

# THE JINJA- KAMPALA-MPIGI CORRIDOR

## PHYSICAL DEVELOPMENT PLAN

JUNE 2023

### CHAPTER 2 VISION, GOALS, AND STRATEGIC PRIORITIES



**Government of Uganda**  
Ministry of Lands, Housing and Urban Development

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## 2 VISION, GOALS, AND STRATEGIC PRIORITIES

### 2.1 Introduction

The preparation of a Vision, Goals and Strategic Priorities for the JKM Corridor Plan in collaboration with stakeholders drew primarily – but not exclusively – on the policy documents introduced in Chapter 1 which guide Uganda’s spatial development, and which have notable significance for the development of the corridor:

- > Uganda Vision 2040: The overarching vision and goals for Uganda’s national development for the year 2040.
- > The National Development Plan III (NDP III): Uganda’s development priorities and implementation strategies for 2020-2025, towards the attainment of the objectives within Vision 2040.
- > The National Physical Development Plan 2019 (NPDP 2019): The policy basis for integrating spatial and non-spatial economic and social development planning.

This chapter deduces the pertinence of transport, economic and development corridors for Uganda's development and spatial planning from these policy documents as a solid grounding for the vision and goals for the JKM Corridor Plan.

### 2.2 Corridor Planning and Development

The term ‘Corridors,’ whether in the form of transport corridors or, more normatively or in aspirational terms, development corridors, has become of great importance for Ugandan spatial and economic development plans.

‘Corridor’ is a loosely defined term, referring to the physical and non-physical infrastructures linking two given spatial nodes. Nodes might be, for example, two urban centres, an urban centre to an industrial centre, or an agricultural cluster to an industrial cluster, and so forth.

There is an emerging practice and literature on transport corridors and development corridors as practical strategies for social, spatial, and economic development. Transport and Development corridors can be crudely defined as:

- > Transport Corridor refers to dense transport infrastructures linking two nodes; such corridors will include multiple forms of transport, such as rail, highways and arterial roads, flight paths, waterways, and so forth.<sup>1</sup>

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<sup>1</sup>See e.g. A S M Abdul Quium (2019). ‘Transport Corridors for Wider Socio-Economic Development,’ in *Sustainability* 11. Available at: [www.mdpi.com/journal/sustainability](http://www.mdpi.com/journal/sustainability).

- > Development Corridor<sup>2</sup> refers to the planned development that usually builds on the presence of a transport corridor, leveraging the existing, often high-capacity infrastructure, to facilitate spatial and economic developments such as agricultural zones, industrial hubs, and even entire cities.<sup>3</sup>

These two forms of corridor overlap. It is to be expected that a corridor of high-capacity or high-usage transport infrastructure would attract industrial or service enterprises seeking to make use of heightened connectivity; likewise, that a corridor of intense economic activity would see public and private investment in facilitating infrastructure. In turn, such corridors become natural targets of development, given that investment in such corridors can easily capitalise on existing capacities in terms of infrastructure, capital, labour centralisation, and so forth.

Generally speaking, 'corridor' is a term reserved to linkages between *regional* nodes; for example, linking two regions within a single country, or even linking entire continents (such as the emerging Belt and Road corridor linking China to South Asia, Central Asia, the Middle East, East Africa, the Mediterranean, and Northern Europe).

In Uganda's case, the corridors in question are national, linking northern, southwestern, and south-eastern nodes within Uganda. These corridors are also part of larger international corridors, often termed Trade Corridors.

## 2.3 From Transport Corridors to International Trade and Regional Development Corridors

Development corridors are an increasingly widespread approach for spatial planning in Africa, and Uganda is inherently well-positioned to leverage its existing transport corridors for such a strategy. Uganda's geographic position as an East African state bordering northern Lake Victoria means that it straddles regionally critical road, rail, air, and water infrastructure corridors.

Uganda is connected to two internationally recognised and regulated transport (and trade) corridors, the Northern Corridor and the Central Corridor, which are further described in the following sections.

### **The Northern Corridor**

The Northern Corridor is an international, regional transport corridor linking the DRC, Rwanda, Burundi, Tanzania, Uganda, and Kenya. The Northern Corridor is formally defined and enshrined by the Northern Corridor Transit and Transport Agreement, signed in 1985 and revised in 2007. The Northern Corridor is managed by the Northern Corridor Transit and Transport Coordination Authority, which is headquartered

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<sup>2</sup> The terms infrastructure, transport, trade, urban, economic, and development corridors are used interchangeably – and at different spatial scales. In particular, the term "economic corridor" is often used simultaneously with that of "development corridor", with both connoting that the wider economic benefits that can be derived from the presence of transportation infrastructures are purposively planned, developed and, vitally, spread to the wider population in the corridor region. We use the term development corridor in this plan.

