



THE REPUBLIC OF UGANDA

PERFORMANCE —REPORT— FY 2021/22

SUSTAINABLE URBANIZATION AND HOUSING PROGRAMME



Government of Uganda

SUSTAINABLE URBANIZATION AND HOUSING PROGRAMME

**Programme Performance Report
FY 2021/22**

Vol II

July 2022

GOAL

To attain inclusive, productive and liveable urban areas for socio-economic development

PROGRAMME OBJECTIVES

- a) Increase economic opportunities in cities and urban areas;
- b) Promote urban housing market and provide decent housing for all;
- c) Promote green and inclusive cities and urban areas;
- d) Enable balanced, efficient and productive national urban systems;
- e) Strengthen urban policies, planning and finance.

PROGRAMME RESULTS

- a) Decrease the urban unemployment rate from 14.4 percent to 9.4 percent;
- b) Reduce the acute housing deficit of 2.2 million by 20 percent;
- c) Decrease the percentage of urban dwellers living in slums and informal settlements from 60 percent to 40 percent;
- d) Decrease the average travel time per km in GKMA from 4.1 min/km to 3.5 min/km;
- e) 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
- f) Improve the efficiency of solid waste collection from 30 percent to 50 percent.

FOREWORD



The NRM Government embraced the Programme – based budgeting approach under the NDP III that introduced 20 programmes of which my Ministry leads the Sustainable Urbanization and Housing Programme (SUHP).

The importance of SUHP cannot be under-stated. Over the last two decades, demographic and economic changes have propelled cities and urban centres to become the principal habitat of humankind. Urban areas are not only where rapid improvements in socio-economic and environmental conditions are possible, but where such change is most needed. It is, therefore, more critical than ever that Uganda commits itself to realize the goal of sustainable urbanization as a key factor for socio-economic development. Under the SUHP, strategies and interventions for achieving economic and social equitable growth without further cost to the environment were developed. Part of the solution lies in how urban areas are planned and governed to provide services to citizens.

Efforts to create jobs, reduce our ecological footprint and improve quality of life are most effective when pursued holistically. By prioritizing Sustainable Urbanization and Housing within a broader development framework, many critical development challenges affecting sectors such as energy, water consumption and production, biodiversity, disaster preparedness and climate change adaptation can be addressed.

During FY 2021/22, the Programme stakeholders engaged on key priorities to be implemented. This Programme performance report therefore is an amalgamation of the performances from the different programme stakeholders.

Finally, I wish to confer my profound gratitude to the Technical Chairperson of the Programme and all implementing Ministries, Departments and Agencies for the credible input and eventual preparation of this Annual Performance Report. I further thank the programme secretariat that was established to support the Coordination, Planning, Budgeting and Reporting for the Programme.

A handwritten signature in blue ink, appearing to read 'Judith Nabakooba'.

Judith Nabakooba (Hon.)

**Minister of Lands, Housing and Urban Development
(Political Head of the Sustainable Urbanization & Housing Programme)**

AKNOWLEDGEMENT



I would like to take this opportunity to present to you the 2nd Annual Performance Report of the Sustainable Urbanization and Housing Programme for the financial year 2021/2022. This Annual Performance Report provides an account of the Programme's Performance for the Period 1st July 2021 to 30th June 2022. This Second Annual Performance Report for the Programme details the achievements and contribution made towards the realisation of the Programme's objectives. It also enumerates the key challenges that have impeded the Programme's performance and the deliberate measures that programme leadership employed to improve service delivery.

During FY 2021/22, a total of 5 Urban Councils (2 Cities and 3 Municipalities) had the Integrated Revenue Administration System installed and functional; 2,266 jobs were created under the licenced Freezones; developed 8 Solid Waste Management Strategies for the Municipalities; 2 City Physical Development Plans for Jinja and Mbarara approved; a total of 6 districts had Physical Development Plans approved; and 20 Municipalities had Physical Development Plans approved. In addition, the Programme established a Joint Monitoring and Evaluation Sub-committee under the Programme Secretariat aimed at enhancing Monitoring and evaluation of the programme.

During the reporting period, the operations of the Programme were disrupted by two key events, which affected the service levels and planned outputs. These were: the budget suppression from MoFPED that adversely affected the implementation of the Programme work plans and the Covid-19 pandemic after effects. Despite the above challenges faced, the performance of the Programme in FY 2021/22 improved, as compared with the resource envelope received under the Programme.

I would like to appreciate the Government of Uganda, Development Partners, Civil Society Organizations, the Private Sector and all our stakeholders for the support extended to the Programme and for all the effort in working towards achieving Programme's annual targets.

A handwritten signature in blue ink, appearing to be 'Dorcas W. Okalany'.

Dorcas W. Okalany (Mrs.)

Permanent Secretary – MLHUD

(Technical Head and Chairperson of the SUHP)

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LIST OF ABBREVIATIONS

ARSDP	Albertine Region Sustainable Development Project
CSOs	Civil Society Organizations
FY	Financial Year
GKMA	Greater Kampala Metropolitan Area
GoU	Government of Uganda
MEMD	Ministry of Energy and Mineral Development
MoFPED	Ministry of Finance Planning and Economic Development
MoGLSD	Ministry of Gender, Labour and Social Development
MoLG	Ministry of Local Government
MoLHUD	Ministry of Lands Housing and Urban Development
MoTIC	Ministry of Trade Industry and Cooperatives
MoWE	Ministry of Water and Environment
MoWT	Ministry of Works and Transport
ND	No Data
NDP	National Development Plan
NEMA	National Environment and Management Authority
NGOs	Non Governmental Organizations
NHCC	National Housing and Construction Company
NWSC	National Water and Sewerage Cooperation
PBS	Programme Budget Framework Paper
PIAP	Programme Implementation Action Plans
PPR	Programme Performance Report
PS	Permanent Secretary
PWG	Programme Working Groups
SU&H	Sustainable Housing and Development
UFZA	Uganda Free Zone Authority
UIA	Uganda Investment Authority
USMID	Uganda Support to Municipal Infrastructure Development

CHAPTER 1: INTRODUCTION

1.1 Programme Description

The Sustainable Urbanization and Housing Programme (SUHP) is one of the 18 Programmes of National Development Plan III (NDP III). The Programme contributes to the improvement of incomes and quality of the population by contributing to increasing productivity, inclusiveness and well-being of the population. This is anticipated to be achieved through the provision of decent and affordable housing, employment opportunities as well as transformation of the informal sector.

The Programme, therefore, is central to realization of the NDP III goal through its contribution to NDP III's Objective three (3) which is; *Consolidate and increase stock and quality of Productive Infrastructure*.

The Third National Development Plan (NDPIII) whose goal is to increase household income and improve the quality of life of Ugandans adopted a programme approach to planning, budgeting, implementation and reporting. This entails programme and performance-based budgeting to address the persistent implementation challenges resulting from uncoordinated planning, weak harmonization, limited sequencing of programmes and poor linkages between outcomes and outputs experienced in the past NDPs.

Programme performance reporting is a key element of Uganda's accountability framework and is undertaken by Ministries, Departments and Agencies (MDAs) as a self-assessment exercise using a harmonized reporting format stipulated in the NDP III. Therefore, this report provides a detailed analysis of the annual performance of the Sustainable Urbanization and Housing Programme during the FY 2021/22.

1.2 Programme Strategic direction

1.2.1 Programme Goal

The Goal of Sustainable Urbanization and Housing Programme is to *attain inclusive, productive and liveable urban areas for socio-economic development*.

1.2.2 Programme Objectives

In order to address the current urbanization and Housing constraints, the following objectives of this programme have to be achieved:

- f) Increase economic opportunities in cities and urban areas;
- g) Promote urban housing market and provide decent housing for all;
- h) Promote green and inclusive cities and urban areas;
- i) Enable balanced, efficient and productive national urban systems;
- j) Strengthen urban policies, planning and finance.

1.2.3 Programme Results

The key results to be achieved over the next five years are:

- g) Decrease the urban unemployment rate from 14.4 percent to 9.4 percent;
- h) Reduce the acute housing deficit of 2.2 million by 20 percent;
- i) Decrease the percentage of urban dwellers living in slums and informal settlements from 60 percent to 40 percent;
- j) Decrease the average travel time per km in GKMA from 4.1 min/km to 3.5 min/km;
- k) 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
- l) Improve the efficiency of solid waste collection from 30 percent to 50 percent.

1.3 Institutional Framework

The Ministry of Lands, Housing and Urban Development is the lead Ministry responsible for coordination and implementation of the Sustainable Urbanization and Housing Programme.

Other lead implementing partners include:

- a) Ministry of Local Government (MoLG)
- b) Ministry of Finance Planning and Economic Development (MoFPED)
- c) Urban Authorities
- d) Private Sector

Other Implementing Partners include: Ministry of Works and Transport (MoWT), Ministry of Water and Environment (MoWE), Ministry of Energy and Mineral Development (MEMD), Ministry of Gender, Labour and Social Development (MoGLSD), Ministry of Trade Industry and Cooperatives (MoTIC), Uganda Investment Authority (UIA), National Environmental Management Authority (NEMA), National Water and Sewerage Cooperation (NWSC), Uganda Police Force, NGOs/CSOs and Development Partners.

The Minister of Lands, Housing and Urban Development is the lead Minister for the programme and provides policy guidance and holds the technical leadership accountable for implementation of the programme. The Permanent Secretary of MLHUD is the designated technical leader and coordinator for the implementation of the programme bringing together all the several state and non-state actors in the programme and steers and chairs the Programme Working Group.

The generic Institutional Structure for implementation of the programme is shown below:

Figure 1: Programme Institutional Structure



1.3.1 Programme Working Group

The Programme Working Group (PWG) is the policy making organ, within the overall NDP programme approach, in which Government (*all MDAs under the Programme*) and other stakeholders come together to function, discuss and agree on:

- i) Inter and intra agency planning;
- ii) Priority interventions and Resource allocation;
- iii) Delivery of services; and,
- iv) Joint monitoring & evaluation of multi-agency activities.

Through the Program Working Group (PWG), all stakeholders are convened to set the priorities for implementation, identify the key policy and project requirements and key implementation bottlenecks to be resolved.

1.3.2 Sub-programmes

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

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

These are related to interventions/outputs contributing to Programme Outcomes.

1.3.3 Other institutional structures

Directorates/Departments - These are administrative units within the institutions that implement Interventions/activities of the programme.

