



REPUBLIC OF UGANDA

Ministry Of Lands, Housing and Urban Development



STRATEGIC PLAN

2020/21-2024/25

June 2020



The Republic of Uganda

MINISTRY OF LANDS, HOUSING AND URBAN DEVELOPMENT

STRATEGIC PLAN

2020/21–2024/25

March 2021

VISION

Sustainable Land Use, Land Tenure Security, Affordable, Decent Housing and Organized Urban Development

MISSION

To ensure Sustainable Land Management, Orderly Development and Adequate Housing for all

CORE VALUES & PRINCIPLES

- a. **Integrity** - to clients and landowners where we observe the highest ethical standards.
- b. **Excellence** - we aim to excel in all the work we do to the satisfaction of our clients.
- c. **Respect** - we show respect and trust by listening to our clients to our clients and adequately responding to their needs.
- d. **Transparency and Accountability**: we give assurance to carrying out our statutory responsibilities with fairness, openness, and honesty.
- e. **Innovation**: we are driven by innovation and creativity in our endeavor to provide efficient and effective service to our clients.
- f. **Professionalism**: we are professionals who provide reliable record of information on physical planning, urban development, housing, and ownership of and interests affecting registered land

Location of MLHUD Ministry Zonal Offices



FOREWORD

The Ministry of Lands, Housing and Urban Development Strategic Plan is a framework to guide Policy Development and Interventions by the Ministry over the medium term. The Plan is within the Third National Development Planning Framework 2020/21–2024/25 and aligned to the Government’s Vision 2040 for the Country, the National Resistance Movement (NRM) manifesto and other international frameworks.

The Strategic Plan presents the continued commitment by the Ministry in building partnerships with other Development Partners to contribute to the National Goal of **‘increased household incomes and improved quality of life of Ugandans’**. Effective implementation of this Plan is further, expected to contribute to sustainable industrialisation for inclusive growth, employment and wealth creation and eventually a middle income Economy. The Plan shall form the basis for the preparation of programs and projects to deliver the required services to the citizens over the medium term.

The Plan expresses the desires and aspirations of the Ministry and how it plans to mobilize domestic and external resources to implement its mandate *“To ensure rational and sustainable use, effective management of land and orderly Country development, planned and adequate housing for socio-economic transformation”* and realize her Vision *“Sustainable Land Use, Land Tenure Security, Affordable, Decent Housing and Organized Urban Development”*. The Plan has taken stock of the main achievements made in SDPI and SDPII under NDPI & NDPII respectively, the challenges experienced and lessons learnt. The Plan aims at consolidating the achievements so far made and implementing realistic strategies to enhance service delivery.

I urge all stakeholders and leaders, particularly Political, Technical and Professionals, Private Sector, Academia, Civil Society, Cultural Institutions, Beneficiaries, Faith-Based Organizations, and Development Partners to embrace this Plan. Similarly, all Ugandans are implored to have a positive attitude towards the Plan for its successful implementation.

I thank the NRM Government for sustained peace, stability and good-governance, which are very essential ingredients for successful implementation of this Strategic Plan.

I wish to appreciate all those specifically, the political leadership, the Permanent Secretary and the entire Ministry staff for the efforts towards the Development of this Plan.

For God and My Country



Beti Kanya Turwomwe

MINISTER OF LANDS, HOUSING AND URBAN DEVELOPMENT

ACKNOWLEDGEMENT

I am very delighted and honoured to have presided over the process of preparing this comprehensive Strategic Plan for the period 2020/21 - 2024/25 for the Ministry of Lands, Housing and Urban Development. The preparation of this Plan was highly participatory and consultative involving various stakeholders including political leaders, technical, cultural and traditional leaders, Professionals, Private Ministry, Academia, Civil Society, Faith-Based Organizations, and Development Partners. The Technical Working Group activities and the routine quarterly Ministry review reports were very critical in this process.

I appreciate and recognize the invaluable leadership, guidance and commitment offered by the Hon. Ministers which provided a conducive, peaceful and stable environment for preparing the Plan. Special appreciation goes to all MDAs particularly, National Planning Authority, Office of the Prime Minister, Ministry of Finance, Planning and Economic Development and Uganda Bureau of Statistics for the valuable information and technical input offered throughout the process of preparation of this Strategic Plan.

I am indebted to Development Partners especially World Bank, EU, UNDP, GIZ, UN Habitat/GLTN, Shelter and Settlements Alternative (SSA), Shelter Afrique and Cities Alliance for the continued financial and technical support to the Ministry.

In a special way, allow me appreciate and thank all the staff of the Ministry particularly the Technical Team and Planning Department staff for the tireless efforts and commitment espoused in the preparation and production of this Plan.

I am confident this Plan will go a long way in providing the required framework to enable the Ministry to contribute to the desired goal of increasing the household incomes and improving the quality of life of all Ugandans.



Dorcas W. Okalany (Mrs)

PERMANENT SECRETARY

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LIST OF ACRONYMS

ADR	Alternative Dispute Resolution
ALCs	Area Land Committees
AU	African Union
BFP	Budget Framework Paper
BOU	Bank of Uganda
BRT	Bus Rapid Transit
CAMA	Computer Assisted Mass Appraisal
CCO	Certificate of Customary Ownership
CEDAW	Convention on Elimination of all forms of Discrimination Against Women
CEDP	Competitiveness and Enterprise Development Project
CEDP-AF	Competitiveness and Enterprise Development Project-Additional Financing
CGV	Chief Government Valuer
CLA	Communal Land Association
CO	Customary Ownership
CORS	Continuous Operating Reference Stations
DLAM	Directorate of Land Administration and Management
DLBs	District Land Boards
DLGs	District Local Governments
DLO	District Land Office
DPPUD	Directorate of Physical Planning and Urban Development
DPs	Development Partners
DSM	Department of Surveys and Mapping
ESIAs	Environmental, Social and Impact Assessments
FY	Financial Year
GAPR	Government Annual Performance Report
GCPs	Geodetic Control Points
GDP	Gross Domestic Product
GIS	Geographical Information System
GKMA	Greater Kampala Metropolitan Area
Ha	Hectares
HoDs	Heads of Department
IBP	Integrated Bank of Projects
ICT	Information and Communication Technology
IEC	Information, Education & Communication
IFMIS	Integrated Finance Management Information System
ILO	International Labour Organization
IPP	Integrated Personal and Payroll System
ISLM	Institute of Survey and Land Management

IVA	Independent Verification Agency
JPR	Joint Programme Review
KCCA	Kampala Capital City Authority
LCs	Local Councils
LHUD	Lands, Housing and Urban Development
LIS	Land Information System
LOs	Land Officers
LSRCU	Land Ministry Reform Coordination Unit
LSSP	Land Ministry Strategic Plan
LTRP	Land Tenure Reform Project
LURC	Land Use Regulation and Compliance
M&E	Monitoring and Evaluation
MDAs	Ministries Departments and Agencies
MDFs	Municipal Development Forums
MLHUD	Ministry of Lands, Housing and Urban Development
MoFPED	Ministry of Finance, Planning and Economic Development
MoGLSD	Ministry of Gender Labour and Social Development
MoLG	Ministry of Local Government
MoP	Ministry of Public Service
MoWT	Ministry of Works and Transport
MPS	Ministerial Policy Statement
MTEF	Medium Term Expenditure Framework
MZO	Ministry Zonal Office
NBRB	National Building Review Board
NDP	National Development Plan
NH&CC	National Housing and Construction Company
NHP	National Housing Policy
NIMES	National Integrated Monitoring and Evaluation Strategy
NITA	National Information Technology Authority
NLP	National Land Policy
NLUP	National Land Use Policy
NMT	Non-Motorized Transport
NPA	National Planning Authority
NRM	National Resistance Movement
NSDI	National Spatial Data Infrastructure
NTR	Non Tax Revenue
NUP	National Urban Policy
OP	Office of the President
OPM	Office of the Prime Minister
OSH	Occupational Health and Safety

OWC	Operation Wealth Creation
PAP	Project Affected Persons
PDU	Procurement & Disposal Unit
PIP	Public Investment Plan
PPA	Physical Planning Act
PPC	Physical Planning Committee
PPDA	Public Procurement and Disposal of Public Assets Authority
PPP	Public Private Partnership
PQAD	Planning and Quality Assurance Department
PSCP	Private Ministry Competitiveness Project
PSFU	Private Ministry Foundation Uganda
PST	Program Support Team
RTA	Registration of Titles Act
SDG's	Sustainable Development Goals
SDP	Sector Development Plan
SLAAC	Systematic Land Adjudication and Certification
SOP's	Standard Operating Procedures
SWG	Ministry Working Group
SWM	Solid Waste Management
UAAU	Uganda Urban Authorities Association
UBOS	Uganda Bureau of Statistics
UGX	Uganda Shillings
UIPE	Uganda Institute of Professional Engineers
ULC	Uganda Land Commission
USMID	Uganda Support to Municipal Infrastructure Project
USMID-AF	Uganda Support to Municipal Infrastructure Project-Additional Financing
VF	Vote Function

EXECUTIVE SUMMARY

This Ministry Strategic Plan (MSP) is the third in a series of six Strategic Plans that will guide the Ministry in delivering its mandate in the quest to fulfill the aspirations of the Population of Uganda as envisaged in Uganda Vision 2040. The MSP III (2020/21 – 2024/25) is anchored on the achievements so far made, challenges encountered and lessons learnt from previous planning and implementation experiences of MSP-I and MSP-II. Under NDP I and NDP II. The Strategic Plan defines the Ministry investment directions in the country and sets key objectives and targets for better service delivery for transformed and sustainable socioeconomic development.

Achievements, Challenges and Lessons learned

The key achievements that have been registered over the last MSP-II include:

- ☐ 22 Ministry Zonal Offices (MZOs) have been established and operationalized Country wide to take land services closer to the people. The 22 MZOs are located in the following districts; Kampala (KCCA), Mukono, Masaka, Mityana, Luwero, Mpigi, Wakiso (Wakiso-Busiro and Wakiso-Kyadondo), Jinja, Mbale, Lira, Tororo, Soroti and Moroto. Others are Gulu, Arua, Kabarole, Mbarara, Masindi, Kibaale, Kabale, and Rukungiri. MZOs are fully operational and functional and provide the same services as those provided at the Ministry headquarters in Kampala. The MZOs have tremendously reduced on the distance, time and cost of doing business whilst carrying out land transactions. They were strategically established to provide services to all local governments surrounding the MZOs. The whole country is therefore served by the establishment of the MZOs.
- ☐ All freeholds, Leaseholds and Mailo titles have been digitalized and entered into the Land Information System (LIS). Certificates of Customary Ownership (CCOs) have also been digitalized.
- ☐ Built a Records and Archival Centre at Entebbe, for safe custody of all land records and a National Land Information Centre (NLIC) are fully operational to support the development and implementation of the Land Information System (LIS).
- ☐ Carried out Public Awareness Open days in partnership with CSOs at the MZOs for Land owners, land users and the general public to verify land title information free of charge and dissemination of other land related information.
- ☐ Developed and disseminated land related information materials in partnership CSOs (in English and major Local Languages) for distribution to the public during the Land Awareness days. (Clients Charter, Access to Information Manual, Posters, Eviction guidelines, land registration procedures, complaints handling and many other simplified Booklets).
- ☐ Working with Uganda Registration Services Bureau (URSB), established a one stop centre where search letters are issued in less than 2 hours.
- ☐ Established 12 Continuously Operating Reference Stations (CORS) in the districts of Moroto, Masindi, Kibaale, Lira, Soroti, Gulu, Masaka, Mbale, Jinja, Arua, Entebbe and Fort Portal. All the 12 CORS have been linked to the National Control Centre (NCC). The CORS help the Surveyors while carrying out surveys and mapping of land acquired by Government particularly for implementation of Government Infrastructure projects like roads, way leaves, telecommunications etc. They also help in the reduction of survey costs.

- ☐ A national road network of 105,000kms has been digitalized from Cadastral maps and orthophotos to ensure that they are protected from encroachment.
- ☐ Finalized the development of the National Land Acquisition, Resettlement and Rehabilitation Policy which addresses key issues relating to land acquisition, resettlement and rehabilitation of Project Affected Persons (PAPs)
- ☐ Concluded stakeholder consultations on the draft Land Acquisition Bill, 2019, the Bill seeks to repeal the current Land Acquisition Act, Cap 226 and make the acquisition of land for Government infrastructure projects expeditious.
- ☐ Drafted the Uganda Land Commission Bill which is due for presentation to Cabinet for consideration and approval and thereafter will be submitted for debate and enactment.
- ☐ Concluded stakeholder consultations on the Valuation Bill, 2019. The Bill provides a framework for regulating, managing and supervising valuation services in the Country. It also strengthens and empowers the office of Chief Government Valuer (CGV) to handle compensation matters.
- ☐ Commenced the review of other land related laws i.e. the Land Act Cap 227, Registration of Titles Act Cap 230, Survey Act Cap 232, Surveyor's Registration Act Cap 275, and Architects Registration Act Cap 269. The review of land related laws is aimed at making land administration and management services more effective and efficient.
- ☐ Incorporated a total of 606 Communal Land Associations (CLAs) as legal entities in order to be able to register their customary land in the districts of Kaabong, Kotido, Moroto, Napak, Amudat, Kakumiro, Masindi, Kikuube, Buliisa, Agago, Pader, Nwoya, Mubende, Kayunga. Only legal entities under the law can hold and own customary land. The total number of customary land owners registered under CLAs is 3,602,321.
- ☐ Issued over 20,000 Certificates of Customary Ownership (CCOs) to customary land owners in Kasese, Nwoya, Pader, Soroti, Katakwi, Butaleja, Adjumani and Kabale districts.
- ☐ Mapped a total of 20,883 customary land parcels covering an acreage of 16,236.3 ha for a total number of 20,294 households of which females constitute 36% and males constitute 64%.
- ☐ Under Systematic Land Adjudication and Certification (SLAAC), a total of 17,265 Freehold titles are being processed for land owners in Oyam, Mbarara, Ibanda and Kiruhura. This is intended to enhance security of tenure for land owners, as well as for those interested in getting financial credit from financial institutions since they can be used as collateral security.
- ☐ A Dispute Resolution Desk has been established in the Ministry which handles dispute related to land matters;
- ☐ Issued eviction guidelines during COVID 19 pandemic lockdown to protect occupants from illegal land evictions as a means of protecting people and their properties.
- ☐ Prepared and implemented a Training and Capacity building plan for Land Administration institutions. Institutions are inducted and
- ☐ Training has been completed for all approved District Land Boards (DLBs) in the Country;
- ☐ Collaborated with JLOS institutions and other stakeholders in addressing issues related to access to justice, alternative dispute resolution and support to the reduction of land related case back log.

- ☐ Commission of Inquiry into land matters was established, carried out investigations and a report is being prepared.
- ☐ Disseminated to stakeholders the National Housing Policy, 2016 which provides a framework for necessary development in the country;
- ☐ Enacted the Landlord Tenant Bill 2019, which is awaiting Presidential assent.
- ☐ Formulated the National Urban Policy, 2017 which provides a framework for the managing the urbanization process in the country. It also provides a criterion for declaring and upgrading urban centres.
- ☐ We are working with Local investors to invest in housing development through provision of incentives like free land and technical advice among others.
- ☐ The Ministry in collaboration with the Ministry of Defence and Veteran Affairs (MoDVA) developed a project proposal for the construction of 30,000 institutional houses for the UPDF. The MoDVA is implementing the project.
- ☐ Technical support has been offered to MDAs involved in housing development e.g. OPM, Uganda Police, Posta Uganda LTD, CEDP, IRA, UAC, MoD and NCS OAG and 2 Local Governments of Nwoya and Amuru District.
- ☐ 46 houses have been constructed in Buliisa for PAPs under the Oil refinery resettlement project in collaboration with Ministry of Energy and Mineral Development.
- ☐ In collaboration with OPM:
 - 200 houses have been constructed for landslide victims under the Kiryandongo Resettlement Project.
 - Presidential pledges comprising of 4 individual housing units; 8 staff houses and classroom blocks have been constructed for education institutions in Adjumani, Moyo, Katakwi, Ngora, Alebtong.
 - Under the Education Infrastructure for Karamoja region project —classroom blocks and staff houses have been constructed in 3 Schools.
- ☐ The Ministry is also working closely with OPM to implement the Bulambuli resettlement project where 900 houses for the Bududa landslide victims were constructed.
- ☐ The Ministry is working with MFPED and BOU to be able to provide mortgages for housing development.
- ☐ Government recapitalized Housing Finance bank Ltd to be able to provide mortgages for housing development.
- ☐ The Ministry in collaboration with the Ministry responsible for Cooperatives is sensitizing members of the public on establishing housing cooperatives. So far communities in the districts of Kyegegwa, Kabarole, Bundibugyo, Ibanda Kayunga, Mayuge, Buikwe, Kyazanga, Kiboga and Ssembabule have been sensitized, and mobilized into housing cooperatives.
- ☐ Sensitization and mobilization of other communities across the country is a continuous process.

The Government has embarked on the process of repossessing NHCC by owning all the 100% shares, to enable the company to:

1. Be the main national implementing agency for:
 - ☐ Social Housing for all public servants

- ☐ Low cost/affordable mass housing
- ☐ Slum upgrade/redevelopment in all cities and urban centers.
- 2. Attract funding from government budgets.
- 3. Attract financing guarantees from government for multilateral project financing.
- 4. Projects completed to date:
 - ☐ 200 Housing Estate at Namungoona.
 - ☐ 176 Housing Estate at Mbarara Municipality
 - ☐ 100 Housing Estate at Naalya – Wakiso.
- 5. Completed designs for:
 - i) 10,000 low cost units Satellite City at Bukerere – Kiira Municipality- Wakiso
 - ii) 15,000 low cost units at Kireka – Kasokoso – Kampala
 - iii) 10,000 low cost units – Namungoona
 - iv) 500 medium cost units at Naalya- Kampala
 - v) 4000 medium cost units at Lubowa – Wakiso
 - vi) 200 medium cost units - Municipality
 - vii) 100 low cost units -Tororo Municipality
 - viii) 500 medium cost units at Luzira- Kampala
 - ix) 120 medium cost units at Bukoto – Kampala
 - x) 320 medium cost units at Bugolobi – Kampala
- 6. Established a Housing Quality Control Laboratory
- 7. Established a Housing Skills Development Centre.
- 8. Established a Production facility for affordable building materials for Housing units in concrete, Steel aluminum and Wood.
- 9. Projects under design:
 - ☐ Designs for Municipal Housing Estates.

MLHUD in partnership with the National Housing Construction Company is planning to implement the Kireka Slum Redevelopment project in Kireka-Banda slum area. The urban poor will be included in the planning, provision of views, decision-making and implementation. It is therefore an inclusive process.

The overall objective of this project is to transform the informal settlement in Kireka into a well-designed and planned human settlement to enhance the urban environments and social economic development through the adoption of mixed development approaches and development partnerships.

- Infrastructure sub projects in 13 of the 14 USMID program participating Municipal LGs of Arua, Gulu, Lira, Soroti, Tororo, Mbale, Moroto, Fort Portal, Hoima, Kabale, Masaka, Jinja, Mbarara were commissioned including 110 urban roads of approximately 78.4km and 4 economic infrastructure which included 2 taxi parks in Arua and Tororo; 1 bus terminal in Moroto and 1 lorry park in Fort Portal Municipality. The taxi parks were complete with 328 lockup shops, 143 vehicle parking lots and restaurants. The bus terminal in Moroto has 16 Bus bays and 32 lockup shops while the Lorry Park in Fort Portal has 14 lockup shops. The commissioned urban roads included approximately
- 93.2km of covered drains, 30.3km of open drains, 100.2km of pedestrian walkways, 21.8km of cycle lanes, 43.5km of parking lanes, 2807 solar streetlights, 1,114 street trash cans and signalized traffic lights at a junction in Mbale Municipality. The improvement in the

infrastructure will boost economic growth through job creation, industrialization, skills enhancement as well as beautification of municipalities.

- Developed and disseminated Prototype House plans to technical officers handling the housing function in Mbale, Manafwa, Bududa, Sironko, Bukedea, Kumi, Soroti, Bulambuli, Budaka, Rakai, Lwengo and Kalungu districts. Prototype plans have helped in constructing houses that are on plan, in an orderly manner.
- Issued housing standards for buildings to cater for the persons with disabilities and the older persons, and these are being disseminated to all districts through the MZOs.
- Amended the Physical Planning Act, which declares the entire country a planning zone, and strengthened the physical planning compliance where structures built outside the plan will be demolished and owners apprehended.
- Empowered Sub county Chiefs through provision of basic physical planning skills to enable them supervise physical development in their respective areas.

Identified land for housing development in the following districts: Buliisa, Masindi, Hoima, Kiryandongo, Nwoya, Gulu, Nebbi, Arua, Zombo, Mbarara, Masaka, Jinja and Mbale. The Ministry is engaging investors to invest in real estate sector and housing development to promote nucleated settlements.

- ☐ Arua, Gulu, Mbale and Mbarara Municipalities were elevated to city status and will commence on 1st July 2020.
- ☐ 3 other Municipalities of Jinja, Fort Portal and Masaka were also elevated to city status and will also commence on 1st July 2020.
- ☐ Other Municipalities that were elevated to city status are Hoima (July 2021); Entebbe and Lira (July 2022) and Moroto, Nakasongola, Soroti, Kabale and Wakiso (July 2023).
 - i) Uganda's first National Physical Development Plan has been finalized with a comprehensive implementation strategy and awaits Cabinet approval. The NPDP will guide infrastructure and urban development in the entire Country.
 - ii) Prepared Albertine Grabben Physical Development Plan, to guide developments and human settlements in the region.
 - iii) Supported the preparation of District Physical Development Plans (PDPs) for 7 districts of Kabarole, Bunyangabu, Bududa, Wakiso, Kikuube, Moroto and Nwoya to guide in developments and clustered human settlements
 - iv) Commenced the process of preparing Master plans for the 15 new cities.
 - v) Gazetted Eco-satellite cities, which include; Nakigalala, Nsimbe, Mpaata, Buziranjovu and Bwebajja. The Eco-satellite cities will reduce urbanization pressures from the main city.
 - vi) Prepared a detailed master plan for Nakigalala Eco-satellite city.
- ☐ Installed the Physical Planning and Urban Management Information System (PPUMIS) in 14 Municipalities of Entebbe, Masaka, Mbarara, Jinja, Tororo, Soroti, Lira, Gulu, Moroto, Mbale, Kabale, Fort Portal, Hoima and Arua. Plans are under way to install it in the remaining Municipalities.
- ☐ The installed of PPUMIS has eased coordination in planning between the centre and the Municipalities as well as accessing and sharing of spatial data among the Municipalities.

- Completed the preparation of NPDP options under Economic orientation; Social orientation; Agricultural orientation; Environmental and tourism orientation; connectivity orientation; and integrative orientation.
- i) Regional Physical Development Plan has been prepared comprising of 17 districts of Gulu, Adjumani, Amuru, Nwoya, Oyam, Kole, Apac, Lira, Dokolo, Ouke, Agago, Pader, Kitgum, Lamwo, Alebtong, Abim and Kabong.
- ii) The plan awaits approval by the National Physical Planning Board.
- iii) Installed Physical Planning and Urban Development Management Information System (PPUMIS) software to ease physical planning and urban management information management, sharing and coordination.

Procured Drones to ease preparation of physical development plans and enhance compliance to land use regulations.

However, despite the achievement registered, there are a number of outstanding challenges, amongst which the key include the following;

- High cost of building materials which has affected the supply side of housing. The high cost make it difficult for the average Ugandan to afford decent housing.
- High cost of mortgage financing; even where Mortgage financing exists, the high cost of mortgage financing coupled with the high interest rates on loans has greatly affected the housing sector.
- Limited regulation and coordination of the Housing actors i.e. real estate, land brokers among others. However, the Ministry has commenced on the process of drafting a Real Estate Agency and Management Bill, when enacted into law will regulate the Real Estate Sector.
- Increasing illegal land evictions.
- Escalating slums and informal settlements in urban areas.
- Absence of a housing database without which it's impossible to match the demand side of housing with the supply side.
- Limited integration of physical planning with economic & development planning.
- Limited Government land for development & high cost of land acquisition for development projects.
- Lack of funding for operationalizing the Land tribunal system.

Ministry Strategic Direction

The goal of the Ministry of Lands, Housing and Urban Development Strategic Plan is to attain *“improved utilization of resources (natural & man made) for inclusive, productive and livable urban and rural areas for sustainable socio-economic development”*.

The MSP is guided by the following objectives;

- a) To strengthen Land use and management
- b) Increase economic opportunities in cities and urban areas,
- c) Promote green and inclusive cities and urban areas
- d) Increased access to decent housing
- e) Promote urban housing market and provide decent housing for all

Expected Ministry Strategic Plan key performance results

The Plan aims to attain inclusive, productive and liveable urban areas for socioeconomic transformation. At the end of the five-year period of implementation of the Ministry Strategic Plan, the following key results are expected to be achieved:

- Support the reduction of housing deficit in the Country
- Enhanced economic infrastructure in urban areas through the USMID programme
- Increasing efficient in solid waste collection and
- More coverage of urban green spaces
- Increase the percentage of surveyed and titled land from 30percent to 50percent
- Reduce land related conflicts by 30 percent.
- Increase Government revenue generation by 30 percent.
- Improve efficiency and effectiveness in the Land Acquisition process by 50%

Cost of the Plan

To achieve the planned objectives and results of the MSP, the overall cost of financing all the MSP–III planned interventions over the 5-year period is estimated at around UGX **15,152.55Bn**. Of this, partner and Government of Uganda contributions shall constitute 49% and 51% respectively. Other efforts and contributions expected under the Ministry Strategic Plan shall be from the private sector.

Implementation, Risk Management, Monitoring and Evaluation

Aware that risks are totally unavoidable in the Strategic Plan implementation process, the Ministry has identified twenty (20) key Risks categorized under operational, strategic, and external risks that may affect the achievement of its Strategic Objectives as stated in the plan. To mitigate the anticipated effects of these risks, the Ministry will deal with these risks through a robust risk mitigation framework in which possible risks have been identified, and their risk levels categorized as High (H), Medium (M) and Low (L).

Consequently, the plan has programmed strategies and activities to be implemented to mitigate the effects of the risks to ensure that interventions and activities in the plan are implemented smoothly with minimal adverse impact.

Monitoring and Evaluation of the Strategic Plan will be carried out to ensure that the plan is implemented accordingly in a timely. Annual work plans, monthly and quarterly reports shall form the basis of ongoing monitoring while periodic evaluation shall be conducted and released through the annual report. For effective monitoring, evaluation and reporting, the Ministry will support and facilitate the Ministry's Monitoring and Evaluation division and the Statistical Committee to take ensure that monitoring is done. The Monitoring, Evaluation and Reporting plan will help the Ministry through the Planning and Policy Department in:

- ☐ Tracking implementation progress internally.
- ☐ Assessing whether objectives are being achieved efficiently, effectively and their impact.
- ☐ Enabling the Ministry assess quick wins, best practices, successes and benefit from lessons learnt for corrective measures.

The Ministry will use both quantitative and qualitative techniques to monitor and evaluate the performance of its respective Directorates, Departments and Sections in the implementation of this strategic plan. The Ministry shall then compare the standards given in the objectives with the actual results and any difference or variance that will be identified. As a consequence of the analysis of variances and identification of causes, the Ministry shall take appropriate remedial actions. This will be achieved by:

- ☐ Establishment of clear reporting schedules, channels and feedback mechanisms on an on-going process requiring time and commitment of all;
- ☐ Candid specifications of the roles of individuals submitting or receiving the documents taking into consideration internal progress reports, and an annual report card; and
- ☐ Clear statement and definition of action plans to be taken on specified monitoring results in terms of resource adjustment change of strategy or review of programme/ activity.

INTRODUCTION

1.0 Background

This Ministry Strategic Plan (MSP) is the third in a series of six Strategic Plans that will guide the Ministry in delivering its mandate in fulfilment of transforming the Ugandan society from a peasant to a modern and prosperous society as stipulated in the Vision 2040. The MSP (2020/21 - 2024/25) lays out strategies and interventions that are aligned with NDP III that define the Ministry's investment direction and sets key objectives and targets for better service delivery for transformed and sustainable socioeconomic development.

This 5-year Strategic Plan sets out the Ministry's understanding of the drivers that will shape the future of the country's Land Administration and Management, Housing and Physical Planning and Urban Development sub-programmes, identifies the approach the Ministry will take within this strategic context, and highlights Ministry's priorities in providing integrated solutions for our clients.

1.1 Legal Framework

Uganda has undertaken a series of ambitious legal and policy reforms with regard to property rights, physical planning, housing, urban development and resource governance since 1995, with the intention of bringing about fundamental reforms in rights, tenure management and control of land. Thus, the Ministry of Lands, Housing and Urban Development at the National level is guided by the Constitution of the Republic of Uganda (1995), the Vision 2040, National Development Plan III and NRM Manifesto in its planning and operations and other international frameworks to which Uganda subscribes.

In order to fully implement its mandate, the Ministry is also guided by a number policy framework including the National Land Use Policy (2008), the Physical Planning .2010 as amended National Land Policy (2013), National Housing Policy (2016) and National Urban Policy (2017), which were adopted and approved by Cabinet.

These Policies and Laws are meant to facilitate efficient land administration, physical planning, valuation and registration processes. The laws also facilitate documentation of land rights on communal land and promote equal ownership of property between men and women. The objective of the legal reforms is to harmonize and standardize the laws and procedures for land registration, valuation, surveys and mapping, land acquisition and resettlement, management of Government land and general practice for land administration at all levels of Local and Central Government; and management of cities and other urban areas.

1.2 Governance and Organizational Structure

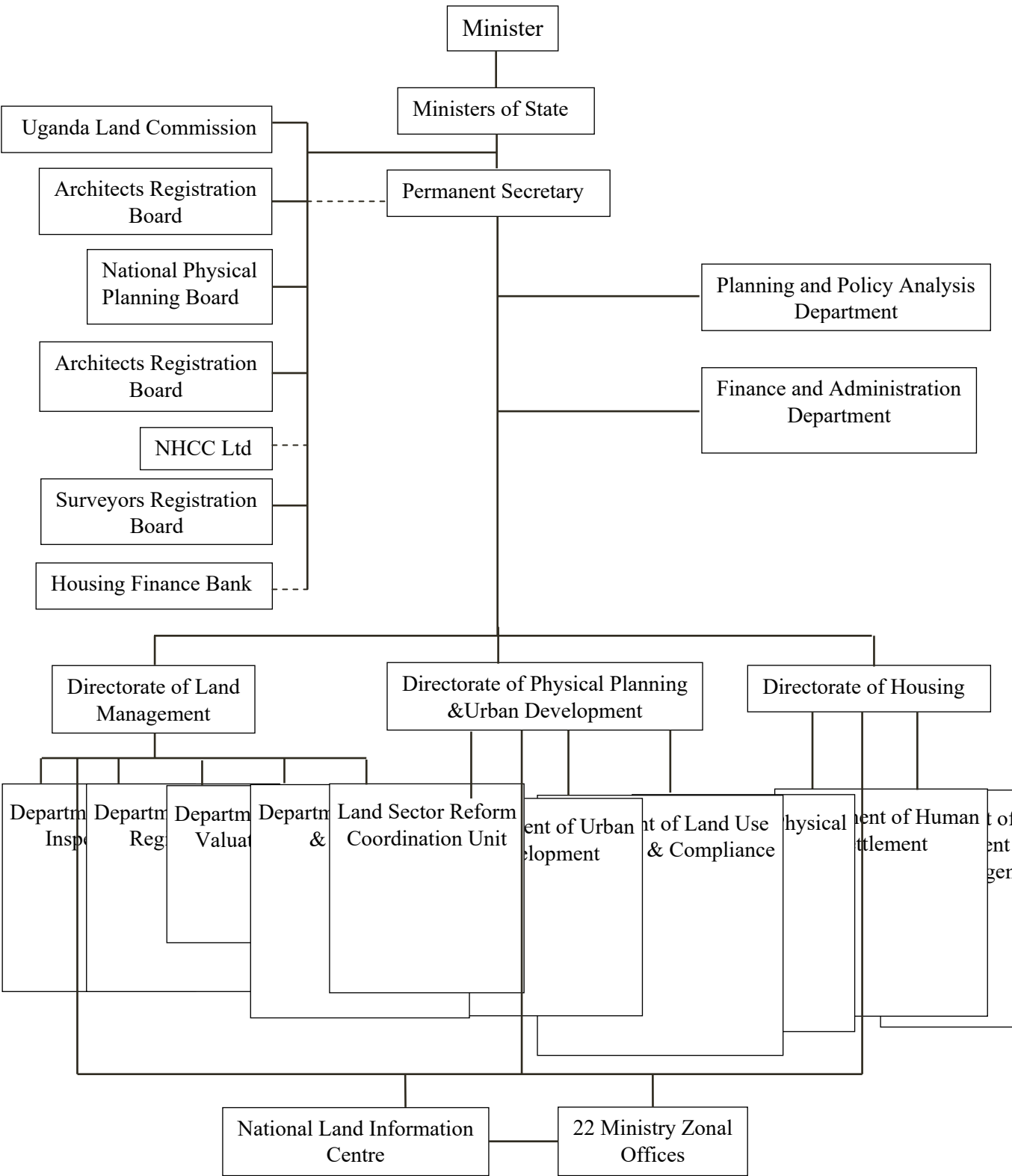
The Ministry of Lands, Housing and Urban Development structure has a Cabinet Minister who is the political head of the Ministry and does this with support from the three (3) Ministers of State, namely: Minister of State, Lands; Minister of State, Housing; and Minister of State, Urban development

The Ministry's technical leadership is headed by the Permanent Secretary who doubles as the Accounting Officer for the entity. The Permanent Secretary works closely with the 3 Directors that head the Directorates of Land Management (DLM), Directorate of Physical Planning and Urban Development (DPPUD) and Directorate of Housing (DH).

