5
					Enhance employers' and workers' ability, understanding, attitude and behaviour in relation to OSH, gender, equity, culture	MGLSD	0.5	0.5	0.5	0.5	0.5	2.5
					Build capacity of private OSH experts to support government in delivering advisory services	MGLSD	0.5	0.5	0.5	0.5	0.5	2.5
					Establish and strengthen public and private sector institutions and structures to carry out OSH functions	MGLSD	0	3	3	0	0	6
		1.4 Develop and implement an integrated rapid mass transport system (Light	Mass rapid transport system for 15 cities in place	Prepare city mass rapid transport master plans	MoK&MA	75.0	75.0	75.0	75.0	75.0	375	
				Construct and improve urban infrastructure i.e. Urban Roads and related infrastructure	MoLH UD	300	500	650	750	850	3050	
				Implement light railway transport	MoWT	0	0	0	0	0	0	
				Construction of bus terminals	MoKMA	0	0	60	60	60	180	

Sub programme	Objective	Intervention	Output	Actions/Activities	Lead MDA	Amounts in UShs. Billions					
						FY 2020 /21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	TOTAL
		Railway Transport and Mass Bus Transport) to reduce traffic congestion and improve connectivity in urban areas		Feasibility study and design for phase 1 - Bus Rapid Transit (BRT) key Corridors- City centre Circuit; Bwaise, Kireka-Mukono, Kalerwe & Entebbe Road	MoWT	0	18.5	0	0	0	18.5
				Develop BRT system: Pilot the Bus Rapid Transit (BRT) key Corridors- City centre Circuit; Bwaise, Kireka-Mukono, Kalerwe & Entebbe Road	MoWT	0	0	36.0	0	0	36
				Develop and disseminate Guidelines on mainstreaming gender, equity, rights, culture, youth employment and Occupational Safety and Health (OSH) into the master plans of all public transport systems as workplaces, including small and medium scale transporters and the informal sector in the 16 cities and urban areas	MGLS D	0	1.5	1.5	1.5	1.5	6
				Mainstream and integrate OSH, gender, equity, rights into all public transport systems as workplaces, including small and medium scale transporters and the informal sector through quarterly trainings and sensitizations	MGLS D,	3.0	6.0	6.0	6.0	6.0	27

Sub programme	Objective	Intervention	Output	Actions/Activities	Lead MDA	Amounts in UShs. Billions					
						FY 2020 /21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	TOTAL
			Access to safe water	Connect household to safe water sources	MoWE	55.3	58.2	60.9	64.0	67.2	305.6
				Provide adequate water for commercial and industrial use in all cities	MoWE	55.3	58.2	60.9	64.0	67.2	305.6
		1.5 Improve urban safe water and waste management services and associated infrastructure for value addition and revenue generation	Access to solid waste management services	Develop the public sewerage systems in the 16 cities and other Urban areas	MoWE	55.3	58.1	60.9	64.0	67.2	305.5
				Develop public sewage system	MoWE	0	5.0	4.0	3.0	3.0	15
				Implement the '4R' - Reuse, reduce, recycle, recover in both residential and commercial settings	MoWE	2.0	2.0	2.0	2.0	2.0	10
				Develop solid waste and waste-water treatment plants	MoWE	2.0	2.0	2.0	2.0	2.0	10
				Feasibility study of GKMA-wide solid waste management facility	MoKMA	0	1.0	0	0	0	1
				Implement the new, modern solid waste processing and transfer facilities in at least 2 strategic locations throughout GKMA	MoWE	0	0	150	0	0	150
				Undertake community sensitization campaigns to raise awareness of importance of maintaining a waste-free metropolitan area	MoKMA	0	3.0	3.0	3.0	3.0	12
				Engage Recycling Companies and/or other partners to work with GKMA Local governments to deliver waste collection and processing services	MoKMA	0	0.2	0.2	0.2	0.2	0.8
				Establish New, modern	MoKMA	0	0	0	100	0	100



Sub programme	Objective	Intervention	Output	Actions/Activities	Lead MDA	Amounts in US\$. Billions					
						FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	TOTAL
				solid waste processing and transfer facilities in at least 2-strategic locations throughout GKMA	A						
		1.6 Improve the provision of quality social services to address the peculiar issues of urban settlements	Physical Dev't plans for all Urban Areas in place	Prepare PDPs for urban councils to guide social services provision	MoLH UD	11.0	37.0	69.0	73.0	72.0	262
				Prepare Action are plans that address peculiar aspects and being sensitive to needs of all	MoLH UD	0	2	4	4	2.4	12.4
HOUSING DEVELOPMENT	Promote urban housing market and provide decent housing for all;	2.1 Develop and implement an investment plan for adequate and affordable housing	Affordable & adequate housing investment plan developed	Undertake housing market research	MoLH UD	0	10	0	0	0	10
				Conduct stakeholder engagements, harmonization of project objectives and markets assessment for appropriate factor inputs for affordable and adequate housing in 16 cities	MoLH UD	0	6	6	6	8	26
				Undertake feasibility studies	MoLH UD	1.9	2.9	3.9	4.7	5.9	19.3
				Prepare Housing Investment plans	MoLH UD	0	2.0	0	0	0	2
				Design, prepare and develop affordable Housing projects	MoLH UD	5.7	8.7	11.6	14.1	17.6	57.7
				Develop, procure and operationalize a housing database	MoLH UD	0	3.0	2.0	2.0	2.05	9.05