Programme Working Group Secretariat - The Secretariat of the Programme is housed at the Policy and Planning Department of the Ministry of Lands, Housing and Urban Development as the leading Ministry in the Programme. The Commissioner Policy and Planning Department is the Secretary to the PWG and responsible for the day to day running of the Programme Secretariat.

1.4 Programme Report

The SU&H Programme Performance Report (PPR) is the most important document for assessing the performance of the Programme. It provides an annual assessment of investments, achievement of outcome targets and progress in implementation of interventions and actions as outlined in the NDPIII and Programme Implementation Action Plan (PIAP). It highlights the major challenges and strategic issues which affected performance during the FY 2021/22.

This is the Second SU&H Programme Performance Report. It is based on programme approach to planning, implementation and reporting which commenced in the FY 2021/22. It has been prepared through a participatory process with inputs from the Ministry of Lands, Housing and Urban Development; Ministry of Local Government; Ministry of Finance, Planning and Economic Development; Urban Authorities; and Private Sector.

The structure of the Programme Performance Report consists of six (06) chapters with various contents as discussed hereunder;

Chapter 1: This chapter provides an overview, composition and institutional arrangements for the Sustainable Urbanization and Housing Programme. It briefly describes what the Programme Performance Report is about. It provides a background to the programme. The section also describe the context within which the programme is implemented.

Chapter 2: This presents Programme Planning, Budgeting and Finance. It presents an analysis of on-budget and off-budget resources, Government (GoU) and Development Partner contributions, and contributions from large cross-sectoral projects towards the programme.

Chapter 3: Presents the performance of the Sustainable Urbanization and Housing programme during the FY 2021/22.

Chapter 4: It presents the contribution of the SU&H Programme to other NDP III programmes.

Chapter 5: It presents the contribution of the NGOs/CSOs to the SU&H programme.

Chapter 6: Provides the contribution of the SU&H programme in the implementation of cross cutting issues.

CHAPTER 2: PROGRAMME FINANCING

2.1 Introduction

The lead agency for the programme is the Ministry of Lands, Housing and Urban Development. It is responsible for coordination, development and consolidation of the programme documents and activities through Program Working Group meetings (PWG), Programme budgeting meetings and Joint programme monitoring exercises. All stakeholders are convened to set the priorities for implementation, identify the key policy and project requirements and key implementation bottlenecks to be resolved. The priorities for the subsequent financial year are set in line with the Budget Process Calendar and the Programme Implementation Action plan that is in line with the NDP III.

The Ministry of Lands, Housing and Urban Development is responsible for coordination and development of the annual Programme Budget Framework Paper (PBFP). This is done in consultation with all relevant stakeholders of the programme and entails consolidation of the BFPs of each vote that contribute to the Programme. The process is guided and overseen by the PWG to ensure that the final budget estimates are intended to finance the agreed priorities and actions of the program approved by the Programme Working Group (PWG).

At half year and end of each Financial year, the lead agency consolidates the semi-annual and annual programme reports based on submissions from the programme votes and agencies for submission to the OPM and Ministry of Finance, Planning and Economic Development.

2.2 Programme Budgeting

In the FY 2021/2022, the government effectively implemented the programme as stipulated in the NDP III. The FY 2021/2022 budget was based on a programme-Based Budgeting framework ensuring that the sector plans and budgets are linked and focused to sector outcomes rather than outputs.

The budget strategy for the financial year in focus was “Industrialisation for inclusive growth, Employment and Wealth creation” and in order to actualise this overall government strategy, the Programme “domesticated” this through the sector Investment Plan 2017-2023, the NRM Manifesto pledges 2021-2026 and the multiyear projects carried forward from the previous years that link to the sector outcomes.

2.3 Programme Financial Performance

2.3.1 Programme Budget for FY 2021/22

It should be noted that the allocations were below the programme funding requirements and projections as spelt out in the NDP III. At the end of the 2-year period, the programme funding stands at 14.70% i. e Ugx 243.788bn out of a total Ugx 1658bn required to implement the programme NDPIII activities. The Programme financing increased by UGX 6.032Bn from UGX 118.878Bn in FY 2020/21 to UGX 124.910Bn in FY2021/22. The programme funding gap stands at

Ugx 1,414.212 bn and this remains a big challenge as it greatly affects the implementation of the planned interventions and activities under the NDPIII.

Table 1: Programme Budget vs NDPIII/PIAP

Item	Budget (UGX Bn)		
	FY 2020/21	FY 2021/22	Total (2 years)
NDPIII costing	833.000	825.000	1,658.000
Programme Approved Budget	118.878	124.910	243.788
Variance	714.122	700.090	1,414.212
% of SUHP NDPIII cost Approved	14.27%	15.14%	14.70%

Source: NDPIII and Q4 Performance Reports FY2021/22

2.3.2 Programme Allocations in the Medium term

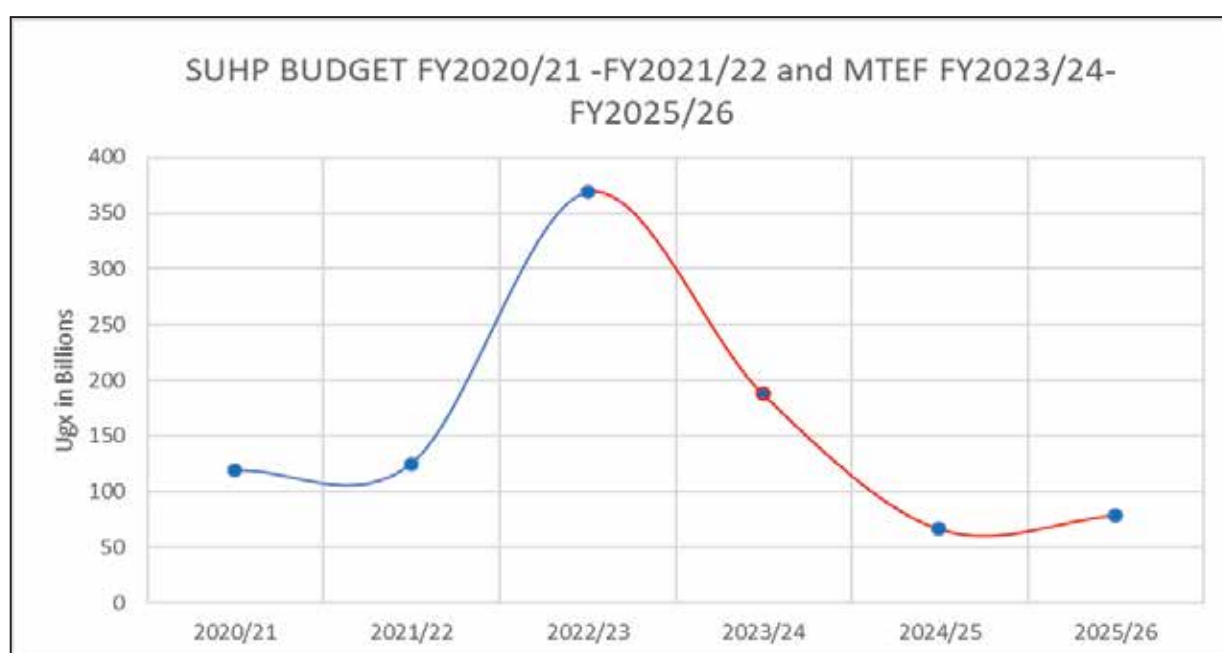
Table 2 presents the programme budget allocation in the medium term. The projected funding is based on the Medium-Term Expenditure Framework (MTEF) allocation released by the Ministry of Finance Planning and economic development.

Table 2: Programme Budget Allocation in Medium Term (UGX Bn)

Item	Approved			MTEF budget projections		
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Wage	2.618	3.043	4.600	4.600	4.830	5.310
Non-Wage	42.580	35.220	57.970	57.970	59.130	70.960
GoU Dev't	5.250	35.251	1.910	1.910	1.910	2.290
External	68.430	51.396	304.450	122.450	0.000	0.000
Total	118.878	124.910	368.930	186.930	65.870	78.560

Source: Budget Framework papers and Approved budget Estimates FY2021/22

Figure 2: Budget Allocation



2.3.3 Budget share by Vote

The individual vote allocations are shown in Table 3 below. In FY 2021/22, UGX 124.910bn was allocated to the programme i.e MLHUD - Ugx 118.28bn, MoWT – Ugx 6.130bn and MoKCC&MA – UGX 0.500bn.

Table 3: Programme Budget allocation by Vote (UGX Bn)

Vote	Vote Name	FY 2020/21					FY 2021/22				
		Wage	Non-Wage	Go U devt	Ext. Fin	Total	Wage	Non-Wage	Go U devt	Ext. Fin	Total
012	MLHUD	2.04	40.37	5.25	68.4	116.090	2.043	29.590	35.251	51.396	118.28
122	KCCA	0.578	2.210	0.00	0.00	2.788	0	0	0	0	0
019	MoWE	0	0	0	0	0	0	0	0	0	0
016	MoWT	0	0	0	0	0	1.000	5.130	0	0	6.130
024	MoKCC&MA	0	0	0	0	0	0	0.500	0	0	0.500
003	OPM	0	0	0	0	0	0	0	0	0	0
008	MoFPED	0	0	0	0	0	0	0	0	0	0
	Total	2.618	42.58	5.25	68.4	118.878	3.043	35.220	35.251	51.396	124.910

Source: MLHUD, MoWT, KCCA, MoWT, MoKCC&MA, OPM and MoFPED Q4 Performance Reports FY2021/22

2.3.4 Budget Performance

The budget performance of the programme stood at 133.4% with an absorption rate of 85.6%. The high budget performance is attributed to supplementary compensation under MLHUD for land acquired for Atiak Sugar factory in Amuru District. accumulated unspent balances carried forward from the previous years of the project life span of Donor funded projects under Ministry of lands, Housing and Urban Development.