<sup>3</sup> See e.g., Fau, Nathalie (2019). 'Development Corridors' in *EchoGeo* 49. DOI: <https://doi.org/10.4000/echogeo.18170>. Available at: <https://journals.openedition.org/echogeo/18170>.

in Mombasa. The Authority is tasked with monitoring the implementation of the agreement, which aims to:<sup>4</sup>

- > Facilitate trade, the movement of persons, vehicles and goods in domestic, regional, and international transport.
- > Stimulate economic and social development in the territories of the contracting parties.
- > Transform the Corridor into a Development Corridor, in addition to offering safe, fast, and competitive transport and transit services that secure regional trade.
- > Implement strategies for accelerating economic and social growth along the corridor while ensuring environmental sustainability.

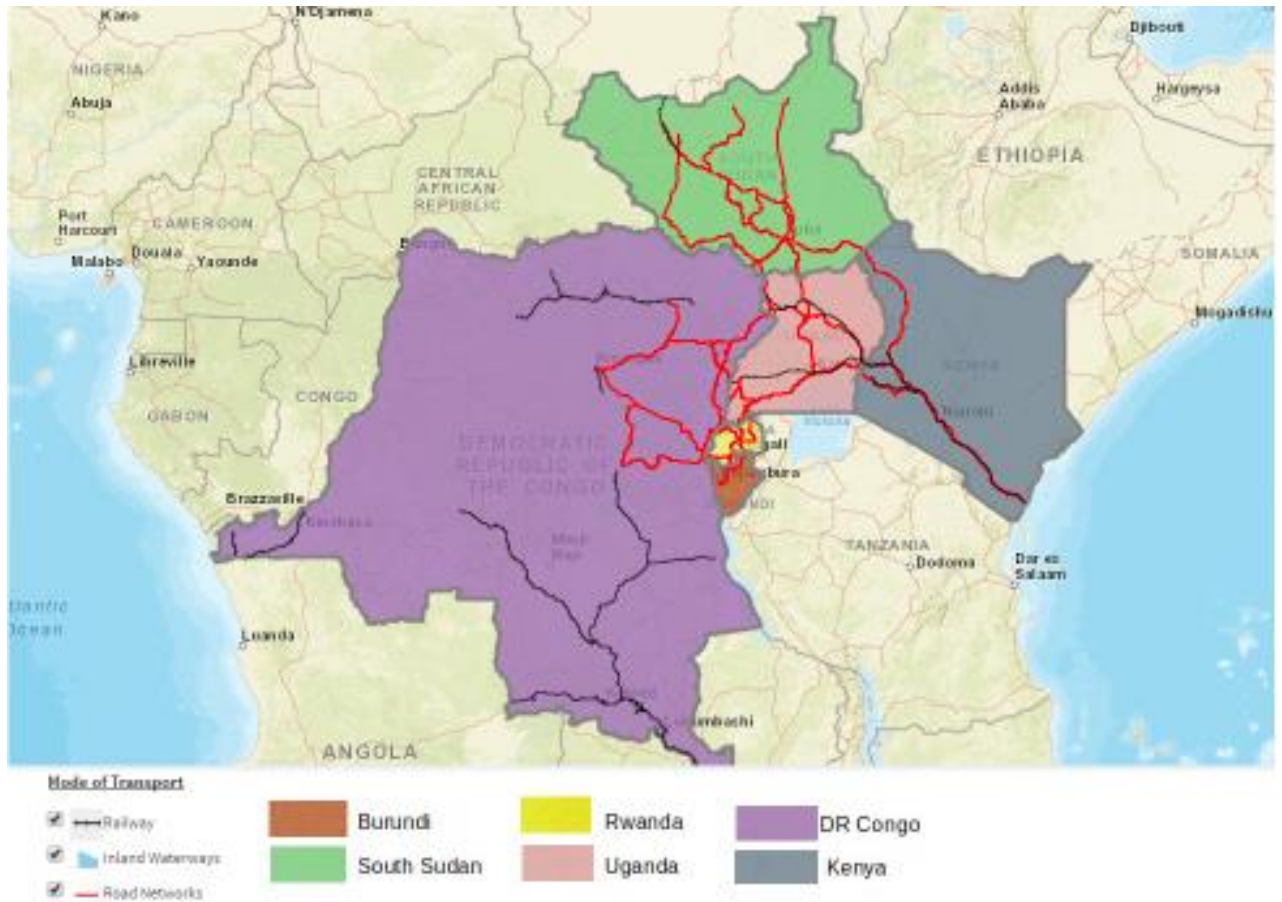
The Corridor seeks to standardise and synchronise modes of transport connecting its member states to the eastern coast of Kenya, in doing so facilitating efficient East-West trade and, vitally for Uganda, facilitating connections to ocean shipping freight. As well as infrastructure for freight and hauling, the Northern Corridor is facilitating the development of oil pipelines connecting Uganda and Rwanda to the Kenyan coast for export.

As can be seen in Figure 1 below, the Northern Corridor passes through Uganda as a key node for road, rail, and waterways, including connecting the major settlements of Jinja, Kampala, and Mbarara. Uganda is dependent on the Northern Corridor for trade, with the port of Mombasa, Kenya handling 97 percent of the country's exports.