Sub programme	Objective	Intervention	Output	Actions/Activities	Lead MDA	Amounts in UShs. Billions					
						FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	TOTAL
			Affordable & adequate housing units in place	Build affordable, safe & adequate housing units	MoLHUD	2.0	8.0	8.0	8.0	8.0	34
				Conduct Feasibility study for developing a High Density Affordable Housing facility in GKMA slums, starting with Kisenyi	MoKMA	0	0.5	0.5	0.5	0.5	2
		2.2 Develop, promote and enforce building codes/standards	Building codes and standards in place	Review and revise national building codes and standards;	MoLHUD	0	0.4	0	0	0	2
				Disseminate, enforce and implement building codes and standards;	MoLHUD	0	0.5	0	0	0	
				Formulate a comprehensive Housing Law including Real estate Bill	MoLHUD	0	0.5	0.5	0.5	0.5	1.4
				Map up potential real estate developers in the Country	MoLHUD	0.3	0.2	0.1	0.4	0.4	2.3
				Review and update the Building Control Regulatory Framework	MoWT	0	0.5	0.5	0.5	0.8	13
				Formulate the National Building Maintenance policy.	MoWT	0	0	4	4.5	4.5	7.5
				Undertake Census of Government Buildings	MoWT	0	0	2.5	2.5	2.5	17.5
				Training MDAs and LGs to enforce compliance with Construction Laws and Regulations	MoWT	1.5	2.5	4.5	4.5	4.5	37.8
				Develop and Operationalize the National Building Industry Management System	MoWT	2.3	5.4	8.8	9.4	11.9	11

Sub programme	Objective	Intervention	Output	Actions/Activities	Lead MDA	Amounts in US\$. Billions					
						FY 2020 /21	FY 202 1/22	FY 202 2/23	FY 202 3/24	FY 202 4/25	TO TA L
				Monitor and Enforce the Compliance of Building projects to Laws, Regulations and standards.	MoWT	0.5	1.5	2.5	3	3.5	6
				Build LG Capacity to Monitor and Enforce the Compliance of Building Laws, Regulations and standards	MoWT	0	1.5	1.5	1.5	1.5	7.5
				Assess and test Building Infrastructure projects to ascertain resistance to Earthquakes, seismic forces, fires and other natural disasters.	MoWT	0	0.5	1.5	2.5	3	140
				Construct and Equip MoWT and NBRB Offices.	MoWT	0	0	40	60	40	44.5
				Undertake Construction and Rehabilitation of Public Buildings	MoWT	0	4.5	10	15	15	67
				Review, Develop, and harmonize OSH, gender, equity related legislation (Policy, Acts, regulations, standards, codes of practice and guidelines)	MGLS D	2.0	5.0	20	20	20	5
				Ratification of ILO conventions on OSH, gender, equity, etc.	MGLS D	0	2.0	2.0	1.0	0	11
				Develop National standards on OSH, gender, equity	MGLS D	0	5.0	5.0	1.0	0	0.8
				Strengthen inspection and audit and enforcement of laws	MGLS D	0	0.2	0.2	0.2	0.2	0.8
		2.3	Inclusive	Review and revise the	MoFPE	0	0.5	0.1	0.1	0.1	0.1

Sub programme	Objective	Intervention	Output	Actions/Activities	Lead MDA	Amounts in UShs. Billions					
						FY 2020 /21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	TOTAL
		Develop an inclusive housing finance mechanism including capitalization of Housing Finance Bank to provide affordable mortgages and revisiting the mandate of NHCC to support housing development for all	housing finance mechanism developed	mandate of Housing Finance Bank in providing affordable mortgages	D						
				Capitalizing Housing Finance Bank	MoFPE D	0	0.1	0.1	0	0	0.8
				Establish Housing Cooperatives and SACCOs as financing mechanisms	MoFPE D	0.1	0.2	0.2	0.2	0.1	910
				Establish and operationalize Housing Revolving Fund for public servants	MoLH UD	0	10.0	200	300	400	771.2
				Establish a mortgage liquidity facility	BoU	0.2	300	200	270	1.0	1.6
				Establish a Mortgage Information/Registration System.	MoLH UD	0	1.0	0.2	0.2	0.2	1.1
			NHCC mandate revised to deliver affordable housing for all	Review and revise the National Housing & Construction Corporation Act	MoLH UD	0.5	0.3	0.1	0.1	0.1	1941.31
				Review and revise the mandate of NHCC in provision of affordable housing	MoLH UD	190.0	289.1	388.3	487.39	586.52	1221
				Adequately Capitalize National Housing & Construction Co	MoFPE D	176	200	260	260	325	0.3
				2.4 Incentivize real estate companies to undertake affordable housing projects to	Real Estate Companies incentivized	Establish a rollout plan under the PPP framework for real estate dev't	MoLH UD	0	0.3	0	0
		Develop affordable Housing Estates under PPP	MoLH UD	60		240	300	300	300	150	
		Sign MoU with selected partners in housing development	MoLH UD	0		20	30	50	50	0.5	
		Identify and operationalize	MoLH	0.1		0.1	0.1	0.1	0.1	25	