Table 4: Programme budget Releases and expenditure (UGX Bn)

Vote	Name	FY 2020/21					FY 2021/22				
		Budget	Release	Expenditure	% of Budget Released	% of Release spent	Budget	Release	Expenditure	% of Budget Released	% of Release spent
012	MLHUD	116	171.39	133.98	147	78	118.28	160.87	136.96	136.0	85.1
122	KCCA	2.79	2.76	2.29	98.9	83	0	0	0	0	0
019	MoWE	0	0	0	0	0	0	0	0	0	0
016	MoWT	0	0	0	0	0	6.13	5.33	5.32	81.0	99.6
024	MoKCC&MA	0	0	0	0	0	0.50	0.50	0.44	100.0	88.0
003	OPM	0	0	0	0	0	0	0	0	0	0
008	MoFPED	0	0	0	0	0	0	0	0	0	0
	Total	118.79	174.15	136.27	146.5	78	124.91	166.7	142.72	133.4	85.6

Source: MLHUD, MoWT, KCCA, MoWT, MoKCC&MA, OPM and MoFPED Q4 Performance Reports FY2021/22

2.4 Programme Projects Overview

Under the Programme, a number of projects whose portfolio amounts to USD 1,433,559,830 as detailed below:

Table 7: Projects

Project Name	Start - End Year	Budget (USD)	Co-financed	Area of Operation	Implementer
Uganda Support to Municipal Infrastructure Development Project (USMID)	2013-2023	511,000,000		Cities and Municipalities: Arua, Lira, Gulu, Soroti, Mbale, Tororo, Jinja, Masaka, Hoima, Fort portal, Mbarara, Kabale and Moroto 8 Districts hosting Refugees	Min. of Lands, Housing Urban Development
DFID – WB Trust Fund	2019-2021	3,100,000		Greater Kampala	NPA, MoLHUD
Kampala Climate Change Strategy (Covenant of Mayors)	2015-2022	1,085,634	EU Delegation Grant	Greater Kampala, Kasese	KCCA
Kampala Lighting Project	2020-2025	83,593,818	70 M loan AFD + EU Delegation 7 M EUR grant delegated to AFD	Kampala Capital City	KCCA
Kampala-Jinja Expressway and Kampala Southern Bypass	2019-2026	195,414,120	90M EUR AFD loan + 90 M EUR delegated by EU	Kampala-Jinja-Mpigi corridor and the surrounding districts and municipalities	Uganda National Roads Authority (UNRA), Ministry of Finance, Ministry of Works and Transport

Project Name	Start - End Year	Budget (USD)	Co-financed	Area of Operation	Implementer
"Kampala, sustainable city". This decentralised cooperation between the city of Strasbourg and Kampala is focused on Urban Farming, Green spaces management and Education	2020-2024	1,500,000		Kampala Capital City	KCCA
African smart towns network (mobility)	2019-2022	200,000		Kampala Capital City	KCCA
Waste Management Dundu (Secretariat support for relocation/Compensation plan and stakeholder consultation plan) Kiteezi (Closure Plan, ESIA and RAP)	2019-2022	651,380	UKAID grant	Kampala Capital City & GKMA	KCCA
Kampala flyover construction and road Upgrading project	Lot-1: 2019 – 2023 Lot 2: TBD	200,000,000		Kampala Capital City	Uganda National Roads Authority (UNRA)
Kampala metropolitan transmission system improvement	2020 - 2022	130,000,000		Kampala Capital City	Uganda Electricity Transmission Company (UETCL)

Project Name	Start - End Year	Budget (USD)	Co-financed	Area of Operation	Implementer
project.					
Integrated Urban Physical Development Plan	2021-2024	5,000,000		Greater Kampala	Ministry of Kampala Capital City and Metropolitan Affairs
Programme on Integrated Local Financed for Sustainable Urban Development in the Greater Kampala Metropolitan Area	2019-2023	4,559,662	EU Delegation (grant)	Greater Kampala	
Development Initiative for Northern Uganda-with support from EU (Local Government Excellence Fund, START facility Local revenue administration (assets management, local revenue enhancement, revenue management digitalization	2018-2022	30,000,000		Select districts & municipalities in Northern Uganda	MoLG, LGFC, UAAU, ULGA, PSFU and Uganda Development Bank
Support to Establishment of New Cities (With focus on City Branding and	2020-2025	120,000		Gulu, Arua and Mbale	Ministry of Local Government

Project Name	Start - End Year	Budget (USD)	Co-financed	Area of Operation	Implementer
development of HR Structures)					
Institutional Capacity Building for the Transport Sector in Uganda (including review of the existing and preparation of a new National Transport Master Plan including the Master Plan for the Greater Kampala Metropolitan Area)	Ongoing	13,027,608		Country-wide	MoWT, UNRA, URF
EUNOMIA	Contract yet to be signed.	5,428,170		Kampala Capital City	Kampala Capital City Authority, possibly Gulu Municipality Council
Kampala Jinja Expressway - Now One Worse Off	2019-2021	2,171,268		Kampala-Jinja-Mpigi corridor and the surrounding districts and municipalities	MLHUD, UNRA, NHCC, KCCA
Gulu Logistic Hub	Ongoing	5,428,170		Gulu and Northern Uganda	MoWT, URC, Gulu District
Physical Development Plan for the Kampala-Jinja-Mpigi Regional Corridor	2019-2022	950,000		Kampala-Jinja-Mpigi corridor and the surrounding districts and municipalities	Ministry of Lands, Housing, and Urban Development

Project Name	Start - End Year	Budget (USD)	Co-financed	Area of Operation	Implementer
Kampala City Roads Rehabilitation Project	2020-2024	238,000,000	USD 173 million (from ADB), co-financing by EU Delegation	Kampala City	Kampala Capital City Authority
Fast track Cities Initiative: Fast tracking the HIV response in Kampala	2019-Present	330,000		Kampala City	KCCA
Urban social protection programme for 1,500 Adolescent girls (in and out of school) in the five divisions of Kampala City	2019 - 2023	2,000,000		Kampala City	KCCA

CHAPTER 3: SU&HP PERFORMANCE

3.1 Introduction






This section records actual against planned performance based on the outcome and output indicators stipulated in the PIAP of the Sustainable Urbanization and Housing Programme. The contribution of SU&HP to other programmes is also presented in this section. Out of the 94 indicators under the SU&HP, 69 indicators have been assessed in the FY 2021/22 and the breakdown is shown below:

No.	Indicators	No. of indicators under the Programme	Assessed indicators during FY 2021/22
1.	Outcome	28	22
2.	Intermediate	16	11
3.	Output	50	36
Total		94	69

This section further highlights the challenges encountered in achieving the programme objectives during FY 2021/22 and recommendations made to improve performance. Lastly, the section provides the opportunities available to the Programme group to achieve its stated objectives.

3.2 Methodology

Based on the actual performance reported under the Programme, the Planning and Policy Department assigned traffic light ratings to each expected outcome and output recorded in the Programme Budget. In addition to the green, yellow and red traffic lights (as used in part reporting exercises), the present report includes an additional category for the assessment of each accomplishment indicator and output with a red circle, indicating that the expected result was “reported as not funded”.

Symbol	Representation
	Target surpassed or met
	Moderately achieved (0% - 10% away from target)
	Not achieved (more than 10% from target)
	Reported as not funded/not planned for that year
	Not measured or reported

3.2 Outcome level Performance

Out of the 28 outcome indicators, only 22 indicators have been assessed during FY 2021/22. This implies that six (6) outcome indicators have been carried forward to the next planning phase (NDP IV). The indicators include:

- 1) Population resident and working in an urban area per 1000 population;
- 2) Level of urban informal employment in non-agricultural employment (%);
- 3) Proportion of urban population with affordable housing (US\$20,000);
- 4) Per capita Green House Gas (GHG) as emissions (tons of CO₂);
- 5) Ratio of land consumption rate to population growth rate; and
- 6) Number of nucleated settlement models.

From the analysis of outcome indicators, a total of 11 indicators were met or moderately achieved (50%); 6 (indicators 27.3%) were not achieved; and 5 (22.7%) did not have data to report on them. The indicators that have no data to report on them is as a result of the costs involved in undertaking surveys and the COVID-19 restrictions as shown in table 5 below:

Table 5: Analysis of the performance results at outcome level

No.	Measure	Total	Percent
1.	Target Surpassed or met	6	27.3
2.	Moderately Achieved (0-10%)	5	22.7
3.	Not achieved (More than 10%)	6	27.3
4.	Reported as not funded/not Planned	0	0
5.	Not measured or not reported on	5	22.7
Total		22	100

Source: Annual performance data on indicators June 2022

3.3 Intermediate level Performance

Out of the 16 Intermediate outcome indicators, 5 of them were suspended during FY 2021/22. Thus, during FY 2021/22, only 11 Intermediate outcome indicators were assessed. Findings show that 6 indicators were recorded as target surpassed or met within 10 percent of target, four (4) intermediate outcome indicators were not achieved while 1 indicator could not be measured since there was no survey conducted as shown in table 6 below:

Table 6: Analysis of the performance results at Intermediate level

No.	Measure	Indicators	Total
1.	Target Surpassed	3	27.3
2.	Achieved (10-30%)	3	27.3
3.	Not achieved (More than 30%)	4	36.4
4.	Reported as not funded/not Planned	0	0
5.	Not measured or reported	1	9.0
Total		11	100

Source: Annual performance data on indicators June 2022

3.4 Output level performance

This section presents the performance of the programme in achieving the 5 objectives specified in the PIAP based on the 50 output indicators. The analysis is based on the outputs that were planned under the programme as shown below.

Table 7: Analysis of the performance results at output level

No.	Objective	Achieved	Moderately Achieved	Not achieved	Not measured	Not Planned	Total
1.	One	2	1	4		2	9
2.	Two	1		5	6		12
3.	Three	3		3			6
4.	Four	1		3			4
5.	Five	1	2	2			5
Total		8	3	17	6	2	36
Percentage		22	8	47	17	6	100

Source: Annual performance data on indicators June 2022

Out of the 50 output indicators, only 36 indicators were assessed. Of the 36 assessed indicators, 22 per cent were recorded to have been met, eight percent (8%) were moderately achieved. It should be observed that 47 per cent were not achieved while 17 per cent were not measured and/or planned for FY 2021/22.



Contruccion of Entebbe International Airport Freezone



Gabbage Truck for Kamuli MC

Objective 1: Increase economic opportunities in cities and urban areas

3.3.1 Objective 1: Increase economic opportunities in cities and urban areas

Analysis of this objective for FY 2021/22 gives 22% as outputs that surpassed target and/or achieved, 45% as outputs not achieved, 11% were moderately satisfactory and 22% were to be implemented in the fifth year of the NDP III.

Intervention 1.1: Support establishment of labor-intensive manufacturing, services, and projects for employment creation including development of bankable business plans

A) Industrial Zones developed

The Development of Industrial Parks is one of the key priority projects aimed at increasing sustainable production, productivity and value addition in key growth opportunities by developing industrial parks strategically across the country around specific areas of production to act as supply chains for raw materials.