Table 1: Directorates and respective Departments

Directorate/Service Centre	Departments/Offices	
Land Management	<input type="checkbox"/> Office of Director <input type="checkbox"/> Department of Surveys and Mapping <input type="checkbox"/> Department of Land Registration <input type="checkbox"/> Department of Land Administration <input type="checkbox"/> Department of Valuation <input type="checkbox"/> Land Sector Reform Coordination Unit	<input type="checkbox"/> National Land Information Centre <input type="checkbox"/> 22 Ministry Zonal Offices
Physical Planning and Urban Development	<input type="checkbox"/> Office of Director <input type="checkbox"/> Department of Physical Planning <input type="checkbox"/> Department of Urban Development <input type="checkbox"/> Department of Land Use Regulation and Compliance	
Housing	<input type="checkbox"/> Office of Director <input type="checkbox"/> Department of Human Settlement <input type="checkbox"/> Department of Housing Development and Estates Management	
Support Services	<input type="checkbox"/> Department of Finance and Administration <input type="checkbox"/> Department of Planning and Policy Analysis	

Figure 1: Organizational Structure



1.3 The National, Legal and Policy Context

1.3.1 Linkage with Vision 2040

The Vision 2040 is conceptualized around strengthening the fundamentals of the economy to harness the abundant opportunities around the country. The Vision 2040 clearly states that there is need to strengthen the fundamentals among which include land use and management; and urbanization if the Country is to achieve its transformational goal.

In order to achieve the transformational goal under Vision 2040, the Ministry will contribute and take lead in implementing the following key strategies and policy reforms including:

- a) Make land reforms to facilitate faster acquisition of land for planned urbanisation, infrastructure development, and agricultural commercialisation among other developments.
- b) Pursue a planned sustainable urbanization and housing policy that will bring about better urban systems that enhance productivity, liveability and sustainability while releasing land for commercializing agriculture.
- c) Increase access to decent affordable shelter and pursue planned movement of people from scattered rural to planned settlements to ease delivery of utilities and other services towards achievement of social transformation.

The key activities proposed in the Strategic Plan and prioritized under section 4.2.6 of the Vision 2040 include:

- 1) Roll out a systematic land demarcation and survey the entire country over the Vision period;
- 2) Computerise the Land registration system to ensure efficient and effective land management;
- 3) Activate land tribunals to provide redress for people or organizations that will feel aggrieved in land matters;
- 4) Put in place a mechanism to ensure that district and international borders are secured and any disputes addressed; and
- 5) Conduct massive sensitization programmes and negotiations on lands, housing and urban development sector
- 6) Implementation of National Physical Development Plan
- 7) Develop and implement an investment plan for adequate and affordable housing.
- 8) Incentivize real estate developers to undertake affordable housing projects to reduce the housing deficit.
- 9) Undertake slum upgrading and operationalize the condominium law in slums and cities.
- 10) Develop an inclusive housing finance mechanism including capitalization of the housing finance Bank, and revisiting the mandate of the NHCC to support housing development for all
- 11) Undertake affordable housing projects for priority categories including public servants, the vulnerable, women among others.

1.3.2 Linkage with the National Development Plan III (NDP III)

The NDP III acknowledge the importance of investing in land and land resources and that policy reforms must ensure that land facilities, land use regulation and land development enhance economic productivity and commercial competitiveness for wealth creation and overall social economic development in an integrated and sustainable manner.

It is imperative to note that the mandate of Ministry of Lands, Housing and Urban Development cuts across many different 18 programmes in-line with the NDPIII programme approach to Planning and Budgeting. However, MLHUD is the lead agency for coordinating the Sustainable Urbanization and Housing programme. Therefore, as it coordinates and implements Sustainable Urbanization and Housing programme activities, it is expected to contribute to other programmes as well.

The Sustainable Urbanization and Housing programme has been designed to facilitate the attainment of inclusive, productive and liveable urban areas and shelter for socio-economic development. To deliver the programme results, the following strategies will be adopted over the medium term;

- ☐ Deliberate government efforts to fast track sustainable urbanization;
- ☐ Building capacities of urban centres to manage the rapid urbanization to promote orderly Country development
- ☐ Building the requisite infrastructure and housing for urbanization using Government and project resources;
- ☐ Fast-track orderly industrialization for urban centres;
- ☐ Planning and diversifying the country's urban centres; and
- ☐ Promote greening of Uganda's urbanization process.

All the strategies highlighted above are geared towards the attainment of the following medium term programme results as in the National Development Plan III plan;

- ☐ Decrease the urban unemployment rate from 14.4 percent to 9.4 percent;
- ☐ Reduce the acute housing deficit of 2.2 million by 20 percent;
- ☐ Decrease the percentage of urban dwellers living in slums and informal settlements from 60 percent to 40 percent;
- ☐ Decrease the average travel time per km in GKMA from 4.1 min/km to 3.5 min/km;
- ☐ Increase the proportion of tarmacked roads in the total urban road network from 1,229.7 km (6.1 percent) to 2,459.4 km (12.2 percent) and
- ☐ Improve the efficiency of solid waste collection from 30 percent to 50 percent.

In addition, the Ministry is one of the key implementers of the Natural Resources, Environment, Climate Change, Land and Water Management programme and specifically will improve land

tenure security. The Ministry will particularly contribute to increasing the percentage of titled land from 21 percent to 40 percent; and reducing land related conflicts by 30 percent.

Table 2: NDP III and Ministry's Key Performance Results

NDPIII/PIAP Key Performance Results	Ministry's key performance results
Decrease the urban unemployment rate from 14.4 percent to 9.4 percent;	Support the improvement of Urban Infrastructure and living conditions to widen business and job creation opportunities so as to reduce the high unemployment rate in urban areas
Reduce the acute housing deficit of 2.2 million by 20 percent;	Ensure capitalization of NHCC to promote production and availability of affordable housing for the population.
Decrease the percentage of urban dwellers living in slums and informal settlements from 60 percent to 40 percent;	Implement Slum upgrading initiatives in urban areas to reduce the percentage of slum dwellers to minimum levels as PIAP and NDPIII targets
Decrease the average travel time per km in GKMA from 4.1min/km to 3.5 min/km;	Partner with Ministry of Kampala and Metropolitan Affairs (MoKMA) and Kampala Capital City Authority (KCCA) in initiatives geared towards decreasing travel times in GKMA
Increase the proportion of tarmacked roads to the total urban road network from 1,229.7km (6.1 percent) to 2,459.4 km (12.2 percent);	Support construction of urban roads in cities, municipalities and Town Councils in Uganda by the Ministry under the USMID and ARSDP to increase urban road network
Improve the efficiency of solid waste collection from 30 percent to 50 percent.	Support cities and Municipalities through Ministry programmes in solid waste management policies and infrastructure for improved collection and management
Increase the percentage of titled land from 30 percent to 50 percent	Innovatively scale up land titling processes and procedures to increase percentage of titled land to at least 50% by end of MSP-III implementation timeframe
Reduce land related conflicts by 30 percent.	Improve land management practices in the country in-order to reduce on land related conflicts by at-least 30% by end of MSP-III period
Increase Government revenue generation by 30 percent.	Scale up Ministry interventions and improve service delivery and transaction processes to enhance revenue generation and collection by at-least 30% by end of MSP-III implementation period
Improve efficiency and effectiveness in the Land Acquisition Processes by 50%	Fast track the finalization of the Land acquisition and resettlement policy and act to improve efficiency and effectiveness in the land acquisition process in the Country.

1.3.3 Linkage with Global and Regional Initiatives

Uganda is a signatory to the post-2015 Sustainable Development Goals (or 2030 Agenda) which consists of a set of 17 goals and attendant targets. The 2030 Agenda embodies the aspirations of a world that is more equal, more prosperous, more peaceful and more just. Thus, Government of Uganda through the Ministry of Lands, Housing and Urban Development recognizes the Sustainable Development Goals and Goal 11 in particular that focuses on cities as hubs for ideas, commerce, culture, science, productivity, social development and much more.

The SDGs are an opportunity for Uganda to bring all stakeholders together to decide and embark on new paths to improve the lives of people in urban areas, and to ‘make cities and human settlements inclusive, safe, resilient and sustainable’ by creating mechanisms to ensure good urban governance. This will be done under three broad strategies:

- a) by promoting decentralization and strengthening urban local governments;
- b) by encouraging participation and civic engagement; and
- c) by ensuring transparent, accountable and efficient governance of cities and towns.

These will require mainstreaming principles of partnership, participation and decentralization. Strides have been made through growing legitimization of citizens’ groups, grassroots organizations and civic leaders, particularly at the local level. More effort is required for partnership at the international, national and local levels between the private sector, civil society government and local authorities.

In the period since the drafting of the NDPII, the East African Community and the African Union also finalized the development of regional development plans, namely the EAC Vision 2050 and Africa Agenda 2063. Under the Africa Agenda 2063, MLHUD’s contribution to the 20 Goals cannot be underestimated. Specifically, MLHUD contributes to Goal 1 of a high standard of living, quality of life and well-being for all citizens.

1.3.4 Linkage with NRM Manifesto, 2021 - 2026

The Ministry of Lands, Housing and Urban Development is committed to implementation of the NRM Manifesto commitments so that the Country can attain a middle income status and the Ministry has accordingly linked the presidential pledges to the National and Ministry development frameworks and attached list of required interventions/actions as summarized in the table hereunder;

NDPIII, PIAP & Ministry Strategic Objective	NRM Manifesto Pledge 2016 - 2021	Planned Ministry actions to address the pledge
To strengthen	Create an efficient and effective land administration	<input type="checkbox"/> Implement the additional initiatives

NDPIII, PIAP & Ministry Strategic Objective	NRM Manifesto Pledge 2016 - 2021	Planned Ministry actions to address the pledge
Land use and management	system	required to create an efficient and effective land administration system;
	National Land Policy implementation and reform the relevant laws	<input type="checkbox"/> Implement the National Land Policy and reform the relevant laws to be in consonance with it;
	Systematic registration of individual and communally-owned land	<input type="checkbox"/> Undertake systematic registration of individual and communally-owned land;
	Strengthen institutions and mechanisms for land dispute resolution and mediation	<input type="checkbox"/> Implement a programme of action for strengthening institutions and mechanisms for land dispute resolution and mediation at the Local Government level;
Increased access to decent housing Promote urban housing market and provide decent housing for all	Implement the National Housing Policy	<input type="checkbox"/> Implement the National Housing Policy to guide the development of housing, including social housing to address the housing deficit;
	Attract international financiers to partner with government and the private sector in real estate projects	<input type="checkbox"/> Attract international financiers to partner with government and the private sector to provide affordable housing finance and real estate projects in the country;
	Putting up houses in organized settlements	<input type="checkbox"/> Increase the role of the public sector in putting up houses in organized settlements both in rural and urban areas;
	Formation of a housing provident fund	<input type="checkbox"/> Encourage the formation of a housing provident fund where workers make regular savings for them to build personal houses;
	Housing co-operatives	<input type="checkbox"/> Support the development of housing co-operatives as a vehicle for delivering affordable houses;
	Capitalize the National Housing and Construction Corporation (NHCC)	<input type="checkbox"/> Capitalize the National Housing and Construction Corporation (NHCC) to be a lead agency in providing low and middle-income houses in urban centres;
	Implement the Kireka Slum Redevelopment project	<input type="checkbox"/> Implement the Kireka Slum Redevelopment project in Kireka-Banda slum area; <input type="checkbox"/> Under the Transforming of Settlements of the urban poor in Uganda (TSUPU)

NDPIII, PIAP & Ministry Strategic Objective	NRM Manifesto Pledge 2016 - 2021	Planned Ministry actions to address the pledge
		<p>Project, the slums in the five municipalities of Jinja, Mbale, Arua, Kabale and Rukungiri will be upgraded;</p> <p><input type="checkbox"/> Build housing estates in all municipalities and eradicate slums in municipalities through low cost housing schemes;</p> <p><input type="checkbox"/> Address the supply and demand sides of housing;</p> <p><input type="checkbox"/> Encourage institutions like the National Social Security Fund (NSSF) to develop housing estates on large pieces of land they own;</p> <p><input type="checkbox"/> Invest in the mortgage sector to make it possible for many Ugandans to own homes.</p>
<p>Increase economic opportunities in cities and urban areas,</p> <p>Promote green and inclusive cities and urban areas</p>	Support comprehensive planning for both urban and rural areas to promote orderly development of settlements	<p><input type="checkbox"/> Support comprehensive planning for both urban and rural areas to promote orderly development of settlements;</p> <p><input type="checkbox"/> Promote nucleated settlements in rural areas to free land for large scale commercial farming;</p> <p><input type="checkbox"/> Elevate the status of Arua, Gulu, Mbale and Mbarara municipalities to regional cities;</p> <p><input type="checkbox"/> Develop a National Physical Development Plan (NPDP) including physical plans for all cities, municipalities, town councils and town boards;</p> <p><input type="checkbox"/> Set up a quality unit and information system for Physical Planning linked to key Local Governments and the Land Information System;</p> <p><input type="checkbox"/> Develop sub-regional PDPs for the Kampala-Jinja corridor and the Karuma-Lira-Gulu corridor, and others identified as priority in NPDP;</p> <p><input type="checkbox"/> Develop PDPs along the Northern</p>
	Promote nucleated settlements in rural areas	
	Elevate the status of Arua, Gulu, Mbale and Mbarara municipalities to regional cities.	
	Develop a National Physical Development Plan (NPDP)	
	Set up a quality unit and information system for Physical Planning	
	Develop sub-regional PDPs	
	Develop PDPs along the Northern Corridor Infrastructure Projects (NCIP)	
	Re-tool the Directorate of PP&UD	

NDPIII, PIAP & Ministry Strategic Objective	NRM Manifesto Pledge 2016 - 2021	Planned Ministry actions to address the pledge
		<p>Corridor Infrastructure Projects (NCIP) to identify and plan development nodes such as industrial hubs and tourism towns;</p> <p><input type="checkbox"/> Re-tool the Directorate of PP&UD to be able to train, set up, support, supervise and monitor plan preparation and implementation at the Local Government level;</p> <p><input type="checkbox"/> Develop sub-regional PDPs for the Kampala – Jinja corridor and the Kampala - Lira – Gulu corridor, and others identified as priority in the NPDP;</p> <p><input type="checkbox"/> Develop PDPs along the Northern corridor infrastructure projects (NCIP) to identify and plan development nodes such as industrial hubs and tourism towns.</p>

1.4 Purpose of the Plan

This Strategic Plan is a roadmap MLHUD will follow over the next five years in making its contribution to the development of Uganda through ensuring Sustainable Land Management, Orderly Development and Adequate Housing for all.

The Strategic Plan is anchored on the successful implementation of the Ministry's interventions in the past and seeks to address the contemporary challenges of Uganda in light of the future. The Plan is responsive to the Government's Vision 2040 and the National Development Plan III (2015-2019), and aspirations to achieve the Sustainable Development Goals.

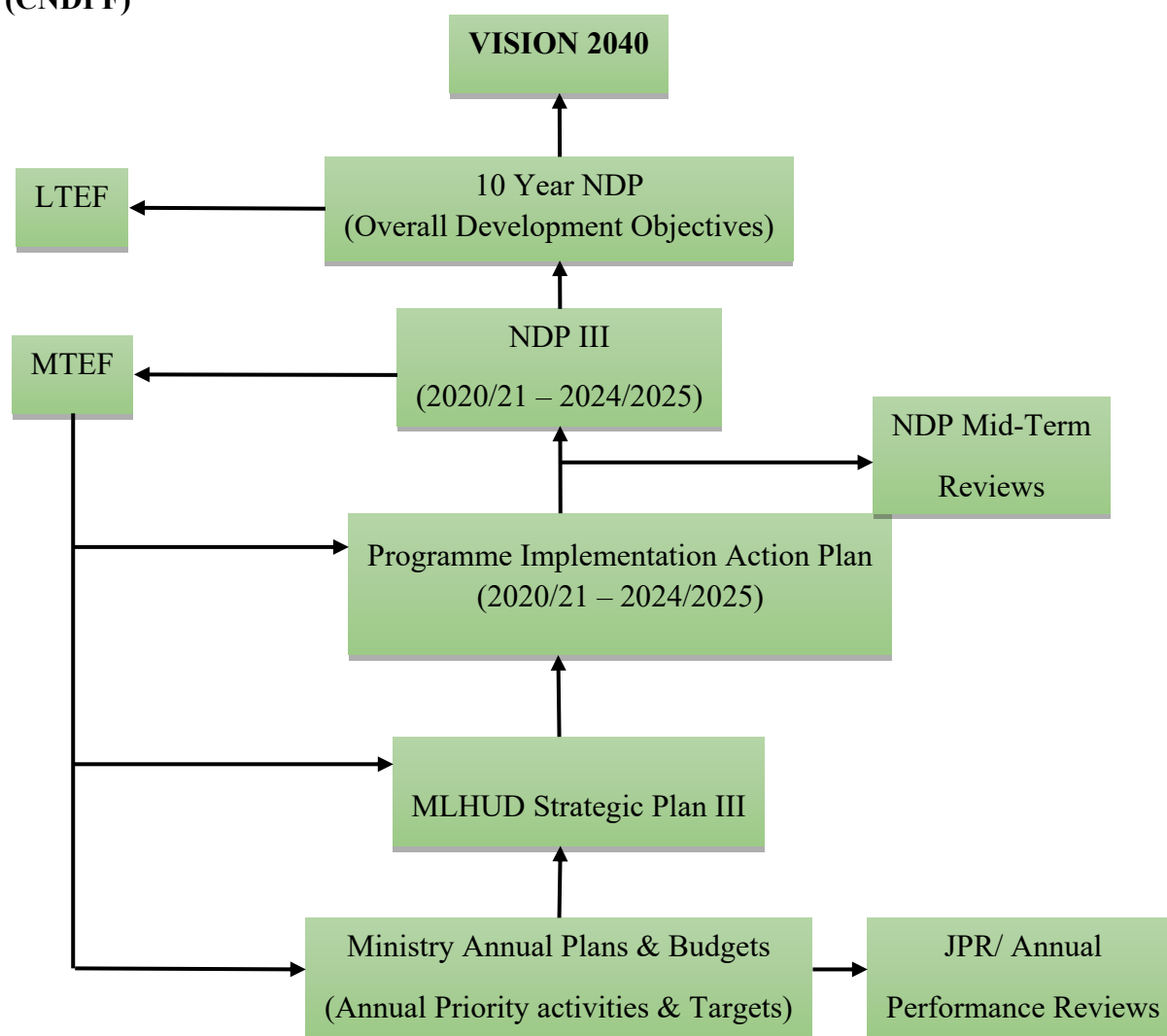
1.5 The Process of Developing the Plan

The production of Ministry Strategic Plan III is in line with the planning process outlined in the Comprehensive National Development Planning Framework (CNDPF, 2007) and the National Development Planning Regulations (2018). Approaches and arrangements like programme wide approaches (PWGs), Medium Term Expenditure Framework (MTEF), Fiscal Decentralization Strategy. A mix of top-down and bottom-up approach have been used in the plan development process to ensure that strategic guidance is provided at all levels and that the articulation of the identified development priorities is done at vote level.

The development of this MSP started with preparation of a Concept note which was presented to MLHUD Senior Management Committee and the Top Management Committee Members for approval. A Taskforce was set up, chaired by the Commissioner Planning and Policy Analysis and having representation from all MLHUD departments, Ministry Zonal Office representatives, Civil Society and Non-Governmental Organizations (NGOs), other Government Ministries, Departments and Agencies (MDAs) and Development Partners.

A review of a wide range of international, regional and national policies, plans and frameworks was done to inform the MSP, and harmonize / align it with already existing frameworks. These included the UN Sustainable Development Goals (SDGs), Vision 2040, the NDP III, MSP I and II, the mid-term review report of the LHUD sector and sector performance reports, among others.

Thus, the process for the preparation of the Strategic Plan was participatory especially at all levels as it fully recognized the contribution of other players in the development process of this Country. With the formulation of the strategic development framework the long-standing problem of parallel planning and resource duplication in which each MDA pursues its own goals and objectives has been completely eliminated under the programme planning approach. Now all MDAs and all proposed Interventions and investments are linked and are consistent with the agreed Development Framework. To this end, the MSP has captured and reflected the efforts and the aspirations of NGOs, CBOs, CSOs, Central Government and the Development partners.

Figure 2: Linkage to the Comprehensive National Development Planning Framework (CNDPF)

1.6 The Structure of the Strategic Plan

The structure of the revised Ministry Strategic Plan consists of nine (09) chapters with various contents as discussed hereunder;

Chapter One: Introduction

This chapter provides an overview, composition and institutional arrangements and cross cutting issues. It briefly describes what the plan is about and the rationale for the preparation of the plan. It will provide a background and mandate of the MDA. The section will also describe the context within which the plan will be implemented.

Chapter Two: Situation Analysis

This section will review performance under the previous strategic plan, document key challenges and achievements. Also, the SWOT analysis will be done as well as the stakeholder analysis. needs to be conducted in terms of data and trends that influence the MDAs in order to describe the context within which the plan is being developed and also provide a foundation for the strategic direction going forward.

Chapter Three: Strategic Direction

This section provides the Strategic Direction of the Ministry highlighting the interventions which are in line with the National Development Plan III. This will be informed by the performance review of the previous strategic plan ended 30th June 2020. It is also derived from the issues identified from the SWOT analysis and the emerging issues in implementation of the previous plan. It will give a framework for the MDA operations i.e Vision, Mission as well as core value. It will outline the MDA focus over the plan period by elaborating the goal, sub-programmes, objectives and planned outcomes as well as interventions.

Chapter Four: Financing Framework and Strategy

This presents the financing framework of the plan. It provides the overall and disaggregated costs of the Plan, and the strategies for mobilizing the required financing.

Chapter Five: Institutional Arrangements for Implementing the Plan

This section will address the coordination of the implementation of the plan, sustainability arrangements, partnerships and human resource plan.

Chapter Six: Communication and Feedback Strategy/ Arrangements

This chapter focusses on the rationale and objectives of the communication strategy, Key communication priorities and Implementation of communication priorities in the plan over the medium term.

Chapter Seven: Risk Management

This chapter discusses risks which can be operational, strategic, and external risks. This plan requires the comprehensive identification, mitigation, and monitoring of risks for successful plan implementation. The risks should be categorized as High (H), Medium (M) and Low (L) and propose mitigation measures and strategies which can be adopted to effectively manage the risks. Therefore this chapter provides the Risk analysis for the plan according to the Programme areas in line with the National Development Plan III guidance.

Chapter Eight: Monitoring and Evaluation Framework

This chapter clearly highlights the Monitoring and Evaluation arrangements of the plan implementation in line with the National Development Plan III and National Integrated Monitoring and Evaluation framework under the office of the Prime Minister.

Chapter Nine: Project Profile

This chapter presents the cost implementation matrix, the results matrix, MDA results framework, outcome level and the MDA results framework output level.

SITUATION ANALYSIS

2.0 Introduction

The Ministry's situation analysis examines the extent to which the Ministry has been able to achieve its objectives and it also assesses the environment in which it will be operating to determine how the environment will impact on its ability to realize its Vision, Mission and Objectives.

2.1 Performance of the Previous Plan

This section gives the previous performance of the Ministry in the implementation of its Strategic Plan (2013/14 – 2017/18). It provides an assessment of investments, targets, achievements and key outputs over the Strategic period. The section includes data and analysis with respect to the agreed key indicators in the previous strategic Plan.

The assessment of the physical performance of the Ministry is based on the agreed upon Monitoring indicators and the Result matrix of the previous strategic plan (2013/14 – 2017/18). Under this sub-section, key achievements and analysis of results of the different indicators are presented.

2.1.1 Assessment of key Indicators

The Ministry's performance based on the previously set indicators and targets in the expired Strategic Plan is shown below

Objectives	Outcomes	Outcome indicators	Outputs	Key Performance Indicator	Status/progress
Promoting effective and efficient land administration and management	Security of land tenure and productive use of land resources	% of land that is surveyed and registered	Land Policy, Plans, Strategies and Reports	No. of land related laws, regulations and guidelines handled	<input type="checkbox"/> National Land Policy (NLP) approved in 2013 <input type="checkbox"/> NLP Implementation Action Plan developed <input type="checkbox"/> Land Sector Strategic Plan II developed <input type="checkbox"/> Ministry Client Charter developed <input type="checkbox"/> Draft Land Acquisition and Rehabilitation Policy developed <input type="checkbox"/> Guidelines for Compensation Assessment under Land Acquisition developed <input type="checkbox"/> 5 Draft Bills developed
			Land Registration	Number of titles sorted, scanned and entered in the data base	<input type="checkbox"/> 820,925 out of the planned 762,540 documents were sorted, scanned and entered in the data base
				No. of land transactions registered	<input type="checkbox"/> Registered 761,319 out of the planned 437,360 land transactions

Objectives	Outcomes	Outcome indicators	Outputs	Key Performance Indicator	Status/progress
			Surveys and Mapping	Number of International and district borders surveyed	
				Number of land parcels surveyed	
			Capacity Building in Land Administration and Management	% of staff trained	<input type="checkbox"/> All MZO and NLIC staff; and Heads of Department trained in LIS use
			Land Information Management	% of LIS implementation	<input type="checkbox"/> All 22 Ministry Zonal Offices (MZOs) established and operationalised <input type="checkbox"/> The Land Information System (LIS) rolled out in all the 22 MZOs
			Government property rates	No. of properties verified & valued	
Promoting effective, efficient and sound sustainable rural and urban development	Efficient, effective and sustainable physical planning and urban development	Urban population in slums and informal settlements	Physical Planning Policies, Strategies, Guidelines and Standards	Physical Planning Regulations formulated	<input type="checkbox"/> Physical Planning Amendment Act 2020 developed
				Physical Planning standards and guidelines finalized	
			Field Inspection	No. of field reports	
			Development of Physical Development Plans	National Physical Development Plan (NPDP) finalized	<input type="checkbox"/> NPDP finalized
			Support supervision and Capacity Building	No. of monitoring & coordination reports from Local Governments	
			Urban Development Policies, Strategies, Guidelines and Standards	National Urban Policy developed	<input type="checkbox"/> National Urban Policy finalized
Promoting development of safe, efficient, affordable and sustainable housing	Improved housing quality and increased housing stock	% of people living in permanent houses	Housing Policy, Strategies and Reports	National Housing Policy developed.	<input type="checkbox"/> National Housing Policy developed
			Technical support and Administrative Services	Number of prototype plans produced	
			Capacity Building	Number of Housing units upgraded	
			Estates Management Policy, Strategies and Reports	Real Estate Act developed	
			Awareness	No. of	

Objectives	Outcomes	Outcome indicators	Outputs	Key Performance Indicator	Status/progress
			campaigns on Earthquake Disaster Management	demonstration houses constructed	

2.1.2 Financial Performance

The table below shows the financial performance of the Ministry over years from July 2013 to June 2020. During the 5 year period of the Strategic Plan (2013/14 – 2017/18), Government approved UGX 402.72 Billion for the Ministry but released only UGX 380.827 Billion which accounted for 94.6% of the approved budget.

However, out of the UGX 767.605 Billion that was approved over the seven-year period of the Strategic Plan, UGX 789.499 Billion was released by Government to the Ministry representing 102.9% of the approved budget. This implies that during the last years of the Strategic Plan, Government endeavoured to provide the approved resources to the Ministry.

Table 3: Approved versus Released budget

Financial Year	Approved			Released			Variance (B) - (D)	% Received
	Recur	Dev't	Total (B)	Recur	Dev't	Total (D)		
2013/14	10.39	22.73	33.12	7.00	2.87	9.87	23.25	29.80
2014/15	16.16	17.77	33.93	6.97	6.37	13.34	20.59	39.30
2015/16	17.03	63.62	80.65	8.73	35.96	44.68	35.97	55.40
2016/17	25.20	105.95	131.15	16.02	105.89	121.91	9.24	93.00
2017/18	24.46	99.41	123.87	47.80	143.23	191.03	-67.16	154.20
2018/19	30.33	156.32	186.65	29.96	159.33	189.29	-2.64	101.40
2019/20	52.64	125.60	178.24	51.88	167.49	219.38	-41.14	123.10
Total	176.20	591.40	767.61	168.36	621.14	789.50	-21.89	102.90

Source: Ministerial Annual Performance Reports (2013/14 – 2019/20)

2.1.3 Cross cutting issues

This section reviews major cross-cutting issues that impact and/or are impacted upon by developments and activities undertaken by Ministry of Lands, Housing and Urban Development and these include; environment, climate change, Gender, Human rights, Social Protection, Population and HIV/AIDS.

2.1.3.1 HIV/AIDS

This poses the greatest challenge to health and wellbeing of the people. HIV/AIDS has placed a burden on the household resources through payment of medical bills. The epidemic has hit the traditional labour-intensive agricultural sector and as a result HIV/AIDS has led significantly to high household poverty.

Secure rights to land and housing empower women both socially and economically. Insecure land tenure and property rights for women can contribute to the spread of HIV and to a weakened ability to cope with the consequences of AIDS. Land is a critical asset for the rural poor, and in most countries, men hold the rights to and control over land. As a result, women are often economically dependent on men, do not have secure fallback positions, and, therefore, have very little bargaining power.

Women's lack of bargaining power in their homes and communities can lead to unsafe sex practices and, therefore, to HIV infection. Women who were beaten or dominated by their partners were much more likely to become infected with HIV than women who lived in non-violent households.

Studies show that women who have economic independence have higher levels of agency, allowing them to leave a relationship if needed, to make financial decisions that can alleviate or prevent poverty, and to pay for health care and services for themselves and their families (Aidstar, citing Drimie, 2002). This agency is critical to avoid being infected with HIV and to cope with the disease if infection occurs. Examining one area of rural Uganda, a study found that rights to rent out household land enabled women to better cope with the impacts of partner death and HIV/AIDS (ICRW, 2007a).

While secure property rights alone may not always be sufficient where the threat of violence is severe (*ibid*), the relationship between women's bargaining power and GBV is well-established. The relationship between GBV and HIV is also well-established. We also know that rights to land improve women's economic independence, and thus their bargaining power in the household.

Thus, the Ministry in all its interventions of enhancing tenure security, has been advocating and strengthening women's property rights since it offers a unique opportunity to prevent the spread of HIV/AIDS as well as enable households to mitigate the negative impacts of HIV/AIDS-related illnesses. This strategy aims at increasing women's economic independence.

In conclusion, secure land and property rights for women will lead to increased economic empowerment and enhanced bargaining power, which can reduce their risk and vulnerability to HIV/AIDS. For women and families affected by HIV/AIDS, secure land and property rights provides greater capacity to cope with the economic, physical, and emotional shock to the household. An economic safety net is critical to women as caregivers and critical to helping women stave off the poverty and food insecurity that can result from the illness or the illness or death of a spouse.

2.1.3.2 Gender and Equity

Government of Uganda continues to reaffirm its commitment to address gender and Equity issues through implementation of international, regional and national declarations including; Beijing Action, CEDAW, SDGs, AU charter, PFMA etc.



Some women in Nwova district receive CCOs

MLHUD recognizes that G&E are both important determinants of development and they both have a direct effect on climate change and HIV dimensions. Therefore it is important to have them addressed. The link between Gender and Equity and poverty and its relevance the LHUD sector calls for adoption of a mainstreaming strategy to address the G&E issues. Critical issues include: Right to equitable access to resources; low decision making power due to cultural barriers; responsibility of family care;

information not translated or illustrated in simple easy to understand language; attitude towards PWDs and other vulnerable persons resulting in less equitable treatment and services; quality of participation due to lack of social skills, information, house/domestic chore; time for meetings may be inconvenient for women; cultural and religious barriers; right to respect not accorded to the marginalized persons; and right to redress - lack of knowledge of where to seek legal and mediation services.

At the Sector level, MLHUD has put policy measures that are being implemented including; Systematic Land Adjudication and Certification (SLAAC), CCOs, CLAs and COs all intended to improve and give property rights to the women and other vulnerable persons.

SLAAC was undertaken in 5 districts of Oyam, Mbarara, Kiruhura, Ibanda and Rwampara. The Ministry was able to demarcate and survey a total of 66,148 parcels in all the 5 districts. A total of 12,843 parcels (19.4%) belonged to women as shown in the table below:

Table 4: Disaggregated data under SLAAC

Districts	Number				
	Male	Female	Jointly Owned	Institutions	Total demarcated
Oyam	20,148	5,165	9,244	235	34,792
Mbarara	8,495	4,158	2,938	125	15,716
Kiruhura	2,283	1,163	526	106	4,078
Ibanda	2,107	702	508	19	3,336
Rwampara	4,924	1,655	1,586	61	8,226
Total	37,957	12,843	14,802	546	66,148

Source: MLHUD Administrative records 2021

The overall Gender & Equity mainstreaming strategy will be aimed at reducing inequalities, so that men and women, boys and girls and other marginalized and vulnerable persons are able to move out of poverty and achieve a better livelihood and contribute to the national development.