Sub programme	Objective	Intervention	Output	Actions/Activities	Lead MDA	Amounts in UShs. Billions					
						FY 2020 /21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	TOTAL
				Promote adoption of modern energy services in slums and cities such as access to electricity, clean cooking, energy efficient and renewable energy technologies	MEMD	0	2.0	4.0	5.0	10.0	0.5
		2.6 Design and build inclusive housing units for government workers	Housing for formally employed workers	Carryout a housing needs assessment for public servants	MoLHUD	0.5	0	0	0	0	500
				Design and build core Institutional housing units beginning with hard to reach areas	MoLHUD	0	50	100	150	200	20
				Establish a housing development and demonstration Park	MoWT	0	10	0	10	0	859.38
		2.7 Promote the production and use of sustainable housing materials and technologies	Sustainable low-cost housing materials produced	Undertake research into local and international housing building materials and appropriate technologies for delivering low cost houses	MoWT	0	199.00	209.48	219.95	230.95	17.5
				Develop and adopt appropriate technologies for delivering low cost houses	MoLHUD	0	5.6	4.2	4.0	3.7	80
				Construct, Rehabilitate or upgrade Government Material Laboratories	MoWT	0	0	25	25	30	5
				Establish a housing development database for management of building costs	MoWT	0	2.0	1.0	1.0	1.0	8
URBANIZATION AND PHYSICAL	Promote green and inclusive	3.1 Conserve and restore	Urban wetlands and forests	Map and gazette all urban natural resources assets in 16 cities	MoLHUD	0	2.5	3.0	2.5	0	1.1

Sub programme	Objective	Intervention	Output	Actions/Activities	Lead MDA	Amounts in UShs. Billions					
						FY 2020 /21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	TOTAL
PLANNING	cities and urban areas;	urban natural resource assets and increase urban carbon sinks	restored and preserved	Prepare and implement restoration plans for 16 cities	MoLH UD	0	0.5	0.6	0.5	0	3.8
				Create public awareness on importance of preserving carbon sinks	MoWE	0	2.3	0.5	0.5	0.5	2.4
				Scale up the PHE model in cities and urban areas	MoWE	0	0.6	0.6	0.6	0.6	3
	3.2 Undertake waste to wealth initiatives which promote a circular economy	Value added to waste	Conduct mapping of waste collectors in GKMA, cities and Municipalities	MoKMA	0	0.5	1.0	1.5	0	0.62	
			Build capacity of urban councils in waste management	MoLH UD	0	0.2	0.2	0.22	0	2.1	
			Conduct research on appropriate technology to manage solid waste in urban centres	MoLH UD	0.1	0.5	0.5	0.5	0.5	0.5	
			Conduct behavior change and enforcement campaigns	MoLH UD	0.1	0.1	0.1	0.1	0.1	7.5	
			Establish waste recycling enterprises and decentralized waste management centres	MoWE	1.5	1.5	1.5	1.5	1.5	0.4	
			Promote investments in PPPs in waste recovery and landfill management	MoKMA	0	0.1	0.1	0.1	0.1	5.2	
			Promote waste to energy conversion	MoWE	0	1.0	1.2	1.4	1.6	3	
			Promote Energy Efficiency, Conservation and provision of EE and RE technologies	MEMD	0	0.6	0.7	0.8	0.9	0.3	
3.3 Develop green buildings,	Adequate, affordable and appropriate	Review of the green building related aspects of the NBC and develop guidelines for enforcement	MoWT	0	0.3	0	0	0	15.64		

Sub programme	Objective	Intervention	Output	Actions/Activities	Lead MDA	Amounts in US\$. Billions					
						FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	TOTAL
	risk sensitive building codes and systems to promote energy efficient housing	e buildings constructed	Implement energy efficient building codes	MoWT	0	3.7	3.44	4	4.5	13	
			Establish Nationwide House Energy Star Rating (NatHER) council	MoLHUD	1.0	2.0	2.7	3.4	3.9	3.8	
			Create public awareness in green building in cities and MCs	MoLHUD	0	2.3	0.5	0.5	0.5	2.65	
			Capacity enhancement in green building concept	MoLHUD	0	1.8	0.35	0.25	0.25	0.3	
			Conduct research on the relationship between green buildings and occupational accidents, injuries and diseases	MGLSD	0	0	0	0.3	0	1.6	
	3.4 Promote non-motorized transit in city	Non-Motorized transport plans for cities	Develop and implement non-motorized transport (NMT) plans for 16 cities & 31 MCs	MoWT	0	0.4	0.4	0.4	0.4	3.1	
			Integrate NMT facilities in 16 cities & 31 MCs	MoWT	0	0.6	0.7	1.0	0.8	0.8	
			Promote use of NMT designated routes in 16 cities and 31 MCs	MoWT	0	0.2	0.2	0.2	0.2	3.2	
	3.5 Increase urban resilience by mitigating against risks of accidents, fires and flood flooding	Protected and Secure urban areas	Develop policy tools to build urban resilience	MoLHUD	0.4	0.6	0.7	0.7	0.8	2.7	
			Undertake urban risk assessment	MoLHUD	0	0.8	0.8	0.8	0.3	3.2	
			Design climate proof urban infrastructure plans for the 16 cities	MoLHUD	0.4	0.6	0.7	0.7	0.8	14	