The current UIA Strategic Plan 2020/21-2024/25 founded on the 5-year strategic theme of 'Accelerating Domestic and Foreign Direct Investment for Accelerated Industrialization' which focuses on five strategic areas, namely; promote Uganda as the preferred FDI destination; promote domestic Investment and innovation; improve domestic and international competitiveness and doing business rankings through an efficient One Stop Centre; accelerate Uganda's industrialization through serviced industrial parks, and enhance institutional capacity to deliver its mandate.

The key to the realization of these long-term goals is to put in place integrated infrastructure and services in one location with all the required utilities including land, electricity, industrial water, waste disposal and management facility, ICT infrastructure, roads and modern lighting systems, parking facilities, etc. For investors to set up manufacturing facilities to facilitate efficient and low-cost production of goods and services both for local consumption and for export.

Currently, UIA has established and operates eight public industrial and business parks (IBPs): Kampala (Namanve), Luzira, Bweyogerere, Jinja, Soroti, Mbale, Kasese and Mbarara SME Park.

In addition, UIA has supported the establishment (and continues to support the growth) of three operational private industrial parks: Liao Shen Kapeeka, MMP Buikwe and Tian Tang Mukono.

The 11 operational industrial and business parks, with 166 operational industries, have created 42,488 direct jobs and 59,800 indirect jobs, totaling 102,288 jobs.

B) Construction of Free Zones

A “Free Zone” is a gazetted geographical area exempted from customs duties and related internal levies applicable on exportation in the Customs Territory. This is to ensure the production of export competitive goods and address the growing trade deficit, employment needs and promote export led industrialisation. Free Zones include Export Processing Zones and Free Ports.

The Free Zones are schemes set up by Government to boost export-oriented investment. One of the key functions of the Uganda Free Zone Authority (UFZA) is to identify and map areas to be declared as Free Zones. During FY 2021/22, five (5) areas were declared as Free Zones, increasing the total number of Free Zones in the Country to twenty nine (29). The Free Zones are engaged in coffee processing, fortified food processing, mining and mineral processing textile and apparel, tobacco processing services. All the Free Zones are single factories

In relation to regional distribution of Freezones, the Central region accounted for the largest number of Free Zones. Twenty three (23) out of the thirty one (31) Free Zones were located in the Central region (74 per cent). The Eastern region followed with 20 per cent of the Free Zones (6 out of the 31). The Northern and Western regions accounted for the least number of Free Zones with each region attracting one Free Zone (3 per cent) by end of FY 2021/22 as shown in the table below.

Table 8: Declared Free Zones

Indicator	Dissagregated	Financial Years						Total
		16/17	17/18	18/19	19/20	20/21	21/22	
Declared Free Zones	Northern	1	0	0	0	0	0	1
	Central	3	8	2	4	3	3	23
	Eastern	2	0	0	1	0	3	6
	Western	0	0	1	0	0	0	1
Total		6	8	3	5	3	6	31

Source: Uganda Free Zones Authority, 2022

The Authority stepped up marketing and sensitization activities in Eastern, Northern and Western Regions during the FY. As a result, three (3) applications for Developers’ licenses were received from the Western Region and recommended to the Minister of Finance, Planning and Economic Development for declaration.

In relation to licencing of freezones, the Authority licensed five (5) Private Developers and Operators during FY 2021/22. These included; M/s Maama Care Limited, M/s Wagagai Mining Limited, M/s Royal Molasses Uganda Limited, M/s

Suntex, and M/s Abbarci Limited. The actual capital investment of the Developers at the time of licensing stood at US\$ 76,884,800. The actual number of jobs created were at 2,266.

Table 9: Licensed Private Developers

S/N	Name of the Zone	Actual Investment US\$	Actual Jobs	Industry Classification
1.	Maama Care	4,600,000	60	Food processing
2.	Royal Molasses	84,800	13	Tobacco processing
3.	Abbarci Industries	1,200,000	6	Coffee processing
4.	Suntex Limited	1,000,000	107	Textile and Apparel
5.	Wagagai Mining	70,000,000	2,080	Mineral Processing
Total		76,884,800	2,266	

Source: Uganda Free Zones Authority, 2022

During FY 2021/22, the total jobs created in the licenced freezones were 2,266. This implies that cumulatively, a total of 9,501 jobs have been created during the NDP III period as shown in the table below.

Table 10: Jobs created under Free Zones

	Financial Years						Total
	16/17	17/18	18/19	19/20	20/21	21/22	
No. of Jobs	-	7,456	982	173	7,235	2,266	18,112

Source: Uganda Free Zones Authority, 2022

Intervention 1.2: Reform and improve business processes in cities and urban areas to facilitate private sector development

A) Rollout of the Integrated Revenue Management & Administration System

The Integrated Local Revenue Administration System (IRAS) is a locally developed, affordable and accessible revenue management system that is both web and mobile enabled. The development of IRAS is based on the new technology, approaches and best practices providing the required capability for local governments to transform their tax and revenue collections into a fully integrated customer centric service.

The IRAS that covers all the main local government revenue sources and one time payments was developed as part of the City Credit worthiness initiative funded by the World Bank under the Uganda Support to Municipal Infrastructure Development (USMID) programme aimed at enhancing local own source revenue collections. The benefits of IRAS include:

- a) To tax payers: It creates efficiency, transparency, better services, reduced cost of doing business; instant reminders, instant access to services, etc.

- b) To Local Governments: It supports improvement in revenue collections, reporting and taxpayer compliance, increased taxpayer register, etc.

The IRAS system is therefore designed to interface with collection agents such as PayWay in order to improve efficiency in service delivery in Cities and Municipalities.

As shown in the table below, the Integrated Revenue Management & Administration System (IRAS) was deployed in 7 Cities and 2 Municipal Councils during FY 2020/21. During FY 2021/22, the IRAS was rolled out to 2 Cities and 4 Municipal Councils as shown in the table below.

Table 11: Implementation of IRAS

Administrative Unit	FY 2020/21	FY 2021/22	Total	Remarks
Cities	7	2	9	Mbarara, Soroti, Arua, Mbale, Masaka, Lira, Gulu, Fort Portal, Hoima
Municipalities	2	4	6	Ntungamo, Kabale, Mubende, Kitgum, Tororo, Entebbe
Total	9	6	15	

Source: USMID June 2022

B) PPP implementation Strategy

PPP refers to a medium to long contractual arrangement between the public and private sector to finance, construct renovate manage, and/or maintain a public infrastructure, or provision of a public service, it involves sharing of risks and reward and delivers policy outcome that are in the public interest.

Uganda adopted a formal PPP Framework Policy in 2010. The Government of Uganda's main goals in establishing the PPP Policy were: better utilization and allocation of public funds, more efficient delivery of public infrastructure, provision of good quality public services, and increased economic growth and foreign direct investment.

No urban Authority had developed a PPP Action Plan.

Intervention 1.3: 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

A) Standard Gauge Railway and mass Bus Transport

The Standard Gauge Railway (SGR) Project is a Government project established by Cabinet Minute 107 (CT 2015) to develop a modern, integrated, and efficient railway transport system to address both the freight and passenger transportation needs of the country. In 2014, Uganda together with her Northern Corridor Partner States of Kenya, Rwanda and later South Sudan signed a regional SGR Protocol to develop a seamless transport system interconnecting their cities as well as connecting them to the coast of Mombasa. The Project in Uganda is therefore expected to discharge its mandate in the most cost effective and business-like manner and in accordance with modern management practices

Under the Programme, the Light Railway Transport and Mass Bus Transport were planned to be implemented in the fifth (5th) year of the NDP III.

Intervention 1.4: Improve urban safe water and waste management services and associated infrastructure for value addition and revenue generation

A) Access to safe water

Uganda has experienced two decades of economic growth, leading to large population movements from rural areas to informal settlements around urban centers. High population growth stressed the water and sanitation services that exist. 7 million Ugandans lack access to safe water implying that approximately 38 million Ugandans have access to safe water.

B) Access to solid waste management services

During FY 2020/21, the key achievements under this output included:

- a) Technical staff in Kabale MC, Lira City, Jinja City, Masaka City and Tororo MC were supported to improve reporting on waste management;
- b) The contract for the supply of 14 waste disposal vehicles was signed. The cities of Arua, Lira, Hoima, Fort portal, Mbale, Masaka will each receive 2 trucks while the MCs of Tororo and Kasese will each receive 1 truck.
- c) A consultant was engaged to prepare solid waste management strategies for 8 MCs. Data collection and analysis for the preparation of the management strategies has been done and draft situational analysis reports prepared for each the the MCs of Busia, Apac, Kitgum, Ntungamo, Kasese, Kamuli, Lugazi and Mubende

During FY 2021/22, the following key achievements were realised:

- a) The development of solid waste management strategies for the 8 MCs of Ntungamo, Busia, Apac, Kitgum, Mubende, Kasese, Lugazi and Kamuli was finalized

Intervention 1.5: Improve the provision of quality social services to address the peculiar issues of urban settlements

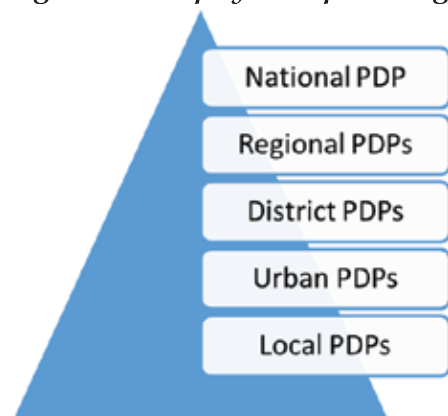
A) Physical Development Plans (PDPs)

Physical Planning in its broadest sense refers to a set of actions aimed at improving the Physical, Social and Economic welfare of a place and its dwellers. It entails the organization of land uses so that people enjoy the highest achievable degree of efficiency in resource utilization, functionality of places and aesthetic quality.

Planning is key in development because it plays a key role in what and how development should occur. Planning for urban areas can be traced back as far as the 1890s when Kampala was planned to look like a European city. Ideas and theories of planning emerged from the British concept of cities taking into consideration health, aesthetics, and exclusive settlement areas and this was made law through the Town and Country planning act of 1951.