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<sup>4</sup> Northern Corridor Transit and Transport Authority (2007). *Northern Corridor Transit and Trade Agreement*. Nairobi, Kenya. Available online at: [http://www.ttcanc.org/documents/NORTHERN\\_CORRIDOR\\_TRANSIT\\_AND\\_TRANSPORT\\_AGREEMENT\\_2007.pdf](http://www.ttcanc.org/documents/NORTHERN_CORRIDOR_TRANSIT_AND_TRANSPORT_AGREEMENT_2007.pdf)

Figure 1: Northern Corridor Member States



Source: Northern Corridor Transit and Transport Authority

The Agreement further obliges member states to facilitate trade, free movement within territories, and a right of transit through member territories.

### **The Central Corridor**

The Central Corridor is at present of less importance for Uganda's trade but is nonetheless a significant transport corridor. It links the Tanzanian port of Dar Es Salaam to Burundi, the Democratic Republic of Congo, Rwanda, and Uganda. Established in 2006, it is hoped that the development of the Central Corridor can reduce Uganda's reliance on the Northern Corridor for the facilitation of export and import freight. In addition to diversifying freight distribution, participation in the Central Corridor offers some protection to Uganda from political shocks disrupting the country's access to international waters.

The Central Corridor is headquartered in Dar es Salaam, Tanzania, and is overseen by the Central Corridor Transit Transportation Facilitation Agency. A more fledgling and less established corridor than the Northern Corridor, the Central Corridor aims to remove friction for transit towards Tanzania's port by ensuring that member states grant one another a right of transit for the movement of goods and people.<sup>5</sup>

<sup>5</sup> Central Corridor Transit Facilitation Agency [online]. <https://centralcorridor-ttfa.org/about-us/back-ground/>



### 2.3.1 Recognising Corridors as a Development Strategy in National Development and Spatial Policy

Given the importance of these corridors, especially as they connect to Uganda's southeastern and southwestern connections with Kenya, the DRC, and Tanzania, Uganda has significantly developed transport infrastructure, which corresponds with the bulk of Uganda's urbanised areas. Arguably, these transport corridors have become emerging development corridors. NDP III and the NPDP, which are discussed in detail below, recognise the significance of these corridors as not only having a high potential for development but as providing the bedrock of the country's short and medium-term spatial development strategy. The NPDP states that:

*"it adopts the models of connectivity corridors that mark urban development along a triangular model that optimizes the development of infrastructures and expressways based on three main arteries."*<sup>6</sup>

The expressways and infrastructures are to be superimposed on existing highways and transportation networks, leveraging the existing infrastructure, and maximising the potential for polycentric, regional growth as opposed to intensifying all development in the GKMA. This can be seen reflected in the NPDP spatial framework which follows.

Given the interconnectedness of the NPDP and NDP III, it is therefore unsurprising that the NDP states as one of the principal means through which the role of the state shall be expanded in Uganda's urban development shall be through:

*"diversifying Uganda's growth corridors by developing two new growth corridors."*<sup>7</sup>

And further that

*"Uganda must plan to take full advantage of this increased transport interconnectivity to increase exports to the African region as well as Asia and the Middle East."*<sup>8</sup>

The new Growth Corridors presented in the NPDP are illustrated in Figure 2. This emphasis on corridors is in line with the present acceptance of development corridors in African states. Given Uganda's geographic centrality on the continent, sitting at the intersection of numerous transport corridors, the development of Uganda's transport corridors can be seen to have significance not only for the country's development, but for regional development as well; the development of any one of the corridors within Uganda's 'growth triangle' above will undoubtedly see it strengthen its integration with the regional economy, and offer future opportunities for international connectivity.