Sub programme	Objective	Intervention	Output	Actions/Activities	Lead MDA	Amounts in US\$. Billions							
						FY 2020 /21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	TOTAL		
	a. Strengthen effective early warning systems		Effective early warning system structures set	Develop early warning and detection ( <i>Flooding, earthquake and Landslides</i> ) systems in 7 regions as per NPDP	MoWE	0	4.0	6.0	4.0	0	0.28		
				Generate and disseminate early warning information at all levels through UNIEWS	MoWE	0	0.07	0.07	0.07	0.07	3.2		
				Develop disaster contingency Plans for national and LGs	MoWE	0.6	0.65	0.65	0.7	0.6	3.4		
				Carry out community sensitization on disaster risk avoidance, mitigation and rapid response	MoWE	0.4	0.6	0.7	0.8	0.9	17.8		
				Implement drainage master plans for 16 cities and 31 municipalities	MoLH UD	0	0.6	4.7	5.7	6.8	5.6		
				b. Improve emergency responses	Timely responses to emergencies	Establish and implement paramedical units to timely respond to emergencies	OPM	2.0	1.6	1.2	0.5	0.3	4.2
						Develop SOPs and Emergency evacuation guidelines for the public	OPM	0.7	0.8	0.7	1	1	40
						Procure rapid response capability at national and sub-national levels	OPM	8	8	8	8	8	3.4
						Train first responders in Incident Command Systems at all levels	OPM	0.4	0.6	0.7	0.8	0.9	3.4
						Resettle persons at high risk of disasters like landslides to safe areas	OPM	0.4	0.6	0.7	0.8	0.9	3.05
	3.6 Develop and protect green belts	Green belts developed and	Plant and protect green belts	MoLH UD	0.55	0.58	0.61	0.64	0.67	15			

Sub programme	Objective	Intervention	Output	Actions/Activities	Lead MDA	Amounts in UShs. Billions					
						FY 2020 /21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	TOTAL
			protected								
			Road islands greened and protected	Plant and beautify road islands and reserves.	MoLH UD	3.00	3.00	3.00	3.00	3.00	30.54
		3.7 Establish and develop public open spaces	Open spaces developed and protected	Develop and protect public open spaces in 16 cities and 31 MCs	MoLH UD	5.53	5.8	6.09	6.4	6.72	91
URBANIZATION AND PHYSICAL PLANNING	Enable balanced, efficient and productive national urban systems;	4.1 Develop and implement integrated physical and economic development plans in the new cities and other urban areas	Integrated physical and economic development plans for cities	Prepare integrated physical and economic development plans (16) cities and implement basic infrastructure.	MoLH UD	0	22.0	23.0	23.0	23.0	47
				Prepare and implement detailed plans for all cities and Municipal Councils	MoLH UD	0	16.0	11.0	10.0	10.0	18.8
				Sensitize stakeholders on physical development planning during planning and implementation for orderly dev't	MoLH UD	0	4.7	4.7	4.7	4.7	2.65
				Prepare detailed large scale topographic maps for 16 cities to address prior challenges caused by inaccurate road alignments, buildings, utility line, etc responding to orderly and cost effective urban development.	MoLH UD	0.15	0.35	0.6	0.7	0.85	0.6
				Develop an urban growth	MoLH	0	0.15	0.15	0.15	0.15	0.8

Sub programme	Objective	Intervention	Output	Actions/Activities	Lead MDA	Amounts in UShs. Billions					
						FY 2020 /21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	TOTAL
				and development strategy taking into account Population & Development priorities	UD						
				Undertake investigative studies to inform planning for cities and other urban areas	MoLH UD	0	0.3	0	0	0.5	2
				Build capacity of leaders in cities and urban areas on Population & Development issues including harnessing the Demographic Dividend	MoLH UD	0	0.5	0.5	0.5	0.5	447
			Integrated physical and economic development plans for municipalities and town councils	Implement PDPs in 16 cities, 20 municipalities and 422 town councils	MoLH UD	0	15.0	17.0	200	215	2.21
				Undertake training in integrated physical and economic development plans in GKMA and other urban areas	MoLH UD	0.3	0.36	0.45	0.5	0.6	0.8
				Development of comprehensive guidelines for integrated development planning	MoLH UD	0	0.4	0.4	0	0	212
				Develop and implement bankable projects in line with GKMA Strategy	MoLH UD	12.0	28.0	40.0	56.0	76.0	5.6
				4.2 Implement the Greater Kampala Metropolitan Area Economic Development							
			Integrated development Plan for GKMA	Develop World Class Economic Infrastructure as per GKMA strategy	MoKMA	0	1.2	1.3	1.4	1.7	5.6
				Implement projects for Conservation and protection of environment Assets	MoKMA	0	1.2	1.3	1.4	1.7	5.6
				Provide business Support to the informal sector, the	MoKMA	0	1.2	1.3	1.4	1.7	9.6