The physical planning act 2010 stipulates the approval of physical development plans. Section one of the physical planning act declared the whole country a planning area. Section 18 mentions the national, regional and local physical development plans. The national physical development is the master plan to which all the other plans must conform. The physical planning pyramid (see figure 3) shows the hierarchy of planning in Uganda. This has majorly been from top to bottom but the bottom-up approach is being adopted. The planning is from National to Regional, District, City, municipalities, town councils and then sub counties see Figure 3.

Figure 3: The physical planning Pyramid



The status of physical planning in the country as at June 2022 is as shown below:

Table 12: Physical Development Plan (PDP) Availability Status

No	Planning Level	Expected PDPs	Actual PDPs	Performance
1.	National	1	0	0%
2.	Regional	6	2	33%
3.	District	135	6	4.4%
4.	Cities	11	2	18.2%
5.	Municipalities	31	20	64.5%
6.	Town Councils	580	45	8%
7.	Sub-county	2,184	23	2%
The current level of Physical Planning in the Country: is 19%				

Other interventions undertaken under the Programme during the reporting period include:

- a) Finalized the Guidelines for preparing and submitting physical development plans to the National Physical Planning Board and procedure for change of use and appeals.
- b) 4 requests for change of land use requests received.
- c) 4 appeals received and out of which 2 field visits were made by the technical staff was made.
- d) 2 Stakeholders Sensitisation campaign on Physical Planning, roles of Physical Planning Committees and Building Control Committees was held in Masaka City and one for Greater Kampala Metropolitan Area held.
- e) Two stakeholders consultative meetings held in Greater Kampala Metropolitan Area.
- f) Participated in the 11th Session of the World Urban Forum in Katowice Poland from 22nd - 30th June, 2022
- g) 1 Board Meeting held on 17th June, 2022.
- h) Monitoring Compliance to Physical Planning undertaken in Kira Municipality.

Table 13: Objective 1 Performance targets and actuals

Indicator	FY 2020/21		FY 2021/22		Remarks
	Target	Actual	Target	Actual	
Number of labor-intensive jobs created	10,000	7,585	20,000	2,266	
Number of cities and Municipalities using the system	3	9	3	6	<ul style="list-style-type: none"> The IRAS has been activated in the 9 Cities of Hoima, Mbarara, Arua, Mbale, Soroti, Fort Portal, Masaka, Lira and Gulu The IRAS has been activated in the MCs of Entebbe, Ntungamo, Kabale, Mubende, Kitgum, Tororo
Number of Urban Authorities with PPP action plans	15	5	30	0	
Number of cities with mass rapid transport master plan	4	0	7	0	
Functional Light Railway Transport	N/A	N/A	N/A	N/A	<ul style="list-style-type: none"> This Output Indicator was planned for the Fifth Year
Functional Mass Bus Transport	N/A	N/A	N/A	N/A	<ul style="list-style-type: none"> This Output Indicator was planned for the Fifth Year
Percentage coverage of access to safe water	83	84	88	84	
Percentage coverage of solid waste management	50	ND	56	34	<ul style="list-style-type: none"> This is computed from data from GKMA and 8 MCs (Apac, Busia, Kamuli, Kitgum, Kasese, Ntungamo, Lugazi, Mubende).
Number of Urban Councils with PDPs guiding social services provision	22	22	36	67	<ul style="list-style-type: none"> The total number of Urban Councils (Cities, Municipalities and Town Councils) as at June 2022 with PDPs is 67.

Slum Upgrading project - Makindye

Before



After



Incremental slum upgrading interventions



Objective 2: Promote urban housing market and provide decent housing for all

3.3.2 Objective 2: Promote urban housing market and provide decent housing for all

It should be noted under this objective that 7% are outputs that were achieved, 36% of the outputs were never achieved and 43% of the output indicators did not have data. Two (2) indicators under this objective were suspended thus only twelve (12) indicators were assessed. Although 36% of the outputs were not achieved, a number of activities were undertaken to kickstart the achievement of this objective as shown below.

Intervention 2.1: Develop and implement an investment plan for adequate and affordable housing

A) Affordable & adequate housing investment plan developed

Not available

B) Affordable & adequate housing units in place

Not available

Intervention 2.2: Develop, promote and enforce building codes/ standards

A) Building codes and standards in place

The National Building Review Board (NBRB), a semi-autonomous government of Uganda body, under Ministry of Works and Transport, was established under Section 3 of the Building Control Act, 2013 to, inter alia, monitor building developments in country, among others. The NBRB, therefore, has the responsibility to ensure that all stakeholders discharge their duties as prescribed in the legal framework for building control. The Code of Conduct and Practice Notes for Building Construction Sites is intended to ensure that all stakeholders know their responsibilities in accordance with the Building Control Act, 2013.

The single major concern that has engulfed Uganda's built environment over the years is the rampant building accidents. Information available suggests that this is a recipe for low levels of compliance with the built environment regulatory framework - buildings which do not meet the regulatory standards. The findings of the Department of Public Structures in the MoWT corroborates this narrative. Driven by the need to ascertain the level of compliance with existing regulations, the Department, over the years, has routinely carried out inspections of on-going construction sites across the country. The Departments' documented findings indicate that the level of compliance is at a paltry **40 percent** (NBRB Strategic Plan 2020 – 2025). This suggests, in part, that the degenerating standards and the increase in construction and fire accidents, as has been and continue to be seen today, is not unexpected. It also suggests that the level of adherence to and enforcement of existing laws is at best patchy.

A number of interventions have been undertaken by Government which includes:

- Sensitization on the National Building Code (2019) pertaining to Residential Building Standards, Fire & Safety, Accessibility Standards for the Disabled and related issues conducted in 8 selected districts of Gomba, Butambala (central), Kyegegwa, Kyenjojo (western), Kole, Oyam, Agago and Pader (Northern region)

Intervention 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

A) Inclusive housing finance mechanism developed

Housing Finance Bank is the leading provider of housing finance solutions with a vision to be the preferred consumer and business bank with a focus on Housing finance.

B) NHCC mandate revised to deliver affordable housing for all

The mandate is not yet revised pending acquisition of the shares owned by the Libyan Government.

Intervention 2.4: Incentivize real estate companies to undertake affordable housing projects to address the housing deficit

A) Real Estate Companies incentivize

Not available

Intervention 2.5: Address infrastructure in slums and undertake slum upgrading including operationalization of the Condominium Law in slums and cities.

A) Improved infrastructure and housing in slums

The word “**slum**” is often used to describe informal settlements within cities that have inadequate housing and squalid, miserable living conditions. They are often overcrowded, with many people crammed into very small living spaces. **Slum upgrading** on the other hand is an integrated approach that aims to turn around downward trends in terms of improving the existing living condition of an area.

B) Condominium Law implemented

Information on this was not available

Intervention 2.6: Design and build inclusive housing units for government workers

A) Housing for formally employed workers

The Ministry of Lands, Housing and Urban Development during the financial year provided technical support in form of building design and construction supervision to three (3) MDAs including Insurance Regulatory Authority, Butabika Hospital and OPM on the construction of 241 houses for landslide displaced households under the Bulamburi resettlement project.

Intervention 2.7: Promote the production and use of sustainable housing materials and technologies

A) Sustainable low-cost housing materials produced

Building materials and technologies are some of the key factors in determining the scale, quality and cost of housing in the country. Locally available building materials include limestone, gypsum, adobe clay bricks, soil stabilized bricks, fired clay bricks, granite, cement, iron and steel. There are others that are extracted and utilized in a raw form like poles, mud and wattle, banana fibres, papyrus and grass amongst others. While imported materials include cement, glass, tiles fixtures and fittings amongst others. It has been observed that owing to high transport costs and taxes the imported building materials tend to be rather expensive and largely not affordable to the majority of the low-income households.

Sustainable methods on production of local building materials are key in stemming the over reliance on expensive imported materials due to heavy import costs and taxes.

Table 14: Objective 2 Performance targets and actuals

Indicator	FY 2020/21		FY 2021/22		Remarks
	Target	Actual	Target	Actual	
Number of affordable & adequate housing projects implemented	3	0	5		Suspended
No. of new affordable & adequate housing units built ('000)	8,221	ND	8,421	ND	
Unit cost of housing (Ugx million)	73	ND	66	ND	
Percentage compliance to building code/standards	23	ND	31	40	Data extracted from the NBRB Strategic Plan
Housing finance capitalized (USD Millions)	300	0	300	0	
Number of affordable housing delivered by NHCC	2,300	ND	3,500	243	Housing units in Namungoona, Mbarara and Nalya
Number of housing development sites serviced by government with tenet infrastructure	N/A	N/A	2		Suspended
Number of affordable housing delivered by Real Estate developers	11,000	ND	2,300	ND	
Proportion of slums upgraded	3	0	8	0	
Proportion of upgraded slums complying to the Condominium Law, %	N/A	N/A	2	0	This Output Indicator was not planned for FY 2020/21
Number of housing units developed for formally employed workers	16,000	0	32,000	ND	
Type of housing material	220	ND	240	ND	
Technology for delivering housing	5	ND	7	ND	
Cost of housing materials	208	221.9	205	221.34	



Objective 3: Promote green and inclusive cities and urban areas

3.3.3 Objective 3: Promote green and inclusive cities and urban areas

In Uganda, gazetted Cities, Municipalities and Town Councils are defined as urban areas as per the Local Government Act 2000.

Out of the 14 output indicators under this objective, eight (8) indicators were suspended. Out of the six (6) indicators assessed, three (3) indicators were met while three (3) indicators did not meet the target.

Intervention 3.1: Conserve and restore urban natural resource assets and increase urban carbon sinks

A) Urban wetlands and forests restored and preserved

The estimated annual change in Greenhouse gases was 1.15 Million Tonnes of Carbondioxide equivalent. Interventions undertaken in this area included: Developed capacity of 40 district technical staff from Nakasongola and Mbarara on how to use the Intergovernmental Panel on Climate change (IPCC 2006) tool and guidelines for the compilation of GHG emissions from cattle and trained them on the GHG inventory management system, including data entry, analysis and reporting.

Intervention 3.2: Undertake waste to wealth initiatives which promote a circular economy

A) Waste recycling technologies promoted

A number of companies including Stanbic Bank, Kampala City Council Authority (KCCA), Coca-Cola Beverages Africa in Uganda and Nice House of Plastics joined hands to form a collaborative partnership to promote responsible use and re-cycling of plastic waste and sustainable environmental protection.