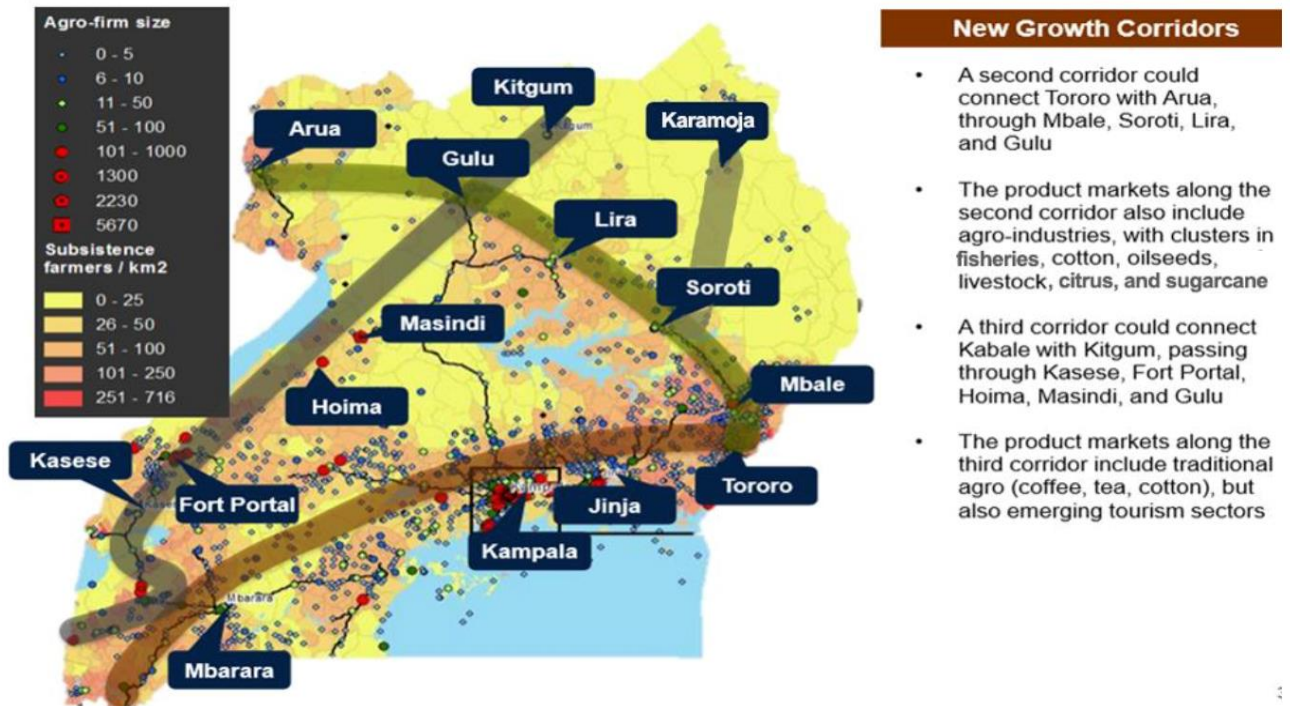
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<sup>6</sup> NPA (2019). *National Physical Development Plan 2019-2040*. p. iv.

<sup>7</sup> NDP III. p. 40

<sup>8</sup> Ibid. p. 17

Figure 2: New Growth Corridors in the NPDP



Source: NPDP

## 2.4 The Role and Significance of Corridors in the National Physical Development Plan

### 2.4.1 Overview – NPDP Rationale

Vision 2040 and the NDPs can be viewed as development policy documents. The National Physical Development Plan (NPDP) expresses national development policy by providing a national spatial development framework. This framework outlines the entirety of Uganda’s planning instruments and capacities and integrates them with non-spatial development policy and plans to offer a means by which both physical and development plans can be implemented in an integrated fashion.

The NPDP was devised as a crucial adjunct to NDP III, offering an overall plan and programme for capacitating and animating the Physical Planning System for it to be effective across the whole country as it develops.

Specifically, the NPDP forms the basis for

*“...integrating the physical and spatial with the economic and social issues of national development planning.”<sup>9</sup>*

Integrating spatial and non-spatial plans is important for any planning system, but given that Ugandan physical planning must contend with complex and often informal systems of land tenure, as well as limited local capacities for urban planning implementation and enforcement, the NPDP is further intended to serve as a crucial

*“...system and a guide [for] how to deal with conflicting pressures on land use.”<sup>10</sup>*

The NPDP is not a legislative planning instrument (such as the Physical Planning Act (PPA) of 2010, and its amendment in 2020), nor an administrative instrument, but a bridge between those planning instruments and the aspirational long-term (Vision 2040) and short-term (NDP) development plans.

### 2.4.2 The NPDP, Vision 2040, and NDP III

The NPDP is closely related in its genesis to Vision 2040 and NDP III. As stated in NDP III, one of the key lessons from both NDP I and NDP II was the need to create physical and development plans that were integrated and holistic in their content and implementation, recognising that the formulation and implementation of a given plan draw on multiple stakeholders and actors both within and beyond government. Hence, in preparation for NDP III, the NPDP was written to:

- > Summarise and integrate physical and economic planning systems, and to provide an empirical basis in the form of population and land use projections from which priorities can be established.
- > Identify projects for NDP III and align them within the national budgeting and planning programme, ensuring that plans and programmes were considered holistically and pragmatically within the

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<sup>9</sup> NPA (2019). *National Physical Development Plan 2019-2040*. p. ii

<sup>10</sup> Ibid. p. ix

capacities and processes of the Ugandan planning system towards the implementation of Vision 2040.

- > Serve as a reference point for future iterations and reviews of the NDPs, in order to ensure spatial compliance with the PPA 2010 and Vision 2040.

The NPDP achieves this in part by proposing the bolstering of the significance of urban planning within central Government policy making, which is one of the key lessons imparted from NDP I and II, as seen above. By informing the aspirations of Vision 2040 with a comprehensive spatial framework based on population/land use projections and up-to-date assessments of planning instruments, the NPDP forms the spatial groundwork for NDP III. The NPDP is further informed by the nine "attributes" of Vision 2040, which are translated into seven "pillars" (priorities) of the NPDP:

- 1 Environmental Sustainability.
- 2 Human Capital.
- 3 Spatial Economic Development
- 4 Public Services.
- 5 Settlement Development.
- 6 Infrastructure.
- 7 Governance.