Sub programme	Objective	Intervention	Output	Actions/Activities	Lead MDA	Amounts in UShs. Billions					
						FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	TOTAL
		nt Strategy		youth and economic clusters projects							
				Create a Unique Centre for Tourism Projects	MoKMA	0	2.2	2.3	2.4	2.7	100
			Nucleated settlement models prepared and implemented	Plan and develop nucleated settlements	MLHUD	0	25	25	25	25	3.05
INSTITUTIONAL STRENGTHENING SUB PROGRAMME	Strengthen urban policies, planning and finance.	5.1 Review, develop and enforce urban development policies, laws, regulations, standards and guidelines	Urban development law, regulations and guidelines formulated	Implement the physical planning regulatory framework	MoLHUD	0.55	0.58	0.61	0.64	0.67	0.5
				Formulate Urban Development Laws, regulations and guidelines	MoLHUD	0.50	0	0	0	0	0.2
				Formulate Urban Development Regulations including an internal migration regulation initiative to enhance organized urbanization	MoLHUD	0	0.20	0	0	0	3.6
				Promote the establishment of City/ Municipal wide Development strategies that enhance rural-urban linkages.	MoLHUD	0	1.2	1.2	1.2	0	1.8
				Formulate Urban Development Guidelines	MoLHUD	0	0.6	0.6	0.6	0	10
				Implement physical planning regulatory framework in all cities and MCs	MoLHUD	0	2.5	2.5	2.5	2.5	16
				Implement physical planning regulatory	MoLHUD	0	4.0	4.0	4.0	4.0	0.3

Sub programme	Objective	Intervention	Output	Actions/Activities	Lead MDA	Amounts in UShs. Billions						
						FY 2020 /21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	TOTAL	
				framework in all town councils								
				Development of a guideline for land banking in GKMA	MoKMA	0	0.3	0	0	0	2	
				Roll out tax simplification and e-governance across the GKMA local governments	MoKMA	2	0	0	0	0	1	
				Develop street vending regulations	MoKMA	0	0.5	0.3	0.2	0	0.3	
				Develop and implement working frameworks on new, modern solid waste processing and transfer facilities in GKMA	MoKMA	0	0	0	0.3	0	1	
		5.2 Implement participatory and all-inclusive planning and implementation mechanism to enforce the implementation of land use regulatory and compliance frameworks	Compliance to land use frameworks and orderly development	Build the capacities of Urban LGs to implement the land use regulatory framework	MoLHUD	0.2	0.2	0.2	0.2	0.2	1	
				Monitor and support urban LGs in land use regulatory framework	MoLHUD	0.2	0.2	0.2	0.2	0.2	0.2	2
				Undertake community awareness on the LURF	MoLHUD	0.4	0.4	0.4	0.4	0.4	0.4	16.57
				Formulate, review and disseminate the land-use regulatory framework	MoLHUD	3.00	3.15	3.30	3.47	3.65	3.65	68
		5.3 Scale up the	Physical Planning	Operationalize and rollout PPUMIS in Cities and	MoLHUD	28	40	0	0	0	22.2	

Sub programme	Objective	Intervention	Output	Actions/Activities	Lead MDA	Amounts in UShs. Billions					
						FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	TOTAL
		physical planning and urban management information system	& Urban management system scaled.	Municipalities							
				Establish Urban Forums in Urban Authorities	MoLHUD	0.2	4.0	6.0	6.0	6.0	75.4
				Develop an e-governance system for urban authorities	MoLHUD	3.0	4.4	8.0	20.0	40.0	10.9
				Train staff in municipalities in GIS	MoLHUD	1.6	1.9	2.2	2.5	2.7	1.17
				Roll out the e-governance management system in all GKMA LGs and MDAs	MoKMA	0	0.15	0.24	0.38	0.4	19.6

### Annex 3: Programme Outcomes and Indicators

Outcome	Indicators	Baseline	Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
1. High levels of investment, competitiveness and employment	Percentage of urban population with convenient access to public transport						
	Average travel time in GKMA (min/km)						
	Kms of paved urban roads						
	Proportion of paved urban roads to total urban roads, %						
	Urban unemployment rate, %						
	Population resident and working in an urban area per 1000 population						
	Urban Poverty rate (P0)						
	Average commute time						
	Level of urban informal employment in non-agricultural employment (%)						
2. Access to decent housing	Proportion of urban population living in slums and informal settlements						
	Housing deficit (Million)						
	Proportion of urban population with affordable housing (US\$20,000)						
	Cost of housing materials (Construction index for residential buildings)						

	Proportion of slums upgraded							
	Mortgage debt to GDP ratio							
3. Sustainable, liveable and inclusive cities	Percentage of preserved areas/ reservoirs /waterways/parks in relation to total urban land area							
	Per capita Green House Gas (GHG) as emissions (tons of CO2)							
	Proportion of urban population using safely managed drinking water services (Av. Annual increase of 3.5%)							
	% of Municipal solid waste disposed off safely							
4. Organized urban development	Integrated physical and economic development plans for	Cities						
		Regions						
		Districts						
		Municipalities						
	Proportion of LG plans aligned to the National Physical Development plan							
Ratio of land consumption rate to population growth rate								



	Level of compliance of development projects to GKMA arrangement, %						
	Number of nucleated settlement models						
5. Orderly, secure and safe urban areas	Compliance to physical planning regulatory framework in the urban areas (%)						
	Compliance to the urban physical development plans, %						
	Percentage of housing units with approved housing plans						
	Reported theft rate per 100,000 population						