Formalizing the collaboration at a ceremony signing Memoranda of Understanding, the three companies together with KCCA agreed to support various waste management initiatives in communities and help plastic waste collection centers increase their capacity to collect, safely dispose and recycle plastic waste.

Studies estimate that in Uganda, an average of 1,500 tonnes of plastic waste are generated daily, with only 500 tonnes properly managed. This indicates a collection efficiency of 30%, implying that most of the waste generated is not safely recycled and goes into the environment.

Intervention 3.3: Promote mass transport and non-motorized transit in city

A) Urban Physical Devt Plans produced

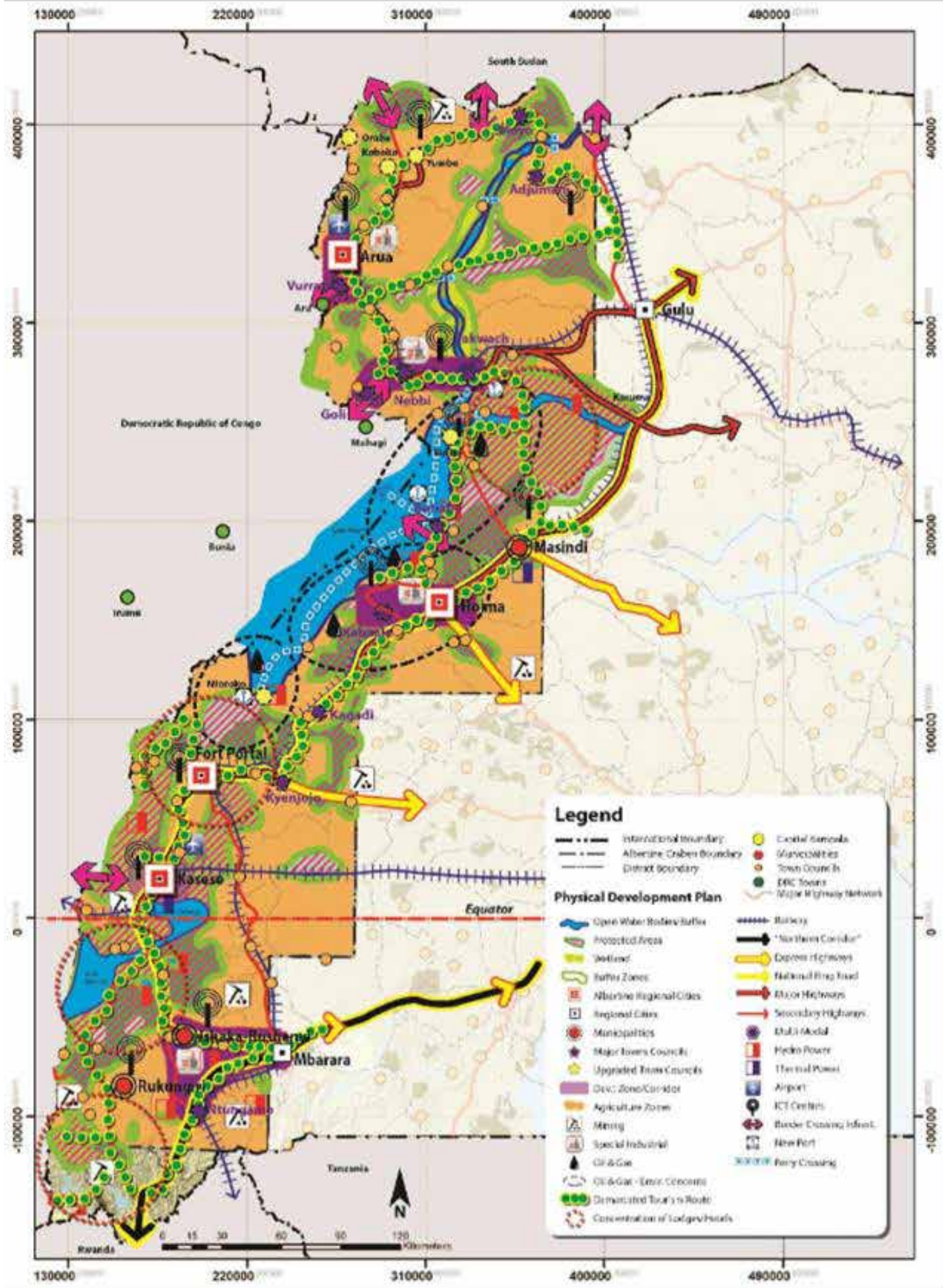
The physical planning act 2010 stipulates the approval of physical development plans. Section one of the physical planning act declared the whole country a planning area. Section 18 mentions the national, regional and local physical development plans.

B) NMT Strategy in place

Government has not yet developed an NMT Strategy.

Table 15: Objective 3 Performance targets and actuals

Indicator	FY 2020/21		FY 2021/22		Remarks
	Target	Actual	Target	Actual	
Proportion of wetlands restored, %	11.02	15.96	11.14	15.96	
Proportion of urban forest restored, %	10.28	12.3	11.64	12.3	
Amount of GHG emissions	1.34	ND	1.3	1.15	
Number of urban areas recycling waste	5	0	8	2	Mukono and Kampala
Reduce the amount of energy produced by houses, %	63	ND	60		Suspended
Percentage of houses complying with green technology	35	ND	40		Suspended
Percentage of houses with codes	25	ND	31		Suspended
Number of Urban areas with updated physical plans	32	33	41	113	2 Cities, 20 Municipalities and 91 Town Councils
Number of Urban Authorities adopting NMT Strategy action plan	10	0	20	0	No NMT Strategy
Number of early warning systems set in Urban Areas	32	0	41		Suspended
Hours taken to respond to an emergency	2	ND	1.6		Suspended
Hectare of green belts protected	300	ND	600		Suspended
Proportion of urban roads with green road islands	13	5	19		Suspended
Proportion of open spaces protected	10	ND	16		Suspended



Albertine Graben Physical Development Plan

Physical Development Plan for the Albertine Graben

3.3.4 Objective 4: Enable balanced, efficient and productive national urban systems

It should be noted under this objective that out of the six (6) indicators, two (2) indicators were suspended. Out of the four indicators assessed, one (1) indicator was met while three (3) indicators were not met. Although 75% of the outputs were not achieved, a number of activities were undertaken to kickstart the achievement of this objective as shown below:

Intervention 4.1: Develop and implement integrated physical and economic development plans in the new cities and other urban areas

A) Integrated physical and economic development plans

The Physical Development Plans for a given area have to intergrate the economic aspects of that area as enshrined in the Economic Development Plans.

Intervention 4.2: Implement the Greater Kampala Metropolitan Area Economic Development Strategy

A) Integrated development Plan for GKMA

The Greater Kampala Metropolitan Area (GKMA) comprises Kampala Capital City, Mpigi, Wakiso and Mukono Districts. GKMA is well positioned to be the engine to drive the positive structural transformation that is aspired by the Uganda Vision 2040. The GKMA is the main urban area in Uganda capable of delivering scale economies in terms of concentrated demand, specialization, diversity and depth of skills and innovation. As the country's main urban area, industrial center and economic engine, with one of the world's fastest growing and youthful populations, as well as its unique cultural diversity and tourism potential, Greater Kampala has the potential to spur growth and drive prosperity.

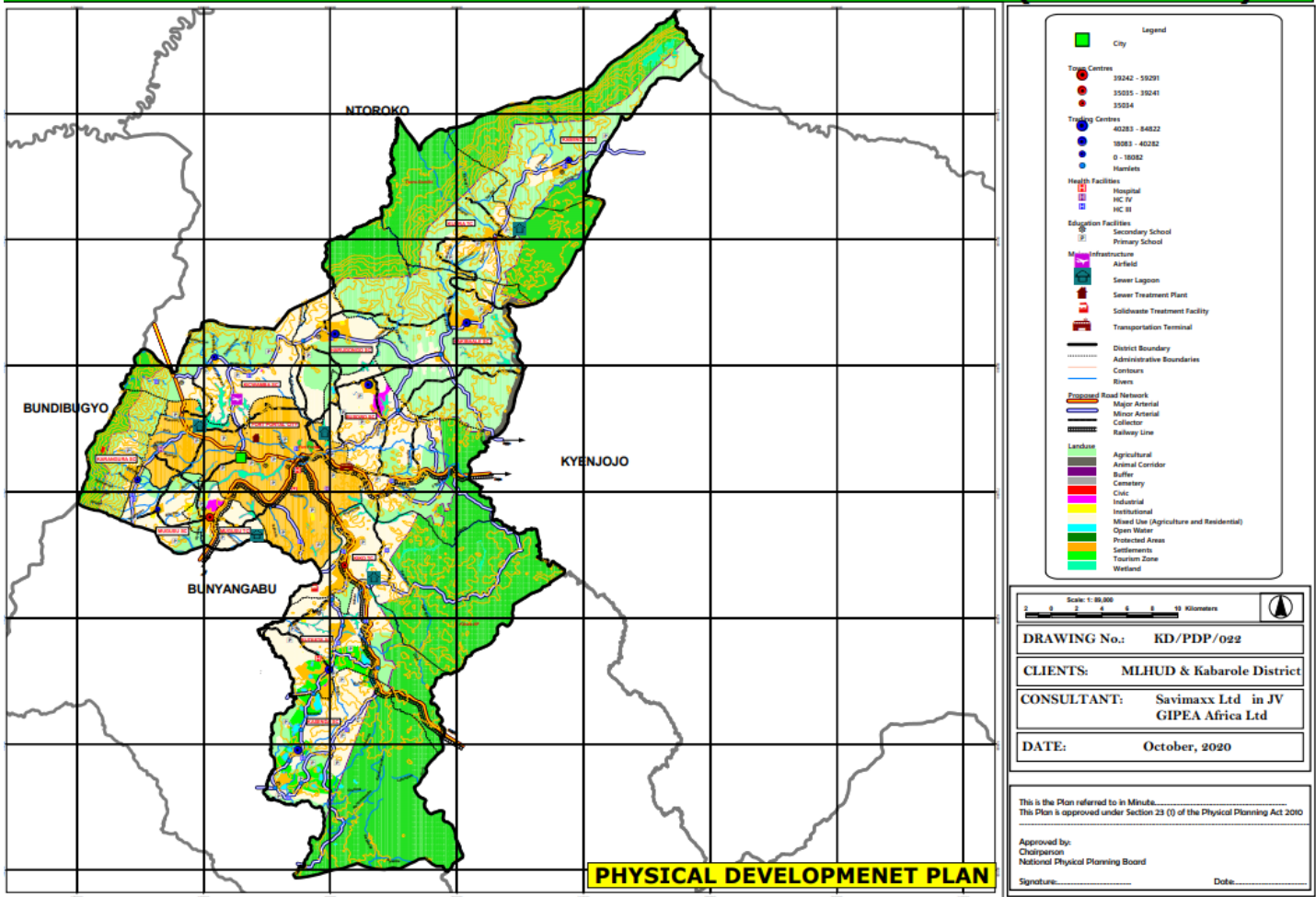
A GKMA Strategy was developed that aims to holistically harness GKMA potential to leverage it for Uganda's socio-economic transformation. Towards this end, the GKMA Strategy is a united effort of all stakeholders and LGs towards job creation, improved livability and sustainable development in the Greater Kampala. If implemented it will unlock the potential of the GKMA for improved productivity and growth by holistically addressing a number of policy challenges/issues hindering GKMA potential to drive Uganda's economic transformation. It also represents the culmination of efforts to put in place a common framework for coordinated metropolitan development across the GKMA.