### 2.4.3 NPDP Scenario Planning and Integrative Plan

The primary function of the NPDP is to integrate spatial and economic development planning into an overarching national spatial planning framework, to facilitate the proper implementation of the NDP III towards Vision 2040. It further offers an analysis of those planning systems, building on lessons learned from the formation and implementation of plans at the international and national levels. As such, the is grounded in a collation of:

- > The Physical Planning System.
- > The Development Planning System.
- > The Population and Land Use projections that serve as the basis for the NPDP's implementation.

These summaries offer the logic through which spatial and economic planning are integrated. From these parameters, the NPDP was formed through the development of six planning scenarios that emphasise different planning orientations, which were then analysed and integrated into a final, integrative scheme (i.e., the NPDP itself). All six scenarios emphasise orderly urban growth (as opposed to the current organic, larger unplanned growth) to differing intensities and priorities:

#### **Option 1 - Maximum Economic Growth.**

In the style of urban agglomerations such as China's Yangtze River Delta Megalopolis, Planning Scenario One sees the creation of a super agglomeration of industrial and service clusters, developing six cities that through infrastructural development would form a mega-metropolis. This scenario sees planning interventions that steer the status quo of the Greater Kampala Metropolitan Area's urbanisation (from 3.5 million to 14 million people by 2040) as opposed to creating extensive new development interventions.

### **Option 2 - Maximum Regional Equality and Favoured Growth.**

Planning Scenario 2 prioritises the objective of creating equality between Uganda's regions; reducing socio-economic inequality; poverty reduction; and creating long-term sustainable economic growth. It proposes a polycentric growth pattern focusing on Gulu, Hoima, Mbarara, and Mbale in addition to the GKMA. This is intended to take pressure off the GKMA and promote regional growth. High-tech agricultural development would be encouraged, with the environmental benefits of urban agglomeration being spread across all regions of the country, making maximum use of the country's resources while improving secondary services such as education and health care through orderly urban growth.

### **Option 3 - Increasing Agricultural Productivity.**

Planning Scenario Three would see the preservation of Uganda's agricultural clusters, with urban development being focused on enhancing these areas. It identifies and protects Strategic Agricultural Zones and constrains urban development and sprawl through the orderly subdivision of land within these zones. This would enable the modernisation of these zones while promoting high-tech commercial agriculture, focusing on a select number of agricultural products within each zone with the intention of moving from subsistence agriculture to more productive agro-processing industries. It would further increase the availability of arable land for commercial use. Five new cities would be created to facilitate these industries, with populations of 250,000.

### **Option 4 - Environment and Tourism Orientation.**

Planning Scenario Four emphasises the environmental impact of the NPDP, and the sustainable development of Uganda's natural resource industries. Significant areas of natural significance would be protected and the use of said natural resources regulated, utilising and supporting Uganda's natural landmarks and biodiversity through the tourism industry. Natural resource extraction would be integrated into urban planning, with urbanisation focused on areas where natural resources would be unaffected. In particular, the Kyoga/Nile area would be earmarked for bio-agriculture, research, eco-tourism, and the sustainable use of resources for food, water, energy, and housing materials.

### **Option 5 - Growth of Urban Regions and Urbanised Corridors.**

Planning Scenario Five would emphasise the use of land suitable for urban development, maximising the advantages of urbanisation (economies of scale in services and infrastructure, the agglomeration of labour with productive enterprises, efficient distribution of land for agriculture and urban areas) in regions of high demand while minimising the penetration of urban sprawl into agricultural lands. This scenario can be seen as a high-intervention alternative to Scenario One, minimising the conflict between the need for accelerated urbanisation on the one hand and the need for modernised agricultural activity on the other. It would achieve this by encouraging the polycentric dispersion of the population into both existing urban centres in agricultural regions and into five new urban centres.