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#### Annex 4: Sub-Programme Intermediate Outcomes and Indicators

INTERMEDIATE OUTCOME	INDICATOR	Baseline FY2017/18	Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
<b>Housing Development Sub Programme</b>							
<i>Objective 2: Promote urban housing market and provide decent housing for all</i>							
Increased mortgage reach	Percentage increase in mortgage reach						
Increased housing stock	Percentage increase in housing stock						
Upgrade slums in cities and municipalities	Proportion of slums in cities and municipalities upgraded						
Increased compliance to building codes and decent housing	Percentage compliance to building codes/standards						
Reduced cost of housing construction	Proportion of population adopting the new cost efficient building technologies						
<b>Urbanization and Physical Planning Sub Programme</b>							
<i>Objective 1: Increase economic opportunities in cities and urban areas</i>							
<i>Objective 3: Promote green and inclusive cities and urban areas</i>							
<i>Objective 4: Enable balanced, efficient and productive national urban systems</i>							
Conducive investment climate for competitive enterprise development in Urban areas	Number of investments and jobs created						
Increased compliance to the Land Use Regulatory Framework	Percentage level of compliance to the land use regulatory framework						
Integrated Regional, District, Urban and Local Physical Development Plans developed	Number of Integrated Regional, District, Urban and Local Physical Development Plans developed						
Favourable urban management laws, regulations, guidelines and governance frameworks developed	Number of urban laws, regulations, guidelines and governance frameworks developed						

Improved capacity of urban stakeholders in physical planning & land use, solid waste management, slum redevelopment, climate change and development control	Number of stakeholder capacities built in core urban management practices						
<b>Institutional Coordination Sub Programme</b>							
Objective 5: Strengthen urban policies, planning and finance.							
Timely payment of programme staff salaries, wages, pensions and gratuity	Months in which staff salaries, wages, pensions and gratuity are paid within the requisite timeframe						
Improved coordination of programme Plans, policies, laws and regulations with stakeholders	Number of programme Plans and policy documents produced						
Efficient and effective programme service delivery	% of approved staff structure filled						
	Number of staff capacities built						
Researches and programme performance reviews undertaken for enhanced programme performance	Number of reforms undertaken arising from the programme researches and reviews conducted						
Regular and improved monitoring, supervision and evaluation of programme activities	% compliance levels to implementation of plans and budgets						
Automated programme service delivery systems for improved planning, budgeting and financial management in all interventions	Number of programme interventions digitally implemented						

### Annex 5: Programme Results Framework, Output Level

Sub-Programme	Objective	Intervention	Output	Indicators	Actions	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	MDA
						Target	Target	Target	Target	Target	
Urbanization and Physical Planning	1. Increase economic opportunities in cities and urban areas	1. Increase economic opportunities in cities and urban areas									
		1.1 Support establishment of labor-intensive manufacturing, services, and projects for employment creation including development of bankable business plans	Jobs created	Number of labor-intensive jobs created	Develop plans for industrial parks in 15 cities	10,000	20,000	30,000	50,000	100,000	MoLHUD, MLGSD, MTIC, MoLG, Private Sector,
											Private sector, Development Patners

		1.2 Upgrade accredited institutions to offer certified skilling, entrepreneurship and incubation development in sustainable urbanization and housing related fields	Skilling and entrepreneurship development centres upgraded in urban areas	Number of Skilling and entrepreneurship development centres upgraded	Upgrade of skilling and entrepreneurship centres in 15 cities	3	3	3	3	3	MGLSD, MoFPED, MoE
			Number of people skilled and certified in urban and housing related fields	Skill and certify entrepreneurs in 15 cities	750	750	750	750	750	MoLHUD, MoLG, Private Sector, Development Partners	
		1.3 Reform and improve business processes in cities and urban areas to facilitate private sector development	Integrated revenue management & administration system deployed	Number of cities and Municipalities using the system	Develop and train in the use of integrated revenue management and administration system	3	3	3	3	3	MoTIC, URA, MoFPED,
											MoLHUD MoLG, Private Sector

			PPP implementation strategy	Number of Urban Authorities with PPP action plans	Develop PPP implementation strategy for urban authorities	15	30	60	80	100	MoLHUD, MTIC, MoFPED, Private Sector		
		1.4 Develop and implement an integrated rapid mass transport system (Light Railway Transport and Mass Bus Transport) to reduce traffic congestion and improve connectivity in urban areas	Mass rapid transport system for 15 cities in place	Number of cities with mass rapid transport master plan	Prepare city mass rapid transport master plans	4	7	10	12	15	MoWT, KCCA, MoLHUD, MoLG, Urban Local Governmrent,		
												Private Sector, Development Partners	
						Functional Light Railway Transport	Implement light railway transport	N/A	N/A	N/A	N/A	N/A	MoWT, MoLHUD, MoLG, Private Sector
						Functional Mass Bus Transport	Implement Mass Bus transport	N/A	N/A	N/A	N/A	N/A	MoWT, MoLHUD, MoLG Private Sector



		1.6 Improve the provision of quality social services to address the peculiar issues of urban settlements	Physical Devt plans for all Urban Areas in place	Number of Urban Councils with PDPs guiding social services provision	Prepare PDPs for urban councils to guiding social services provision	22	36	44	50	60	MoLHUD, MoLG, MoWT, MWE, MICTNG, UEGCL, NWSC, Private Sector
		<b>2. Promote urban housing market and provide decent housing for all</b>									