Compliance to the strategy/arrangement is measured annually and thus during FY 2021/22, a total of 42 out of 95 projects (44.2%) were complying and aligned to the GKMA strategy.

Table 16: Objective 4 Performance targets and actuals

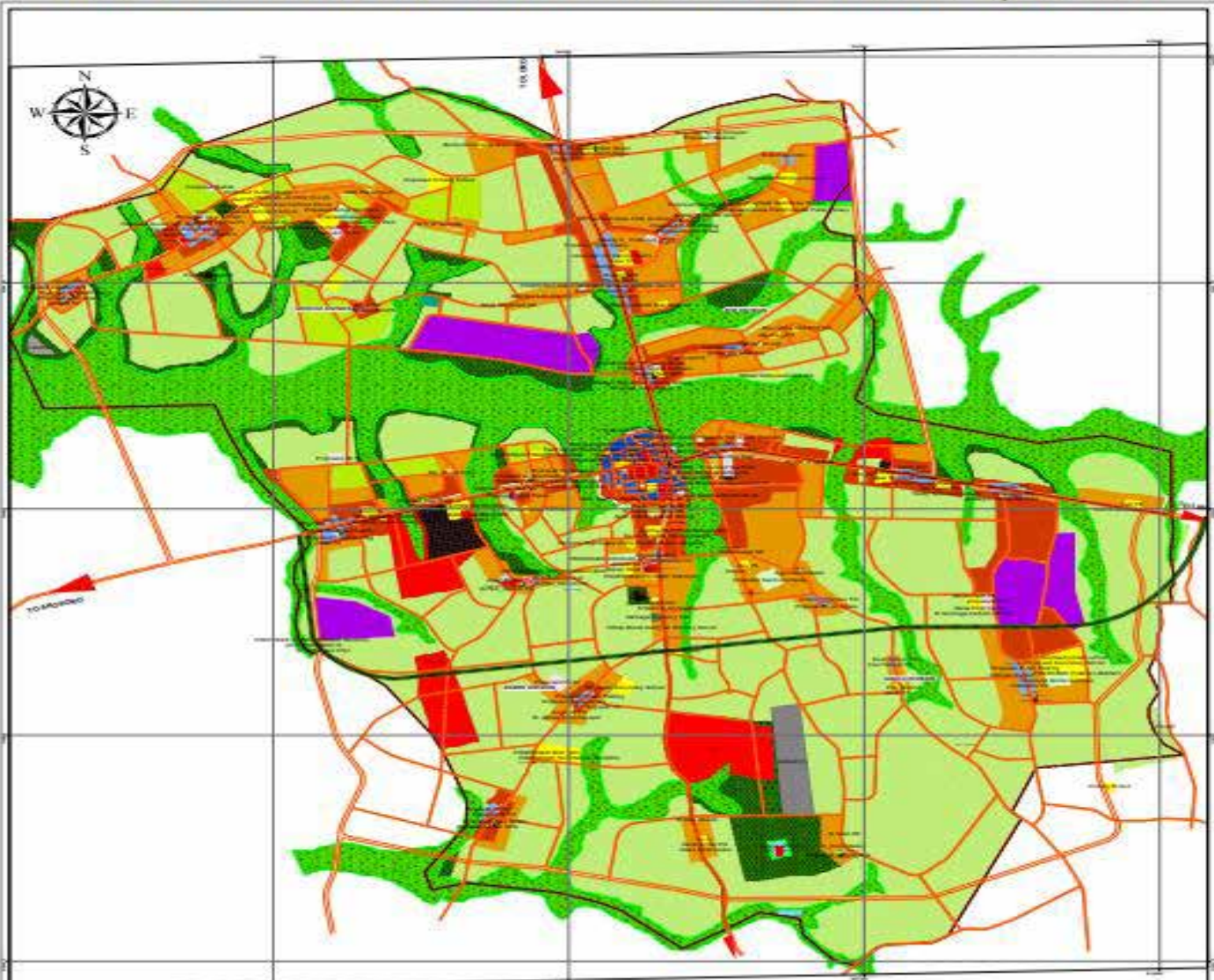
Indicator	FY 2020/21		FY 2021/22		Remarks
	Target	Actual	Target	Actual	
Proportion of cities with integrated physical and economic development plans	10	100	50	18.2	
Proportion of regions with integrated physical and economic development plans	10	0	50		Suspended
Proportion of LGs with Integrated physical and economic development plans	10	2.7	50	4.4	
Proportion of municipalities with Integrated physical and economic development plans	10	47.1	50	64.5	
Proportion of development projects complying to GKMA arrangement	10	ND	50	44.2	42 out of 95 projects complied to the GKMA strategy
Number of nucleated settlements planned and implemented	1	0	1		Suspended

KABAROLE DISTRICT PHYSICAL DEVELOPMENT PLAN (2020- 2040)



Objective 5: Strengthen urban policies, planning and finance

APAC MUNICIPALITY URBAN PHYSICAL DEVELOPMENT PLAN, 2021-2031



3.3.5 Objective 5: Strengthen urban policies, planning and finance

Out of the 5 output indicators that were assessed, one (1) indicator was met, two (2) indicators were moderately achieved and two (2) output indicators were not achieved at all.

Intervention 5.1: Review, develop and enforce urban development policies, laws, regulations, standards and guidelines

A) Urban development law, regulations and guidelines formulated

Under the Programme, the following was undertaken during the reporting period:

- a) Directives to all Local Governments to halt construction of new fuel stations across the whole country were issued.
- b) Guidelines to guide the development of fuel stations were developed and submitted to Cabinet for consideration.
- c) Consultative meetings with key stakeholders on Guidelines to guide the development of fuel stations undertaken with Ministry of Lands, Housing and Urban Development, Ministry of Energy and Mineral Development, Ministry of Local Government, Judiciary, Uganda Police Force, NEMA, NFA, NBRB, UNBS, KCCA, selected LGs as well as fuel station developers and operators
- d) Finalized and issued the Physical Planning Regulations on conditions for location fuel stations in the country
- e) National Urban Policy disseminated in Yumbe, Moyo, Busesa, Kaliro, Buyende, Kaberamaido and Ocherero town councils.
- f) The National Physical Planning Standards and Guidelines is under review.
- g) The Physical planners Registration bill was approved by Parliament and is now awaiting assent by HE. the President

Intervention 5.2: Implement participatory and all-inclusive planning and implementation mechanism to enforce the implementation of land use regulatory and compliance frameworks

A) Effective utilization of land resources promoted

Under the Programme, the Ministry of Lands, Housing and Urban Development is mandated to monitor, evaluate and assess implementation of planned and orderly physical development throughout the country.

Therefore, the Ministry undertakes periodic studies in selected urban local governments to determine their compliance performance to the physical development planning and regulatory framework. The Percentage Compliance to

land use regulatory framework as at 2019 was 48.3% (State of Land use compliance Report, 2019).

Intervention 5.3: Scale up the physical planning and urban management information system

A) Physical Planning & Urban management system scaled

The overall aim of the Physical Planning and Urban Management Information System (PPUMIS) was to set up Geographical Information and related systems in order to store, validate and coordinate spatial data, prepare and implement Physical Development Plans and manage Urban Development faster, more effectively and efficiently.

The PPUMIS enhances planning, preparation, implementation and monitoring of the urban processes. The system includes a database to facilitate data collection, storage, display and spatial analysis and it is based on a comprehensive Geographical Information System with the abilities to synchronize data between the Ministry and the municipalities; import, enhance and display Physical Development Plans for intelligible use; provide analysis and update capabilities for urban data, in particular, Street Naming and Building Numbering Process and Monitoring of Urban Indicators.

PPUMIS is currently installed and functional in 4 Municipalities of Entebbe, Tororo, Kabale and Moroto; and 10 Cities of Lira, Gulu, Soroti, Mbale, Jinja, Masaka, Mbarara, Fort portal, Arua and Hoima. The Ministry routinely provides technical support to the 10 cities and 4 MCs where PPUMIS is operational.

Currently, a strategic Plan for PPUMIS is being developed to guide its implementation.

Table 17: Objective 5 Performance targets and actuals

Indicator	FY 2020/21		FY 2021/22		Remarks
	Target	Actual	Target	Actual	
Proportion of districts complying to physical planning regulatory framework	58	48.3	69.2	48.3	The data provided is extracted from the 2019 State of Land Use Report.
Proportion of cities complying to physical planning regulatory framework	58	48.3	69.2	66.6	
Proportion of municipalities complying to physical planning regulatory framework	58	48.3	69.2	66.6	
Percentage compliance to land use regulatory frameworks	56	48.3	64	66.6	
Number of municipalities with PPUMIS installed & staff trained in GIS	22	14	28	14	

3.4 Overall Implementation Challenges

The main challenges registered in implementation of the SU&HP include:

- a) **Lack of data:** There was inadequate data available to report on most of the outcome & output indicators under SU&HP since most of them required surveys to be undertaken.
- b) **Effects of COVID-19:** The adverse effects of COVID-19 on the nation affected most Government operations. All planned activities under the Programme could not be implemented as desired.
- c) **Limited Resources:** The resources allocated to the Programme for implementation during its year 1 were limited. This was due to the fact that COVID-19 affected revenue mobilization by Government.
- d) **Deviation from target:** Poor performance of the Programme due to the fact that ambiguous targets were set with expectation that resources would be available.