2.1.3.3 COVID-19

In March 2020, the World Health Organization (WHO) declared that an outbreak of the viral disease COVID-19 – first identified in December 2019 in Wuhan, China – had reached the level of a global pandemic. Citing concerns with “the alarming levels of spread and severity,” the WHO called for governments to take urgent and aggressive action to stop the spread of the virus.

The effects of COVID-19 pandemic have thus been felt worldwide and across all sectors. COVID-19 and the measures taken worldwide to curb the pandemic are of great concern for the global land governance community.

The COVID-19 crisis and the measures taken to curb it impact on the poor community heavily. From a property rights perspective, the most worrying immediate effects include the following:

- a) Loss of livelihood options, especially in the informal sectors, and deepening levels of poverty and food insecurity.
- b) Suspension of democratic controls and the use of violence against environmental and human rights defenders.
- c) The closing of land administration services as part of lockdown measures.

These developments lead to increased risks of irregular land acquisition, resource grabbing and loss of assets and property access for the poor. The following concerns are summarized as follows:

- a) **Loss of assets and land access, and growing inequality:** Poor people in both rural and urban areas are at risk of losing their land and properties. In informal urban settings, the close density and risk for disease transmission may be used as justification for forced evictions.
- b) **Reduced access to housing:** The real estate sector experienced a severe drop in real estate transactions such as purchase of new homes, land, and limited movement of tenants to new premises. Landlord -tenant relations were particularly frustrated; with either party struggling to meet their rights and obligations which led to an increase in evictions, disputes, vacancy rates, foreclosures, loss of rental income, growth of slums and increase in homelessness. It is yet to be seen when the sector will fully recover from these effects, however, the scenario exemplified the importance of a written tenancy agreement between landlords and tenants as a basis for renegotiation to avoid some of the undesired consequences in such unforeseen circumstances.

- c) **Lack of due diligence in land-based investments:** It is as yet unclear how the expected global economic crisis will affect investment flows. A financial crisis might limit investment possibilities of major players. However, we may see an increase in predatory capitalism and governments may be tempted to attract investments to finance the recovery from the crisis without observing the necessary due diligence.
- d) **Reduced quality of land and property governance services:** It remains to be seen whether public land administration services will be restored to their pre-COVID levels. Limitations in funding and capacity may limit the role of land governance actors in curtailing irregular land acquisition and enhancing tenure security. Formal land governance systems and programmes aimed at ensuring women's property rights may be disrupted, which might negatively affect women's right to property registration and ownership.
- e) **Suspended democratic controls on land and property governance:** The worrying scenario here is that democratic controls, suspended under states of emergency and lockdowns, will not be restored to their pre-COVID-19 levels and civic space will remain restricted for a long time. The effect may be widespread and cause irreversible grabbing of land, water and forests.
- f) **Increased levels of urban poverty and informality:** As urban dwellers were put under lockdown just as the rest of the citizens' in the country, many of them lost their livelihoods and a few formal and informal businesses thus being relegated to informal sector. This had led to increased levels of urban poverty and a slight spike in the crime rates.

From the concerns above, there is a serious risk that the gains of two decades of investing in Lands, Housing, Physical Planning and Urban Development governance for sustainable and equitable development are undone. The impacts of the COVID-19 crisis need to be placed squarely on the agenda of regional, national and international policymakers. Efforts to mitigate risks to property rights should be stepped up.

2.1.3.4 Climate Change

The achievement of long-term sustainable economic growth in the face of climate change is a primary concern in Uganda. The climate of Uganda is its most valuable natural resource and a major determinant of other natural resources like soils, water, forests and wildlife, as well as the human activities dependent on them. However, increasing emission of carbon dioxide and other greenhouse gases are changing the earth's climate.

2.1.3.5 Population

During the period 1969 – 2014, Uganda's population increased by 25.3 million, from 9.5 million in 1969 to 34.9 million in 2014. Between 2002 and 2014, Uganda's population increased by 10.7 million in a period of 12 years, at an average annual growth rate of 3.03 percent, a slight decline from the rate of 3.20 observed between 1991 and 2002. This trend suggests that, the population of Uganda could reach 40.4 million by 2020, and 46.7 by 2025. Owing to the high

population increase against fixed land, the average population density of Uganda has increased from 48 persons per square km in 1969, 123 in 2002 to 174 in 2014.

2.1.3.6 Human Rights

Land is a cross-cutting issue that impacts directly on the enjoyment of a number of human rights. For many people, land is a source of livelihood, and is central to economic rights. Land is also often linked to peoples' identities, and so is tied to social and cultural rights.

Disputes over land are frequently the cause of violent conflict and place obstacles to restoring sustainable peace. In short, the human rights aspects of land affect a range of issues including poverty reduction and development, peace building, humanitarian assistance, disaster prevention and recovery, urban and rural planning, to name but a few. Emerging global issues, such as food insecurity, climate change and rapid urbanization, have also refocused attention on how land is being used, controlled and managed by States and private actors.

The right to housing is recognized in a number of international human rights instruments. Article 25 of the Universal Declaration of Human Rights recognizes the right to housing as part of the right to an adequate standard of living. It states that:

“Everyone has the right to a standard of living adequate for the health and well-being of him/herself and of his/her family, including food, clothing, and housing and medical care and necessary social services, and the right to security in the event of unemployment, sickness, disability, widowhood, old age or other lack of livelihood in circumstances beyond his control.”

Urban development projects have led to socio-economic polarization in cities owing to escalating costs of land and housing and depletion of low-income housing. Measures taken to protect the environment are also at times in conflict with the interests and human rights of populations that depend on land for subsistence and survival.

2.2 Institutional capacity of the MDA

2.2.1 Financial Resources

During the 5 year period of the Strategic Plan (2013/14 – 2017/18), the Ministry required UGX 1,701.608 Billion to implement its activities. However, Government approved only UGX 402.72 Billion for the Ministry which accounted for 23.7% of the planned budget.

However, out of the UGX 1,892.3 Billion that was required by the Ministry over the seven-year period of the Strategic Plan, UGX 767.605 Billion was approved by Government to the Ministry representing 40.6% of the planned budget. From this analysis, it should be noted that the Ministry could not achieve its full mandate without full provision of its required budget.

Table 5: Budget and Allocation

Financial Year	Planned in Strategic Plan			Approved			Variance (A) - (B)	% Approved
	Recur	Dev't	Total (A)	Recur	Dev't	Total (B)		
2013/14	12.21	320.27	332.48	10.39	22.73	33.12	299.36	10.00
2014/15	15.22	311.83	327.05	16.16	17.77	33.93	293.12	10.40
2015/16	19.31	326.05	345.36	17.03	63.62	80.65	264.71	23.40
2016/17	21.21	326.41	347.62	25.20	105.95	131.15	216.48	37.70
2017/18	23.31	325.78	349.09	24.46	99.41	123.87	225.22	35.50
2018/19	28.95	117.18	146.13	30.33	156.32	186.65	-40.53	127.70
2019/20	31.59	12.97	44.57	52.64	125.60	178.24	-133.67	399.90
Total	151.80	1740.00	1,892.30	176.21	591.40	767.61	1,124.70	40.60

Source: Ministerial Annual Performance Reports (2013/14 – 2019/20)

Table 6 below shows how much the Ministry was able to spend (absorb) visa vi the funds released by Government. Overall, the Ministry was able to absorb 69.1% of the released funds over the 5-year period as shown below.

The Ministry exhibited low budget absorption over the years, with worst absorption reflected during the FY 2017/18.

Table 6: Budget Released and Spent

Budget	FY (Bn UGX)					
	2015/16	2016/17	2017/18	2018/19	2019/20	Total
Released	44.68	121.91	191.03	189.29	219.38	766.29
Spent	44.68	83.54	109.76	151.06	140.72	529.76
% spent	100.00	68.50	57.50	79.80	64.10	69.10

Source: Ministerial Annual Performance Reports (2015/16 – 2019/20)

2.2.2 Human Resources development and management

The Ministry remains constrained by the phenomenon of low staffing and poor funding for the structures. Staffing levels for strategic positions currently stands at 63.9% of the required staff.

It is difficult to envision the possibility of ensuring the decentralized service delivery through the Ministry Zonal Offices with such poor staffing levels. This capacity has been intensified by the recent ban on new recruitments.

From the Table below, it can clearly be seen that out of the 817 staff required in the approved Ministry structure, only 522 staff have been recruited leaving a gap of 295 staff.

Table 7: Staffing

Directorate/Department	Approved	Filled	Vacant	% filled
Land Management	172	105	67	61.0
Physical Planning and Urban Development	56	43	13	76.8
Housing	41	24	17	58.5
Ministry Zonal Offices & NLIC	455	258	197	56.7
Finance and Administration	78	77	1	98.7
Planning and Policy Analysis	15	15	0	100.0
Total	817	522	295	63.9

Source: MLHUD Human Resource Division

2.2.3 Monitoring and Evaluation function

During development of the 5-year Sector Development Plan that ended in June 2020, a 5-year Monitoring and Evaluation Framework (FY 2015/16 – 2019/20) was also developed as a framework for the measurement and management of the plan's performance.

The Framework helped the Ministry to: track the performance of the SDP along its key outcomes, recognize success, identify problem areas, and respond with appropriate actions through learning from experience. After development of the Third Sector Development Plan (2020/21 – 2024/25), the Ministry has commenced the process of reviewing and developing the associated Monitoring and Evaluation Framework.

The Monitoring and Evaluation function is coordinated by the Department of Planning and Policy Analysis under the M&E Division, which is headed by the Assistant Commissioner/M&E; and assisted by the Principal Economist/M&E, Senior Economist and a Statistician/Economist.

The Division coordinates the development and use of M&E system within programmes and projects and to disseminate information to concerned departments, ministry officials, ministries, working partners and stakeholders.

The Division also collects, collates and disseminates quarterly, bi-annual and annual reports for all programmes and projects for presentation to various stakeholders at various forums such as the Joint Sector Review meetings and top management meetings to facilitate decision making. It also maintains databases for the sector to facilitate archiving and retrieval of data for future references and time series analyses; designs and conducts baselines, mid-term and terminal evaluations of sector programmes and projects. The Division also provides guidance to projects and programmes in the preparation of appropriate work plans and implementation and monitoring through training of the sector staffs in monitoring and evaluation, and use of data for decision making purposes.

In implementing all the above, the M&E division however has various challenges, including the following;

- (a) Limited human resource capacity of the M&E Unit
- (b) Challenges related to Information Technology (IT)
- (c) Limited use of M&E Information
- (d) Limited focus on Research and Evaluations
- (e) Lack of clearly defined Indicators

2.3 Key Achievements and Challenges

2.3.1 Achievements

Some of the key achievements registered between the year 2013 and 2020 include: -

- a) Improved Land Administration and Land Tenure Security which led to reduction in number of days to register land, increased number of land titles issued, increased use of land titles as security for loan acquisition, increased land revenue generated and reduction in land disputes. These milestones were achieved with support from World Bank funding under Competitiveness Enterprise Development Project (CEDP) which supported the following interventions and activities: -
 - i) Constructed 10 Ministry Zonal Office (MZO) buildings; and the dormitory and multi-purpose hall for the Institute of Surveys and Land Management in Entebbe.
 - ii) Establishment and operationalization of 22 MZOs across the country located in Kampala, Jinja, Mukono, Masaka, Mbarara, Wakiso (Wakiso-Busiro and Wakiso-Kyadondo), Lira, Kabarole, Kibaale, Arua, Gulu, Masindi, Mbale, Kabale, Mityana, Luwero, Mpigi, Tororo, Soroti, Moroto and Rukungiri.
 - iii) Undertook a program of systematic land Adjudication and Certification (SLAAC) and Communal Land Associations (CLAs) in which land rights of selected beneficiaries are ascertained and registered. Under this program, 65,000 parcels were adjudicated and surveyed; and 606 CLAs formalised and registered.
 - iv) Developed the first ever National Physical Development Plan (NPDP) for the country that will guide developments in the country.
 - v) Modernised the Uganda Geodetic Reference Frame (UGRF) and established 12 Continuously Operating Reference Stations (CORS). This was aimed at improving the quality of surveys in the country.
 - vi) Developed Base Maps for Land Administration that have been integrated into the NLIS for purpose of Quality Control in order to avoid overlaps during the titling process. In addition, these base-maps have been used by different MDAs thus saving Government approximately USD 20 Million it would have spent on their production.
- b) Developed and approved the National Urban Policy 2017
- c) Developed and approved the National Housing Policy, 2016

- d) Developed the Landlord tenant bill, 2018 that was passed by Parliament.
- e) Constructed 92 houses for slum dwellers under the Kasooli housing Project in Tororo.
- f) Improved Municipal Infrastructure in 14 selected Municipalities. This was done with World Bank Funding under the Uganda Support to Municipal Infrastructure Development (USMID) Program which supported the following interventions: -
 - ✓ Construction of 110 urban roads totaling 78.4km;
 - ✓ Approximately 93.2km of covered line drains and 30km of open drains;
 - ✓ 100.2km of pedestrian walkways, 21.8km of cycle lanes, 43.5km of parking lanes;
 - ✓ 2,807 solar streetlights;
 - ✓ 1,114 street trash cans;
 - ✓ Signalized traffic lights at a road junction in Mbale City;
 - ✓ Improvement of 65,365 square meters of green spaces and planting of 2,431 trees.
 - ✓ Construction of 3 Taxi parks complete with 328 lock up shops and 143 vehicle/ taxi parking lots in Arua City, Tororo and Entebbe MC and restaurants; 1 Bus terminal in Moroto MC, 1 Lorry park in Fort portal City and the improvement of Coronation park in Lira City
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 - ✓ 2,807 solar streetlights;
 - ✓ 1,114 street trash cans;
 - ✓ Signalized traffic lights at a road junction in Mbale City;
 - ✓ Improvement of 65,365 square meters of green spaces and planting of 2,431 trees.
 - ✓ Construction of 3 Taxi parks complete with 328 lock up shops and 143 vehicle/ taxi parking lots in Arua City, Tororo and Entebbe MC and restaurants; 1 Bus terminal in Moroto MC, 1 Lorry park in Fort portal City and the improvement of Coronation park in Lira City
- h) Conducted feasibility study on establishment of a Mortgage Liquidity Facility which will improve affordability of mortgage finance and housing in Uganda.
- i) Developed, conducted training and disseminated free low-cost house Prototype Plans to low income earners and vulnerable groups, energy efficiency guidelines, earthquake resistant construction and Condominium property law.
- j) Formulated Municipal Development Strategies for 14 municipalities of Gulu, Arua, Lira, Soroti, Moroto, Mbale, Tororo, Jinja, Hoima, Fort-portal, Entebbe, Masaka,
- k) Developed Solid Waste Management strategies for 14 Municipalities
- l) Developed Drainage Master plans for 14 Municipalities
- m) Developed and deployed an e-governance (SOMESA) platform in 24 Municipal Councils

- n) Established Development Forums in 11 Municipal Councils
- o) Developed Guidelines for mainstreaming Climate Change into the Lands, Housing & Urban Development sector and urban local Governments- May, 2019
- p) Developed the Uganda National Urban Climate Change profile- 2019
- q) Diagnostic study of the Legal, Policy and institutional framework for Urban Development in Uganda- May, 2020

2.3.2 Challenges

The Sector encountered the following challenges in the delivery of its mandate:

- i. Staffing; the staffing gap of the Ministry stands at 36.1%. This creates a challenge in providing services in 135 districts, 42 municipalities and ever-increasing number of town councils and Boards.
- ii. Inadequate funding; the inadequacy of funds limited the sector to acquire land for government projects, enforce adherence to physical development plans and land use leading to unplanned developments, escalated land disputes, Proliferation of slums, and unplanned urbanization.
- iii. The limited capacity of institutions at local governments including Area Land Committees, District Land Boards, and Physical Planning Committees.
- iv. Physical planning is a decentralized service; however, the LGs are not funded to develop and implement Physical Development Plans.
- v. Conflicting mandates between Ministry of Local Government & Ministry of Land, Housing and Urban Development regarding the management and development of Urban areas in Uganda
- vi. Absence of a comprehensive legal framework for urban Development

2.4 SWOT Analysis

The Ministry conducted a SWOT analysis and identified the following strengths and opportunities that need to be nurtured and reinforced as well as weaknesses and threats that need to be addressed in order to enhance the Ministry's capacity to efficiently and effectively deliver services to the public. The table below provides the Ministry's SWOT analysis

Table 8: SWOT Analysis

INTERNAL INFLUENCES	
Strengths	Weaknesses
<ul style="list-style-type: none"> <input type="checkbox"/> Existence of well-established, functional and decentralised Land Administration structures/Ministry Zonal Offices <input type="checkbox"/> A good political will and top management support. <input type="checkbox"/> The Ministry has developed most of its Policy and Legal framework <input type="checkbox"/> Presence of the necessary Strategies, Standards and Guidelines <input type="checkbox"/> Qualified and skilled core staff available <input type="checkbox"/> LIS developed and operationalized. <input type="checkbox"/> The Clients Charter, an instrument for enhancing delivery of land services is in place. <input type="checkbox"/> Clear mandate with a clear Organizational structure <input type="checkbox"/> Availability of basic facilities e.g. computers, desks, internet. 	<ul style="list-style-type: none"> <input type="checkbox"/> Inadequate staffing. <input type="checkbox"/> Limited use of statistics in management and decision making. <input type="checkbox"/> High incidence of land fraud and fraudulent land transactions in the land registration process. <input type="checkbox"/> Inadequate budget. <input type="checkbox"/> Lack of a comprehensive Housing Regulatory Framework (National Estates Management Policy, Landlord-Tenant law) <input type="checkbox"/> Inadequate capacity building. <input type="checkbox"/> Poor time management and utilization. <input type="checkbox"/> Low staff motivation. <input type="checkbox"/> Lack of adequate office space and transport (work stations, car parking). <input type="checkbox"/> Unclear mandate for urban development in the country
EXTERNAL INFLUENCES	
Opportunities	Threats
<ul style="list-style-type: none"> <input type="checkbox"/> Recognition in the National Development Plan III and Vision 2040. <input type="checkbox"/> Growing interest by the development partners and CSOs in supporting the Ministry <input type="checkbox"/> Government willingness to fund the sector. <input type="checkbox"/> Availability of local and international forums through which advocacy campaigns and lobbying can be done. <input type="checkbox"/> Presence of urban development Forums at Local Governments and at the National level 	<ul style="list-style-type: none"> <input type="checkbox"/> Over reliance on foreign funding/donors. <input type="checkbox"/> High prevalence of land disputes /conflicts that lead to land evictions, destruction of property and loss of life. <input type="checkbox"/> Destruction of the Geodetic network which results into overlapping surveys. <input type="checkbox"/> Weak enforcement of Land related laws. <input type="checkbox"/> Increasing district/international border disputes. <input type="checkbox"/> Development of unplanned settlements making it difficult to implement spatial plans to guide expansion of Kampala City and other major Cities. <input type="checkbox"/> Uncontrolled growth of slums. <input type="checkbox"/> Overlapping mandates amongst the different MDAs <input type="checkbox"/> Political intervention. <input type="checkbox"/> Inadequate Policy and legal framework.

2.5 Stakeholder Analysis

The key stakeholders/actors of the Ministry vary depending on the level of governance that is under consideration. These include;

- a) Office of the Prime Minister (OPM)
- b) Ministry of Finance Planning and Economic Development(MFPED)
- c) Uganda Land Commission (ULC)
- d) Surveyors Registration Board and Valuers (SRB&V)
- e) District Land Boards (DLB)
- f) Physical Planning Association (PPA)
- g) Real Estates Dealers (REDs)
- h) Uganda Bankers Association (UBA)
- i) Uganda Investment Authority (UIA)
- j) Uganda Law society (ULC)
- k) National Housing and Construction Company (NH&CC)
- l) Uganda Local Urban Authorities Association (ULUAA)
- m) Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)
- n) Ministry of Water and Environment (MWE)
- o) Ministry of Gender, Labour and social Development (MGLSD)
- p) Development Partners/Donors
- q) Civil Society Organizations (CSOs)

Further analysis of the stakeholders is provided under section 5.2.2 of the Ministry Strategic Plan (MSP).

2.6 Emerging issues and implications

The statistics relating to the Ministry in areas of budgetary allocation and service delivery levels speak a lot in-terms of the desires to make services and things better for the people of Uganda. The continued underfunding of the Ministry has resulted into gaps in service delivery affecting all the three directorates of Land Administration and Management, Housing, Physical Planning and Urban Development. The inadequate funding of the Ministry has affected the three directorates as hereunder;

Land management directorate has led to the low levels of registered land in the Country which has led to rampant land conflicts, land grabbing in addition high land degradation across the Country.

The physical planning and urban development directorate suffers huge challenges relating to unorganized developments which are unsustainable as a result of the low physical planning levels in the Country as a result of the inadequate funding of the directorate interventions.

The Housing directorate over the years has continuously posted huge housing backlog statistics to justify an urgent need for significant investment in housing development in the Country. This has also been magnified due to the challenges in the legal frameworks which puts housing

development as a private intervention as opposed to it being a public need. Therefore, there is need to reconcile the legal frameworks to ensure harmonious housing development by both public and private players in the Country so as to address the huge housing backlog in the Country.

Therefore,adequate resourcing of the Ministry is vital and in the good interest for all Ugandans to ensure provision of sufficient and good services to the population.

STRATEGIC DIRECTION

3.0 Introduction

The Ministry of Lands, Housing and Urban Development (MLHUD) is responsible for providing policy direction, national standards and coordination inter alia, of all matters related to lands, housing and urban development in the country. The Ministry is responsible for putting in place policies, laws and strategies which are contained in the Annual Ministerial Policy Statements.

3.1 Vision, Mission, Goal and Mandate of the Ministry

3.1.1 Vision

The development aspiration of the Ministry of Lands, Housing and Urban Development is guided by its Vision which is “Sustainable Land Use, Land Tenure Security, Affordable, Decent Housing and Organized Urban Development.

3.1.2 Mission

“To ensure Sustainable Land Management, Orderly Development and Adequate Housing for all”

3.1.3 Mandate

The Ministry is mandated “To ensure rational and sustainable use, effective management of land and orderly Country development, planned and adequate housing for socio-economic transformation”.

3.1.4 Ministry Core values

The interventions and operations of the Ministry are anchored upon the following core values as clearly highlighted the Ministry’s client charter;

- g. **Integrity** - to clients and landowners where we observe the highest ethical standards.
- h. **Excellence** - we aim to excel in all the work we do to the satisfaction of our clients.
- i. **Respect** - we show respect and trust by listening to our clients to our clients and adequately responding to their needs.
- j. **Transparency and Accountability**: we give assurance to carrying out our statutory responsibilities with fairness, openness, and honesty.
- k. **Innovation**: we are driven by innovation and creativity in our endeavor to provide efficient and effective service to our clients.
- l. **Professionalism**: we are professionals who provide reliable record of information on physical planning, urban development, housing, and ownership of and interests affecting registered land

3.1.5 Goal

The goal of the Ministry of Lands, Housing and Urban Development is to attain ***“improved utilization of resources (natural & man made) to attain inclusive, productive and livable urban and rural areas for sustainable socio-economic development”***.

3.2 Strategic Objectives and intermediate Outcomes

The Ministry of Lands, Housing and Urban Development Strategic Plan is guided by the following strategic objectives:

- f) To strengthen Land use and management
- g) Increase economic opportunities in cities and urban areas,
- h) Promote green and inclusive cities and urban areas
- i) Increased access to decent housing
- j) Promote urban housing market and provide decent housing for all
- k) Strengthen Governance, policies, planning, and finance.

Table 9: Strategic Objectives and Intermediate Outcomes

Strategic Objective	Intermediate Outcomes
a) To strengthen Land use and management	<ul style="list-style-type: none"> ✓ Increase the percentage of titled land from 30% to 50% ✓ Reduce land related conflicts by from by 30%
b) Increase economic opportunities in cities and urban areas,	<ul style="list-style-type: none"> ✓ Improved compliance to the Land Use Regulatory Framework ✓ Integrated Regional, District, Urban and Local Physical Development Plans developed ✓ Comprehensive laws, Regulations, Guidelines, and governance frameworks for the Urban Sector developed
c) Promote green and inclusive cities and urban areas	<ul style="list-style-type: none"> ✓ Improved performance of urban councils in physical planning and land use, Urban Development, solid waste management, slum redevelopment, climate change and development control.
d) Increased access to decent housing	<ul style="list-style-type: none"> ✓ Increased housing stock in rural and urban areas ✓ Increased mortgage reach in the country ✓ Increased compliance to building codes and decent housing for all income groups
e) Promote urban housing market and provide decent housing for all	<ul style="list-style-type: none"> ✓ Reduced cost of housing construction in rural and urban areas ✓ Reduced proportion of slums in cities and municipalities
f) Strengthen Governance, policies, planning and finance.	<ul style="list-style-type: none"> ✓ Enhanced public expenditure management ✓ Efficient and effective implementation of Government programs and projects in the sector ✓ Effective and efficient workforce ✓ Regular and improved monitoring, supervision, and evaluation of programme activities ✓ Improved coordination of programme Plans, policies, laws, and regulations with stakeholders

3.3 Objectives and Interventions

Find hereunder the Ministry's interventions under each objective:

Objective	Intervention
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
	1.2 Upgrade accredited institutions to offer certified skilling, entrepreneurship and incubation development in sustainable urbanization and housing related fields
	1.3 Reform and improve business processes in cities and urban areas to facilitate private sector development
	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
	1.5 Improve urban safe water and waste management services and associated infrastructure for value addition and revenue generation
	1.6 Improve the provision of quality social services to address the peculiar issues of urban settlements
2. Promote urban housing market and provide decent housing for all	2.1 Develop and implement an investment plan for adequate and affordable housing
	2.2 Develop, promote, and enforce building codes/ standards
	2.3 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
	2.4 Adequately Capitalize National Housing & Construction Co
	2.5 Incentivize real estate companies to undertake affordable housing projects to address the housing deficit
	2.6 Address infrastructure in slums and undertake slum upgrading including operationalization of the Condominium Law in slums and cities.
	2.7 Design and build inclusive housing units for government workers
	2.8 Promote the production and use of sustainable housing materials and technologies

Objective	Intervention
3. Promote green and inclusive cities and urban areas	3.1 Conserve and restore urban natural resource assets and increase urban carbon sinks
	3.2 Undertake waste to wealth initiatives which promote a circular economy
	3.3 Develop green buildings, risk sensitive building codes and systems to promote energy efficient housing
	3.4 Promote non-motorized transit in USMID programme Municipalities
	3.5 Increase urban resilience by mitigating against risks of accidents, fires and flood flooding
	a. Strengthen effective early warning systems
	b. Improve emergency responses
	3.6 Develop and protect green belts
	3.7 Establish and develop public open spaces
4. Enable balanced and productive national urban system	4.1 Develop and implement integrated physical and economic development plans in the new cities and other urban areas
5 Strengthen urban policies, governance, planning and finance	5.1 Review, develop and enforce urban development policies, laws, regulations, standards, and guidelines
	5.2 Implement participatory and all-inclusive planning and implementation mechanism to enforce the implementation of land use regulatory and compliance frameworks
	5.3 Scale up the physical planning and urban management information system
6. Strengthen land use and management	6.1 Complete the automation and integration of the Land Management Information System with other systems
	6.2 Fast track the formulation, review, harmonization, and implementation of land laws, policies regulations, standards and guidelines
	6.3 Strengthen the capacity of land management institutions in executing their mandate geared towards securing land rights
	6.4 Promote land consolidation, titling and banking
	6.5 Promote tenure security including women's access to land
	6.6 Establish the National Spatial Data Infrastructure (NSDI) to enhance data integration for planning and development

Objective	Intervention
	6.7 Develop and implement a Land Valuation Management Information System (LAVMIS)
	6.8 Promote integrated land use planning
	6.9 Revamp the Mapping Division of the surveys and mapping Department
7. Strengthen Governance, policies, planning and finance.	7.1 Ensure timely payment of programme staff salaries, wages, pensions, remunerations and gratuity 7.2 Ensure efficient and effective programme service delivery as guided in the clients' charter 7.3 Improve coordination of programme Plans, policies, laws and regulations with stakeholders 7.4 Undertake research and programme performance reviews for enhanced programme performance 7.5 Conduct regular and improved monitoring, supervision and evaluation of programme activities 7.6 Promote automation of programme service delivery systems for improved planning, budgeting and financial management

3.4 Ministry Core Projects

Projects are one of the public Ministry mechanism/ vehicle used to deliver services. Projects help in delivering services in an organized, rational and time bound manner with minimal probability of failure. The Ministry will ensure and sponsor bankable projects to attract both government and private capital investments.

Table 10: The core Ministry projects

Programme	Core Projects	Status
Climate change, natural resources, environment, land and water management	Improved tenure governance as a tool to consolidate peace, strengthen food and nutrition security, and eradicate poverty in Northern Uganda	NDPIII Project Idea
	Comprehensive Inventory of Government Land	NDPIII Project Idea
	Competitive Enterprise Development Project Additional Financing (CEDP AF)	On-going
Development plan	Support to MLHUD (Retooling Project)	On-going

Programme	Core Projects	Status
implementation		
Regional development	Albertine Region Sustainable Development Project	On-going
	Support to National Physical Development Planning	On-going
	Securing Infrastructure Corridor Project	NDPIII Project Idea
Sustainable Development of Petroleum Resources	Hoima Oil Refinery Proximity Development Project: (Phase One - Preparation of The Project Masterplan)	Coded ready for implementation
Sustainable urbanization and housing	Rural Settlements Development Project	NDPIII Project Idea
	Housing project for public/Private Ministry workers in Uganda	NDPIII Project Idea
	A City A Year Development Project	NDPIII Project Idea
	Establishment of the Uganda Mortgage Refinance Company (UMRC)	NDPIII Project Idea
	Uganda Support to Municipal Infrastructure Development Program Additional Financing (USMID AF)	Ongoing
	Uganda Support to Physical Planning, Land Tenure Security and Urban Infrastructure Development in Refugee Host Areas	NDPIII Project Idea
	Social Housing Project	NDPIII Project Idea
	Urban greening and climate resilience project	NDPIII Project Idea
	Redevelopment of Slums and Informal Settlements Project	NDPIII Project Idea
	Development of Pilot Eco-City in Kajansi Town Council-GKMA	NDPIII Project Idea
	GKMA Satellite City Development Project	NDPIII Project Idea
	Urban pollution management project	NDPIII Project Idea
	Uganda Cities Development Project (UCDP)	NDPIII Project Idea
	Redevelopment of Slums and Informal	NDPIII Project Idea

Programme	Core Projects	Status
	Settlements Project	
	Operationalization of the 15 cities Project	NDPIII Project Idea
	Solid waste management project	NDPIII Project Idea
NHCC PROJECTS	320 Acre Freehold Satellite City at Bukerere – Kira/Mukono	Master Plan and Architectural designs complete.
	Completion of 64 Units at Impala Estate Namungoona - Kampala	Roofed, at finishes stage
	Completion of 76 Units at Rwizi view Estate – Mbarara City	At Roofing Stage
	Completion of 60 Units at Jasmine Apartments – Naalya - Kampala	Roofed, at Finishes Stage.
	Gulu City housing Estate	At design Stage
	80 Acre Freehold Estate at Lubowa - Wakiso	Masterplan complete and designs being undertaken
	292 Acre Freehold Slum Redevelopment at Kireka – Kasokoso	Master plan and Block planning complete, detailed designs ongoing
	150 Acre Leasehold Slum Redevelopment at Namungoona	Masterplan ongoing
	High rise Apartments at Naalya, Bugolobi Luzira and Bukoto	Designs on going
	Designs for a 300 unit housing estate for each of the cities and 200 units for municipalities	Ongoing.
	Concepts and Designs for establishment of materials testing facility, skills development center, carpentry, fabrication, welding and concrete products center in Kampala	Ongoing.

3.5 Strategies

The following strategies will be undertaken to ensure that the Ministry objectives and investments are achieved: -

- i. Maintaining an efficient and effective use of Ministry resources
- ii. Harmonizing Ministry policies with National Planning Framework and Policies
- iii. Ensure Compliance with standards, guidelines, regulations and laws
- iv. Performance Improvement among the staff of institutions within the Ministry and Maintaining an Efficient and Effective Work Force
- v. Maintaining Public Relations and Information sharing with the general public
- vi. Robust and effective Monitoring and evaluation system

3.6 Measuring Ministry development results

Tracking progress made during the implementation of this plan will be done through a set of program indicators. The indicators aggregate achievements of all programs and projects implemented across all the institutions within the Ministry. FY2019/2020 will be used as baseline financial year and comparison will be made to MSP II.