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<b>Housing Development</b>	<b>2. Promote urban housing market and provide decent housing for all</b>	2.1 Develop and implement an investment plan for adequate and affordable housing	Affordable & adequate housing investment plan developed	Number of affordable & adequate housing projects implemented	a) Identify and profile of informal Human settlement in 135 districts;; b) Develop social infrastructure plans, c). Undertake community mobilization and development of master plans.	3	5	9	13	15	MoLHUD, NHCC, MoLG, MoFPED, MTIC, Urban Authourities, Private Sector, Devepment Partners
			Affordable & adequate housing units in place	No. of new affordable & adequate housing units built ('000)	Build of affordable & adequate housing units	8221	8421	8621	8821	9021	

				Unit cost of housing (Ugx million)	Innovations on low cost building technologies	74	74	45	45	45	
		2.2 Develop, promote and enforce building codes/standards	Building codes and standards in place	Percentage compliance to building code/standards	a) Develop building codes and standards for the entire country. b) Disseminate and enforce implementation of building codes and standards	71	83	88	95	100	MoLHUD, MoLG, MoFPED, MoWT, Urban Authorities, Uganda Police Frces, Judiciary
		2.3 Develop an inclusive housing finance mechanism including capitalization of Housing Finance Bank	Inclusive housing finance mechanism developed	Housing finance capitalized (Bn UGX)	Establish a mortgage liquidity facility below market rate	1110	1110	1850	1110	370	MoFPED, UDC, MoLHUD, MKCC&MA, Urban Authorities

		to provide affordable mortgages and revisiting the mandate of NHCC to support housing development for all									Private Sector, Development Partners
			NHCC mandate revised to deliver affordable housing for all	Number of affordable housing delivered by NHCC	Equip NHCC and make it a Housing construction arm of Government under MLHUD	2300	3500	4700	5900	7100	Sector, Civil Society, Local Communities
		2.4 Incentivize real estate companies to undertake affordable housing projects to address the housing deficit	Real Estate Companies incentivize	Number of housing development sites serviced by government with tenet infrastructure	a) Develop a law exempting tax on building materials to reduce cost of building;	0	2	7	15	20	MoLHUD, MoLG, MoFPED, MoWT, MoWE, UIA, NWSC, Private Sector

				Number of affordable housing delivered by Real Estate developers	b) Provide incentives like tax holidays and tax exemptions on housing building companies and core building materials	1,100	2,300	3,500	4,700	5,900	
		2.5 Address infrastructure in slums and undertake slum upgrading including operationalization of the Condominium Law in slums and cities.	Improved infrastructure and housing in slums	Proportion of slums upgraded	a) Identify and profile slum, b) Develop of social infrastructure plans, c) Undertake community mobilization and develop master plans.	3	8	15	21	25	MoLHUD, MoWT, MoLG, MoWE, MEMD, NSWC, Urban Authourities, Private Sector, Development Partners
			Condominium Law implemented	Proportion of upgraded slums complying to the Condominium Law		2%	4%	7%	9%	10%	

		2.6 Design and build inclusive housing units for government workers	Housing for formally employed workers	Number of housing units developed for formally employed workers	Design and build inclusive high-rise housing units for government workers beginning with hard to reach areas	42,000	54,000	66,000	78,000	90,000	NHCC, MoLHUD, MoLG, MKCC&MA, Housing Finance Bank, Urban Authorities, Private Sector
		2.7 Promote the production and use of sustainable housing materials and technologies	Sustainable low-cost housing materials produced	Number of technologies for low cost housing materials developed	Research and develop technologies for delivering low cost housing building materials	0	2	2	2	2	
				% reduction in the cost of housing per square metre, \$		600	500	400	350	300	MoWT, MoLHUD, MTIC, UNBS, Private Sector,
<b>Urbanization and Physical Planning</b>	<b>3. Promote green and inclusive cities and urban areas</b>	<b>3. Promote green and inclusive cities and urban areas</b>									
		3.1 Conserve and restore urban natural resource assets and increase urban carbon sinks	Urban wetlands and forests restored and preserved	Proportion of wetlands restored	Restore Wetlands	11.02 %	11.14 %	11.26 %	11.38 %	11.50 %	MoWE, NEMA, MoLHUD MoLG, Urban Authorities, Private

				Proportion of urban forest restored	Restore Urban forests	10.28 %	11.64 %	12.64 %	13.82 %	15%	Sector
				Amount of GHG emissions	Plant, conserve and restore green infrastructure	1.34	1.3	1.21	1.08	1	
		3.2 Undertake waste to wealth initiatives which promote a circular economy	Proportion of the waste turned into resources	Value added to waste	Research and training on waste to resource	30%	40%	50%	60%	70%	MLGSD, MoWE, MoEMD, MoLHUD, Urban Authourities, Private Sector