### **Option 6 - Maximum National and International Connectivity.**

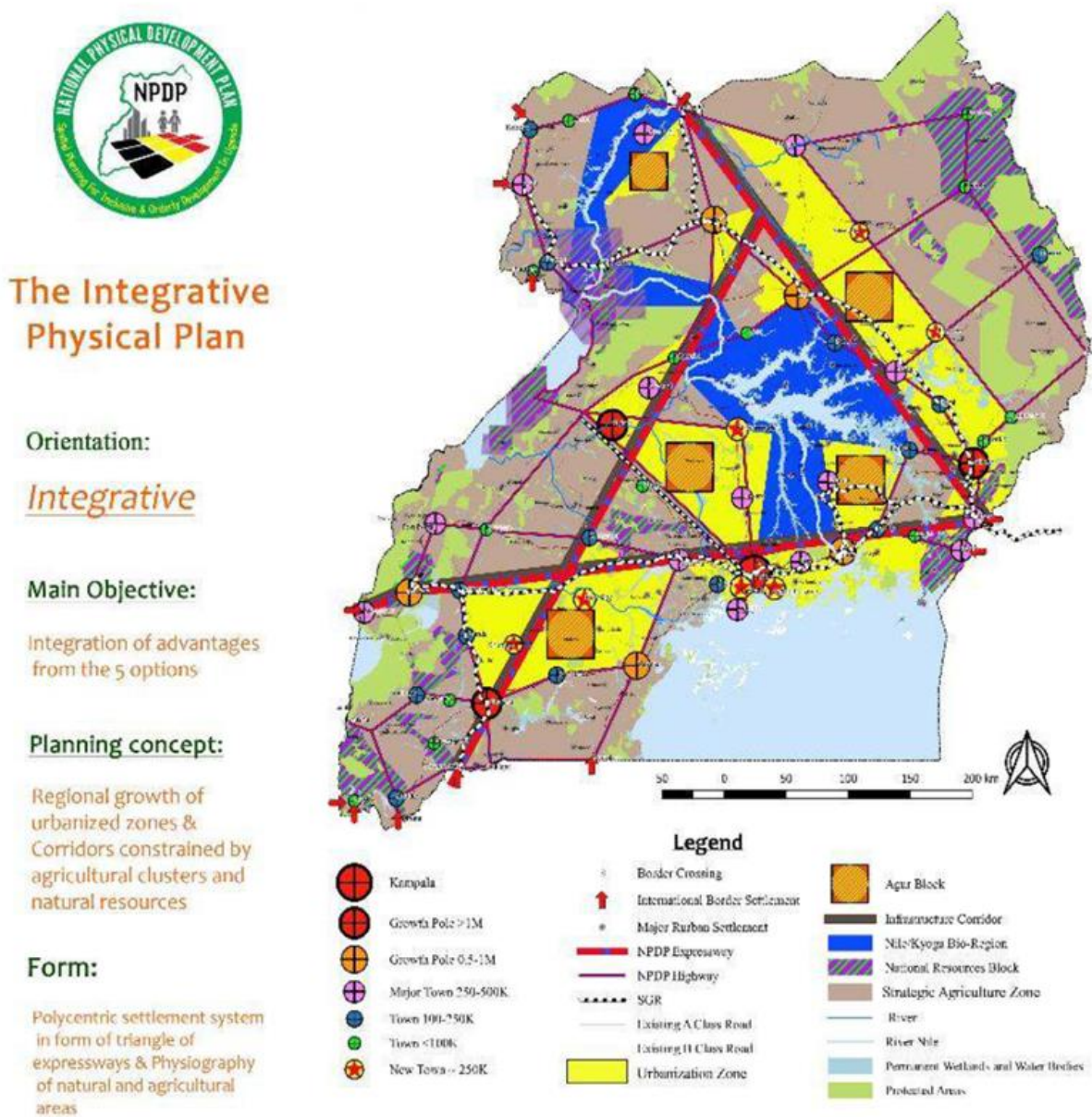
Planning Scenario Six would see emphasise the benefits of integrating national and international connectivity, focusing on infrastructure development. It stresses the creation of a triangle network of expressways, with national development centred on these three corridors. Rather than focusing on human settlements as poles for growth, the expansion of towns in this scenario is envisaged as having knock-on effects on urban and peri-urban growth. Infrastructure would be developed both in terms of transport (roads, rail, air, water) and technology (high-tech energy, ICT). Infrastructure would further be developed with an eye for increasing regional connectivity, with corridors such as LAPPSET (connecting Uganda to the DRC, CAR, Cameroun, Nigeria, Ghana, Cote d'Ivoire), the Southern Corridor across Tanzania, the northern branch of the Northern corridor (which connects to Cairo via the DRC and Juba),

Lake Victoria, (to its adjacent states), and the East African Crude Oil Pipeline. To achieve this regional integration, a National Expressway Network is proposed parallel to Uganda’s Urbanised Corridors.

### 2.4.4 The NPDP Integrative Scheme

Following a consultation process, these six planning scenarios are integrated into an integrative scheme, seeking to balance these options holistically in line with Vision 2040. Of these scenarios, Scenario 1 was ruled out, with Scenarios 2 through 6 being integrated to form the NPDP Integrative Scheme as seen in Figure 3 below.

Figure 3: The NDPP Integrative Physical Plan



Source: NPDP

The Integrative Scheme (the NPDP) is drawn around Strategic Agricultural Zones (Scenario 3), as well as identified bio-regions (Scenario 4), while adopting the models of connectivity corridors that mark urban development along a triangular model (Scenarios 5, 6) which optimises the development of infrastructures and expressways. It adopts a polycentric model (Scenario 2) that seeks to limit the expansion of the GKMA in favour of planned urbanisation along these corridors, which are characterised by the presence of nodal urban settlements as growth poles. Secondary Agricultural Zones become the focus of regional urban growth. The boundaries of Special Agricultural Zones, as well as Agri-Urban Blocks, are to be determined by Physical Development Plans at regional and local levels.

The NPDP identifies the main challenge faced as the expected scale of population growth. Rather than fighting against this, the NPDP seeks to work with this projected growth and bridge the rural-urban divide.