Table 11: MSP III Key Development Results

Ministry Outcome Indicators	Performance Targets						
	Base FY	Baseline	2021/22	2022/23	2023/24	2024/25	2025/26
Ministry Outcome 1: High levels of investment, competitiveness and employment							
<i>1. Increase economic opportunities in cities and urban areas</i>							
Percentage of urban population in USMID/ ARSDP programme areas with convenient access to public transport	2019/20	5%	7%	15%	25%	40%	45%
Kms of paved urban roads in USMID/ ARSDP programme areas	2019/20	78.4	94.4	110.4	126.4	142.4	158.4
Proportion of USMID/ ARSDP programme paved urban roads to total urban roads, %	2019/20	30%	30%	45%	50%	65%	70%
Ministry Outcome 2: Access to decent housing							
Ministry Objectives contributing to the Outcome							
<i>2. Promote urban housing market and provide decent housing for all</i>							
Proportion of urban population living in slums and informal settlements	2019/20	60%	55%	52%	48%	44%	40%

Ministry Outcome Indicators	Performance Targets						
	Base FY	Baseline	2021/22	2022/23	2023/24	2024/25	2025/26
Housing deficit (Million)	2019/20	2,200,000	2,112,000	2,024,000	1,936,000	1,848,000	1,760,000
Proportion of urban population with affordable housing (US\$20,000)	2019/20	36%	40%	45%	50%	55%	60%
Cost of housing materials (Construction index for residential buildings)	2019/20	211	208	205	202	199	196
Proportion of slums upgraded	2019/20	10%	15%	25%	30%	35%	40%
% increase in Mortgage reach	2019/20	2	3	8	11	16	21
Ministry Outcome 3: Sustainable, liveable and inclusive cities							
Ministry Objectives contributing to the Outcome							
3. Promote green and inclusive cities and urban areas							
Percentage compliance to preserved areas/ reservoirs /waterways/parks in relation to total planned urban area	2019/20	3%	5%	10%	15%	20%	25%
% Compliance to the Urban solid waste management policy	2019/20	0%	25%	40%	48%	53%	60%
% of Municipal solid waste disposed off safely in USMID programme areas	2019/20	30	34	38	42	46	50
Ministry Outcome 4: Organized urban development							
Ministry Objectives contributing to the Outcome							
4. Enable balanced and productive national urban system							
Integrated physical and economic development plans for	Cities	2019/20	0	3	3	3	3
	Regions	2019/20	0	1	0	1	1
	Districts	2019/20	6	10	20	30	40
	Municipalities	2019/20	14	16	21	30	45
Proportion of LG plans aligned to the National Physical Development plan	2019/20	10	20	25	35	40	40
Ratio of land consumption	2019/20	10%	2%	2%	2%	2%	2%

Ministry Outcome Indicators	Performance Targets						
	Base FY	Baseline	2021/22	2022/23	2023/24	2024/25	2025/26
rate to population growth rate							
Number of nucleated settlement models	2019/20	0	1	1	1	2	2
Ministry Outcome 5: Orderly, secure and safe urban areas							
Ministry Objectives contributing to the Outcome							
<i>5. Strengthen urban policies, governance, planning and finance</i>							
Compliance to physical planning regulatory framework in the urban areas (%)	2019/20	15%	20%	25%	30%	40%	60%
Compliance to the urban physical development plans, %	2019/20	5%	10%	20%	30%	35%	40%
Percentage of housing units with approved housing plans	2019/20	18%	23%	28%	33%	38%	43%
Number of months in which staff salaries, wages, pensions and gratuity are paid within the requisite timeframe	2019/20	12	12	12	12	12	12
Number of Ministry Plans and policy documents produced (BFP, MPS, Plan & Budget)	2019/20	4	4	4	4	4	4
Efficient and effective Ministry service delivery	2019/20	54	60	65	70	75	80
Number of staff capacities built	2019/20		30	34	36	38	40
Number of reforms undertaken arising from the Ministry researches and reviews conducted	2019/20	01	2	2	2	2	2
% compliance levels to implementation of plans and budgets	2019/20	50	70	75	80	85	90
Number of Ministry interventions digitally implemented	2019/20	1	4	6	6	4	3

Ministry Outcome Indicators	Performance Targets						
	Base FY	Baseline	2021/22	2022/23	2023/24	2024/25	2025/26
Ministry Outcome 6: <i>To strengthen Land use and management</i>							
Ministry Objectives contributing to the Outcome							
Average time of titling	2019/20	25	14	12	10	8	7
Percentage of titled land	2019/20	21.4	30	35	40	45	50
Percentage reduction in land conflicts	2019/20	40%	40%	30	20	15	10%
Proportion of Land Conflicts resolved	2019/20	50%	60%	65%	70%	75%	80%

FINANCING FRAMEWORK AND STRATEGY

4.0 Introduction

This section presents the financing framework of the plan. It provides the overall and disaggregated costs of the Plan, and the strategies for mobilizing the required financing.

4.1 Summary of Strategic Plan Budget

Table 8 shows the financial resources required annually based on the priorities of the Strategic Plan.

Table 12: Summary of Strategic Plan Budget

CLASSIFICATION	2020/21	2021/22	2022/23	2023/24	2024/25
Wage	8.10	10.00	12.00	14.00	15.00
Non-Wage Recurrent	49.65	106.87	148.36	198.85	260.18
Total GoU Dev't	453.18	975.47	1354.16	1815.02	2374.81
Total External Dev't	478.15	1029.23	1428.79	1915.05	2505.68
Total Budget	989.08	2121.57	2943.31	3942.92	5155.68

Source: Submitted Ministry Programme Implementation Action Plan (PIAP) 2020/21 – 2024/25

This plan has been costed at US\$ 15,152.55 billion, over the five year period, and the cost will range from US\$ 989.08 **billion** in the first year to US\$ 5,155.68 billion in the last year of implementing the plan.

The major cost drivers over the planning period include:

- ☐ Operationalization, upgrade and functionalization of the 22 Ministry Zonal Offices (MZOs)
- ☐ Issuance of Customary Certificates of Ownership (CCOs)
- ☐ Formation and operationalization of Communal Land Associations
- ☐ Drafting of the Land Acquisition Bill and Valuation Bill on-going
- ☐ International border demarcation
- ☐ Implementation of the National Housing Policy
- ☐ Finalized the study done on establishment of a mortgage liquidity facility.
- ☐ Finalised the Landlord Tenant Bill which was passed by Parliament
- ☐ Sensitisation on housing issues, Housing finance, real estate development and related matters
- ☐ Capacity building in housing cooperatives
- ☐ Finalization and implementation of the National Physical Development Plan (NPDP) and

Physical Planning Framework

- ☐ Implementation of USMID-AF in 22 Municipalities and 8 districts hosting refugees
- ☐ Land Compensations for absentee landlords
- ☐ Payment of outstanding arrears to land owners
- ☐ Processing of government leases
- ☐ Regularization of tenure for bona fide and lawful occupants

4.2 MTEF Projections and Implications for Financing the Plan

This section explains the resource gaps that exist between the planned budgetary allocations and the MTEF allocations in the implementation of this Strategic Plan.

The MTEF projections for the Ministry of Lands, Housing and Urban Development is provided in Table 9.

Table 13: MTEF Projections for 2020/21 – 2024/25

Budget Item	2020/21	2021/22	2022/23	2023/24	2024/25
Wage	8.10	8.10	8.10	8.10	8.10
Non-Wage	49.65	36.97	36.97	36.97	36.97
Development	109.93	487.07	136.34	51.73	51.73
Total	167.68	532.14	181.41	96.80	96.80

Source: MoFPED BCC and MoLHUD BFP FY2021/22 Submitted

In the FY2020/21, the sub-programmes of the Ministry were allocated UShs. 167.68 billion contrary to the UShs. 989.08 billion required indicating a funding gap of UShs. 821.4 billion. The trend is similar throughout the years indicating an average funding gap of 92.9 percent over the five years. This gap is anticipated to tremendously affect the implementation of a number of key activities under the various sub-programmes intended to achieve the objectives of the Strategic Plan III and NDP III. The detailed gaps are clearly presented in Table 10 below.

Table 14: Funding Gaps

CLASSIFICATION	2020/21	2021/22	2022/23	2023/24	2024/25
Wage Gap	-	1.90	3.90	5.90	6.90
Non-Wage Recurrent Gap	-	69.90	111.39	161.88	223.21
Total Recurrent Gap	-	71.80	115.29	167.78	230.11
Total Development Gap	821.40	1,517.63	2,646.61	3,678.34	4,828.76
Total Funding Gap	821.40	1,659.33	2,873.29	4,008.00	5,282.09

Table 15: Strategic Plan Budget by Source of Funding FY (FY2020/21–2024/25)

Classification	2020/21		2021/22		2022/23		2023/24		2024/25		TOTAL	
Funding Source	GoU	Donor	GoU	Donor	GoU	Donor	GoU	Donor	GoU	Donor	GoU	Donor
Wage	8	0	10	0	12	0	14	0	15	0	59	0
Non-wage recurrent	50	0	107	0	148	0	199	0	260	0	764	0
Total recurrent	58	0	117	0	160	0	213	0	275	0	823	0
Development	453	478	975	1029	1354	1429	1815	1915	2375	2506	6973	7357
Total Budget	511	478	1092	1029	1515	1429	2028	1915	2650	2506	7796	7357
%ageof Budget Source	52%	48%	51%	49%	51%	49%	51%	49%	51%	49%	51%	49%

Based on the MTEF Projections and past budgets, majority of the budget leans towards government financing averagely at 51 percent of the interventions using a multitude of options including grants, loans and Public Private Partnerships among others. This implies that 49 percent of the budget ought to be funded by the Partner financing often referred to as external financing through projects. The Strategic Plan budget by source is almost balanced at 50% for Government of Uganda and Partner/Donor financing respectively. The detailed information is presented in table 11 above.

4.3 Resource mobilization strategy

Whereas the traditional financing of the budget for the Plan will emanate from the national budget, this is likely not be sufficient for all the subprograms as shown in table 6 above. According to the MTEF allocations for the period FY 2020/21-2024/25, the sub-programmes will receive approximately 13 percent of the US\$ 8,189.971 billion the five-year period. This therefore calls for concerted efforts and innovativeness in the mobilization for the required resources to implement the Plan.

This is because the budgeted financial resources allocated in the Medium Term Expenditure Framework (MTEF) are inadequate to enable full implementation of the Strategic Plan. Owing to the huge funding gaps identified, it is imperative to devise innovative funding mechanisms from the public and private sectors, development partners, and through public private partnerships. The alternative funding mechanisms as highlighted in the Ministry Strategic Plan III include the following under listed:

a) Grants and Long-Term Loan Financing

One form of financing the Plan is by loans and grants provided through the Budget (MTEF). In most cases these grants are provided through donors/development partners including the

multilateral agencies and bilateral donors. Grants shall fund part of the investment costs of programmes in an effort to reduce the ultimate financial cost in order to increase competitiveness, enhance capacity building, and reduction of end user prices especially for selected projects that might be considered economically unviable but of high social importance. Programs that could benefit from this form of financing include: Strengthening Land Administration, Land Reform Coordination, Survey and Mapping, Enhancing Physical Development Planning and Urban Development, Land Use Regulation and Compliance, Housing and Human Settlement, and Cross cutting Issues, among others.

b) Financing through Public-Private Partnerships (PPPs)

The Ministry needs to adopt Public-Private Partnerships as an alternative funding mechanism for some of the proposed interventions. Despite the shortcomings of PPP projects, these are viable with government technical or financial support. Efficient financing of PPP projects shall involve the use of government support, to ensure that the government bears risks which it can manage better than private investors and to supplement projects which are economically but not financially viable. Financing through PPPs have been successful in India, South Africa and other parts of the World.

c) Non-Tax Revenue (NTR) Collections

Non-taxable revenue is money collected by the Ministry from registration fees, Assurance of title fees, search fees and title charges. The total NTR from Mailo tenure and leasehold increased by approximately 32.8% from the financial year 2017/18 to the financial year 2018/19. However, by December 2019, NTR collected by the Ministry was 1,715,934,751/= and is projected to be UGX. 3.5Bn by end of the FY2019/20, and this is the figure projected for the FY2020/21 as well. Overall, the non-tax revenue over the years 2017/18, 2018/19 and 2019/20 is on an increasing trend.

Table 16: Non-Taxable Revenue in the Mailo and Leasehold Registry

2017/18	2018/19	2019/20 (Half Year)	2020/21(Projection)
1,608,180,000	2,135,511,335	1,715,934,751	3,500,000,000

Source: MLHUD Statistical Abstract, 2019 and financial reports from Accounts

d) Taxable Revenue

Tax revenue is money generated by the Ministry to the government from stamp duty. Table 13 below shows the total of taxable and Non Taxable revenue collected from financial year 2013/14 to 2020/21 (Half year) and it amounts to a tune of UGX 808,482,263,535.

The revenue collections are projected to increase over the years to come as a result of the full coverage of the Country with the 22 MZOs now operational.

Table 17: Taxable revenue and Non-taxable revenue

Financial Year	Revenue generated (TR & NTR)
FY 2013/14	102,904,043,887
FY2014/15	85,596,322,116
FY2015/16	242,423,305,272
FY2016/17	128,361,534,050
FY2017/18	45,458,474,744
FY2018/19	147,996,307,173
FY2019/20	27,602,182,186
FY2020/21(Half year)	28,140,094,107
Total Revenue	808,482,263,535

Source: MLHUD LIS Data, 2020

This implies that on average, approximately UGX 101 Billion is generated annually from Land related activities.

Other funding mechanisms will include:

- a. Equity Financing
- b. SACCOS
- c. Debt Instruments such as Housing Bonds
- d. Mortgage Liquidity Facility
- e. Joint ventures e.g. with NSSF
- f. Hedge funds

INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTING THE PLAN

5.0 Introduction

The institutional arrangements proposed in this chapter aim at laying the main structural and functional basis of the Strategic Plan.

5.1 Coordination of the implementation process

The Ministry of Lands, Housing and Urban Development is responsible for the overall coordination of the Ministry Strategic Plan. The implementation of this Plan will be in close consultation with the different NDP III Programme Working Groups (PWGs) that the Ministry subscribes to. Thus, the PWGs for Climate change, natural resources, environment, land and water management; and Sustainable urbanization and housing will oversee the implementation of the Strategic Plan.

At Ministry level, the different established committees will monitor and supervise the implementation of the Plan and these include: Top Management, Senior Management and the Finance Committee.

5.1.1 Roles and responsibilities of the Ministry

- a) Formulating national policies, strategies and programmes on Lands, Housing and Urban Development;
- b) Providing policy guidance to land holding authorities for sustainable, orderly development and an effective management of Lands, Housing and Urban Development;
- c) Initiating and reviewing legislation on Lands, Housing and Urban Development; d) Setting national standards for sustainable use and development of land and the development of improved housing;
- d) Ensuring compliance to laws, regulations and standards for an effective land management and the sustainable development of Housing and Urban Centres;
- e) Monitoring and coordinating national lands, housing and urban development initiatives and policies as they apply to local Governments;
- f) Providing support supervision and technical back-stopping to Local Governments on matters regarding Lands, Housing and Urban Development; and
- g) Maintaining international territorial boundary marks and updating maps and the National Atlas

5.1.2 Roles and Responsibilities of Other Stakeholders

Stakeholders category	Expectations of the stakeholder	Ministry's expectation
Public/citizenry	<input type="checkbox"/> Active participation <input type="checkbox"/> Enhanced awareness in the Ministry <input type="checkbox"/> Efficient and effective services <input type="checkbox"/> Transparency and accountability in the service delivery	<input type="checkbox"/> Regular feedback on our services <input type="checkbox"/> Responsive citizenry <input type="checkbox"/> Compliance with laws and regulations <input type="checkbox"/> Ownership and sustainability of projects
Staff	<input type="checkbox"/> Commitment to their welfare <input type="checkbox"/> Reward of excellent performance <input type="checkbox"/> Favourable terms & conditions of service <input type="checkbox"/> Good work environment <input type="checkbox"/> Skills development and Job progression <input type="checkbox"/> Efficient and effective Human resource services <input type="checkbox"/> Participatory and fair appraisal	<input type="checkbox"/> Improve productivity <input type="checkbox"/> Provide necessary skills and manpower <input type="checkbox"/> Exhibit good image of the Ministry <input type="checkbox"/> Efficient and timely services to the citizens and stakeholders <input type="checkbox"/> Adherence to policies, rules, & regulations of the ministry <input type="checkbox"/> Efficient utilization of resources allocated
Researchers and academic institutions	<input type="checkbox"/> Provide internship to their students <input type="checkbox"/> Share the generated data and information <input type="checkbox"/> Partnership and collaboration in research and policy formulation	<input type="checkbox"/> Training of Staff which are competent enough to deliver on the Ministry's mandate <input type="checkbox"/> Sharing of research findings to inform policy decisions
Ministries Department and Agencies (MDAs)	<input type="checkbox"/> Strengthen support and collaboration with Ministries and state corporations	<input type="checkbox"/> Promote inter-ministerial coordination and collaboration, devolution and decentralization opportunities
Contractors, Suppliers and Merchants	<input type="checkbox"/> Timely payments for goods and services supplied <input type="checkbox"/> Procurement process which is transparent and accountable as well as Fair competition	<input type="checkbox"/> Efficient, effective and timely delivery of goods and services <input type="checkbox"/> High standards of technical works undertaken, goods and services supplied that meet contractual obligations

Stakeholders category	Expectations of the stakeholder	Ministry's expectation
		<input type="checkbox"/> Competitive pricing
Professional bodies	<input type="checkbox"/> Compliance by technical staff through registration and renewal	<input type="checkbox"/> Improved standards of technical expertise and professional management in the sector <input type="checkbox"/> Partner in the implementation of development projects and programmes Improved innovation, research and development; and policy analysis
Non-State Actors such as NGOs, civil societies, CBOs and Other	<input type="checkbox"/> Participation in the Ministry policies, projects and programmes development <input type="checkbox"/> Provision of quality services in the environment and natural resources sub-sector	<input type="checkbox"/> Active participation and collaboration <input type="checkbox"/> Positive engagement
Development partners and international organizations	<input type="checkbox"/> Efficient use of Resources <input type="checkbox"/> Achievement of planned outcomes of projects implemented <input type="checkbox"/> Involvement in planning for the sub-sector	<input type="checkbox"/> Support specific programmes whose implementation is coordinated by the Ministry <input type="checkbox"/> Timely disbursement of committed resources
Parliament	<input type="checkbox"/> Timely submission of draft policies and bills for legislation <input type="checkbox"/> Timely response to parliamentary questions <input type="checkbox"/> Efficient utilization of allocated resources	<input type="checkbox"/> Timely approval of policies bills <input type="checkbox"/> Ensure adequate funding

Stakeholders category	Expectations of the stakeholder	Ministry's expectation
Media	<input type="checkbox"/> Provision of timely, accurate and reliable information	<input type="checkbox"/> Enhancing awareness and information documentation and communication including feedback <input type="checkbox"/> Fair and responsible coverage and reporting
Local Gov'ts DLBs, ALCs, DLOs	<input type="checkbox"/> Policy guidance on environment, and natural resources sub-sector <input type="checkbox"/> Partnership in implementation of devolved and decentralized functions in Lands, Housing and Urban Development. <input type="checkbox"/> Capacity building on Lands, Physical Planning and Housing development and related issues <input type="checkbox"/> Technical advisory and support	<input type="checkbox"/> Proper implementation of policies, legislation and regulations for both levels of Government <input type="checkbox"/> Partnership in implementation of national programmes and projects
Private sector	<input type="checkbox"/> Increased involvement of Public Private Partnership (PPPs) for the Ministry. <input type="checkbox"/> Provide enabling environment and incentives for business <input type="checkbox"/> Involvement in policy formulation in the sector	<input type="checkbox"/> Increased funding for prioritized PPPs projects <input type="checkbox"/> Play their rightful role in Lands, Physical planning and housing development <input type="checkbox"/> Compliance with laws, regulations and best business practices

5.2 Sustainability arrangements

The private sector complements Government efforts through development, distribution and maintenance of bulk infrastructure. The CSOs on the other hand, mobilize and sensitize local communities to achieve self-driven approaches for community ownership and sustainability of all sector infrastructures in the Country.

The Physical Planning and Urban Development sub-sector is responsible for the orderly development of urban and rural areas for socio-economic development of the Country. The Physical Planning function entails provision of spatial frameworks for arrangement and organization of socio-economic activities on land at the National, Regional, District and Local

levels to achieve optimal use and sustainable development. Urbanization development entails establishment of better urban systems that enhance productivity, liveability and sustainability.

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5.2.1 Institutional Sustainability arrangements

The Government through Ministry of Lands, Housing and Urban Development and Local Government sets standards, coordinates, inspects and provides guidance to the Private Sector and CSOs for implementation of orderly development. The private sector provides professional services in physical planning, Housing and valuation while CSOs and development partners provide advocacy and technical as well as financial support.

5.2.2 Financial Sustainability arrangements

The Ministry will make deliberate efforts to ensure all directorates and departments make adequate provisions for sustainability of the in their plans and budgets. The routine maintenance of the Ministry will be planned for and undertaken on quarterly basis using prequalified service providers.

This will be undertaken using the financial resources planned in the yearly approved work plans and budgets for the sector. The beneficiaries and other sector stakeholders (both nongovernment and private sector) will equally be engaged to ensure sustainability of the projects and facilities

5.3 Partnerships and collaborations

The implementation of the Ministry strategic plan is multi sectoral and multi-disciplinary, which requires concerted efforts of all stakeholders, if the vision, goal and objectives of the plan are to be realized. Various stakeholders have various roles and responsibilities to undertake as explain above.

5.4 Human Resource Plan

The Ministry of Lands, Housing and Urban Development will priority areas which need strengthening and these include developing and fostering Human Resources management, communications, and work performance evaluation in consultation with the Ministry of Public Service.

The first stage of this strengthening process will require a re-definition of the responsibilities of the people managing the different areas and departments within the Ministry and the drafting and agreement of clear job descriptions and terms of reference (TOR) for all work positions and all departments. This process will cut out overlap, while promoting efficiency and synergy within the Ministry.

COMMUNICATION AND FEEDBACK STRATEGY/ARRANGEMENT

6.0 Introduction

This section provides in detail issues regarding communication and feedback during implementation of this MSP.

6.1 Rationale & Objectives of the Communication Strategy

6.1.1 Rationale

Ministry of Lands Housing & Urban Development has in the past engaged key stakeholders including rural and urban people, executives and government on key issues on land, housing and urban development through printed materials, radio and television programmes. However, this has not had the desired impact as is shown by the information needs assessment survey undertaken to inform the Strategy development process between May and July 2018.

There is still lack of knowledge by the public on where to access the various lands services, as well as lack of awareness of the fee structures. The fees and levies associated with transactions are not well known to the public and consequently clients are misinformed by middlemen who misrepresent the Ministry, fueling the risk of corruption in the process. The standard fees, such as stamp duties on various aspects of land transactions, land transfer fees, etc.

This communication Strategy has been developed to respond to the information needs that were identified through the preliminary activities of communication audit exercise and the field activities. The Strategy will also address challenges emanating from lack of corrective information and guidelines identified by the MLHUD through its activity monitoring process and feedback from the public.

6.1.2 Objectives of the Communication Strategy

The overall goal of the communication strategy is to establish an effective, well-coordinated and effective communication system within the Ministry of Lands, Housing and Urban Development and with the various stakeholders, and the general public so as to address their information needs.

The specific objectives of the Communication Strategy aim to address the following objectives under each sub-sector;

Lands

- a) To improve the communication and information sharing on the role and functions of the lands subsector
- b) To disseminate relevant information on land owners land acquisition, land use and management processes;
- c) To provide information on participation in policy formulation and performance processes of the lands subsectors;
- d) To enhance transparency and fight corruption in the delivery of land services; 5. To enhance confidence, and build public trust amongst Ugandans in the lands subsector.

Housing Subsector

- (a) To disseminate and popularize the National Housing Policy, 2016 to stakeholders and the general public;
- (b) To provide information aimed at improving security of tenure in human settlements especially through programs aimed at granting land rights to the beneficiaries;
- (c) To disseminate information on the minimum housing standards in both urban and rural Uganda, effects of rapid urbanization, urban slums and affordable housing;
- (d) To put in place a feedback mechanism and counter any critical communications issues that may arise regarding the housing subsector interventions.

Physical planning and Urban Development sub sector

- a) To sensitize stakeholders on the implementation of the National Urban Policy
- b) To create awareness of rights of minorities in urban areas (urban women, children, disabled people) regarding urban development and management;
- c) To collect, analyse and disseminate critical issues/views and opinions from the urban sector stakeholders regarding urbanization and urban development in Uganda;
- d) To put in place a feedback mechanism and counter any critical communications issues that may arise regarding urbanization and housing subsector interventions; 5. To communicate opportunities and benefits of urban development/ organized urban development for balanced growth and national development;
- e) To popularize the National Urban Policy (NUP) and the National Physical Development Plan (NPDP) and other Regional & District Plans in order to ensure compliance implementation process among the various stakeholders within the urban sector.

6.2 Key Communication Priorities

Among the key communication priorities shall be;

- a) Implementing policies that enhance internal communication with sub-sectors of the Ministry, staff, land service providers and users, and relevant stakeholders in order to implement awareness of the Ministry's responsibilities obligations, challenges and technical achievements

- b) Offering relevant information to both primary and secondary stakeholders and international audiences, as well as support the Ministry's public relations efforts.
- c) It will visually and accurately facilitate the communication of the vision, mission, mandate & values of MLHUD as well as instituting measures to track public perception of the Ministry.
- d) Through information, education and communication (IEC) tools, MLHUD will continue to engage and build relationships with its local and international stakeholders for mutual benefits so as to adapt to each other; anticipate, analyse and interpret public opinion, attitudes and issues that might impact the operations and plans of the Ministry; counsel Ministry management with regard to policy decisions, courses of action and communication, as well as research and evaluate policies, communications and implement the Ministry's efforts to influence or change public behaviour.
- e) Placing emphasis on anticipating and addressing emerging issues quickly – treating short term needs without losing sight of the overall program objectives.
- f) Maintaining transparency, consistency and uniformity in the messages being disseminated through the various outlets to build and maintain credibility.
- g) Providing the platform to launch communication activities and communicate progress.
- h) Building on the strength of other related government programmes that already have a firm national network.
- i) Continuous research and analysis of the external environment to determine levels of awareness, attitudes and practices.
- j) Intensive employee communication initiative to reduce bureaucratic resistance to service delivery

6.3 Implementation of Communication Priorities

The communication priorities have been carefully designed to cover the information, communication and education needs of the different segments of the public. However, the following have been undertaken in order to implement the communication priorities,

- a) Phased Implementation: the communication priorities highlighted are many and engaging. A phased out approach placing emphasis on anticipating and addressing emerging issues quickly shall be adopted in implementing them.
- b) Organize your house first: Communication should start with the MLHUD internal stakeholders (staff) for mind-set change and orientation towards the MLHUD mandate, goals and objectives. Employee communications, research and analysis shall be emphasized, the Ministry staff shall be proactive and pre-empt crises through consultations as critical to the success of this Strategy.
- c) MLHUD shall look at the short term needs without losing sight of the overall communication objectives, emanating issues, and national policy development.
- d) Roll out: Programs shall be rolled out to provide the platform to launch them to facilitate communication about their progress.

- e) Consistency: there is need to maintain consistency and uniformity in the messages being disseminated through the various outlets in order to build and maintain credibility by identifying and fronting a single person to lead the communication efforts. In this case it should be the spokesperson of the Ministry, who shall take lead in this and shall be assisted by a Communications Committee represented by various departments to plan, monitor and review progress and feedback for the desired public actions.
- f) The ministry shall create a common platform, for sharing and discussing progress in the media for a considerable time through regular monthly radio/TV LHUD forums.
- g) There is a need to ease access to information by using multiple media and existing MLHUD and other related government networks to achieve wide outreach
- h) Use proactive and participatory approaches by involving the primary targets and the groups that pose a potential threat to the process of implementation of the media plan to reduce resistances to the programs. The potential threats can be identified through the Annual Perception Surveys.
- i) Simplify messages in form of user-guides, flyers and posters, to be supported by non-traditional media like video drama and radio skits especially to effectively reach rural communities.
- j) Use multiple channels to create visibility and demonstrate commitments by public display of some of the products (through use of billboards, boardrooms and wall paintings with messages and posters.
- k) Use proactive and participatory approaches by involving the primary targets and the groups that pose a potential threat to the process of implementation of the media plan to reduce resistances to the programs. The potential threats can be identified through the Annual Perception Surveys.
- l) Build a team of influencers from respected experts in lands, economics, opinion leaders, media personalities, political and business columnists, and national experts to influence public debate on the programme. These people will be more believable than government spokespersons.

In order to make information on land, housing and urban development available, accessible and easily understood by the public, the MLHUD shall use a mix of communication and engagement strategies, including but not limited to, media communications, social media, stakeholder engagement, social mobilization and community engagement, mass awareness campaigns and public relations promotion. Both formal (like radios, TVs, newspapers, posters) and non-formal (like Songs dances, symbols, scripts, iconography, linguistic and market place dialogues) means of communication methods shall be used to reach the public with information on LHUD. The goal of the communication mix is to reach all segments of the public domain with relevant information to address their information needs. This shall be done with purposeful frequency.

RISK MANAGEMENT

7.0 Introduction

The Ministry understands that risks are inescapable and has identified twenty (20) key Risks categorized under operational, strategic, and external risks that may affect the achievement of its Strategic Objectives as stated in the plan. To deal with these risks, a robust risk mitigation framework in which issues have been identified, and their risk level categorized as High (H), Medium (M) and Low (L) has been developed.

Consequently, the plan has programmed strategies and activities to be implemented to mitigate on the effects of the risks to ensure that activities in the plan are implemented smoothly with minimal adverse impact.

The table below shows some possible risks that may affect the Ministry during the implementation of the Strategic Plan, the risk level and mitigation strategies to manage the risk.

7.1 Key Risks

The key risks under this section will be ranked as follows: Low = 1, Moderate = 2, High = 3; Minor = 1, Moderate = 2, Significant = 3.

7.1.1 Operational Risks

The Ministry's operational risks result from inadequate or failed internal processes, people and systems or from external events. The table below presents the operational risks the Ministry may encounter and the proposed mitigation strategies.

Table 18: Key envisaged operational risks

S/N	Risk	Risk factor	Risk level	Mitigation strategy
1.	Inadequate funding of the Ministry	Government funding priorities fail to realize fundamental importance of Land's Ministry Budgetary Cuts	3	Lobbying for additional financing from MoFPED and Parliament; and continued engagements with relevant Stakeholders e.g., Donor Funders for additional funds. Continuous engagements with Parliament and MoFPED to waive budget cuts on Ministry's consumptive expenditure as the Ministry activities are field based Heighten resource mobilization initiatives

S/N	Risk	Risk factor	Risk level	Mitigation strategy
				Prioritization of projects
2.	Data Loss/ Scarcity of data for proper planning	Poor records keeping and data management Lack of Ministry information database/ system	2	Increased Quality Assurance capacity Develop IT systems to support information and project management
3.	Poor implementation of internal controls	Lack of a monitoring and evaluation system Diversion/Failure to adhere to approved budgets & work plans	2	Implement management systems to support institutional performance Periodic operational assessments and performance review meetings
4.	Inadequate staffing and shortages of Human Resources in Critical positions	Funding shortfalls reduces availability and recruitment of necessary manpower	3	Development of a comprehensive strategy and plan to address human resource requirements, including filling of critical vacant posts Continuous lobbying for additional wage for Recruitment of additional staff
5.	Delays in land acquisition	Lack of financing for prior land acquisition Delayed compensation for acquired land	3	Fast track land acquisition payments Lobbying for compensation financing
6.	Inability to cope with rapidly changing technologies	Irregular training of staff on new knowledge and technologies High cost of advanced/ new technologies in relation to the low funding of the Ministry	2	Upgrade existing technology Acquire modern technology Regularly train staff on new technologies
7.	Inefficiency of the various Land Management	Underfunded and poorly equipped land management institutions	3	Engage both Parliament and the MoFPED for increased funding

S/N	Risk	Risk factor	Risk level	Mitigation strategy
	Institutions to fully implement their mandates	(ALCs, MZOs, DLBs, DLOs, PPCs)		Heighten resource mobilization initiatives Capacity building and strengthening of the districts to implement and enforce Ministry legal frameworks
8.	Non-Compliance to legislative framework, laws, and regulations	Underfunded and poorly equipped land management institutions (ALCs, MZOs, DLBs, DLOs, PPCs) to enforce compliance to legislative framework, laws, and regulations	3	Implementation of corrective measures for non-compliance Prioritization of non-compliance with key legislation

7.1.2 External Risks

The Ministry will also encounter external risks that may include changes in government legislation, changes in strategy, and the economy that the Ministry may not have control of as shown in the table below:

Table 19: Key envisaged external risks

S/N	Risk	Risk factor	Risk level	Mitigation strategy
1.	Change of focus during the electioneering period and Reorganization of government	The promises are in contrary to the planning documents i.e., NDPIII, Sector Development Plan, or Programme Framework papers	1	Proper documentation of the Ministry plans Periodic/Annual review of the strategic plan
2.	Currency and Exchange rate fluctuations for Donor funded projects		2	Continued advocacy for financing agreements to be implemented/ disbursements negotiations
3.	External interference due to diverse interests		2	Promote ethical standards and professionalism in executing the Ministry's mandate

S/N	Risk	Risk factor	Risk level	Mitigation strategy
4.	Outbreak of pandemics and natural disasters	Lack of staff training/ capacity building in disaster preparedness	1	Create awareness among staff on possible outbreaks Train staff on disaster preparedness Build capacity for quick response to pandemic outbreaks and disasters
5.	Effects of Natural hazards and climate change on the human settlement patterns.		2	The development of a policy guideline to address climate change and natural hazards

7.1.3 Strategic Risks

Strategic risks are those that arise from the fundamental decisions that Management may take concerning the Ministry's objectives. Essentially, strategic risks are risks of failing to achieve the Ministry's objectives.