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		3.3 Develop green buildings, risk sensitive building codes and systems to promote energy efficient housing	Adequate, affordable and appropriate buildings constructed	Nationwide House Energy star Rating (NatHER)	a) Develop green building standards and guidelines b) Research, develop and enforce implementation of energy efficient housing	3	4	5	6	7	MoLHUD, MWE, MoWT, MoFPED, OPM,	
												MoEMD, MKCC&MA
						Proportion of houses complying with green technology, %	Enforce green building technology	15	31	44	53	62
				Percentage of houses complying with codes	Enforce building codes	34	47	57	67	77	MoLHUD, MWE, MoWT, MoFPED, OPM,	

		3.4 Promote non-motorized transit in city	Non-Motorized transport plans for cities	Proportion of cities with non-motorized plans	Develop non-motorized transport (NMT )plans for 15 cities	20%	40%	60%	80%	100%	MoLHUD, MoWT MoWE
		3.5 Increase urban resilience by mitigating against risks of accidents, fires and flood flooding	Protected and Secure urban areas	Safety levels of urban areas, %	Provide safety measures in all urban development projects	40	55	74	88	96	MoLHUD, MoWT, MoWE, OPM
		a. Strengthen effective early warning systems	Effective early warning system structures set	Number of early warning systems set in Urban Areas	Set up effective early warning systems	32	41	53	67	82	MoIA, MoH, MoLHUD, OPM,
		b. Improve emergency responses	Timely responses to emergencies	Hours taken to respond to an emergency	Strengthen response system to emergencies	2	1.6	1.2	0.5	0.3	MoIA, MoH, MoLHUD, OPM,



		3.6 Develop and protect green belts	Green belts developed and protected	Area (Ha) of green belts developed and protected	Plant and protect green belts	15	15	15	15	15	MoLHUD, MoWE, NEMA, Private Sector, CSOs
			Road islands greened and protected	Length (km) of road islands developed and protected	Plant and beautify road islands	5	10	15	20	25	
		3.7 Establish and develop public open spaces	Open spaces developed and protected	Proportion of open spaces developed and protected	Develop public open spaces	10	16	20	26	30	MoLHUD, MoWE, NEMA, Private Sector, CSOs
<b>Urbanization and Physical Planning</b>	<b>4. Enable balanced and productive national urban system</b>	<b>4. Enable balanced and productive national urban system</b>									
		4.1 Develop and implement integrated physical and economic development plans in the new cities and	Integrated physical and economic development plans for cities	Proportion of cities with integrated physical and economic development plans	Prepare Master Plans (15) cities and implement basic infrastructure	10%	50%	100%	100%	100%	MoLHUD, MoLG, MoWT, MoWE, MoEMD, Urban Authorities, Private Sector, Development Partners, CSOs

		other urban areas	Integrated physical and economic development plans for municipalities and town councils	Proportion of municipalities and town councils with Integrated physical and economic development plans	Develop and implement PDPs in 44 and 422 town councils	10%	50%	100%	100%	100%	
		4.2 Implement the Greater Kampala Metropolitan Area Economic Development Strategy	Integrated development Plan for GKMA	Proportion of development projects complying to GKMA arrangement	Alignment and enforcement of investment plans to GKMA strategy	10%	50%	100%	100%	100%	MKCC&MA, MLHUD, MOLG, KCCA and other GKMA Urban Authorities, Private Sector, Development Partners, Csos
			Nucleated settlement models prepared and implemented	Number of nucleated settlements planned and implemented	Planning and development of nucleated settlements	1	1	1	2	5	
<b>Institutional Coordination</b>	<b>5 Strengthen urban policies, governance,</b>	<b>5 Strengthen urban policies, governance, planning and finance</b>									
		5.1 Review, develop and enforce urban development policies, laws,	Urban development law, regulations and	Proportion of districts complying to physical planning	Enforcing physical planning regulatory framework	58	69.2	80	89.8	100	MoLHUD, MoLG, MoWE, PSFU, CSOs,

	<b>planning and finance</b>	regulations, standards and guidelines	guidelines formulated	regulatory framework							Local Communities, Urban Authorities, Uganda Police Force, Private Sector
Proportion of cities complying to physical planning regulatory framework				Enforcing physical planning regulatory framework	58	69.2	80	89.8	100	MoLHUD, MoLG, MoWE, PSFU, CSOs,	
Proportion of municipalities and town councils complying to physical planning regulatory framework				Enforcing physical planning regulatory framework	58	69.2	80	89.8	100	Local Communities, Urban Authorities, Uganda Police Force, Private Sector	
Proportion of town councils complying to physical planning regulatory framework				Enforcing physical planning regulatory framework	58	69.2	80	89.8	100		

		5.2 Implement participatory and all-inclusive planning and implementation mechanism to enforce the implementation of land use regulatory and compliance frameworks	Compliance to land use frameworks and orderly development	Level of compliance to land use regulatory framework	Stakeholder identification and engagements	65%	70%	80%	90%	100%	MoLHUD, MoLG, MoWE, PSFU, CSOs,
											Local Communities, Urban Authorities, Uganda Police Force, Private Sector
		5.3 Scale up the physical planning and urban management	Physical Planning & Urban management	Number of municipalities with PPUMIS installed	Install PPUMIS in municipalities	22	28	34	40	46	MoLHUD, MICTNG

		information system	system scaled.	Number of staff in municipalities trained in GIS	Train staff in municipalities in GIS	44	56	78	80	92	MoLHUD, MICTNG
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