3.5 Recommendations

- a) **Continuous engagements:** These will go a long way in ensuring stakeholder buy-in and appreciation of the programmatic approach.

3.6 Opportunities under the Programme

The Programme still registers a number of opportunities including:

- Presence of urban development Forums at Local Governments and at the National level
- Growing interest by Development Partners and CSOs in supporting Programme activities
- Government's continued willingness to fund the NDP III.
- Availability of local and international forums through which advocacy campaigns and lobbying can be done.

CHAPTER 4: INSTITUTIONAL COORDINATION

4.1 Introduction

The Programme institutional coordination and arrangements are detailed in this section below.

4.2 Programme Meetings held

4.2.1 Programme Working Group (PWG) Meeting

During the FY 2021/22, two (2) Programme Working Group Meetings were held:

A) PWG - 26th August, 2021

This was an online meeting aimed at discussing programme performance for FY 2020/21 and any other Programme matters.

B) PWG - 10th March, 2022

Arising out of the Top Management Meeting (TMM) of 2nd March 2022, it was resolved to hold a PWG meeting to orient the political leadership on the Programmatic approach, consider Project Proposals before submission to MoFPED, Ministerial Policy Statement and detailed Estimates FY 2022/23. The Programme Secretariat thus organised a PWG on the 10th March, 2022 at Imperial Royale Hotel, Kampala. The key items handled and/or discussed included:

- a) Orientation of Hon. Ministers on Programmatic Approach
- b) Consideration of Project Proposals
- c) Consideration of MPS and Detailed Estimates FY 2022/23

4.2.2 Programme Review Meeting

A Programme Review Meeting was held at Mestil Hotel, Kampala on 11th November, 2021 to review implementation progress for FY 2020/21. The meeting was officiated to by the Prime Minister of the Republic of Uganda who was represented by the Minister of the Presidency – Hon. Milly Babirye Babalanda.

4.2.3 Programme Technical Meetings held

A) Sub-Programme Planning Meeting

Under the Programme, a sub-programme technical planning meeting was virtually held on Friday 29th October, 2021 to kickstart the budgeting process for FY 2022/23. The key items discussed in the meeting included:

- a) Presentation on Indicative Planning Figures for FY2022/23
- b) Highlights of the Budget alignment activity for FY2022/23 planning and budgeting
- c) Presentation of the 1st BCC Priorities, Budget strategy, Interventions and Actions

B) Programme Projects Review Workshop

During the FY, the Development Committee (DC) communicated its decisions on the seven (7) project proposals submitted by the Programme. The DC advised the Programme to review the Projects on account of failure to meet minimum requirements as per the DC guidelines. Therefore, the Programme Secretariat organized a workshop in order to review the project proposals. The workshop was held from the 1st - 7th March, 2022 at Source of the Nile Hotel, Jinja.

The projects reviewed included:

- a) Bukerere Jubilee Satellite City
- b) Support to green growth and climate resilient urbanization
- c) GKMA Affordable Housing and Slum Upgrading Development Project
- d) Enhancing Physical Development Plan Preparation and Implementation through Land Readjustment program
- e) Affordable Housing Development Program
- f) Support to Countrywide Physical Planning and Plan Implementation
- g) Institutional Housing for Civil Servants in 6 Hard to reach Districts
- h) Two (2) New projects initiated by CUD & ACPP (MLHUD)



During the workshop, the Programme technical officers were also trained on the use of the Integrated Bank of Projects (IBP) by Ministry of Finance, Planning and Economic Development officials.

C) Review of the SUHP PIAP Matrix indicators

The Programme Secretariat organized a Review Meeting to discuss the SUH PIAP Matrix indicators on 23rd and 24th February, 2022. All the indicators at Outcome, Intermediate Outcome and Output level were discussed and reviewed by the Programme stakeholders. The Purpose of the Review Meeting was to harmonise the key performance indicators of the SUH Programme.

The specific Objectives included:

- a) To prioritise indicators and discuss outstanding issues
- b) To devise and agree on methodologies for computing different indicators
- c) To ensure proper understanding of the different Programme indicators

- d) To ensure stakeholder buy-in

4.3 Joint Monitoring and Evaluation Sub-Committee

During the first Joint Review meeting for the Sustainable Urbanization and Housing Programme held in November 2021, it was recommended that a Multi-sectoral committee be constituted to oversee planning, budgeting, monitoring, evaluation and reporting modalities under the Programme.

Therefore, a Joint Monitoring and Evaluation sub-committee was established and appointed during the reporting period under the Programme Secretariat. The overall Objective of the Sub-Committee is to ensure coherence between the Programme objectives, work plans, Budgets and reports.

The specific Objectives include:

- a) Co-ordinate Programme plans on country level support, advocacy, technical interventions and M&E, to ensure synergy;
- b) Identify appropriate partners and/or sources to fund and/or undertake tasks and activities on behalf of the Programme Working Group;
- c) Develop interventions and/or Projects aimed at addressing the challenges faced under the Programme

APPENDICES

APPENDIX A: LIST OF FREE ZONES IN UGANDA BY REGION

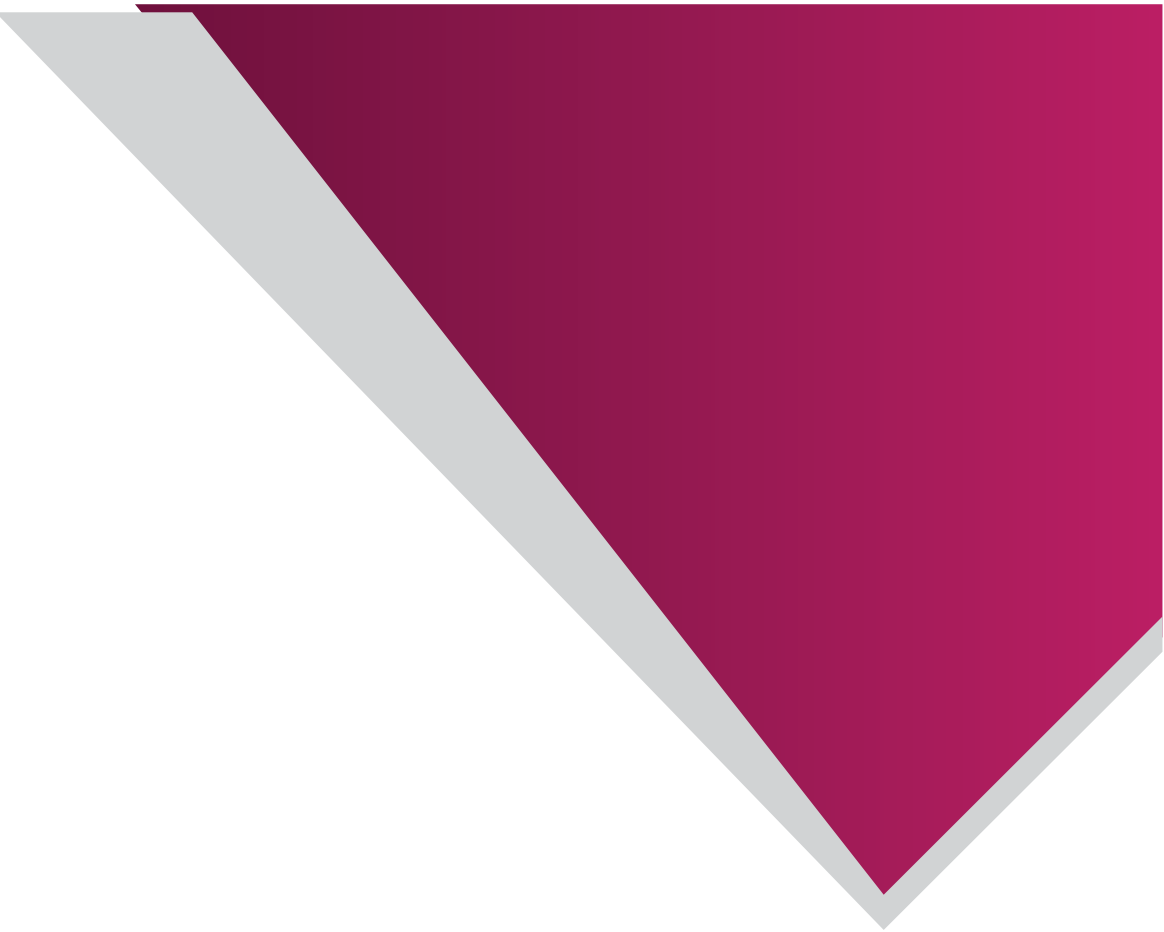
Central	Eastern	Northern	Western
1. Metal Testing and Smelting Company Limited 2. Alfil Millers 3. Wagagai Limited 4. Ugarose Limited 5. Jambo Roses Limited 6. Rosebud Limited 7. Premier Roses Limited 8. JP Cuttings Limited 9. Simba Gold Refinery 10. Uganda Wood Impex Limited 11. Fiduga Uganda Limited 12. Royal Van Zanten Limited 13. Thyma Herbs Limited 14. Biyinzika Avocado 15. Premier Recruitment 16. Kimsam Limited 17. Aurnish Trading Limited 18. Gourmet Gardens 19. Mahathi Infra 20. Royal Molasses 21. Mamacare 22. Abbarci Industries 23. Suntex Ltd	1. Nilus Group Limited 2. China-Africa International Industrial Cooperation Company Limited 3. Shree Modern Textile Limited 4. Wagagai Mining 5. Uganda Tobacco Services 6. Agrivest Uganda Limited	1. Arua Special Economic Zone	1. Pearl Flowers Limited

Source: UFZA Database, 2021/22

APPENDIX B: LIST OF INDUSTRIAL AND BUSINESS PARKS DEVELOPED

No.	Industrial & Business Park	Companies allocated land	Operational companies	Direct jobs created	Indirect jobs created
1.	Kampala (Namanve)	339	77	30,000	17,500
2.	Luzira	13	11	2,200	4,800
3.	Bweyogerere	10	8	1,800	3,000
4.	Jinja	8	1	120	600
5.	Soroti	20	1	250	600
6.	Mbale	16	5	800	2,400
7.	Kasese	16	1	50	300
8.	Mbarara SME Park	42	35	125	600
9.	Liao Shen Kapeeka	13	13	3143	12,000
10.	MMP Buikwe	30	10	1200	8000
11.	Tian Tang Mukono	4	4	2,800	10,000
Totals		511	166	42,488	59,800

Source: UIA Database, 2021



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