Table 20: Key envisaged strategic risks

S/N	Risk	Risk factor	Risk level	Mitigation strategy
1.	Lack of integrated planning across various MDAs of government.	In-adequate inter-sectoral collaboration marginalizes the lands sector and its programmes	2	Embracing of the Programme based approach Holding periodic Programme working meetings
2.	Lack of goodwill to deliver on land reforms/ Negative perception on service delivery	Rampant Land disputes Land grabbing High number of unresolved litigation cases on land matters	2	Implementation of the Ministry Client Charter Continued stakeholder engagements and consultations Enhancing transparency and accountability in the various land processes Building capacity of stakeholders and raise awareness Continuous and timely dissemination and communication of accurate information and awareness creation Strengthen the relationship between the Ministry and Ministry of Justice Use of alternative dispute resolution mechanisms (Establishment of a land fraud unit)
3.	Increased housing deficit	High costs associated with housing developments	3	Research and implementation of low-cost house construction technology initiatives
4.	Continued emergency of informal settlements and slums in urban areas	Few Districts and Urban areas with approved physical development plans Increasing levels of urban	3	Slum upgrading in the urban areas (Municipalities and the Cities) Provide people with necessary, accessible, fully serviced sites to

S/N	Risk	Risk factor	Risk level	Mitigation strategy
		poverty		<p>make the informal settlements resilient.</p> <p>Provide technical support to Districts and Urban areas in developing and enforcing compliance to physical development plans</p> <p>Focus on development of satellite cities to stimulate economic development and opportunities to curb effects of urbanization</p> <p>Mobilize the urban poor into saving groups and equip them with financial literacy</p> <p>Establish a Community Upgrading fund for the urban poor in Uganda</p>
5.	No database on Housing Needs Register in Municipalities and Cities	Lack of housing officers in the District and Municipality structures to organise and keep proper records on housing data	2	Develop a Housing Database for all Municipalities and cities Engagement of MoPS and MoLG to revise the DLO structure so that it has a position of housing officer
6.	Urban Sprawl	<p>Increased developments in Urban areas without PDPs</p> <p>Low compliance to PDPs for those urban areas with PDPs</p> <p>Inadequate financing for Development of PDPs</p>	3	<p>Heighten enforcement and compliance to PDPs</p> <p>Fast track and provide technical support to Districts and Urban areas in development of PDPs</p>
7.	High compensation cost burden	Lack of a Land Valuation Management Information System	3	Fast track the development of a Land Valuation Management Information System

S/N	Risk	Risk factor	Risk level	Mitigation strategy
	Delays in land acquisition	Lack of financing for prior land acquisition Delayed compensation for acquired land		Fast track land acquisition payments Lobbying for compensation financing

MONITORING AND EVALUATION FRAMEWORK

8.0 Introduction

This chapter starts with an overview, then provides an introduction, monitoring, evaluation and reporting frameworks.

Monitoring and Evaluation of the Strategic Plan will be carried out to ensure the timely implementation of the Plan. Annual work plans, monthly and quarterly reports shall form the basis of ongoing monitoring while periodic evaluation shall be conducted and released through the annual report. For effective monitoring, evaluation and reporting, the Ministry will assign and empower the Ministry's Statistical Committee to take lead.

The Monitoring, Evaluation and Reporting plan will help the Ministry through the Planning and Policy Department in:

- ☐ Tracking implementation progress internally.
- ☐ Assessing whether objectives are being achieved efficiently, effectively and their impact.
- ☐ Enabling the Ministry celebrate best practices, success and benefit from lessons learnt for improvement.

The Ministry will apply both quantitative and qualitative techniques to monitor the planned performance of its respective Directorates, Departments and Sections. The Ministry shall simply compare the standards given in the objectives with the actual results and any difference or variance will be identified. As a consequence of the analysis of variances and identification of causes, the Ministry shall take appropriate remedial actions.

Under this monitoring and evaluation process, actual results will continually be checked against planned results and variances carefully investigated. If necessary, action plans will be changed so that they are brought in line with the budgeted results or the budget will be amended to take account of new developments.

8.1 Monitoring and Evaluation Arrangements

8.1.1 Monitoring

Monitoring will involve routine data collection and analysis on the success of the implementation of this strategic plan. The results from the analysis will then be used to inform decision making at all levels. The objectives of the strategic plan will be reinforced through corrective measures when and if necessary. This will be achieved by:

- ☐ Establishment of clear reporting schedules, channels and feedback mechanisms on an on-going process requiring time and commitment of all;
- ☐ Candid specifications of the roles of individuals submitting or receiving the documents

- taking into consideration internal progress reports, and an annual report card; and
- ☐ Clear statement and definition of action plans to be taken on specified monitoring results in terms of resource adjustment, change of strategy or review of programme/ activity.

8.1.2 Evaluation

The Ministry will undertake three types of evaluations namely:

- Formative evaluation will take place at the beginning of the programme in the concept or design stage. It helps define realistic goals, objectives and strategies.
- Process evaluation will take place once activities are started and will focus on tracking efficiency of a given programme.
- Mid-term evaluations will be done to provide feedback on progress made on implementation of planned activities. Relevant amendments on planned activities will be made where necessary.
- Effectiveness evaluations (impact and final evaluations) will take place toward the end of the programme and will be focused on what results have been achieved; what short-term effects have been observed as a result of the programme effort; and what the outcomes achieved are.
- The end term report will be prepared to review the success in the implementation of this SP. It will highlight key milestones, challenges, lessons learnt and recommendations to inform the next plan

8.1.3 Reporting

Reports will be prepared by the implementing departments and will be undertaken regularly or coincide with budgetary cycles. The Central Planning Unit will act as the internal consultancy to assist the departments in completing and coordinating the reports prior to presentation. Reports will describe actions taken by departments toward achieving specific outcomes and strategies of the plan and may include costs, benefits, performance measures and progress to date. Highlights of major achievements will be posted on the Ministry's website.

The Strategic Plan will be reviewed in 2023 to conform to the Medium Term Plan and the Government new agenda. A new strategic plan will be formulated at the end of this Strategic Plan period or will be reviewed when need arises.

PROJECT PROFILE

9.0 Introduction

The Ministry in collaboration with other actors will undertake projects as a mechanism to deliver services. Projects are necessary because they help in delivering services in an organized, rational and time bound manner with minimal probability of failure. The Ministry will ensure and sponsor bankable projects so as to attract both government and private capital investments.

9.1 Projects under the Ministry

Currently, the Ministry has four (4) ongoing projects as portrayed by the table contained herein and plans to rollout fifteen more projects during the Plan period.

These projects have interventions that directly contribute to the delivery of key results of the Plan and objectives of the Sustainable Urbanization, Housing, Lands and Institutional Coordination Sub-programmes.

Table 21: Ministry of Lands, Housing and Urban Development Projects

No.	Project Title	Status	Start Date	End Date
A	Ongoing Projects			
1.	Uganda Support to Municipal Infrastructure Development Program - Additional Financing [USMID-AF]	On-going	2018/19	2023/24
2.	Albertine Region Sustainable Development Project	On-going	2015/16	2020/21
3.	Competitive Enterprise Development Project [CEDP]	On-going	2020/21	2021/22
4.	Support to MoLHUD (Retooling Project)	On-going	2020/21	2024/25
B	New Projects			
5.	Establishment of The Uganda Mortgage Refinance Company (UMRC)	Concept	2020/21	2024/25
6.	A City A Year Development Project	Concept	2020/21	2024/25
7.	Housing Project for Public/Private Sector Workers in Uganda	Concept	2020/21	2024/25
8.	Redevelopment of Slums and Informal Settlements Project	Concept	2020/21	2024/25
9.	Development of Pilot Eco-City in Kajansi Town Council-GKMA	Concept	2020/21	2024/25
10.	Albertine Region Sustainable Development Project	Concept	2020/21	2024/25
11.	GKMA Satellite City Development Project	Concept	2020/21	2024/25
12.	Uganda Support to Physical Planning, Land Tenure Security and Urban Infrastructure Development in Refugee Host Areas	Concept	2020/21	2024/25
13.	Rural Settlements Development Project	Concept	2020/21	2024/25
14.	Social Housing Project	Concept	2020/21	2024/25

15.	Improved tenure governance as a tool to consolidate peace, strengthen food and nutrition security, and eradicate poverty in Northern Uganda	Concept	2020/21	2024/25
16.	Comprehensive inventory of Land (from current 23 percent of titled land to 50 percent)	NDPIII Project Idea	2020/21	2024/25
17.	Hoima Oil Refinery Proximity Development Project. (Phase one - Preparation of the project master plan)	Concept	2020/21	2024/25
18.	Hoima Oil Refinery Proximity Development Project: Phase II	Concept	2020/21	2024/25
19.	Valuation Infrastructure Project	Concept	2020/21	2024/25
C	Project Ideas			
20.	GKMA High density affordable housing	NDPIII Project Idea	2020/21	2024/25

APPENDIX

Appendix A: Cost Implementation Matrix

Ministry Objectives	Interventions	Actions	2020/21	2021/22	2022/23	2023/24	2024/25	Total
A. Sustainable Urbanization and Housing Programme								
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	Prepare urban development projects to support small and medium enterprises	0	2.0	2.0	2.0	2.0	8
		Design PDPs that provide affordable SME workspaces for value addition enterprises	0	40	40	25	15	120
		Develop Bankable urban projects for investment in value added sectors	0	0.5	0.5	0.5	0.5	2
		Mapping urban areas administrative areas	0	0.5	0.5	0.5	0.5	2
		Develop climate change and environment sustainability plan for urban areas	0	0.68	0.72	0.75	0.78	2.93
		Undertake baseline study/profiling to establish decent working conditions in cities and urban areas	0.1	0.3	0	0	0	0.4
		Mainstream gender, equity, rights, culture, youth employment and Occupational Safety and Health (OSH) in urban planning and management	0	1.5	1.5	1.5	1.5	6
		Assign staff and implement gender, equity, rights, culture, youth employment and Occupational Safety and Health (OSH) issues in urban areas	0	0.5	0.5	0.5	0.5	2
		Map up OSH champions and build capacities of Municipal Development Fora in business development identification and management	0	0.4	0.3	0.2	0.1	1
		Undertake baseline study to establish the gender, equity, rights, culture, youth employment in urban areas	0	0.3	0	0	0	0.3

Ministry Objectives	Interventions	Actions	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	1.2 Upgrade accredited institutions to offer certified skilling, entrepreneurship and incubation development in sustainable urbanization and housing related fields	Establishment of training institutions offering certified skills in Housing and Urban Management	0	100	100	100	100	400
		Integrate Physical Planning, Urbanization and Housing aspects in the curricula of accredited institutions	0	5	5	5	0	15
	1.3 Reform and improve business processes in cities and urban areas to facilitate private sector development	Roll out the integrated revenue management and administration system	1.11	1.16	1.22	1.28	1.34	6.11
		Develop and implement the E-governance frameworks	0	3	1	0	0	4
		Empower LGs on the use of integrated revenue management & administration system, expand TREP activities to cover every municipality and retool with computers, printers and other facilities	0	3.7	3.6	3.7	3.6	14.6
		Develop PPP implementation strategy for urban authorities	0	1	1	1	0	3
		Individual city investment profiles and bankable projects developed and implemented	22.5	45.0	90.0	120.0	150.0	427.5
		Enhance urban stakeholders ability, understanding, attitude and behaviour in relation to gender, equity, culture	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 physical planning functions	0	3	3	0	0	6
	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	Prepare city mass rapid transport master plans	75.0	75.0	75.0	75.0	75.0	375
		Construct and improve urban infrastructure i.e. Urban Roads and related infrastructure	300	500	650	750	850	3050
		Construction of bus terminals/taxi parks in USMID MCs	0	0	60	60	60	180

Ministry Objectives	Interventions	Actions	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	1.5 Improve urban safe water and waste management services and associated infrastructure for value addition and revenue generation	Disseminate and implement the Solid waste management policy in urban areas	0	5.0	4.0	3.0	3.0	15
		Implement the '4R' - Reuse, reduce, recycle, recover in both residential and commercial settings	2.0	2.0	2.0	2.0	2.0	10
		Develop solid waste and waste-water treatment plants	2.0	2.0	2.0	2.0	2.0	10
		Undertake community sensitization campaigns to raise awareness of importance of maintaining waste-free urban areas	0	3.0	3.0	3.0	3.0	12
		Engage Recycling Companies and/or other partners to work with Municipal Councils to deliver waste collection and processing services	0	0.2	0.2	0.2	0.2	0.8
		Establish New, modern solid waste processing and transfer facilities in urban areas	0	100	100	100	100	100
	1.6 Improve the provision of quality social services to address the peculiar issues of urban settlements	Prepare PDPs for urban councils to guide social services provision	11.0	37.0	69.0	73.0	72.0	262
		Prepare Action plans that address peculiar aspects and being sensitive to needs of all	0	2	4	4	2.4	12.4
Promote urban housing market and provide decent housing for all	2.1 Develop and implement an investment plan for adequate and affordable housing	Undertake housing market research	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	0	6	6	6	8	26
		Undertake feasibility studies on adequate and affordable housing	1.9	2.9	3.9	4.7	5.9	19.3
		Prepare Housing Investment plans	0	2.0	0	0	0	2
		Design, prepare and develop affordable Housing projects	5.7	8.7	11.6	14.1	17.6	57.7
		Develop, procure and operationalize a housing database	0	3.0	2.0	2.0	2.05	9.05

Ministry Objectives	Interventions	Actions	2020/21	2021/22	2022/23	2023/24	2024/25	Total
		Build affordable, safe & adequate housing units	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	0	0.5	0.5	0.5	0.5	2
	2.2 Develop, promote and enforce building codes/ standards	Review and revise national building codes and standards	0	0.4	0	0	0	0.4
		Disseminate, enforce and implement building codes and standards;	0	0.5	0	0	0	0.5
		Train stakeholders in implementation of real estate and building laws and standards;	0	0.1	0.1	0.4	0	0.6
		Formulate a comprehensive Housing Law	0	0.5	0.5	0	0	1
		Develop & operationalize real Estates Bill	0	0.5	0.5	0	1	2
		Map up potential real estate developers in the Country	0.3	0.2	0.1	0.4	0.4	1.4
		Amend and enforce compliance to the Architects Registration Act.	0.025	0.5	0.5	0.5	0.5	2.025
		Review and update the Building Control Regulatory Framework	0	0.5	0.5	0.5	0.8	2.3
		Formulate the National Building Maintenance policy.	0	0	4	4.5	4.5	13
		Undertake Census of Government Buildings	0	0	2.5	2.5	2.5	7.5
		Training MDAs and LGs to enforce compliance with Construction Laws and Regulations	1.5	2.5	4.5	4.5	4.5	17.5
		Develop and Operationalize the National Building Industry Management System	2.3	5.4	8.8	9.4	11.9	37.8
		Monitor and Enforce the Compliance of Building projects to Laws, Regulations and standards.	0.5	1.5	2.5	3	3.5	11
		Build LG Capacity to Monitor and Enforce the Compliance of Building Laws, Regulations and standards	0	1.5	1.5	1.5	1.5	6

Ministry Objectives	Interventions	Actions	2020/21	2021/22	2022/23	2023/24	2024/25	Total
		Assess and test Building Infrastructure projects to ascertain resistance to Earthquakes, seismic forces, fires and other natural disasters.	0	0.5	1.5	2.5	3	7.5
		Review, Develop, and harmonize OSH, gender, equity related legislation (Policy, Acts, regulations, standards, codes of practice and guidelines)	2.0	5.0	20	20	20	67
		Strengthen inspection, audit and enforcement of housing laws and policies	0	0.2	0.2	0.2	0.2	0.8
	2.3 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	Review and revise the mandate of Housing Finance Bank in providing affordable mortgages	0	0.5	0.1	0.1	0.1	0.8
		Capitalizing Housing Finance Bank	0	100	100	100	100	100
		Establish Housing Cooperatives and SACCOs as financing mechanisms	0.1	0.2	0.2	0.2	0.1	0.8
		Establish and operationalize Housing Revolving Fund for public servants	0	10.0	200	300	400	910
		Establish a mortgage liquidity facility	0.2	300	200	270	1.0	771.2
		Establish a Mortgage Information/Registration System.	0	1.0	0.2	0.2	0.2	1.6
		Review and revise the National Housing & Construction Corporation Act	0.5	0.3	0.1	0.1	0.1	1.1
		Review and revise the mandate of NHCC in provision of affordable housing	190.0	289.1	388.3	487.39	586.52	1941.31
		Adequately Capitalize National Housing & Construction Co	176	200	260	260	325	1221
	2.4 Incentivize real estate companies to undertake affordable housing projects to address the housing deficit	Establish a rollout plan under the PPP framework for real estate dev't	0	0.3	0	0	0	0.3
		Develop affordable Housing Estates under PPP	60	240	300	300	300	1200
		Sign MoU with selected partners in housing development	0	20	30	50	50	150
		Identify and operationalize incentives	0.1	0.1	0.1	0.1	0.1	0.5

Ministry Objectives	Interventions	Actions	2020/21	2021/22	2022/23	2023/24	2024/25	Total
		to housing from both the supply and demand side e.g. guarantees, land, tax wavers, etc.						
		Acquire land for dev't of low cost residential houses for industrial workers	0	5.0	10.0	5.0	5.0	25
		Provide incentives, land to real estate developers in industrial parks to develop low-cost residential housing for industrial workers and Link real estate companies to potential investors	0.5	0.5	0.5	0.5	0.5	2.5
	2.5 Address infrastructure in slums and undertake slum upgrading including operationalization of the Condominium Law in slums and cities.	Design and develop integrated slum and informal settlement plans	0	105	105	115.76	125	450.76
		Identify and profile slums and informal settlement in all urban areas	0	2.0	1.0	1.0	1.0	5
		Undertake community mobilization to implement slum redevelopment	0	0.08	0.15	0.21	0.25	0.69
		Support community structures to implement slum redevelopment	0	0.08	0.15	0.21	0.25	0.69
		Promote condominium property development esp in the newly created 16 Cities and 31 Municipalities	0	0.1	0.15	0.17	0.1	0.52
		Construct High Density Affordable, safe, equitable and inclusive Housing Units in 5 slums (e.g. kisenyi, Namugona, kasokoso, etc)	0	150	375	750	1,500	2,775
		Promote adoption of modern energy services in slums and cities such as access to electricity, clean cooking, energy efficient and renewable energy technologies	0	2.0	4.0	5.0	10.0	21
	2.6 Design and build inclusive housing units for government workers	Carryout a housing needs assessment for public servants	0.5	0	0	0	0	0.5
		Design and build core Institutional housing units beginning with hard to reach areas	0	50	100	150	200	500
	2.7 Promote the production and use of sustainable housing materials	Establish a housing research and demonstration Park	0	199.00	209.48	219.95	230.95	859.38
		Undertake research into	0	10	0	10	0	20

Ministry Objectives	Interventions	Actions	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	and technologies	local and international housing building materials and appropriate technologies for delivering low-cost houses						
		Develop and adopt appropriate technologies for delivering low-cost houses	0	5.6	4.2	4.0	3.7	17.5
		Construct, Rehabilitate or upgrade Government Material Laboratories	0	0	25	25	30	80
		Establish a housing development database for management of building costs	0	2.0	1.0	1.0	1.0	5
		Determination of unit cost in building Construction	0	0	1.5	1.0	1.0	3.5
<i>Promote green and inclusive cities and urban areas</i>	3.1 Conserve and restore urban natural resource assets and increase urban carbon sinks	Map and gazette all urban natural resources assets in 16 cities	0	2.5	3.0	2.5	0	8
		Prepare and implement restoration plans for 16 cities	0	0.5	0.6	0,5	0	6.1
		Create public awareness on importance of preserving carbon sinks	0	2.3	0.5	0.5	0.5	3.8
		Scale up the PHE model in cities and urban areas	0	0.6	0.6	0.6	0.6	2.4
	3.2 Undertake waste to wealth initiatives which promote a circular economy	Conduct mapping of waste collectors in cities and Municipalities	0	0.5	1.0	1.5	0	3
		Build capacity of urban councils in waste management	0	0.2	0.2	0.22	0	0.62
		Conduct research on appropriate technology to manage solid waste in urban centres	0.1	0.5	0.5	0.5	0.5	2.1
		Conduct behavior change and enforcement campaigns	0.1	0.1	0.1	0.1	0.1	0.5
		Establish waste recycling enterprises and decentralized waste management centres	1.5	1.5	1.5	1.5	1.5	7.5
		Promote investments in PPPs in waste recovery and landfill management	0	0.1	0.1	0.1	0.1	0.4
		Promote waste to energy conversion	0	1.0	1.2	1.4	1.6	5.2
		Promote Energy Efficiency, Conservation and provision of EE and RE technologies	0	0.6	0.7	0.8	0.9	3

Ministry Objectives	Interventions	Actions	2020/21	2021/22	2022/23	2023/24	2024/25	Total
		Review of the green building related aspects of the NBC and develop guidelines for enforcement	0	0.3	0	0	0	0.3
	3.3 Develop green buildings, risk sensitive building codes and systems to promote energy efficient housing	Implement energy efficient building codes	0	3.7	3.44	4	4.5	15.64
		Establish Nationwide House Energy Star Rating (NatHER) council	1.0	2.0	2.7	3.4	3.9	13
		Create public awareness in green building in cities and MCs	0	2.3	0.5	0.5	0.5	3.8
		Capacity enhancement in green building concept	0	1.8	0.35	0.25	0.25	2.65
		Conduct research on the relationship between green buildings and occupational accidents, injuries and diseases	0	0	0	0.3	0	0.3
	3.4 Promote non-motorized transit in city	Develop and implement non-motorized transport (NMT) plans for 16 cities & 31 MCs	0	0.4	0.4	0.4	0.4	1.6
		Integrate NMT facilities in 16 cities & 31 MCs	0	0.6	0.7	1.0	0.8	3.1
		Promote use of NMT designated routes in 16 cities and 31 MCs	0	0.2	0.2	0.2	0.2	0.8
	3.5 Increase urban resilience by mitigating against risks of accidents, fires and flood flooding	Develop policy tools to build urban resilience	0.4	0.6	0.7	0.7	0.8	3.2
		Undertake urban risk assessment	0	0.8	0.8	0.8	0.3	2.7
		Design climate proof urban infrastructure plans for the 16 cities	0.4	0.6	0.7	0.7	0.8	3.2
	a. Strengthen effective early warning systems	Develop early warning and detection (<i>Flooding, earthquake and Landslides</i>) systems in 7 regions as per NPDP	0	4.0	6.0	4.0	0	14
		Generate and disseminate early warning information at all levels	0	0.07	0.07	0.07	0.07	0.28
		Develop disaster contingency Plans for national and LGs	0.6	0.65	0.65	0.7	0.6	3.2
		Carry out community sensitization on disaster risk avoidance, mitigation and rapid response	0.4	0.6	0.7	0.8	0.9	3.4
		Implement drainage master plans for 16 cities and 31 municipalities	0	0.6	4.7	5.7	6.8	17.8
	b. Improve emergency responses	Establish and implement paramedical units to timely respond to emergencies	2.0	1.6	1.2	0.5	0.3	5.6

Ministry Objectives	Interventions	Actions	2020/21	2021/22	2022/23	2023/24	2024/25	Total
		Develop SOPs and Emergency evacuation guidelines for the public	0.7	0.8	0.7	1	1	4.2
		Procure rapid response capability at national and sub-national levels	8	8	8	8	8	40
		Train first responders in Incident Command Systems at all levels	0.4	0.6	0.7	0.8	0.9	3.4
		Resettle persons at high risk of disasters like landslides to safe areas	0.4	0.6	0.7	0.8	0.9	3.4
	3.6 Develop and protect green belts	Plant and protect green belts	0.55	0.58	0.61	0.64	0.67	3.05
		Plant and beautify road islands and reserves.	3.00	3.00	3.00	3.00	3.00	15
	3.7 Establish and develop public open spaces	Develop and protect public open spaces in 16 cities and 31 MCs	5.53	5.8	6.09	6.4	6.72	30.54
Enable balanced and productive national urban system	4.1 Develop and implement integrated physical and economic development plans in the new cities and other urban areas	Prepare integrated physical and economic development plans (16) cities and implement basic infrastructure.	0	22.0	23.0	23.0	23.0	91
		Prepare and implement detailed plans for all cities and Municipal Councils	0	60.04	60.04	60.04	60.04	240.16
		Sensitize stakeholders on physical development planning during planning and implementation for orderly dev't	0	4.7	4.7	4.7	4.7	18.8
		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.	0.15	0.35	0.6	0.7	0.85	2.65
		Develop an urban growth and development strategy taking into account Population & Development priorities	0	0.15	0.15	0.15	0.15	0.6
		Generate and develop policy briefs on population dynamics challenges in cities and urban areas to inform planning for cities and other urban areas.	0	0.2	0.2	0.2	0.2	0.8
		Undertake research in internal migration to inform organized urbanization.	0	0.3	0.3	0.3	0.3	1.2

Ministry Objectives	Interventions	Actions	2020/21	2021/22	2022/23	2023/24	2024/25	Total
		Integrate migration and refugee planning and all other cross cutting issues in Urban LGs planning and budgeting	0	0.25	0.25	0.25	0.25	1.0
		Strengthen the planning and development function at the Parish level in urban areas to bring delivery of services closer to the people	0	0.4	0.4	0.4	0.4	1.6
		Undertake investigative studies to inform planning for cities and other urban areas	0	0.3	0	0	0.5	0.8
		Build capacity of leaders in cities and urban areas on Population & Development issues including harnessing the Demographic Dividend	0	0.5	0.5	0.5	0.5	2
		Implement PDPs in 16 cities, 20 municipalities and 422 town councils	0	15.0	17.0	200	215	447
		Undertake training in integrated physical and economic development plans in cities and other urban areas	0.3	0.36	0.45	0.5	0.6	2.21
		Development of comprehensive guidelines for integrated development planning	0	0.4	0.4	0	0	0.8
		Develop and implement bankable projects in line with Urban Policy	12.0	28.0	40.0	56.0	76.0	212
	4.2 Implement Urban Economic Development Strategy	Implement projects for Conservation and protection of environment Assets	0	1.2	1.3	1.4	1.7	5.6
		Provide business Support to the informal sector, the youth and economic clusters projects	0	1.2	1.3	1.4	1.7	5.6
		Create a Unique Centre for Tourism Projects	0	2.2	2.3	2.4	2.7	9.6
		Plan and develop nucleated settlements	0	25	25	25	25	100
Strengthen urban policies, governance, planning and finance	5.1 Review, develop and enforce urban development policies, laws, regulations, standards and guidelines	Implement the physical planning regulatory framework	0.55	0.58	0.61	0.64	0.67	3.05
		Formulate Urban Development Laws, regulations and guidelines	0.50	0	0	0	0	0.5
		Formulate Urban Development Regulations including an	0	0.20	0	0	0	0.2

Ministry Objectives	Interventions	Actions	2020/21	2021/22	2022/23	2023/24	2024/25	Total
		internal migration regulation initiative to enhance organized urbanization						
		Promote the establishment of City/Municipal wide Development strategies that enhance rural-urban linkages.	0	1.2	1.2	1.2	0	3.6
		Formulate Urban Development policies, regulations and Guidelines for internal migration management initiative to foster organized urbanization	0	0.6	0.6	0.6	0	1.8
		Implement physical planning regulatory framework in all cities and MCs	0	2.5	2.5	2.5	2.5	10
		Implement physical planning regulatory framework in all town councils	0	4.0	4.0	4.0	4.0	16
		Development of a guideline for land banking in Cities and other urban areas	0	0.3	0	0	0	0.3
		Roll out tax simplification and e-governance across the Cities and Municipalities	2	2	2	2	2	2
		Develop and implement working frameworks on new, modern solid waste processing and transfer facilities in Cities and Municipalities	0	0	0	0.3	0	0.3
		Develop an all-encompassing Urban Health Policy and guidelines	0	0.4	0	0	0	0.4
	5.2 Implement participatory and all-inclusive planning and implementation mechanism to enforce the implementation of land use regulatory and compliance frameworks	Build the capacities of Urban LGs to implement the land use regulatory framework	0.2	0.2	0.2	0.2	0.2	1
		Monitor and support urban LGs in land use regulatory framework	0.2	0.3	0.4	0.5	0.6	2
		Undertake community awareness on the LURF	0.4	0.4	0.4	0.4	0.4	2
		Formulate, review and disseminate the land-use regulatory framework	0.4	0.5	0.5	0.5	0.5	2.4

Ministry Objectives	Interventions	Actions	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	5.3 Scale up the physical planning and urban management information system	Assess the performance of urban Councils (Cities, MCs and Town councils) in implementation of the LURF	0	1.2	0	1.5	0	2.7
		Operationalize and rollout PPUMIS in Cities and Municipalities	28	40	0	0	0	68
		Establish Urban Forums in Urban Authorities	0.2	4.0	6.0	6.0	6.0	22.2
		Develop an e-governance system for urban authorities	3.0	4.4	8.0	20.0	40.0	75.4
		Train staff in municipalities in GIS	1.6	1.9	2.2	2.5	2.7	10.9
		Roll out the e-governance management system in all LGs and MDAs	0	0.15	0.24	0.38	0.4	1.17
Lands Sub-programme (Natural Resources, Environment, Climate Change, Lands & Water Management Programme)								
Strengthen Land Use and Management	3.1. Complete the automation and integration of the Land Management Information System with other Systems	Ensure sustainability, interoperability and integration of the Land Information System (LIS) with other systems and MDAs	5.5	5.8	3	3	6.7	24
		Rollout the online land management services	5.6	11.2	5.6	2.8	2.8	28
		Conduct specialized training for NLIS staff and LIS users.	2.6	2.6	1.4	1.4	1.4	9.4
		Rollout of LIS to 22 zonal offices across the country	0	1.5	1.5	1.7	1.7	6.4
		Establish and maintain the MLHUD call centers in 5 regions of the country	0	2.5	0	0	0	2.5
		Establish and maintain mobile offices covering the 21 service regions of the country	0	2.3	0.8	0.8	1	4.9
		Revision of topographic maps, prepare large scale maps and National Atlas.	2.8	2.9	3	3.2	3.4	15.3
		Establish a National Data Processing Centre integrated with the Land Information System	4.2	4.4	4.6	4.9	5.1	23.2
		Upgrade and maintain the SLAAC tool	1.6	2.5	1.5	0.8	0.7	7.1
		Review and harmonize overlapping surveys and titles	4.5	3.5	4.5	3.5	5.5	21.5
		Establish and maintain Archives Centre	1.8	3.5	1.6	1.6	0.9	9.4
		3.2. Fast track the formulation, review, harmonization, and implementation of	Formulate/review Land Laws, Policies, regulations, standards and guidelines.	1.1	1.2	1.2	1.3	1.3

Ministry Objectives	Interventions	Actions	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	land laws, policies regulations, standards and guidelines	Disseminate and implement Land Laws, Policies, Regulations, standards and guidelines.	0.40	0.40	0.40	0.40	0.40	0.40
		Review and conduct stakeholder consultations and finalize the NLP and NLUP	0	1	1	1	0	3
		Finalize and implement the Land Acquisition and Resettlement policy and Land Acquisition, Resettlement and rehabilitation Bill in all districts	0.3	0.7	0.7	0.7	0.7	3.1
		Finalize the review of the Land Act and Land Regulations	0.4	0.5	0.5	0.5	0.5	2.4
		Finalize the adoption of five (5) land related laws/bills (RTA, LIS, Survey, Valuation and ULC Bills)	0.6	2.5	1	1.5	2.5	8.1
		Review of the condominium property Act and regulations completed	0	0.5	0.5	0.5	0.5	2
		Undertake consultations and Review of the Trustees Incorporation Act	0	0.5	0.5	0.5	0.5	2
	3.3. Strengthen the capacity of land management institutions in executing their mandate geared towards securing land rights	Land management institutions trained and retooled	1.8	1.9	4.6	4.6	2.1	15
		Retooling of Land Inspectorate and Reform Department	0.8	0.8	0.9	0.9	0.9	4.3
		Develop a land mobile app for use by the general public for land identification, valuation and other land and planning	0	0.3	1	0.7	0	2
		Establish and operationalize the Land registration training centers	0	3	3	0	0	6
		Strengthen the role of 60 traditional institutions in land administration	0.1	0.1	0.1	0.2	0.2	0.7
	3.4. Promote land consolidation, titling and banking	Acreage of land consolidated, titled and banked.	1	1	1.1	1.2	1.3	5.6
		Establish 230 Communal Land Associations (CLAs)	2.2	3	3	3	3	14.2
		Demarcation and recordation of Customary land	0	4	4	4	4	16
		Demarcate, survey, register and certify land	1	4	4	4	4	17