The spatial form adopted by the NPDP is a:

*"Polycentric settlement system, connected by a triangle of expressways, aligned with the physiographical forms of Agricultural and Natural Resource Areas."*

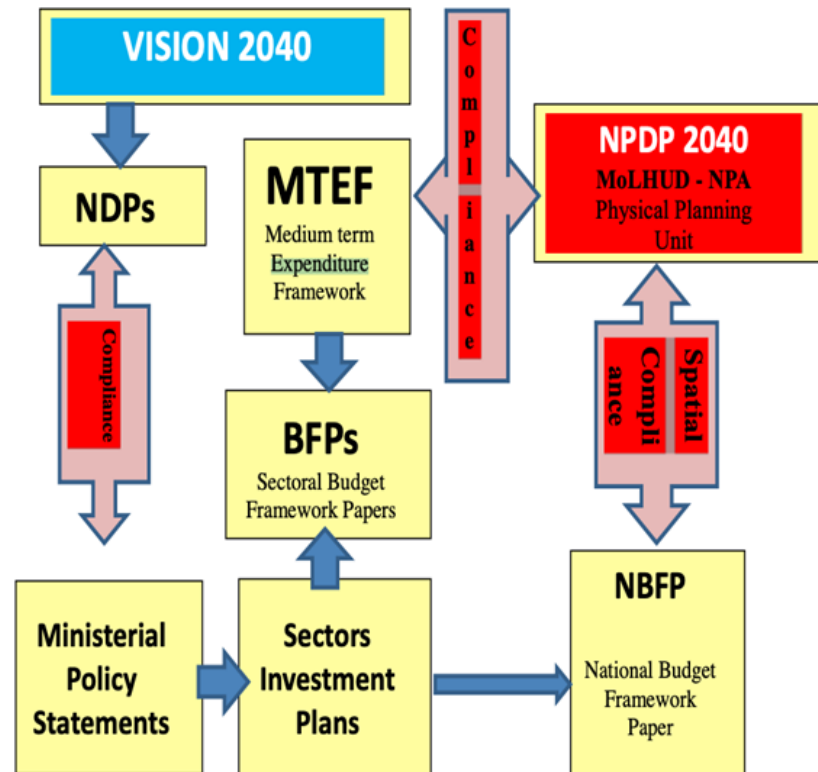
The NPDP is intended to be flexible as Uganda develops. It is intended as a guide as opposed to a rigid plan for development.

Strategically, the NPDP combines the aggregate of planning options as laid out in the aforementioned scenarios into one overarching framework for the spatial/physical development of Uganda. It further lays out protected areas where natural and ecological value is apparent.

#### 2.4.5 NPDP Implementation and Jurisdiction

As stated above, the NPDP was created in support of NDP III, while also standing alone as a point of reference for spatial compliance with the PPA 2010 and Vision 2040. Hence, it is to be implemented alongside NDP III. NPDP acknowledges that a weakness of Ugandan spatial planning is not in the formation of plans, but in their implementation. As such, the NPDP makes clear its path for implementation, which is to ensure compliance between the NPDP and the NDPs, as well as harmonising with development budgets.

Figure 4: NPDP Implementation Plan



Source: NPDP

The NPDP's implementation falls under the joint jurisdiction of the National Planning Authority (NPA) and the Ministry of Lands, Housing and Urbanisation (MoLHUD). A joint unit of the two departments is to be established to oversee its implementation to ensure budgetary and strategic harmonisation. In addition, the Office of the Prime Minister (OPM) will work with this joint unit to ensure that programmes and projects align with the NPDP. Annual reviews will be conducted. The implementation of the NPDP is thus bound to the implementation of NDPs.

To ensure the NPDP is implemented at lower levels of government, the NPDP will be transmitted through the Physical Planning system, i.e., through Physical Development Plans (PDPs) at district, city, and town levels, which will assist with its alignment with social and economic development.



## 2.5 A Vision and Goals for the JKM Corridor Plan

A transformative vision and its accompanying goals for the JKM Corridor Plan require the support of national and spatial development policies and can, further, embody the directives of these policies. Corridor planning is a key instrument of the implementation of these policies in Uganda. Vision 2040's Spatial Framework identifies infrastructure corridors built on transportation and communication infrastructures on which production zones are located. These are associated with existing and new, planned towns and cities that are conceived as nodes, or in the terms of the NPDP, growth poles or centres, and which include regional and strategic cities. This spatial scheme and instrumentality are then carried through in NDP III and the NPDP, both of which adopt a corridor and node spatial framework.

A core presumption that underpins the promotion, utility and effectiveness of corridor-scale planning for national, regional and local development is the emphasis, introduced above, on transforming transport corridors into development or economic corridors. In brief, it is stressed by governments, Uganda's included, and by development partners, including AfDB, the World Bank, UKAID, JICA, and the Asian Development Bank, that it is vital to "Go beyond just infrastructure" to generate wider economic benefits: the core of successful corridor development strategies is creating such benefits, and through this, shared or inclusive prosperity.