Ministry Objectives	Interventions	Actions	2020/21	2021/22	2022/23	2023/24	2024/25	Total
		Surveying of unascertained parcels of land and issuing of white pages	0.16	4	4	4	4	16.16
		a) Regularize ownership of land for bona fide occupants on over 200,000 acres purchased by Government under Land fund programme b) Acquire land for future Government projects	15	15.8	16.5	17.4	18.2	82.9
	3.5. Promote tenure security including women's access to land	Undertake survey, land titling, and certification using Fit-for-purpose approach	11.4	11.9	12.6	13.2	13.8	62.9
		Strengthen access to land for women	0.2	0.2	0.2	0.3	0.3	1.2
		Review and disseminate the Gender strategy for National Land Policy	0	0.5	0.5	0.5	0.5	2
		Establish and strengthen land conflict resolution mechanisms	0	0	0.5	0.5	0.5	1.5
		Conduct land awareness creation and sensitization through symposiums and campaigns	0.6	0.6	0.6	0.6	0.6	3
		Establish the assurance of title Scheme and fund (to cater for ADR)	0	0	5	5	5	15
		a) Establish and operationalize the land dispute resolution desk b) Operationalize the land title anti-fraud unit	0	1.76	1.76	1.76	1.76	7.04
		Establish and functionalize office of an independent Adjudicator	0	1.07	1.07	1.07	1.07	4.28
	3.6. Establish the National Spatial Data Infrastructure (NSDI) to enhance data integration for planning and development	Rehabilitate, densify and modernize the Uganda National Geodetic Network (UNGN)	1	1.1	1.2	1.2	1.3	5.8
		Formulate, develop and implement the law and policy on NSDI	0.125	0.25	0.25	0.25	0.125	1
		Demarcate, survey and mark Administrative boundaries	0.25	0.5	0.5	0.5	0.25	2
		Survey and demarcate boundaries of cities and Urban Centers	0.25	1	1	1	0.5	3.75
		Affirm international boundaries to reduce border disputes	4.4	4.6	4.9	5.1	5.4	24.4
	3.7. Develop and implement a Land Valuation Management Information System	Develop a Land Valuation management system.	1.5	1.6	1.7	1.8	1.9	8.5
		Develop and disseminate National Valuation Standards and Guidelines	0.6	0.6	0.6	0.6	0.7	3.1

Ministry Objectives	Interventions	Actions	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	(LAVMIS)	Develop, collect and maintain the Land Valuation databank	3	3	3	2.5	2.5	14
		Develop, implement and publish Property Indices for taxation and valuation purposes	1.1	1.2	1.2	1.3	1.3	6.1
	3.8. Promote integrated land use planning	Fast-track the approval and implementation of the National Physical Development Plan.	9	9	9	9	9	45
		Demarcate, mark and recordation of road and water easements	0	0.8	1.6	1.6	1.6	5.6
		Scale up registration of titles and subdivisions	2	4	4	4	4	18
		Integrate land use layers into the Land Information System	0	0.3	0.45	0.75	0.3	1.8
		Profile physical planning priorities for all local governments	0.3	0.3	0.4	0.4	0.4	1.8
	39. Revamp the mapping Division	Construction of the Lithography block	0.0	0.0	0.5	0.0	0.0	0.5
		Lithography equipment	0.0	0.0	0.0	2.0	0.0	2.0
		Rehabilitation of Photography building	0.0	0.0	0.2	0.0	0.0	0.2
		Photography Equipment	0.0	0.0	0.0	2.0	0.0	2.0
		Developing, Fixing and Drying Films	0.0	0.0	0.0	0.2	0.0	0.2
		Repair and servicing of the two camera rooms	0.0	0.0	0.3	0.0	0.0	0.3
		Photogrammetry Section Stereo Digital Plotters	0.0	0.0	0.0	2.0	0.0	2.0
		Drones for quick map revision	0.0	0.0	0.0	0.0	0.2	0.2
		Specialized Surveying Equipment GPS and Total station	0.0	0.0	0.0	0.0	0.5	0.5
		Vehicles for the SMD	0.0	0.0	0.0	2.6	2.0	4.6
		23of them @ at 200million						

Appendix B: Results Matrix

Ministry of Lands, Housing and Urban Development Results Framework – Outcome Level

Sub-Programme Objective	Outcome	Baseline FY2017/18	Targets				
Sub – programme: Housing							
1. Promote urban housing market and provide decent housing for all	1.1 Increased mortgage reach	2%	3%	8%	11%	16%	21%
	1.2 Increased housing stock	73%	73%	78%	83%	88%	93%
	1.3 Upgrade slums in cities and municipalities	40%	40%	45%	50%	55%	60%
	1.4 Increased compliance to building codes and decent housing	20%	30%	35%	40%	45%	50%
	1.5 Reduced cost of housing construction	0	1%	5%	10%	15%	20%
Sub – programme: Physical Planning and Urbanization							
2. Increase economic opportunities in cities and urban areas	2.1 Conducive investment climate for competitive enterprise development in Urban areas	10,000	10,000	20,000	30,000	50,000	100,000
	2.2 Increased compliance to the Land Use Regulatory Framework	49.00%	65%	70%	80%	90%	100%
	2.3 Integrated Regional, District, Urban and Local Physical Development Plans developed	0	15	20	40	60	100
	2.4 Favourable urban management laws, regulations, guidelines and governance frameworks developed	1	1	2	2	2	0
Enable balanced, efficient and productive national urban systems	2.5 Improved capacity of urban stakeholders in physical planning & land use, solid waste management, slum redevelopment, climate change and development control	60	60	80	120	150	200
Sub – programme: Institutional Coordination							

3 Strengthen urban policies, planning and finance.	3.1 Timely payment of programme staff salaries, wages, pensions and gratuity	12	12	12	12	12	12	12	12
	3.2 Improved coordination of programme Plans, policies, laws and regulations with stakeholders	4	4	4	4	4	4	4	4
	3.3 Efficient and effective programme service delivery	54	60	65	70	75	80	85	90
	3.4 Build capacity of staff	0	30	34	36	38	40		
	3.5 Researches and programme performance reviews undertaken for enhanced programme performance	1	2	2	2	2	2	2	2
	3.6 Regular and improved monitoring, supervision and evaluation of programme activities	50	70	75	80	85	90		
Sub – programme: Lands									
4. Strengthen land use and management	4.1 Complete the automation and integration of the Land Management Information System with other systems	75%	80%	85%	90%	93%	96%		
	4.2 Fast track the formulation, review, harmonization, and implementation of land laws, policies regulations, standards and guidelines	53%	58%	66%	70%	74%	79%		
	4.3 Strengthen the capacity of land management institutions in executing their mandate geared towards securing land rights	57%	65%	73%	77%	81%	86%		
	4.4 Promote land consolidation, titling and banking	10%	20%	30%	40%	50%	60%		
	4.5 Promote tenure security including women's access to land	21%	27%	32%	35%	38%	40%		
	4.6 Establish the National Spatial Data Infrastructure (NSDI) to enhance data integration	15%	29%	38%	46%	59%	69%		

	for planning and development									
	4.7 Develop and implement a Land Valuation Management Information System (LAVMIS)	5%	17%	33%	47%	55%	71%			
	4.8 Promote integrated land use planning	23%	33%	45%	56%	64%	70%			
	4.9 Revamp the Lithography Division of the Surveys and Mapping Department	7%	15%	27%	37%	50%	62%			

MDA results Framework - Output Level

INTERVENTIONS	OUTPUT	INDICATORS	BASELINE	FY 2020/21 Target	FY 2021/22 Target	FY 2022/23 Target	FY 2023/24 Target	FY 2024/25 Target	Means of Verification	Assumptions	Responsibility Centre
1.0 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	Prepare urban development projects to support small and medium enterprises	Number of urban development projects to support small and medium enterprises prepared	0	2	2	2	2	2	Annual performance reports, BFP	Timely release of funds	DPPUD
	Design PDPs that provide affordable SME workspaces for value addition enterprises	Number of PDPs that provide affordable SME workspaces for value addition enterprises designed	20	22	36	44	50	60	Annual performance reports, BFP	Timely release of funds	Department of Physical Planning
	Develop Bankable urban projects for investment in value added sectors	Number of Bankable urban projects for investment in value added sectors developed	0	2	2	2	2	2	Annual performance reports, BFP	Timely release of funds	Department of Urban Development
	Mapping urban administrative areas	Number of urban administrative areas mapped	14	22	36	44	50	60	Annual performance reports, BFP	Timely release of funds	DPPUD Surveys and Mapping
	Develop climate change and environment sustainability plan for urban areas	Number of Urban areas with climate change and environment sustainability plans developed	0	22	36	44	50	60	Annual performance reports, BFP	Timely release of funds	DPPUD
	Undertake baseline study/profiling to establish decent working conditions in cities and urban areas	Number of Cities and Municipalities profiled	0	22	40	60	70	80	Annual performance reports, BFP	Timely release of funds	DPPUD
	Mainstream gender, equity, rights, youth culture, employment and Occupational Safety and Health (OSH) in urban planning and management	Number of Urban councils trained in gender and equity planning	0	22	40	60	70	80	Annual performance reports, BFP	Timely release of funds	DPPUD
	Identify OSH champions and build capacities of Municipal Development Fora	Number of Municipal Development Fora trained in business development and identification management	0	5	5	5	5	2	Annual performance reports, BFP	Timely release of funds	DPPUD

	Implement the '4R' - Reuse, reduce, recycle, recover in both residential and commercial settings	Proportion of Municipalities implementing the '4R'	9%	18%	27%	36%	45%	63%	Annual performance reports, BFP	Timely release of funds	DPPUD
	Develop solid waste and waste-water treatment plants	Number of MCs with functional solid waste management	2	4	6	8	10	14	Annual performance reports, BFP	Timely release of funds	DPPUD
	Undertake community sensitization campaigns to raise awareness of importance of maintaining waste-free urban areas	Number of community sensitization campaigns to raise awareness of importance of maintaining waste-free urban areas undertaken	0	5	5	5	5	5	Annual performance reports, BFP	Timely release of funds	DPPUD
1.6 Improve the provision of quality 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	20	22	36	44	50	60	Annual performance reports, BFP	Timely release of funds	DPPUD
2.0 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	Number of affordable & adequate housing projects implemented	0	3	5	9	13	15	Annual performance reports, BFP	Availability of funds	Housing Directorate
	Affordable & adequate housing units in place	No. of new affordable & adequate housing units built ('000)	N/A	8221	8421	8621	8821	9021	Annual performance reports, BFP	Timely release of funds	Housing Directorate
		Unit cost of housing (Ugx million)	80	74	74	45	45	45	Annual performance reports, BFP	Availability of funds	Housing Directorate
2.2 Develop, promote and enforce building codes/ standards	Building codes and standards in place	Percentage compliance to building code/standards	N/A	71	83	88	95	100	Annual performance reports, BFP	Timely release of funds	Housing Directorate
2.3 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	Inclusive housing finance mechanism developed	Housing capitalized (Bn UGX)	0	1110	1110	1850	1110	370	Annual performance reports, BFP	Availability of funds	Housing Directorate
	NHCC mandate revised to deliver affordable housing for all	Number of affordable housing delivered by NHCC	N/A	2300	3500	4700	5900	7100	Annual performance reports, BFP	Timely release of funds	Housing Directorate
2.4 Incentivize real estate companies to	Real Estate Companies	Number of housing development sites	0	0	2	7	15	20	Annual performance	Availability of	Housing Directorate

undertake affordable housing projects to address the housing deficit	incentivize	serviced by government with tenet infrastructure								reports, BFP	funds	
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	Number of affordable housing delivered by Real Estate developers	0	1,100	2,300	3,500	4,700	5,900	Annual performance reports, BFP	Timely release of funds	Housing Directorate	
	Condominium Law implemented	Proportion of upgraded slums	0	3	8	15	21	25	Annual performance reports, BFP	Availability of funds	Housing Directorate	
	Housing for formally employed workers	Proportion of upgraded slums complying to the Condominium Law	0%	2%	4%	7%	9%	10%	Annual performance reports, BFP	Timely release of funds	Housing Directorate	
2.6 Design and build inclusive housing units for government workers	Sustainable low-cost housing materials produced	Number of housing units developed for formally employed workers		42,000	54,000	66,000	78,000	90,000	Annual performance reports, BFP	Availability of funds	Housing Directorate	
2.7 Promote the production and use of sustainable housing materials and technologies		Number of technologies for low cost housing materials developed	0	0	2	2	2	2	Annual performance reports, BFP	Timely release of funds	Housing Directorate	
		% reduction in the cost of housing per square metre, \$	745	600	500	400	350	300	Annual performance reports, BFP	Availability of funds	Housing Directorate	
3.0 Promote green and inclusive cities and urban areas												
3.1 Conserve and restore urban natural resource assets and increase urban carbon sinks	Urban wetlands and forests restored and preserved	Number of Cities and Urban areas with mapped and gazette natural resources assets	1	6	12	24	48	60	Annual performance reports, BFP	Availability of funds	PPUD	
		Number of cities with restoration plans	0	2	4	6	10	16	Annual performance reports, BFP	Availability of funds	PPUD	
		Number of Municipalities undertaking public awareness on importance of preserving carbon sinks	0	22	36	40	60	80	Annual performance reports, BFP	Availability of funds	PPUD	
		Percentage coverage of the PHE model in cities and urban areas	0	15%	30%	40%	50%	60%	Annual performance reports, BFP	Availability of funds	PPUD	
		Amount of GHG emissions	1.5	1.34	1.30	1.21	1.08	1.00	Annual performance reports, BFP	Availability of funds	Housing Directorate	
3.2 Undertake waste to wealth initiatives which promote a circular economy	Value added to waste	Proportion of the waste turned into resources	10%	30%	40%	50%	60%	70%	Annual performance reports, BFP	Availability of funds	PPUD	
3.3 Develop green buildings, risk sensitive building codes and systems to promote energy efficient housing	Adequate, affordable and appropriate buildings constructed	Nationwide Energy star Rating (NATHER)	0	3	4	5	6	7	Annual performance reports, BFP	Availability of funds	Housing Directorate	
		Proportion of houses complying with green	0	15	31	44	53	62	Annual performance	Availability of funds	Housing Directorate	

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		technology, %									reports, BFP	funds	
		Percentage of houses complying with codes									Annual performance reports, BFP	Availability of funds	Housing Directorate
3.4 Promote non-motorized transit in city	Non-Motorized transport plans for cities	Proportion of cities with non-motorized plans	0	34	47	57	67	77			Annual performance reports, BFP	Availability of funds	Housing Directorate
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, %	0	40	55	74	88	96			Annual performance reports, BFP	Availability of funds	PPUD
a. Strengthen effective early warning systems	Effective early warning system structures set	Number of early warning systems set in Urban Areas	0	32	41	53	67	82			Annual performance reports, BFP	Availability of funds	PPUD
b. Improve emergency responses	Timely responses to emergencies	Hours taken to respond to an emergency	0	2.0	1.6	1.2	0.5	0.3			Annual performance reports, BFP	Availability of funds	PPUD
3.6 Develop and protect green belts	Green belts developed and protected	Area (Ha) of green belts developed and protected	0	15	15	15	15	15			Annual performance reports, BFP	Availability of funds	PPUD
	Road islands greened and protected	Length (km) of road islands developed and protected	0	5	10	15	20	25			Annual performance reports, BFP	Availability of funds	PPUD
3.7 Establish and develop public open spaces	Open spaces developed and protected	Proportion of open spaces developed and protected	0	10	16	20	26	30			Annual performance reports, BFP	Availability of funds	PPUD
4.0 Enable balanced and productive national urban system													
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	Proportion of cities with integrated physical and economic development plans	5%	10%	50%	100%	100%	100%			Annual performance reports, BFP	Annual performance reports, BFP	Annual performance reports, BFP
	Integrated physical and economic development plans for municipalities and town councils	Proportion of municipalities and town councils with integrated physical and economic development plans	5%	10%	50%	100%	100%	100%			Annual performance reports, BFP	Availability of funds	PPUD
4.2 Implement Urban Economic Development Strategy	Integrated development Plan for Cities and Municipalities developed	Number of cities and Municipalities with Integrated development Plan	1	5	5	5	5	5			Annual performance reports, BFP	Availability of funds	PPUD
	Nucleated settlement models prepared and implemented	Number of nucleated settlements planned and implemented	0	1	1	1	2	5			Annual performance reports, BFP	Availability of funds	Housing Directorate
5.0 Strengthen urban policies, governance, planning and finance													
5.1 Review, develop and	Urban development	Proportion of districts	33	58	69.2	80	89.8	100			Annual	Availability	PPUD

enforce urban development policies, laws, regulations, standards and guidelines	law, regulations and guidelines formulated	complying to physical planning framework	complying to physical planning framework							performance reports, BFP	ity of funds	
		Proportion of cities complying to physical planning framework	Proportion of cities complying to physical planning framework	55	58	69.2	80	89.8	100	Annual performance reports, BFP	Availabil ity of funds	PPUD
		Proportion of municipalities and town councils complying to physical planning regulatory framework	Proportion of town councils complying to physical planning regulatory framework	53	58	69.2	80	89.8	100	Annual performance reports, BFP	Availabil ity of funds	PPUD
		Proportion of town councils complying to physical planning regulatory framework	Proportion of town councils complying to physical planning regulatory framework	51	58	69.2	80	89.8	100	Annual performance reports, BFP	Availabil ity of funds	PPUD
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	Level of compliance to land use regulatory framework	49%	65%	70%	80%	90%	100%	Annual performance reports, BFP	Availabil ity of funds	PPUD
5.3 Scale up the physical planning and urban management information system	Physical Planning & Urban management system scaled.	Number of municipalities with PPUMIS installed	Number of municipalities with PPUMIS installed	14	22	28	34	40	46	Annual performance reports, BFP	Availabil ity of funds	PPUD
		Number of staff in municipalities trained in GIS	Number of staff in municipalities trained in GIS	28	44	56	78	80	92	Annual performance reports, BFP	Availabil ity of funds	PPUD

Appendix C: Summary of Project Profiles

P1:Uganda Cities Planning Project

Programme 11	Sustainable Urbanization and Housing
Vote Code:	012 – Ministry of Lands, Housing and Urban Development
Vote Name:	0202 – Physical Planning & Urban Development
Program Code:	02
Project No:	
Project Duration:	5 years
Estimated Project Cost:	UGX 61,050,000,000 (US \$ 16.5)
Capital to Recurrent Ratio:	
Responsible Officer:	Responsible Officer: - Name: Pade Joseph Walter Mobile Phone: +256776608758 Phone: - Email: -walterpade@gmail.com

1.0 Background

Like most developing countries, Uganda is experiencing rapid urbanization, which is currently estimated at about 20%. This inevitable process is happening in the context of a history of inadequate physical planning urban poverty, acute shortage of resources and a weak tax base for most urban areas to provide basic services to their populace.

1.1 Proposed project development objective

The overall objective for the proposed project is to support sustainable, integrated and coordinated urban development for effective and efficient service delivery in the proposed cities through comprehensive and participatory spatial planning

1.2 Specific Objectives

- To support and Promote integrated planning for sustainable development of targeted new Cities
- Enhance public-private-partnership in the planning and development processes of the new cities
- Enhance stakeholder participation in the planning process for ownership and adequate plan implementation

1.3 Preliminary project description

The proposed project will be a five (5) year program. The project will provide budget support to the 15 new cities towards integrated spatial planning and plan implementation. The project will also provide funds for capacity building programs of technical staff, political leadership, the beneficiary communities and the Ministry of Lands, Housing and Urban Development to enhance their capacity in Physical Planning with an aim of creating sustainable cities in Uganda.

1.4 Budget estimates

The estimated amount of funds: **US \$ 16,500,000** for 5 financial years.

Share per Entity	Amounts in US\$ '000					
	Amount per Component	Year One	Year Two	Year Three	Year Four	Year Five
Coordination component - HQs	3,300,000	660,000	660,000	660,000	660,000	660,000
Transfers to 15 Cities	13,200,000	1,980,000	3,300,000	3,960,000	2,640,000	1,320,000
Total:	16500000	2,640,000	3,960,000	4,620,000	3,300,000	1,980,000

P2: Uganda Cities Development Programme

Programme 11	Sustainable Urbanization and Housing
Vote Code:	012 – Ministry of Lands, Housing and Urban Development
Vote Name:	0202 – Physical Planning & Urban Development
Program Code:	02
Project No:	
Project Duration:	5 years
Estimated Project Cost:	UGX 2,775,000,000,000 (US\$750M)
Capital to Recurrent Ratio:	
Responsible Officer:	Responsible Officer: - Name: Pade Joseph Walter Mobile Phone: +256776608758 Phone: - Email: -walterpade@gmail.com

Project Background

Uganda's Vision 2040 envisages a major role by the new cities in Uganda's structural transformation. Vision 2040 outlined an ambitious agenda to transform the country "from a peasant to a modern and prosperous country within thirty years." The New Cities will play a leading role in this transformation.

Justification for creation of the Cities

Government approved a National Urban Policy for Uganda in 2017, this policy provides for balanced development for the country. These new cities will provide an a foundation for balanced development in the country and take some high order services that would only be found in Kampala closer to the people.

Proposed project development objective

The overall objective for the proposed project is to support sustainable, integrated and coordinated urban development for effective and efficient service delivery in the new cities.

Specific Objectives

- i. Improve infrastructural facilities (roads, drainage, street lighting, sewerage, water, and solid waste management, markets, bus and taxi terminals) and help create durable public assets and quality oriented services in the cities.
- ii. Enhance public-private-partnership in infrastructural development in the cities
- iii. Enhance Local Economic Development opportunities for competitive urban economy and employment creation.
- iv. Promote planned integrated development of targeted Cities including slum upgrading and creation of enabling environment for low cost housing development
- v. Enhance the capacity of both technical and political leadership of the new cities for improved service delivery.
- vi. Enhance Natural Resource management and address the challenge climate change

Project Cost (Annualized Costed work plan)

	Year 1	Year 2	Year 3	Year 4	Year 5	Total Cost (\$)
Component 1- Urban infrastructure support	60M	60M	60M	60M	60M	300M
Component 2-Institutional Development	5M	5M	5M	5M	5M	25M
Component 3- Urban Economic Development	15M	15M	15M	15M	15M	75M

<i>initiatives:</i>						
Component 4- <i>Integrated spatial/ Development Planning and Land use compliance</i>	15M	15M	15M	10M	5M	60M
Component 5- <i>Urban Environment, Climate Change and Natural Resources Enhancement</i>	6M	6M	6M	6M	6M	30M
Component 6- <i>Urban Housing and Slum upgrading</i>	30M	45M	45M	60M	60M	240M
Component 7- <i>Monitoring, Evaluation and Project Support</i>	4M	4M	4M	4M	4M	20M
Total Cost (\$)	135M	150M	150M	160M	155M	750M

P3: Public/Private Sector Workers Housing Project

Project Summary	
Programme11	Sustainable Urbanization and Housing
Vote	012- MINISTRY OF LANDS HOUSING AND URBAN DEVELOPMENT
Vote function	010- HOUSING
Vote code	
Project title	Housing Project for Public/Private Sector Workers in Uganda
Project Duration (F/Years)	FY 2018/2019- FY 2022/2023
Estimated cost	Planned Operational Costs.....UGX 3billion Planned Development Costs....UGX 1,600.6 Billion
Officer responsible	Lubowa Godfrey Principal Housing Officer Human Settlements Department Directorate of Housing Email: glubowa3@gmail.com Plot 63, Jinja Rd, Kampala
Date of submission	October 2017

PROJECT BACKGROUND**Situation Analysis**

Housing is a basic human right, essential for the well-being of all mankind. The Uganda Constitution under the General Social and Economic Objectives guarantees to fulfill the fundamental rights of all Ugandans including decent shelter amongst others.

Justification/Relevance of the Project idea

Objective 12.6.2(3) (i) of the Second National Development Plan, advocates for promotion and ensuring availability of affordable housing finance. This objective will be fulfilled as the project seeks to enhance the availability and access to affordable housing finance to the workers through own regular monthly savings into a fund.

Specific objectives:

- ☐ Increase affordable housing delivery through improved access to regular stream of affordable housing finance, land banking, and enhancing the capacity of NHCC to undertake housing and infrastructure construction.
- ☐ Increase access to affordable loan funds to developers to accelerate the building of employee's housing construction in an organised manner.
- ☐ Increase home ownership through tenant hire purchase schemes, mortgage financing and partnership arrangements. This will consolidate the sense of national identity and safety of the worker which would result into improved performance at the work place.
- ☐ Enhance benefits of contributor's savings by investing them in housing development for home ownership.

Estimated Projected Cost and Funding Sources**Project Cost (Annualized Costed Work Plan)**

The proposed budget for the program implementation of the Pilot Project is estimated at Ugx 1,611,215,000,000. Out of which Ugx603.01 Billion (37.5%) will be from the Government Consolidated Fund (GCF). It is proposed that out of these funds, Non Tax Revenue from proceeds from sale of Government Pool houses at Housing Finance Bank Ltd will provide Shs. 3.01 bn. While Ugx1,006.9 Billion (99%) will be sourced from the Housing Provident Fund(HPF). The annualized Work Plan is broken down as shown in the table below in Ugx(,000,000)

Description of activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Total cost Remark
TOTALS	213,645	311,895	361,825	361,925	361,925	1,611,215

HPF*- Proposed Housing Provident Fund

GCF- Government Consolidated Fund

P4: MoLHUD Retooling Project (Support to MoLHUD Project)

Programme 11	Sustainable Urbanization and Housing
Vote Code:	012
Vote Name:	Ministry of Lands, Housing & Urban Development
Program Code:	49
Program Name:	Policy, Planning and Support Services
Sub Program Name:	Planning Department
Project Title:	MoLHUD RETOOLING PROJECT (Support to MoLHUD Project)
Project No:	00006-012-02
Project Duration:	Start Date: FY2020/21, End Date: FY2024/25, Duration years: 5 years
Estimated Project Cost:	32,964,800,000 UGX
Capital to Recurrent Ratio:	80/20
Responsible Officer:	Responsible Officer: Commissioner Planning and Policy Name: Turyomurugyendo R. William Mobile Phone: +256772501818 Phone: +25641259944 Email: turyo_rwampunu@yahoo.com

1. Project Background**1.1 Situational Analysis**

The Ministry under the CEDP project funded by the World Bank in conjunction with the Government of Uganda, undertook massive reforms in providing services closer to the people through establishment of the Ministry Zonal Offices. A total of 21 MZOs are currently operational. The MZOs are established using CEDP while the Government of Uganda through the Ministry of Lands, Housing and Urban Development is expected to fund the Operation and Maintenance costs of the facilities.

1.2 Justification

The Ministry's expansion through establishment of the 21 Ministry Zonal Offices requires continuous as well as maintaining the acquired assets. Therefore the need to procure and maintain all procured office equipment, IT equipment, Other machinery, Maintenance of the LIS infrastructure and vehicles is key in the quest for better service delivery to the people of Uganda.

2. Project Framework

2.1 Project Goal
<input type="checkbox"/> 2.1.1 To provide a conducive work environment for effective and efficient Service delivery.
2.2 Outcomes
<input type="checkbox"/> 2.2.1 Outcome 1: Improved efficiency in the average time of service delivery <input type="checkbox"/> 2.2.2 Outcome 2: Percentage change in the average level retooling level of the Ministry
2.3 Outputs
<p>2.3.1 Output 1: ICT, Transport, Machinery and Equipment procured <i>Transport Equipment, Machinery, ICT Equipment, Office furniture, professional equipment and other machinery/equipment procured and service delivery enhanced.</i> <i>Output I: Transport Equipment/Motor Vehicles procured,</i> <i>Output II: Machinery and Equipment procured,</i> <i>Output III: Assorted ICT Equipment procured,</i> <i>Output IV: Assorted Office furniture procured for MZOs and Ministry HQs</i> <i>Output V: Specialized and Professional equipment and machinery procured</i> <i>Output VI: Other machinery/equipment procured for enhanced service delivery and</i> <i>Output VII: Vital infrastructure for better service delivery established</i></p>

3. Costed Annualized Work Plan

Outputs	2020	2021	2022	2023	2024	Total
	UShs. 000,000					
ICT, Transport, Machinery and Equipment procured	10,024.8	8,392	6,092	4,492	3,964	32,964.8
Sub-Total	10,024.8	8,392	6,092	4,492	3,964	32,964.8

P5: Community Based Resilient Housing Project

Title	Community Based Resilient Housing Project
Programme 11	Sustainable Urbanization and Housing
Implementing Agency	Ministry of Lands, Housing and Urban Development
Location	<p>Earthquake Prone Areas by district: Rakai, Isingiro, Ntugamo, Kisoro, Kasese, Hoima, Buliisa, Masindi, Ntoroko, Kabarole, Bushenyi</p> <p>Landslide Prone Areas by district: Bududa, Bulambuli, Bundibudyo and Manafwa Districts</p> <p>Flood Prone areas by district: Butaleja, Katakwi, and Amuria Districts</p>
Planned expenditure	8.880 bn
Project Start Date:	July, 2021
Project Life:	5 Years
Completion date:	June, 2025

Introduction and Background

Uganda is consistently affected by various natural disasters/hazards such as earthquakes; water related disasters such as floods, mudslides, landslides, droughts, windstorms and hailstorms. These account for over 70% of the natural disasters, which have so far destroyed 2,000 houses and an estimate of 800,000 hectares of crops and rendering over 20,000 households homeless and subsequently contributing to economic losses in excess of 100 million US dollars annually.

Justification

Due to the threat of climate change, natural disasters are becoming more frequent, damaging, and deadly – particularly for the poor.

The first indicator on the severity of a disaster is loss of shelter, rendering a community homeless. Walls crumble, roofs blow off, and structures collapse. The Ministry of housing is mandated to provide permanent solution to provision of shelter as well as put in place measures to prevent future damages on housing; to minimize the effect a disaster can have on people's livelihoods.

Project Outcome

The major outcome of this project is a community more resilient against disasters.

Main Objective

Main objective is, *“To promote sustainable Housing Development in areas prone to earthquakes, slides and floods”.*

Specific Objectives

The Project’s objectives are geared towards building the community’s resilience against disasters (earthquakes, mudslides, landslides, etc.) and these shall include:

- i) To construct demonstration houses that will be used as community resource/disaster safe centers for coordination of disaster related activities.
- ii) To train local construction artisans in disaster resistant building design and construction techniques;
- iii) To develop community specific disaster building construction guidelines;
- iv) To increase awareness of the public about climate change mitigation in buildings using both print and electronic media;
- v) To develop community specific Information, Education and Communication frameworks for disseminating information;
- vi) To support communities in providing technical support for any resettlement programs.

Expected Outputs

- i) Demonstration houses that will be used as community resource/disaster safe centers for coordination of disaster related activities constructed.
- ii) Land slide and Flood control structures in human settlements constructed.
- iii) Disaster specific construction guidelines developed and disseminated.
- iv) Public Awareness campaigns on usage of proper housing building standards and codes plus Disaster Risk Reduction conducted.
- v) Information, technologies and skills transferred through training.
- vi) Community-specific Information, Education and Communication publications for disseminating information and early warning.
- vii) District/ community resettlement programs provided with technical support.
- viii) Communities sensitized on cross cutting issues that affect sustainable housing development

Budget/ Financing Plan

ITEM	AMOUNT In (UGX Millions)					TOTAL (UGX Millions)
	Year 1	Year 2	Year 3	Year 4	Year 5	
Community Based Resilient Housing Project	2,950	2,455	1,010	945	1,600	8,880

P6: Comprehensive Inventory of Government Land Project

PROJECT SUMMARY	
Sector	Lands Housing and Urban Development
Vote	156: Uganda Land Commission
Vote Function	Government Land Administration
Vote Function Code	51
Project Title	Comprehensive Inventory of Government Land
Project Duration (Financial Years)	Financial Years 2018/19 – 2025/26
Estimated Project Cost	UGX 75 Billion
Unit/Officer Responsible Unit:	Government Land Management Name: Winfred Nandugwa Tel: 0783293428, Email: nandugwawinfrey@yahoo.com
Date Of Submission	October, 2017
Project Background	At independence Uganda got a semi-federal Constitution. Under this semi-federal Constitution, former Crown land remained public land but its administration was changed. Former Crown land in federal states and the Districts was vested in the respective Land Board of the federal state or District to be held and managed for the benefit of the people of the state or district (Article 118(1) (a), (8), Constitution of Uganda, 1962).
Problem Statement	The Budget Act requires all Ministries Departments and Agencies (MDAs) holding and using public assets to keep them safely and securely. Uganda Land Commission that is vested with the responsibility of holding and managing government land does not have a comprehensive inventory of all government land and an up to- date government land assets register.
Relevance of the Project Idea	The Ministry of Lands, Housing and Urban Development and Uganda Land Commission developed an inventory of Government land that is continuously updated through coordination with the user Ministries, Departments and Agencies; however, this is not up to date.
Technical Approach Stakeholders	The key stakeholders that are likely to be affected by comprehensive inventory of Government land inventory include; i) Ministries, Departments, Agencies, Institutions of Government;

	<div>ii) Landless persons due to natural disasters, Government action and other causes;</div> <div>iii) Lessees;</div> <div>The likely impact of comprehensive Inventory of Government Land on the stakeholders: -</div> <div><div>❖ Socially, in case of any disasters that may require displacement of people from their homes, government will have all information on places where they can be resettled.</div><div>❖ Economically, if more government land is identified, more government institutions will be set up in different places around the country. This may reduce on the employment problem in the country.</div><div>❖ Secondly, with more government land identified, more leases can be given to investors hence more employment opportunities and economic development at large.</div><div>❖ Financially government revenue will increase in form of taxes.</div><div>❖ Environmentally, Government Land Inventory Project will help in identifying, demarcating and protecting wetlands and other environmentally sensitive parcels of Land.</div></div>						
	Activity	Y1 UG X Bn	Y2 UGX Bn	Y3 UG X Bn	Y4 UGX Bn	Y5 UGX Bn	Total Cost UGX Bn
		Phase One		Phase Two			
	Sensitization, capacity building and Census of all Government Land	3	2				5
	Surveys, Valuation and Titling	16	17	14	8	5	60
	Developing tailored Government Land Information system and Land Assets Register	3	2	2	2	1	10
	TOTAL COST	22	21	16	10	6	75

P7: Improvement of Tenure of Security Project

Project Summary	
Sector:	Land Administration
Vote:	
Vote Function:	
Project Title:	Improved tenure governance as a tool to consolidate peace, strengthen food and nutrition security, and eradicate poverty in Northern Uganda
Project Duration (Financial Years):	4 Years
Estimated Project Cost:	USD 3,282,415
Officer Responsible:	Commissioner Land Administration
Date of Submission:	August 2017
Section 1: Project Background	
1.1 Situation analysis: Introduction: The Development Initiative for Northern Uganda (DINU), funded under the 11th EDF by the European Union, aims to steer a paradigm shift from a sector-oriented support to an integrated territorial approach in the region, with the objective of consolidating stability, eradicating poverty and under-nutrition, and strengthening the foundations for sustainable and inclusive socio-economic development.	
1.2 Problem Statement: Insecure tenure, especially of the most vulnerable individuals, families and communities living on customary land is a long-standing challenge to inclusive development in Uganda. Insecure access to land leads to increases in disputes and instability, food insecurity, and affects individuals, households and communities' resilience. Without tenure security, risks of land-based investments – especially those potentially aimed at enhancing agriculture production and productivity – increase exponentially, leading to a non-conducive environment for long-term sustainable investments. The issue is particularly relevant in Northern Uganda, where the post-conflict environment has superimposed challenges related to tenure insecurity, displacement and return, social identity and human security.	
1.3 Relevance of the Project: Insecure tenure, especially of the most vulnerable individual, families and communities living on customary land is a long-standing challenge to inclusive development in Uganda. In Northern Uganda, the post conflict environment has superimposed challenges related to tenure insecurity, displacement and return, social identity and human security.	
Section 2: Technical Approach	

2.1 Stakeholders:

There are two Key stakeholders in the new city development project including:

Direct Beneficiaries

Direct beneficiaries include the individuals, families and clans that will be able to access CCOs and peacefully redress their land disputes thanks to the support provided to the district under the intervention.

Indirect Beneficiaries

Indirect beneficiaries will include the entire population of the five selected districts who benefit from: a functioning system for recording and management of tenure rights; law abiding mechanisms to peacefully address emerging disputes; increased tenure security; and a more conducive environment for investment, business development and trade.

2.2 Project Outcomes:

The overall project outcome is as follows.

- i. *Local governments in at least five districts in Northern are able to increase tenure security for individuals, families and clans through customary land rights registration.*

2.3 Proposed Project Interventions:

The objective of the project is to strengthen local government's capacity in the area of customary land tenure governance in five districts to contribute to increased stability, eradicate poverty and under-nutrition and strengthen the foundation for sustainable development.

Output 1. System established and operational in five districts to protect and manage customary rights in accordance with the law thus increasing tenure security.

Output 2. Mechanism for land disputes resolution designed in accordance with the law and piloted.

Output 3. High quality M&E system in place in five districts to monitor implementation of CCOs, evaluate impact of increased tenure security and draw lessons for replication.

Section 3: Estimated Project Cost and Funding Sources**3.1 Project Cost (Annualized Costed work plan) US\$ Thousands**

	Yr1	Yr2	Yr3	Yr4	Total Cost
Output 1	800	700	400	400	2,300
Output 2	200	200	100	100	400

Output 3	150	50	75	77	352
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P8: Hoima Oil Refinery Proximity Development Project

Phase One - Preparation of the Project Masterplan

Project Summary	
Sector	Lands, Housing and Urban Development
Vote	012
Vote Function	Vote Function 2: Physical Planning and Urban Development
Vote Function Code	
Project Title	HOIMA OIL REFINERY PROXIMITY DEVELOPMENT PROJECT: PHASE ONE - PREPARATION OF THE PROJECT MASTERPLAN
Project Duration (Financial Years)	FY 2018/19 – FY 2019/20 (18 months).
Estimated Project Cost	UGX 21,535,000,000 (EUR 1 = UGX 4307).
Officer Responsible	Department of Physical planning, Directorate of Physical Planning and Urban Development
Date of Submission	December 2017

Section 1: Project Background

1.1 Situation analysis

The Albertine Graben is currently one of Uganda's most important and dynamic regions. The emergence of the nascent petroleum industry, combined with the region's prime role in Uganda's tourism sector, important agricultural production and strategic location (sharing borders with Rwanda, DRC and S. Sudan) gives the region potential that will be harnessed to tap important economic and social benefits.

1.2 Problem Statement

Prospects for the oil and gas industry have changed the social, physical, environmental and economic outlook of this part of the country. The major population influx and impetus to invest in the Albertine Graben region is rising day by day more especially around the area neighboring the refinery where people anticipate key investments taking place in near future. These

prospecting activities have a direct impact on the way land shall be utilized and how the landscape will eventually change.

1.3 Relevance of the Project Idea

The overall guidance for the preparation of this proposal is drawn from Uganda's Vision 2040 and the current National Development Plan (NDPII).

2.4 Project Outcomes

The project proposes to develop an all-inclusive, holistic physical masterplan that will result in a well-planned and controlled area within the vicinity of the oil refinery; as well as capacity building for the implementing agency in operationalization of the masterplan. This will in turn reduce/eliminate the rising tension and possible conflict from competing land uses; attract both local and foreign investment in the region in addition to promoting synergy between the anticipated developments in the area and the existing eco-system.

2.5 Proposed Project Interventions

The following are the key outputs to be addressed in the process of developing the Masterplan and building local capacity, with a highlight of the major activities to be undertaken to achieve the project outcomes:

2.6 Masterplan Development

Data collection

Development of overall Masterplan

Infrastructure Masterplan

Coordination with Masterplan development of the 'hot spot' area around the refinery

Social and Environmental concept elaboration

Development of a Phasing Plan for implementation

Elaboration and review of report

Preparation of physical model

Preparation of renderings and visual models

Handing over final report and visualization tools

Estimated Project Cost and Funding Requirements

Project Cost (Annualized Costed work plan) - UGX

	Output	Year 1 (12 Months)	Year 2 (6 Months)	Total Cost (UGX)
1	Masterplan Development	15,658,804,314	1,491,864,578	17,150,668,892
2	Capacity Building	1,430,401,993	1,875,540,113	3,305,942,106
3	Development of Detailed		1,078,389,002	1,078,389,002

	Implementation Action Plan			
	TOTAL COST	17,089,206,307	4,445,793,693	21,535,000,000

Note: The total amount is Euro 5 million. Exchange rate Euro: UGX = 4307.

P9: GKMA Satellite City Development Project

Project Summary	
Sector:	Urban Development
Vote:	
Vote Function:	
Project Title:	GKMA Satellite City Development Project
Project Duration (Financial Years):	5 Years
Estimated Project Cost:	Phase 1-US\$ 10Million and Phase 2- US\$ 1.49 Billion
Officer Responsible:	Commissioner Urban Development
Date of Submission:	August 2017
Section 1: Project Background	
<p>1.4 Situation analysis:</p> <p>Introduction:</p> <p>In 2012 the Kampala Physical Development Plan (KPDP), funded by the World Bank, suggested development of new satellite towns to reduce urban problems such as congestion in the Central Business District (CBD) because of centralisation of major activities, and the urban sprawl emerging from uncontrolled development in the Greater Kampala Metropolitan Area (GKMA).</p> <p>Realizing Vision 2040 through Cities Development</p> <p>The national Vision 2040 calls for an urbanized country. It is projected that Uganda will be 30% urbanized by 2040, meaning the urban population will increase four fold from the present 7 Million to over 28 Million people by 2040. Rapid economic growth isn't our desired destiny but it is essential for Uganda's transformation to a middle income country by 2020. Therefore government must invest in cities development.</p> <p>Uganda Urban Development Situation</p> <p>Uganda is urbanizing at a historically rapid pace coupled with an unprecedented demographic boom: The urban population increased overtime from about 600,000 in 1969 to nearly seven (7)</p>	

million in 2014, and expected to increase to 28 million by 2040. The majority of this population will be living in Greater Kampala Metropolitan Area (10 Million). If we continue with the business as usual approach, Ugandan cities are going to be plunged in a total chaos over the coming years and will subsequently fail to deliver the economic dividends as anticipated.

1.5 Problem Statement:

Current GKMA Development Challenges

Despite strong economic progress to date, Uganda risks creating a sprawling and uncompetitive urban structure with high infrastructure costs. The current urban situation has structural deficiencies that include: (i) pervasiveness of socio-spatial segregation; (ii) sprawling and low-density multi-nodal network of settlements; (iii) mismatches between where people live and work; (iv) isolated concentration of poverty severed from economic opportunities; (v) uncoordinated urban planning and development; and (vi) under-investment in public infrastructure, housing, making the urban centres inaccessible to most residents and inefficient for business to operate in.

1.6 Relevance of the Project:

The Satellite Cities will provide large efficiency benefits, which result in unprecedented gains in productivity and competitiveness. The two satellite cities (Ssisa-Nsangi and Mpatta, Nakisunga and Ntengeru in the GKMA) were selected on the basis of their strategic location, economic potential and current growth trends. They are strategically located and are expected to spur economic growth.

Section 2: Technical Approach

2.1 Stakeholders:

There are two Key stakeholders in the new city development project including:

Direct Beneficiaries

These include the national population, urban community, real estate developers, contractors, suppliers, land owners, private sector, investors, business entrepreneurs and the country as a whole.

Indirect Beneficiaries

These include government ministries, departments and agencies NGOs, development partners, CBOs & Area Based Organizations, donor/lending agencies, etc.

2.2 Project Outcomes:

The overall project outcome is as follows.

- ii. *Conducive business climate created in urban areas* (Developing the two satellite Cities that will absorb 2 Million urban population by 2040)
- iii. *Reduced Urban unemployment rates thus productive urban population* (Create 100,000

Jobs annually targeting 1 Million jobs by 2040)

iv.

Improved access to housing by all (Construct 100,000 Housing Units annually targeting providing 2,000 ,000 Housing Units by 2040)

v.

Reduced dependency on foreign budget financing (Contribute 70% of the GDP Annually equivalent to US\$5Bn)

vi.

2.3 Proposed Project Interventions:

The project is to develop satellite cities of Ssisa-Nsangi and Mpatta-Nakisunga in Greater Kampala Metropolitan Area (GKMA by 2025). The UN projects that Uganda’s population will increase by 43 million to reach 83 million of which 30% will be urban by 2040. Accommodating 10 million people in GKMA. In other words, Uganda has to build 2 new satellite cities in GKMA every five years to accommodate 10 million people by 2040. The project will be developed in a phased manner and includes the following components:

Section 3: Estimated Project Cost and Funding Sources

3.1 Project Cost (Annualized Costed work plan) @ US\$ Millions

	Yr1	Yr2	Yr3	Yr4	Yr5	Total Cost
Development of Ssisa and Mpatta Nakisunga Satellite Cities in Greater Kampala Metropolitan	14	371.5	371.5	371.5	371.5	1,500

P10: Uganda Support to Municipal Infrastructure Development Additional Financing (USMID AF)

Project Background

1.1 Situation analysis

With an urban population growth rate of over 5.2% p.a. it is projected that Uganda's urban population in 2035 will be over 20 million people representing 30% of the national population. This will rapidly escalate the demand for urban services, jobs and housing. Unless the challenges associated with the escalating demand are dealt with successfully, the efficiency of Uganda's urban systems will be constrained thus undermining the productivity of Uganda's urban areas which contribute over 55% of GDP. This will consequently limit the contribution that urban areas can make to national economic growth and poverty reduction.

1.2 Problem statement

The USMID Program mid-term review (MTR) was conducted in May 2016 by an independent Consultant. The aim of the MTR was to assess program implementation and provide a technical opinion on whether the program is on course to achieve its set objectives, whether the prevailing program implementation arrangements are sufficient and to inform decision making for future similar interventions.

1.3 Relevance of the project idea

The proposal for additional financing of the USMID program is built on the current status of the urban sector in Uganda and the aspirations of Uganda as envisioned in Vision 2040 and the second national development plan (NDPII). Infrastructure development and human resource development are identified among the fundamentals for achievement of a middle income economy. The additional funding will be mainly to consolidate the achievements of the ongoing program and will focus on urban infrastructure development but with minimal expenditures to institutional support of the Municipal Local governments and the MLHUD.

Interventions under additional financing will be guided by the strategic objectives outlined in Vision 2040; the national priorities for the period ending in 2020 outlined in the NDPII; the Lands, Housing and Urban Development sector objectives and the lessons learnt from implementation of the ongoing USMID program.

1.4 Project Outcomes

The Program development objective (PDO) is to enhance the institutional capacity of 18 selected municipalⁱ LGs to improve urban service delivery. Programs expected outcomes are:

- (i) strengthened capacities of participating municipalities in fiduciary, safeguards, urban planning and own source revenue (OSR) generation,
- (ii) increase in total planned infrastructure completed by participating municipal LGs; and
- (iii) enhanced capacity of Ministry of lands, Housing and Urban Development for urban development, management and back-stopping for the implementation of the Program.

1.5 Proposed Project Interventions

The USMID-AF is intended to consolidate the achievements of the first phase of USMID and expand the Program scope to achieve more transformative impacts on service delivery and local economic development in target municipalities in Uganda. The USMID-AF will therefore be limited to support the urban Discretionary Development Equalization Grant (DDEG) window under the Inter-Governmental Fiscal Transfer Reform Program (IGFTRP) by focusing on 18 municipalities (original 14 and additional 4 municipal LGs).

1.6 Project Cost

The funding for USMID-AF will be the World Bank's Program for Results (PforR) lending instrument which will be done through eight Disbursement Linked Indicators.

Funding to municipalities

Funding to the 18 municipalities shall be based on five disbursement linked indicators (DLIs 1-5) which together will account for 85% of the total funding. These five DLIs assess MCs enhanced institutional and infrastructure performance. DLI 1 (minimum conditions) and DLI 2 (performance measures), DLI 3 shall assess municipalities performance in delivering projects with regards to Value for Money (VfM). DLI 4 shall assess targeted areas of institutional

capacity building. DLI 5 shall assess municipalities performance in addressing operations and maintenance of key municipal infrastructure.

Funding to MLHUD

Funding to the Ministry of Lands, Housing and Urban Development (MoLHUD) shall be based on three disbursement linked indicators (DLIs 6-8) which together will account for 15% of the total funding. The three DLIs assess the MoLHUD capacity to support Program MCs, in executing Ministry mandate and in promoting key specific selected thematic areas including the refugee window. The proposed DLIs under the MoLHUD shall be discussed further and refined with clear indicators. DLI 6 shall assess implementation of the MoLHUD capacity building plan in selected targeted thematic areas including the support to the refugee window. DLI 7 will continue to incentivize the central government to ensure accounting officers are in place. DLI 8 shall incentivize the MoLHUD to target prioritized areas which may include physical planning, urban development and enhancing performance of the CGV.

The tentative budgets in US\$ for the proposed DLIs is summarized in the Table below.

	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total (US\$)
Total (US\$) All Disbursement Link Indicators (DLIs)	48.0	48.0	68.0	68.0	68.0	300.0

P11: New City Development through Non-Recourse Grant Funding By Vassili Group Limited (VGL)

1. Background

Uganda is urbanizing at a historically rapid pace coupled with an unprecedented demographic boom: The urban population increased overtime from about 600,000 in 1969 to nearly three (3) million in 2002, a fivefold increase in 33 years. The period 1991 – 2002 saw a more rapid increase in the urban population, nearly doubling from three (3) million to over six (6) million. The population living in urban areas is expected to triple to 22 million by 2040. The majority of the urban population will be living in Greater Kampala Metropolitan Area (10 Million and the nine new cities another 12 Million.

Projects Summary-Phase 1

The projects under this non-recourse funding will include, road infrastructure, Water Supply and Sewerage and renewable energy for power supply. The projects are summarized below:

Project Name	Purpose	Responsible Entity	Project Cost	Duration
Urban Transport Projects- (I) The Kampala Capital City Outer Beltway Project (II) The Kampala Bus Rapid Transportation (Brt) Project (III) The Vvip Express Route (Nakasero-Northern Bypass Express Route)	Improve connectivity and mobility in the new satellite cities and reduce traffic congestion in Kampala City	Ministry of Lands Housing and Urban Development together with Uganda National Roads Authority	EURO€6,820,000,000.00 (Six billion eight hundred and twenty million EURO)	10Years
Pilot Housing And Civil Infrastructure Project	Pilot for a new satellite city where people live and work with affordable housing	Ministry of Lands, Housing and Urban Development	EURO€3,289,390,220 (Three Billion two hundred eighty nine million three hundred ninety thousand two hundred twenty EURO only)	3Years
National Drinking Water Infrastructure Development Project	Water Supply and sewerage for the 2 new satellite cities in GKMA, 4 regional cities and 5 strategic cities	Ministry of Lands, Housing and Urban Development together with National Water and Sewerage Corporation and Ministry of Water and Environment	EURO€21,589,593,487.00 (Twenty-one billion five hundred and eighty-nine million five hundred and ninety-three thousand four hundred and eighty-seven EURO)	20 Years
Sustainable & Stable Renewable Energy	Adequate supply of affordable	Ministry of Lands Housing and Urban	Euro €2,068,850,000.	10 Years

Development Project With 100+ Years Life-Span	energy for lighting, cooking and industrial use in the 11 new cities	Development together with Ministry of Energy and Mineral Development	00 (Two billion sixty-eight million eight hundred and fifty thousand Euro)	
Total Project Amount			EURO €33,767,833,707	

N.B Detailed financing agreements proposals are attached for consideration.

Vassili Group Limited is a global company whose core business is to support the developing countries in infrastructure development. As a Group, the Vassili Group Limited (hereinafter referred to as VGL) acts as a service provider with a philanthropic/humanitarian ethos. VGL has special relationship with several like-minded Funders in the European financial capitals which have ready funds to support projects in Africa and Asia in all areas that will help boost the respective countries' like Uganda economies, provide sustainable employment, improve socio-economic conditions and help contribute to the GDP.

The VGL funding partners **WILL NOT PLACE THE BENEFICIARY STATES INTO DEBT**: all the turnkey funding given is philanthropic non-recourse grants which do not have to be paid back.

Vassili Group Limited has the ability to fully fund Government infrastructure project via their philanthropic funding structures, where they provide **100%** funding against any government infrastructure project, without any financial contribution required from a Government.

VASSILI will also provide a Management and Administrative Fund (MAF) at **10%** of the total project cost to UGANDA so as to assist UGANDA in meeting the management, administration, maintenance and other service needs so as to maintain a good public service in the best public interest of UGANDA.

Vassili Group requires a 130% Sovereign Guarantee/Bank Guarantee to secure the funds. Details are provided in the draft contract agreements. All projects will be endowed to Government and on completion the VG/BG will be returned unencumbered and Government will own the assets 100%.

P12: Project Proposal for Development of Pilot Eco-City in Uganda

Project Summary	
Sector:	Lands, Housing and Urban Development
Vote:	

Vote function:	
Vote function code:	
Project Title:	Development of Pilot Eco-City in Kajansi Town Council-GKMA
Project Duration- Financial year	2019/20 – 2024/25
Estimated project cost	Euros 500M- UGX 2.1 Trillion at Exchange Rate of 4200 per Euro
Expected source of funding	Vassili Group Limited Funders
Officer responsible	Permanent Secretary-MLHUD
Section 1: Project Background	
<p>1.1 Situation analysis</p> <p>The national Vision 2040 calls for an urbanized country. It is projected that Uganda will be 30% urbanized by 2040, meaning the urban population will increase three fold from the present 7 Million to over 22 Million people by 2040.</p> <p>Vision 2040 and NDP II emphasizes the need to develop new cities. The UN projects that Uganda's population will increase by 43 million to reach 83 million of which 26% will be urban by 2040. Developing the 11 new cities to accommodate the 10 million people in GKMA and 2 Million per new city would take care of 22 million is the most feasible solution to transforming the national economy. The degree Uganda succeeds in fostering economic growth through urban productivity is likely to be the major determinant of its transformation.</p>	
<p>1.2 Problem Statement</p> <p>Uganda has articulated Vision 2040, an ambitious plan that seeks to elevate it to middle income status. Reaching that goal requires Uganda's GDP to grow from \$27 billion today to \$790 billion by 2040. Vision 2040 cannot be achieved by doing business as usual. Bold action is needed to address and take advantage of Uganda's overwhelming demographics.</p>	
<p>1.3 Relevance of the Project</p> <p>Housing development contributes 20% of United States GDP, in a country that effectively has no housing gap. With our massive housing backlog, housing should contribute much more than 20% of Uganda's GDP until the housing gap is closed.</p>	
Section 2: Project Framework	
<p>2.1 Project Goal</p> <p>The Eco-City will contribute to economic growth through expansion of urban functional areas and facilities in Greater Kampala Metropolitan Area in order to enhance its viability and competitiveness in an Environmentally friendly manner.</p>	

2.2 Project Outcomes

This Project shall increase life chances, create thousands of long term stable jobs, improve quality of life, reduce poverty, reduce displacement, create social and socio-economic development nationally, greatly reduce housing shortages, reduce homelessness by housing up to 11,520-people, reduce displacement, create long term sustainable & stable revenue for the State via - 1,920 social housing units and 5.74/MWh of revenue from green energy power supply, greatly improve GDP, improve State Credit Rating, helps to Reduce National Debt (not increase national debt). This project is entered into and applied, in the best interest of the People of the Republic of Uganda.

The newly developed New eco-satellite cities will bring a positive impact through accommodating various city functions as new centres of economic activity. And this impact was to be realized by the following outcomes:

- i. Provision of a strategy and model for establishment of sustainable green eco New Towns in Uganda;
- ii. Contribution to the body of knowledge on urban planning that could be replicated throughout Uganda and other African countries;
- iii. Enabling the GKMA to envision satellite cities that could be developed to enhance efficiency in urban and regional growth across Uganda;
- iv. Offer a model for urban development that could contribute towards Uganda's vision 2040 in the area of urban and regional development;
- v. Provision of a framework for investing in human settlements, infrastructure, industry and commerce, tourism, urban and rural agriculture, human capital development, environmental and green growth management, and inclusive growth in urban development within the GKMA.

Specifically, the outcome of developing this new eco-satellite city include the following:

- i. Increased economic activity in GKMA through expanded urban development.
- ii. Improved efficiency in urban living, mobility and socio-economic activity and environmental management in GKMA.
- iii. Increased housing stock at affordable prices.

2.2.1 Benefits of The Project

The Project will bring with it the following benefits:

Benefits of the Project include

- i. Delivering Endowed Housing and Civil Infrastructure in the new eco-city with Zero Carbon Emissions and generating 100% own renewable energy for use and hence reduction of greenhouse gases and use of charcoal that is depleting our forest cover.
- ii. Priority is 99% Local Content in terms of use of Local Materials and Local Labour Force hence creating the much needed jobs and promoting and increasing productivity of local companies. Priority will be given to using local materials, and importation will strictly be limited to materials/products that cannot be sourced locally in Uganda.
- iii. Priority is given to Skills development through training and imparting specialized skills in different trades for the local labour force to develop the new eco-cities.
- iv. The endowed project assets are to be owned 100% by the GoU, without any repayment now

- or in the future and the GoU shall have full 100% revenue rights without any beneficial interest to the Vassili Group now or in the future.
- v. Unencumbered debt free assets with unencumbered revenue owned 100% by the government creates long term revenue to the government, improving socio-economic development, increases GDP, credit rating, and assists in reducing the national debt.
 - vi. Land for the projects has been identified and Funds for purchase of Land and Compensations of affected persons is provided for in the project.
 - vii. Over 30% of the project cost is for materials that can locally be sourced and another 30% is for locally sourced labour force equivalent to over Euro Three Hundred Million (300M) into the economy.
 - viii. The Endowed Infrastructure Assets to Government will be worth over Five Hundred (500) Million Euros.

Project Outputs:

The Project Output include the following:

- i. 1920 Three (3) bedroom Semi Detached Apartments with Total Green Energy
- ii. Create Homes for 11,520 people
- iii. Attendant Infrastructure- Roads, Street Solar Lighting, water supply & sewerage, underground piping services of Telephone, electricity and 5.74 MWh power supply

2.3 Proposed Project Components and key activities.

Component 1- Construction of 1920 Eco Housing units.

Company shall construct one (1) turnkey sample building of Three (3) Bed Detached Apartment Block as stated herein, for the approval of Uganda Government and upon the approval the company shall continue to construct the remaining 1919 units.

Three (3) Bed Semi Detached Apartment size **86/m²** Per Apartment with Solar/PV Net Metering **3KW** x 24 Apartments Per Detached Building = **2,064/m²**

Detached Building (no lift) = 24 x 3-Bed Apartments = 1 Block Building @ **2,064/m²**

Total Block Buildings 80 x 2,280/m² = **165,200/m²** (One hundred and sixty-five thousand two hundred square meters)

Total 3 Bed Apartments = **1,920** (One thousand nine hundred and twenty housing units/3 x bed Apartments)

Price is set at **Euro€1,364.00/m²** (One thousand three hundred and sixty-four EURO) per square metre

Project can house up to **11,520** people

Total project cost **Euro€225,332,800.00** (Two hundred and twenty-five million three hundred and thirty-two thousand eight hundred EURO)

Component 2- Attendant Infrastructure

To meet the Infrastructure which includes the Turnkey service of:

- i. Road Construction,
- ii. Pavements,

- iii. underground Piping Services of Telephone, electricity,
- iv. street solar lighting,
- v. Water and Rain Water Outlets,
- vi. Water Sewerage System,
- vii. Solar/PV Water tanks (hot water supply to each apartment),
- viii. purchase of land to build entire project, only,

At a total infrastructure cost of Euro€274,667,200.00 (Two hundred and seventy-four million six hundred and sixty-seven thousand two hundred EURO) turnkey.

Section 11: Estimated Project Cost and Activity Plan

Private Sector	UGX Trillions
Total Funding	Euros 500M- UGX 2.1 Trillion at Exchange Rate of 4200 per Euro

P13: Non-Recourse Nonconventional Asset Grant Financing Mechanism

1. Background

NON-RECOURSE ASSET GRANT FINANCING is a non-conventional financing mechanism where funds are availed by funders and their bankers in the Developed Countries on the basis of environmental protection philanthropic/ humanitarian ethos and targeted towards the preservation of the environment as well as reduction of greenhouse gas emissions, and the contribution to social economic development and reduction of poverty in developing countries in Africa and Asia.

The endowment funds are typically structured by strict contractual obligations and rules to be followed by the beneficiary government. While specific rules and obligations apply, the most common trait of a fund is the beneficiary government to use the capital investments to improve people's livelihood.

This is an endowed grant project to Government and not a loan to the recipient country. It is non-recourse funding that will not be paid back in any form now and in the future. It is simply a contribution towards developing government infrastructure that will in turn creates jobs for citizens, reduces poverty, improve the quality of the lives of the people, etc. resulting in wealth creation, improved Gross Domestic Product, national Debt reduction.

A three man Vassili Group Limited delegation visited Uganda from the 24th – 30th March 2018 and met and extensively held discussions with the Right Honourable Prime Minister, Minister of Finance, Planning and Economic Development, Ministers of State for Housing and Urban Development, and the technocrats in the Housing, Transport, Energy and Water Sectors and the under listed projects were deemed to have potentially met the selection criteria:

HOUSING SECTOR

1	Pilot Satellite City Development-10,000 Housing Units for 64,000 residents with generation of 42MW Renewable energy to power the city
2	Civil Infrastructure for the Satellite City including water supply, roads, solar street lighting, schools, health facilities, industrial park, commercial and office complexes, recreational/sports facilities, police and fire stations, etc.

2. Clarity on Required Bank Guarantee

The issue that appears to require appreciation is one of the Bank Guarantee that the funders are asking for. This Bank Guarantee is not for a loan and does not create financial or contingent liability to government. Its purpose is as indicated here under:

- ☐ The Bank Guarantee is required under clause 8.3 of the agreement- to be issued by Uganda to secure the project assets from abuses before the project assets are endowed and handed over to the Government of Uganda.
- ☐ The Bank Guarantee is required by the funders as safeguard from interruption of project development work by any adverse act of the Government of Uganda to the assets before they are handed over and endowed to the Government.
- ☐ The Bank Guarantee will remain valid and active for a maximum period of five (5) years being the project period that the project will have been completed and handed over the project to Government.
- ☐ It should be noted that under clause 4 of the agreement the Bank Guarantee is issued only after the Government of Uganda has received confirmation from a Triple A/Top Banks in Europe on availability of the funds and its cleanliness with full bank responsibility. The European Bank will confirm it will fully fund the project with full banking responsibility, before the bank guarantee is issued or sent by bank bonded courier. Bank to bank confirmation acts as the due diligence to assure fund availability before issue of bank guarantee.
- ☐ Since the Funders entrust the funds into the custody of Vassili Group Limited for application exclusively for the agreed projects, some measure of protection against abuse of the infrastructures prior to official handover is required, and this usually takes the form of a Bank Guarantee from the Ministry of Finance.
- ☐ Vassili Group Limited irrevocably agree, confirm and guarantee's that the Bank Guarantee is not to be used to obtain any loan or loans or create any debt or repayment liability to us, or Uganda, or any other party, globally.
- ☐ Under Clause 43 of the Agreement Uganda can at any time within 14 working days of signing the agreement before issuance of the Bank Guarantee withdraw without any obligation even after it has confirmed the funding.
- ☐ It is not a requirement that the Bank Guarantee is backed and supported by any asset (cash, gold, etc.) by Uganda as ordinarily required.
- ☐ Under clause 7 the Bank Guarantee shall be held only as security and returned to Uganda unencumbered and free of liens on completion of endowed projects.
- ☐ The Bank Guarantee shall be placed on Clear Stream, making it impossible to be applied for anything else other than the project and for international visibility and transparency to the banking and financial world as per clause 4.1 of the agreement.

- ☐ The Bank Guarantee is not a guarantee to borrow or raise a loan. It therefore does not come under the operation of Article 159 of the constitution that requires prior parliamentary approval.

3. Recommendation & Conclusion

It is strongly recommended that, without any delay, Government of Uganda takes on the secured non-recourse non-conventional asset grant financing mechanism and executes its roles as elaborated above, or else the opportunity will very soon get captured by another deserving country.

P14: Concept Note: Redevelopment of Slums and Informal Settlements Project

Project Summary	
Sector	Lands Housing and Urban Development
Vote	012
Vote function	020301
Vote code	010
Project title	REDEVELOPMENT OF SLUMS AND INFORMAL SETTLEMENTS PROJECT
Project Duration (Financial Years)	2018/19-2022/23
Location	Arua, Gulu, Jinja, Mbale, Mbarara and Kabale
Estimated cost	245,294,000,000/=
Officer responsible	Rugumya Norman Directorate of Housing Ministry of Lands, Housing & Urban Development Email: rugumya@myself.com Tel: +256 772 467755
Date of submission	March 2018
Section 1: project background	
1.1 Situation Analysis The annual need for new housing for the entire country is estimated at 200,000 housing units of which 135,000 are rural and 65,000 in urban areas resulting from the population growth of 3.4 percent per annum and 5.2 percent urbanization rate. The estimated construction rate of reasonably good houses is estimated at 40,000 housing units in the rural areas and 20,000 urban areas. This will create a deficit of 140,000 houses nationally of which 95,000 are in rural areas and 45,000 in urban areas. In line with the projected fertility decline, Uganda will need about	

12.6 million new housing units in the next thirty years.

1.2 Problem Statement

A large shortage of approximately 2.4 million housing units still exists due to overcrowding, sub-standard structures; rapid population growth; high cost of building materials; high interest rates and stringent terms that do not support long term mortgage financing. With the ever increasing population and urbanization, if the housing deficit is not checked, it will lead to indecent urbanization, increased growth of slums and informal settlements. The practical solution is for Government to directly invest in housing by building high rise single and double room apartments for end users at affordable rent or hire purchase and to support and re-organize the housing development actors. Government should also provide incentives to investors dealing in mass housing construction.

1.3 Relevance of the Project Idea

Government committed itself, under the General social and economic objectives of the Constitution of the Republic of Uganda, “**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, pension and retirement benefits**” (page 25, Xiv, b). Therefore, decent shelter is a right that every Ugandan should enjoy.

This project will therefore address the inadequate housing for majority of Ugandans and unsustainable human settlements both in rural and urban areas.

Section 2: Technical Approach

2.1 Stakeholders

The beneficiaries include: Urban communities, Rural communities, Teachers, Health workers and Civil servants. It should be noted that, beneficiaries will apply through a vetting committee which will ascertain whether an applicant falls in the category of the target group to occupy a government apartment.

The implementation of this project will involve relevant Government Ministries, Departments, Agencies, Local Governments, Private Sector, NGOs, CBOs, Associations, and the Media. Each of the Stakeholders will have a complementary role.

2.2 Project Specific Objectives

- i) To promote physical planning and layout of the project sites and redevelop them into well planned neighborhoods of mixed development comprising of residential, commercial, recreation areas and light industries.
- ii) To promote development of infrastructure and basic services such as roads, water and electricity in Human Settlements.
- iii) To improve the living conditions of the communities in identified project areas in

- partnership with the relevant stake holders such as; local authorities, Local governments, private land owners and community based organizations.
- iv) To facilitate and encourage squatters to get security of tenure.
 - v) To mobilize all stakeholders like urban councils, utility service providers, real estate agencies and Civil Society Organizations in slum redevelopment programmes there by enabling slum areas access basic infrastructural services such as roads, water, electricity, and sanitation facilities.
 - vi) To increase access to land for productive investments through partnerships with private land owners in order to optimize use of land.
 - vii) To mobilize slum dwellers in these areas into savings associations and housing cooperatives.
 - viii) To promote income generation activities for poverty reduction at household and community levels thereby increasing affordability of the Slum dwellers to access affordable descent housing options.
 - ix) To build capacity of the target poor communities and integrate them into
 - x) Participatory development and maintenance of the housing programs.
 - xi) To improve the capacity of both Central and District local governments
 - xii) Undertake slum redevelopment initiatives.