Table 1 below, drawn from an AfDB policy brief, summarises this prescription and presents the four stages through which corridor development can and should move, with the necessary accompaniment of supportive interventions by governments and their national and international partners.<sup>11</sup>

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<sup>11</sup> Mulenga, Gadzeni, 2013. *Developing Economic Corridors in Africa: Rationale for the Participation of the African Development Bank*, Regional Integrative Brief 1, AfDB.

Table 1: Stages of Corridor Development

Stages of Corridor Development					
Stage	Type of corridor	Definition	Instruments	Interventions	Rationale
1	Transport	A route that physically links an area or region	Physical infrastructure—a road, a railway, a river, etc.—that serves to integrate economic activities in a region	<ul style="list-style-type: none"> <li>&gt; The establishment, strengthening and improvement of transport links and associated elements, such as carrying capacity, the quality of the infrastructure, border facilities and safety measures</li> <li>&gt; The encouragement of multi-modalism</li> </ul>	To diversify transport alternatives and use resources such as land and rivers sustainably, so as to move vehicles in an efficient and cost-effective manner
2 Multimodal	A route that physically links an area or region with more than one mode of transport	Several modes of physical Infrastructure—a roads, a railway, a river, etc.- that serve to integrate economic activities in a region			
3	Logistics	A corridor that has harmonized its institutional framework to enable the efficient flow of goods and services	Measures to harmonize a corridor's policies, regulations and institutional framework to facilitate cross-border transport and trade	<ul style="list-style-type: none"> <li>&gt; The harmonization of the corridor's policies, regulations and institutional framework</li> <li>&gt; The creation of cross-border trade agreements</li> <li>&gt; The simplification, standardization, and promotion of information and communication technology; the establishment of logistics centres</li> <li>&gt; The upgrading of border areas and the correction of infrastructure deficiencies</li> <li>&gt; The provision of related services such as storage, warehousing, trucking, insurance, and freight management</li> </ul>	To facilitate the efficient movement of both people and goods; to reduce travel times and by extension the cost of doing business within the region and overseas

Stages of Corridor Development					
Stage	Type of corridor	Definition	Instruments	Interventions	Rationale
4	Economic	A corridor that attracts investment and generates economic activity and benefits surrounding regions	Infrastructure and various measures to foster economic, social and spatial development	<ul style="list-style-type: none"> <li>&gt; The promotion and facilitation of investments in industries such as agribusiness and other natural resource-based businesses, both small and large</li> <li>&gt; The encouragement of trade, for example in the form of roadside shops</li> <li>&gt; The promotion of tourism, including rest houses and hotels</li> <li>&gt; The provision of schooling, health facilities, and other social advantages</li> <li>&gt; The improvement of other infrastructures, such as water and power, to link priority areas; the correction of infrastructure deficiencies</li> <li>&gt; The creation of investment forums; the marketing of business opportunities in key industries; the establishment of special economic zones where appropriate; the dissemination of investment policies, rules and regulations; measures to approve business licenses efficiently and effectively; the provision of micro-financing; and other measures</li> </ul>	To promote economic and social development by maximizing the use of transport infrastructure and reducing poverty around the corridors
<p>Cross-cutting issues should be considered at each stage. These issues encompass social, environmental and institutional capacity concerns. Social concerns call for mainstreaming public awareness and public participation in decision making, the fight against transboundary disease and HIV/AIDS, traffic safety, and other matters into corridor development. Environmental measures focus on sustainable development and environmental protection mechanisms. And institution-building means addressing human resource constraints in the public and private sectors and conducting skills development programs.</p>					

Drawing on this perspective, and the backing of national policy, the vision for the JKM Corridor Plan should be ambitious and transformational. It must encourage and guide the necessary move along the trajectory from transport corridor to development corridor, in which wider benefits are shared more widely and equitably.

**The vision should ultimately be one of a JKM Corridor in which economic opportunity, growth and trade are promoted, and are developed and realized in an inclusive and sustainable fashion for the benefit of all citizens of the corridor.**

Inherent in such a vision, is that the competitive advantages of all districts, cities and towns are better utilised, in line with current global territorial development strategies. Moreover, JKM Corridor economic growth must further benefit all the people of Uganda through economic and spatial linkages to all national regions, and through regional integration and trade to a wider East Africa, principally through the Northern and Central Corridors – and then beyond, into the international sphere. In addition, all of the JKM Corridor’s human settlements – from the smallest to the largest villages, towns and cities – must become places of opportunity, rather than of poverty.

The development goals follow this vision as follows:

- > Widespread economic growth and opportunity (including informal livelihoods), led by competitive sub-sectors, supply and value chains – and supported by effective business and skills development services
- > Equitable social development and housing provision for all residents, women, girls, boys and men, in green livable environments
- > Efficiently planned, regulated and managed land uses that harmonise agricultural, industrial, residential, natural and recreational functions
- > Enhanced mobility and connectivity for people and goods within and across the corridor, which link residences to workplaces, and coordinates with land use planning
- > Productivity-enhancing economic and municipal infrastructures and services that serve residents and enterprises
- > A resilient and sustainable natural and urban environment that is adaptive to climate, health and economic shocks and stresses.

The goals now guide the sectoral strategies which follow in the plan.