2.3 Project Outcomes

4,000 Housing Units and the associated multiplier effects e.g. jobs, market for building materials etc.

- ☐ Enhance efficiency of the housing delivery system to facilitate access to affordable housing by all;
- ☐ Enhance optimal utilization of the land for settlement and productive economic use;
- ☐ Halt urban sprawl and create compact urban forms that maximize utilization of existing infrastructure investments;
- ☐ Increase long term savings required to stimulate the housing market;
- ☐ Generate employment opportunities and increase income levels
- ☐ Expand the formal labour market and the formal economy
- ☐ Increase supply of affordable housing for all.
- ☐ Increased access to basic infrastructural services.

2.4 Proposed Project Interventions

The proposed project Interventions include:

- i. **Land:** Suitable land for housing will be identified and acquired by government. This land can be acquired through a direct purchase or partnership with the land owner. In case of partnership, the land should preferably be owned by institutions like Buganda Land Board, Schools or Church.
- ii. **Architectural plans, site layouts and BOQs:** MLHUD staff will prepare the Architectural plans, site layouts and BOQs for the proposed housing project.
- iii. **Construction of Housing estates:** Government will procure a contractor who will construct high rise apartments suitable for low income earners preferably single and double room apartments. The contract management committee will ensure that the contract is done appropriately.
- iv. **Allocation of Housing Units and Collection of rent:** A committee will be constituted which will ensure that the rightful get Housing units on a rent to own basis and also ensure

- that rent is paid promptly.
- v. **Operation and Maintenance:** A committee will ensure there is proper use of the housing units and good maintenance.

2.5 Coordination with other Government Agencies.

Partners like UMEME, NWSC, and Local Governments will provide social infrastructure that will complement the process of housing development.

Section 3: Estimated Projected Cost and Funding Sources

3.1 Project Cost (Annualized Costed Work Plan)

Give an estimate of the total project cost and disaggregate by year for each output/correspond or intervention described in 2.3 above. The project period should correspond to the period it takes to have the physical infrastructure in place and ready to be operated.

Activity Description	(UShs. 000,000,000)					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total cost
5 Year Annual Requirements	0.97	61.081	61.081	61.081	61.081	245.294

P15: A City A Year Project Concept Note

Project Summary

Sector:	Urban Development
Vote:	
Vote Function:	
Project Title:	A City A Year Development Project
Project Duration (Financial Years):	5Years

Estimated Project Cost:	US\$ 3,268,390,220 (UGX 11,831,572,596, 400)
Officer Responsible:	Commissioner Urban Development
Date of Submission:	March 2018
Section 1: Project Background	
1.4 Situation analysis: Introduction: <p>Uganda is urbanizing at a historically rapid pace coupled with an unprecedented demographic boom: The urban population increased overtime from about 600,000 in 1969 to nearly three (3) million in 2002, a fivefold increase in 33 years. The period 1991 – 2002 saw a more rapid increase in the urban population, nearly doubling from three (3) million to over six (6) million.</p> <p>Realizing Vision 2040 through New City Development The national Vision 2040 calls for an urbanized country. It is projected that Uganda will be 26.5% urbanized by 2040 (UN Projections), meaning the urban population will increase three fold from the present 7 Million to over 22 Million people by 2040. Rapid urbanization isn't just nice to have; it is essential for Uganda's transformation to a lower middle income country by 2020. Therefore, government must invest in new city development.</p>	
1.5 Problem Statement: <p>Vision 2040 and NDP II emphasizes the need to develop new cities. The UN projects that Uganda's population will increase by 43 million to reach 83 million of which 26% will be urban by 2040. Developing the 11 new cities to accommodate the 10 million people in GKMA and 2 Million per new city would take care of 22 million is the most feasible solution to transforming the national economy. The degree Uganda succeeds in fostering economic growth through urban productivity is likely to be the major determinant of its transformation.</p>	
1.3 Strategic Financing and Project Implementation <p>To keep up with Uganda's phenomenal population growth rate and rapid urbanization, billions of dollars have to be invested each year in new city development through housing production and related infrastructure. The government has a great opportunity to access non-recourse grant funding through Vassili Group Ltd to develop the new cities.</p>	
1.6 Relevance of the Project Idea: <p>The new Cities will provide large efficiency benefits, which result in unprecedented gains in productivity and competitiveness. The 11 new cities (Ssisa-Nsangi and Mpatta, Nakisunga and Ntengeru in the GKMA, four regional cities (Mbarara, Mbale, Gulu and Arua); the Strategic cities of (Nakasongola, Fort-portal, Jinja, Hoima and Moroto) were selected on the basis of their strategic location, economic potential and current growth trends.</p> <p>Therefore, in order to maintain and promote the vital economic growth power and</p>	

competitiveness of cities in Uganda, it is essential that the Government enable these new cities:

- (i) to have sufficient investment to provide adequate infrastructure and services, such as housing, transport, communications, power supply, water and sanitation, housing, and financial and business services;
- (ii) develop and attract high quality human resources for technological innovation, entrepreneurship, and knowledge development;
- (iii) provide an enabling national environment for market development;
- (iv) to enable them to have the power to generate revenues and make development decisions.

Section 2: Technical Approach

2.1 Stakeholders:

There are two Key stakeholders in the new city development project including:

Direct Beneficiaries

These include the Ssisa urban community, real estate developers, contractors, suppliers, land owners, private sector, investors, business entrepreneurs etc.

Indirect Beneficiaries

These include national population, government ministries, departments and agencies NGOs, development partners, CBOs & Area Based Organizations, donor/lending agencies, and country as a whole.

2.2 Project Outcomes:

The overall pilot project outcome is as follows.

- ☐ 9000 Three (3) bedroom Semi Detached Apartments and 1000 Five (5) Bedroom Detached Houses/Villas with Total Green Energy
- ☐ Create Homes for 64,000 people
- ☐ Attendant Infrastructure- Roads, Street Solar Lighting, water supply & sewerage, underground piping services of Telephone, electricity and 10 MWh power supply
- ☐ One/1 x fully medically equipped & furnished medical centre with 4 ambulances, with an allocated a \$10-million cash budget.
- ☐ Two/2 x fully equipped & furnished schools, 4 electric school buses per school, with an allocated a \$10-million cash budget.
- ☐ One/1 large furnished Church.
- ☐ One/1 x fully equipped & furnished police station & vehicles.
- ☐ One/1 x fully equipped & furnished fire-fighting station & vehicles.
- ☐ One/1 x fully equipped & furnished sports centre each with \$5-million budget to promote international athletes to represent Uganda.
- ☐ Two/2 x Retail & office complexes (can we describe these in terms of floor space??)
- ☐ Sixty/60 x industrial units.
- ☐ One/1 x Central Park with adventure playground for children, BBQ / pick-nick areas, water

features, out-door theatres. <input type="checkbox"/> Roads, paving, rain-water drainage solar street lighting. <input type="checkbox"/> Forty/40 x refuse collection trucks. <input type="checkbox"/> One/1 civil town hall building/Office block. <input type="checkbox"/> Twenty/20 power broom street sweeping vehicles. <input type="checkbox"/> Contribute at least US\$16.5Bn in multiplier effect to the GDP						
Section 3: Estimated Project Cost and Funding Sources						
3.1 Project Cost (Annualized Costed work plan) in UGX Trillion						
Output 1	Yr1	Yr2	Yr3	Yr4	Yr5	Total Cost UGX Tn.
Development of a Pilot Project in Ssisa Satellite Cities in Greater Kampala Metropolitan-	2,366	2,366	2,366	2,366	2,366	11,830

P16: Electricity generation from Municipal solid waste

1.0 Background

Energy is very crucial for national development, former United Nations Secretary-General Ban Ki-moon noted that “*energy is the golden thread that weaves together economic growth, social equity, and environmental sustainability*”. The importance and benefits of sustainable energy systems are clear but the per capita electricity consumption is still very low when compared to regional and international level.

1.1 The Objective of the project: -

- i) To ensure access to affordable, reliable, sustainable and modern energy for all.
- ii) To improve solid waste management and reliability of electricity required for industrial development and domestic use in the East African region, with special emphasis on Burning MSW to generate energy while reducing the volume of waste by up to 90 percent, an environmental benefit,
- iii) To facilitate networking among sub regions of East Africa through interactive sharing and expanding the project to cover other prominent Municipalities in the Region and management of knowledge.
- iv) To strengthen links between producers of solid waste and users of electricity from solid waste. Burning MSW in WTE plants produces comparatively high carbon dioxide emissions, a contributor to global climate change.

1.2 Expected accomplishments

- i) improve solid waste management and reliability of electricity required for industrial development and domestic use in the East African region,
- ii) Improved networking among sub regions of East Africa through interactive sharing and expanding the project to cover other prominent Municipalities in the Region and

- management of knowledge.
- iii) Improved links between producers of solid waste and users of electricity from solid waste.

1.4 Main activities

1.41 Application for a license to Electricity Regulatory Authority (ERA) for establishment of a power plant to generate electricity from Municipal Solid Waste under section 29 of the Electricity Act, 1999.

1.42 Organizing sensitization workshops for staff of National Environmental Authority and Digi maps Africa Surveys to improve the technical capabilities in the collection, sorting of Municipal Waste

1.43 Construction of the Plant for burning Municipal Waste

1.44 Recruitment of staff to operationalize the project

1.45 Providing technical assistance to strengthen national and regional institutions in the generation of electricity from Municipal Waste and the use and maintenance of technology;

1.46 Organizing intra-regional study tours to draw on the strengths and achievements of the countries in the region through study tours and to create opportunities for staff from statistically less developed countries to learn best practices and to share experience with others in the region from their peers.

(ix) Detailed Description for each budget line

Consultants (\$53,000)

International consultants

International consultants for preparing of training materials and holding workshops, in support of activities A1.1, A2.1 and A2.2. (3 Work Months [WM]) x (\$6,000 per month) + (\$5,000 for consultant(s) travel) = \$23,000

National / Regional consultants

National consultants for preparing case studies for workshops, in support of activities A1.1, A2.1 and A2.2. (2WM) x (\$2,500 per month) x (6 countries) = \$30,000

Travel of staff (\$92,000)

DESA Staff

Organizing and coordinating the 5 training workshops, and one expert group meeting, in support of activities A1.1, A1.3, A2.1, and A2.2. (\$6,000 per person) x (12 persons) = \$72,000

Regional Commissions' staff/ other UN staff

Participating as resource persons in workshops, in support of activities A1.1, A1.3, A2.1, and A2.2. (\$4,000 per person) x (5 persons) = \$20,000

Study Tours (Fellowships) (\$25,000)

Regional Study Tours

Regional study tours to strengthen the capacity of the National Statistics Offices of SADC member countries and SADC Secretariat, in support of A2.3. (\$2,500 per study tour) x (10 study tours) = \$25,000

Seminars and Workshops (\$345,000)

Workshops

6 workshops in the sub-region, in support of A1.1. (\$2,500 per participant) x (20 participants) x (6 workshops) = \$300,000

Working Groups

1 working group meeting, in support of activities A1.1 and A2.1. (\$4,500 per participant) x (10 participants) = \$45,000

Operating expenses (\$5,600)

P17: Concept Note for ARSDP- Additional Financing

1. Project key information

Project Name	<i>AF: ARSDP Additional Financing</i>
Region	East Africa
Country	Uganda
Sector(s)	Urban Planning & Development; and Education
Theme(s)	Local Access Planning and Development; Skills Access and Development
Project ID	P145101
Borrower Name	Government of Uganda
Implementing Agency	Ministry of Lands, Housing and Urban Development & Ministry of Education and Sports

A. Introduction and Context Country Context

2. Uganda's economy has experienced real GDP growth from 3.6 percent in FY 2012/13 to 6.2 per cent by 2017/2018. This resilience of the economy despite the global economic environment and the impacts of global economy is attributed to peace that the country has enjoyed, a stable domestic macro-economic environment and continued robust investment in the country's infrastructure, particularly in roads and energy.

B. Sectoral and Institutional Context

3. The Government of Uganda through the Ministry of Lands, Housing and Urban Development (MLHUD), the Ministry of Education and Sports (MoES) and the Uganda National Roads Authority (UNRA) has been implementing the Albertine Region Sustainable Development Project (ARSDP). The project was initiated following the several oil reserves in Buliisa, Hoima (now including Kikuube), Nwoya Districts.

C. Justification of Additional Financing

4. Realization of the entire PDO of the current project

Under component 2, the current PDO shall not be substantially met since all the promised projects to stakeholders under component 2 and 3 have not been implemented. As far as local roads, out of the 350 Km, only 150 Km shall be rehabilitated. Out of 13 markets, only 3 local markets are going to be constructed and all the landing sites and fish cages. It is important to note that all these roads are part of the Project Appraisal Document and were handed over to the project for rehabilitation way back in 2014.

D. Proposed Development Objective(s)

5. Under the AF, it is proposed that the parent objective of ARSDP be maintained. Hence the proposed objective of AF is;

To improve regional and local access to infrastructure, markets and skills development in the Albertine region.

E. Project Key Results

- ☐ *Share of rural population with access to an all-season road in Buliisa, Kikuube and Hoima districts (Percentage);*
- ☐ *% of population in key towns accessing and benefiting from improved local economic infrastructure and services*
- ☐ *Percentage of training graduates who are employed or self-employed after six months of completing training in supported programs (Percentage);*
- ☐ *Functional Agro- processing Training Institute Established at Nwoya*

F. Project Description

6. Under AF, the focus is going to be on implementing component 2 and 3 since component 1 substantially achieved the PDO results. However, the nomenclature of the components shall be restructured in the ARSDP-AF project documents; the proposal is Urban Component and Education Component.

G. Summary of the ARSDP-AF Financing Forecast:

7. The forecasted financial requirements for the ARSDP-AF is as summarized below

Component	Planned Projects	Estimated cost	Remark
Designed Projects			
Component 2 (MLHUD)	Designed Roads (Tarmac & Gravel)	15,031,615	Estimates based on designed projects
	Designed Local Economic Infrastructure	16,395,300	
Component 3 (MoES)	Designed Technical Institutes (construction of structures and equipment)	43,981,732	
Sub-total		75,408,647	
Additional Projects (to be designed)			
Component 2 (MLHUD)	Implementation of major interventions in the planned 11 towns in line with the PDPs	4,300,000	Estimate to be confirmed
	Additional sub-projects in other 11 urban centers in the Albertine Region	102,300,000	Estimate confirmation after feasibility studies
Sub-total		106,600,000	
Total - Investments		182,008,647	
	10 % Consultancies (Design, ESIA's, RAPs & Supervision)	18,200,864	
	15% PST Operations	27,301,297	
Grand Total		227,510,808	

P18: Establishment of the Uganda Mortgage Refinance Company (UMRC)

SECTOR	Lands, Housing And Urban Development
VOTE	012-Ministry Of Lands, Housing And Urban Development
VOTE FUNCTION	0203
VOTE FUNCTION CODE	09
PROJECT TITLE	Establishment Of The Uganda Mortgage Refinance Company (UMRC)
PROJECT DURATION (F/Y)	2018/2019 – 2022/2023 5 YEARS
ESTIMATED COST	USD 200 MILLION
OFFICER RESPONSIBLE	Dorcas W Okalany Permanent Secretary Email: dokalany59@gmail.com
DATE OF SUBMISSION	JULY 2018

1.0 PROJECT BACKGROUND

Uganda suffers from a severe lack of good quality housing and a housing shortage currently at 2.4 million housing units; is growing every year. The situation is further compounded by the lack of long-term housing finance, presence of a very small formal residential housing construction sector, difficulties with land rights and rapid population growth and urbanization.

2.0 PROBLEM STATEMENT / JUSTIFICATION

The demand for housing in Uganda is high; however, it is constrained by a number of factors both on the demand and supply sides. On the demand side, low incomes, a limited mortgage market comprised of high interest rates and unfavorable borrowing conditions account for this pressing housing challenge.

3.0 KEY FEASIBILITY STUDY FINDINGS

The Ministry of Lands, Housing and Urban Development (MLHUD) with support from the Ministry of Finance, Planning and Economic Development (MFPED) and the World Bank Group (WBG) under the Competitiveness Enterprise Development Project (CEDP) conducted a

feasibility study which also included the preparation of a preliminary business plan for setting up the mortgage refinance facility in Uganda.

3.0 PROJECT OBJECTIVES

The main project objective is:

- (i) To expand the access to affordable housing finance for the purchase, construction or upgrading of residential housing; and build an enabling environment for private investment in affordable housing delivery.

Other Objectives are;

- (ii) To improve access to long-term housing mortgage finance, progressively mobilized through the domestic capital market.
- (iii) To develop access to medium-term housing micro-finance; and
- (iv) To expand the supply of affordable housing by government and private developers.

4.0 PROJECT DESCRIPTION

The UMRC will be a specialized single purpose financial institution involved in the providing long term funds to mortgage lenders, development and promotion of the mortgage finance market (and hence residential construction) through the provision of liquidity to mortgage lenders and development of the local bond market. For the institution to be sustainable it will be created as a private sector entity and operated along market principles.

4.1.1 Component I - Development of the Mortgage Market

This is the central focus of the project; and is centred on the creation of the mortgage liquidity facility (MLF) which would provide the long term funds necessary for mortgage lending. Estimated budget = (75% of funds = \$150 million)

4.1.2 Component II - Development of Housing Microfinance

In a nascent real estate-sector such as Uganda's, it is important to address the financing hurdles facing developers, both small and large. Estimated budget = (10% of funds = \$20 million)

4.1.3 Component III – Developer Finance Fund for National Housing and Construction Company Limited (NHCC).

This component is proposed to support NHCC revive its original affordable housing mandate; and also widen its role as the construction arm of government. This project will provide the necessary support to NHC to additionally play a role to one of a “master developer” of serviced land to facilitate housing development for middle and lower income households by other developers. Estimated budget = (10% of funds = \$20 million)

4.1.4 Component IV - Expansion of Affordable Housing

The main aim of this component is support to make developer-built housing affordable; and to generate a sufficient volume of mortgages for the UMRC and MFF to refinance.

This component is proposed to enhance the supply side of the housing market; by focusing on the business environment for housing and the construction supply chain for residential homes which will improve affordability. Estimated budget = (5% of funds = \$10 million)

5.0 TARGET AREAS/GEOGRAPHICAL FOCUS

The project itself will not be region specific, as it is more about creating the institutions and environment for housing finance which would apply across the country. However, the demand for mortgage loans, housing micro-finance and for the expansion of housing supply will likely be in urban areas and other centers of economic activity.

7.0 PROJECT BENEFITS

The access to long-term finance which is the main component of this proposed project will set the platform to sustainably addressing access to long term finance for mortgages. It will increase mortgages at current market conditions accompanied by an increase in access i.e. reduction in the income levels requirements.

8.0 RESULTS FRAMEWORK

Project Development Objective	Project Outcome indicators
To develop the housing mortgage finance market through the provision of medium and long-term liquidity to mortgage lenders	<ul style="list-style-type: none"> • Total number of housing finance loans provided (refinanced housing mortgage loans and housing microfinance loans) • Mortgage debt outstanding/GDP (%) • Mortgage interest rate (%)
Intermediate Outcomes	Intermediate Outcome Indicators
<i>Development of the Mortgage Market</i> To improve access to long term housing mortgage finance, progressively mobilized through the domestic capital market.	<input type="checkbox"/> Number of financial institutions refinanced by the UMRC <input type="checkbox"/> Outstanding Volume of loans refinanced by the UMRC.
<i>Development of Housing Microfinance</i> To develop access to medium term affordable housing micro finance	<input type="checkbox"/> Number of credit institutions providing housing microfinance. <input type="checkbox"/> Volume of housing microfinance loans outstanding. <input type="checkbox"/> Number of housing microfinance loans extended by HMF institutions.
<i>Expansion of Affordable Housing Supply</i> To support the development of a private	<input type="checkbox"/> Number of new housing units approved for construction.

developer industry.	
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P19:Uganda Support to Physical Planning, Land Tenure Security and Urban Infrastructure Development

Sector:	Lands, Housing and Urban Development
Sub Prog:	Physical Planning and Urban Development
Coverage:	10 Refugee Host Districts of Koboko, Maracha, Yumbe, Moyo, Adjumani, Amuru, Gulu, Lamwo, Kitgum & Kaabong.
Total Planned Expenditure:	UGX 167.177 billion (about US \$ 46.4 m)
Funds Identified (Grants):	
Funds Secured	
Duration:	Five Years
Start Date:	1 st December, 2017
Completion Date:	December 2022

1.0 Introduction and Background

1.1 Introduction

According to the United Nations High Commission for Refugees (UNHCR), the world is currently witnessing the highest levels of displacement on record. An unprecedented 65.6 million people around the world have been forced from home. Among them are nearly 22.5 million refugees, over half of whom are under the age of 18.

1.2 Background

Uganda is currently the world's third top refugee hosting country and could become only second to Turkey by the end of 2017! According to the UN High Commission for Refugees, by the end of 2016, Uganda was home to 940,800 refugees originating from South Sudan (640,000), Democratic Republic of Congo (205,023), Burundi (40,742), Somalia (30,689), Rwanda, Eritrea, Sudan and Ethiopia. By the end of May 2017, this had grown to 1,277,476 and is expected to grow to 1,497,126 by end of 2017, about 900,000 of these from South Sudan alone.

2.0 Project Justification

Uganda's northern frontier has seen influx upon influx of refugees in both directions for over four decades now. While there are international efforts to resolve the political situation in the refugees' home country, a lasting solution does not seem to be immediately in sight. The implication is that Uganda needs to brace herself for long stays of the already received refugees and, worse still, a possibility of continued influx. Uganda has already done fairly well in receiving and caring for the refugees.

3.0 Problem Statement

Uganda currently plays host to about 1.4 million refugees. The most recent influxes are from South Sudan which remains beleaguered by a long standing civil conflict. While many of the refugees come through established reception centres, there are many others who melt into the homesteads of their Uganda hosts, some of them cross boarder relatives or friends.

4.0 General objective

The overall objective of this project is to provide a framework for all forms of intervention in refugee host areas in ten districts of northern Uganda with a view to improving opportunities for livelihoods of both refugees and host communities.

4.1 Specific Objectives

The project will be guided by the following specific objectives;

1. To prepare, through a Rapid Physical Planning Assessment (RAPPA) process, a sub-regional Physical Development Framework for the area along Uganda's northern border covering ten districts.
2. To prepare, through a RAPPA process, 10 district Physical Development Plans (PDPs) for ten districts on Uganda's northern frontier and later full scale PDPs for the same districts.
3. To prepare PDPs for 5 selected urban centres experiencing or expected to experience influence by a high influx of refugees.
4. To prepare Local PDPs for 5 selected sub-counties from the sub-region
5. To support the development of selected urban infrastructure in the 5 selected urban centres
6. To enhance land tenure security for host communities in 4 selected parishes in the sub-region.
7. To improve the capacity of participating Local Governments in the various planning approaches that will be used, and in provision and supervision of infrastructure services.

Project Scope

The project will cover the 10 refugee host districts of Koboko, Maracha, Yumbe, Moyo, Adjumani, Amuru, Gulu, Lamwo, Kitgum & Kaabong. Selection of five urban centres for planning and support to infrastructure development will be selected during the district planning process. Similarly, the four parishes for land tenure intervention will be selected during sub-regional and confirmed during district planning.

5.0 Project beneficiaries

1. Both refugees and host communities in the sub-region will benefit from development of planned infrastructure.
2. Respective MDAs providing infrastructure and other services in refugee host areas will have a logical basis for prioritization of their interventions.
3. Planning will eliminate duplication and thus increase availability of resources for betterment of the lives of people in refugee host areas.
4. Professionals in the built environment (Physical Planners, Surveyors, Engineers, architects) and associated disciplines (sociologists, environmentalists and economists) will benefit from the increased planning activity.

6.0 Expected Outputs

- a) A sub-regional Physical Development Framework prepared using the Rapid Physical Planning Assessment (RAPPA) approach.
- b) District Physical Development Frameworks for the ten constituent districts prepared.
- c) District Physical Development Plans for the ten constituent districts prepared.
- d) PDPs for the 5 selected urban centres prepared
- e) 5 rural sub-county PDPs prepared
- f) Five Urban centres supported to develop selected priority strategic infrastructure.
- g) Physical Development Frameworks/Plans implemented
- h) Participating Local Governments retooled so that they can effectively enforce the plans (transport, Computers, software, GPS units, among others)
- i) Capacity of the Ministry & participating Local Governments in the various planning approaches and plan implementation enhanced
- j) Coordination of infrastructure projects in the project area achieved

7.0 Financing Plan

The total project cost is UGX 167.1 BN (see Log frame for detailed cost). Of this, 120.7 billion (72%) will be used to provide urban infrastructure in 5 urban centres; 20.2 billion (about 12%) for capacity building and retooling both at the national and participating Local Government levels, 15.25 billion (about 9%) for systematic land adjudication and demarcation and 11 billion (6.5%) for Physical Planning activities at the regional, district, urban, and local levels.

P20: Competitiveness and Enterprise Development Project – Additional Financing (CEDP-AF)

COMPETITIVE ENTERPRISE DEVELOPMENT PROJECT – ADDITIONAL FINANCING	
PROJECT SUMMARY	
Project Title	Competitiveness and Enterprise Development Project
NDPIII Programme	Natural Resources, Environment, Climate Change, Land and Water Management
Implementing Agency	Ministry of Lands, Housing and Urban Development (MLHUD) and Private Sector

	Foundation Uganda (PSFU)
NDP PIP Code	
MFPED PIP Code	1289
Location	Ministry Headquarters and 22 Ministry Zonal Offices
Estimated Project Cost	USD 53.7 Million
Total expenditure on project related interventions up to start of the next NDP	
Project Duration/Life span (Financial Years)	FY 13/14 - 21/22
Officer Responsible (Title)	Kagoro Grace Project Coordinator – CEDP Land Component
PROJECT INTRODUCTION	
Problem statement	Inadequate legal and institutional framework constitute a serious constraint to economic and social development. Insecure land tenure, outdated land laws, and slow or dysfunctional institutions of land administration can restrict private investment, undermine good governance, and reduce the ability of local authorities to raise taxes.
Situation Analysis	Uganda has experienced a rebound in economic growth and a widening of the current account deficit in recent years. Average real gross domestic product (GDP) growth accelerated to above 6 percent for fiscal year FY17/18 and the first half of FY18/19, up from the average of 4.5 percent for the five years before FY16/17. Given the very high population growth rate, the per capita growth was less than 3.1 percent. Recent growth acceleration has largely been driven by strong investment and export performance.
Relevance of the project idea	Enhanced land registration systems are key to mobilizing private investment in Uganda as land remains the primary form of collateral and an essential input into high-performing sectors such as tourism.
Project Framework	
2.1 Project Goal	
2.1 Increase private sector investment in the tourism sector and strengthen effectiveness of the land administration system.	
2.2 Outcomes	
2.2.1 Increased land tenure security through improved mechanisms for ascertaining of land rights	

2.3 Outputs**2.3.1 Consolidation of the Land Administration System.**

- ✓ Land Administration Systems and Infrastructure consolidated and constructed
- ✓ Systematic Registration of Communal and Individually Owned Land undertaken
- ✓ Land Valuation Department strengthened
- ✓ Mechanisms to Resolve Land Disputes strengthened
- ✓ Land Administration and Management Institutions strengthened
- ✓ Project Management.

Outputs/Activity	USD '000,000				
	Year 1	Year 2	Year 3	Year 4	Total
<i>Sub Component 1.1. Improving, consolidating Land Administration infrastructure and System</i>	9.12	2.28	2.28	1.52	15.2
<i>Sub Component 1.2. Systematic Registration of Communal and Individually Owned Land - SLAAC</i>	15.3	3.83	3.83	2.54	25.5
<i>Sub Component 1.3. Strengthening the Capacity of the Ministry of Lands on Land Valuation, land Acquisition and Property Taxation</i>	4.2	1.05	1.05	0.7	7
<i>Sub-Component 1.4. Strengthening the Judiciary and Mechanisms To Resolve Land Disputes</i>	1.8	0.45	0.45	0.3	3
<i>Sub-Component 1.5 Strengthening Land Administration and Management Institutions</i>	1.2	0.3	0.3	0.2	2
Total Requirement:					52.7

P20: CONCEPT NOTE FOR SOCIAL HOUSING PROJECT.

Project Summary	
Sector	Lands Housing and Urban Development
Vote	012
Vote function	020301
Vote code	010
Project title	SOCIAL HOUSING PROJECT
Project Duration (Financial Years)	2018/19-2022/23
Estimated cost	3,009,000,000,000
Officer responsible	Commissioner Human Settlements Directorate of Housing Ministry of Lands, Housing & Urban Development Tel: +256 772408744
Date of submission	October 2017

Section 1: project background
<p>1.2 Situation Analysis</p> <p>The annual need for new housing for the entire country is estimated at 200,000 housing units of which 135,000 are rural and 65,000 in urban areas resulting from the population growth of 3.4 percent per annum and 5.2 percent urbanization rate. The estimated construction rate of reasonably good houses is estimated at 40,000 housing units in the rural areas and 20,000 urban areas. This will create a deficit of 140,000 houses nationally of which 95,000 are in rural areas and 45,000 in urban areas. In line with the projected fertility decline, Uganda will need about 12.6 million new housing units in the next thirty years. (<i>Source NDPII</i>)</p>
<p>1.4 Problem Statement</p> <p>A large shortage of approximately 2.4 million housing units still exists due to overcrowding, sub-standard structures; rapid population growth; high cost of building materials; high interest rates and stringent terms that do not support long term mortgage financing. With the ever increasing population and urbanization, if the housing deficit is not checked, it will lead to indecent urbanization, increased growth of slums and informal settlements.</p>
<p>1.5 Relevance of the Project Idea</p> <p>Government committed itself, under the General social and economic objectives of the Constitution of the Republic of Uganda, “to ensure that all Ugandans enjoy rights and opportunities and access to education, health services, clean and safe water, work, <u>decent shelter</u>, adequate clothing, food security, pension and retirement benefits” (page 25, Xiv, b). Therefore, decent shelter is a right that every Ugandan should enjoy.</p>
Section 2: Technical Approach
<p>2.1 Stakeholders</p> <p>The beneficiaries include: Urban communities, Rural communities, Armed forces, Teachers, Health workers, Civil servants and the homeless. It should be noted that, beneficiaries will apply through a vetting committee which will ascertain whether an applicant falls in the category of the target group to occupy a government apartment.</p>
<p>2.2 Project Outcomes</p> <p>50,000 Housing Units and the associated multiplier effects e.g. jobs, market for building materials etc.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Enhance efficiency of the housing delivery system to facilitate access to affordable housing by all; <input type="checkbox"/> Enhance optimal utilization of the land for settlement and productive economic use;

- ☐ Halt urban sprawl and create compact urban forms that maximize utilization of existing infrastructure investments;
- ☐ Increase long term savings required to stimulate the housing market;
- ☐ Generate employment opportunities and increase income levels
- ☐ Expand the formal labour market and the formal economy
- ☐ Increase supply of affordable housing for all.
- ☐ Increased access to basic infrastructural services.

2.3 Proposed Project Interventions

The proposed project Interventions include:

- vi. **Land:** Suitable land for housing will be identified and acquired by government. This land can be acquired through a direct purchase or partnership with the land owner. In case of partnership, the land should preferably be owned by institutions like Buganda Land Board, Schools or Church.
- vii. **Architectural plans, site layouts and BOQs:** MLHUD staff will prepare the Architectural plans, site layouts and BOQs for the proposed housing project.
- viii. **Construction of Housing estates:** Government will procure a contractor who will construct high rise apartments suitable for low income earners preferably single and double room apartments. The contract management committee will ensure that the contract is done appropriately.
- ix. **Allocation of Housing Units and Collection of rent:** A committee will be constituted which will ensure that the rightful get Housing units and also ensure that rent is paid promptly.
- x. **Operation and Maintenance:** A committee will ensure there is proper use of the housing units and good maintenance.

2.4 Coordination with other Government Agencies.

Partners like UMEME, NWSC, and Local Governments will provide social infrastructure that will complement the process of housing development.

Section 3: Estimated Projected Cost and Funding Sources

3.1 Project Cost (Annualized Costed Work Plan)

Give an estimate of the total project cost and disaggregate by year for each output/correspond or intervention described in 2.3 above. The project period should correspond to the period it takes to have the physical infrastructure in place and ready to be operated.

(Shs. 000,000)

	Year 1	Year 2	Year 3	Year 4	Year 5	Total cost	
Acquisition of Land	1,000	1,000	1,000	1,000	1,000	5,000	
Construction of 10,000 housing units (Annually)	600,000	600,000	600,000	600,000	600,000	3,000,000	

Recurrent Operational costs	800	800	800	800	800	4,000	
Total cost	601,800	601,800	601,800	601,800	601,800	3,009,000	

Section 4: Attachments

Please attach these submission minutes of the project preparations committee and the Sector Working Group meetings. Strong evidence of discussions and deliberations of the approval of the concept at vote and sector working group level.



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