4TH EDITION

MINISTRY OF LANDS, HOUSING AND URBAN DEVELOPMENT

STRATEGIC PLAN

2025/26–2029/30

June 2025

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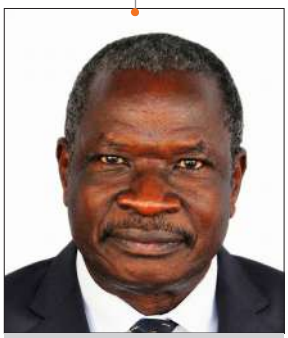

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OUR VISION

SUSTAINABLE LAND USE, LAND TENURE SECURITY, AFFORDABLE, DECENT HOUSING AND ORGANIZED URBAN DEVELOPMENT.

OUR THEME

LEVERAGING LAND FOR ACCELERATED SOCIAL ECONOMIC TRANSFORMATION

JUNE 2025

USMID Kasese Road Project.

FOREWORD

The Ministry of Lands, Housing and Urban Development hereby presents its Strategic Plan IV covering the period 2025/26 to 2029/30. This plan is underpinned by the strategic theme: "**Leveraging Land for Accelerated Socio-Economic Transformation**."

This Strategic Plan is aligned to the role of the Ministry's political leadership structure, which provides strategic guidance and oversight. As Minister, I provide overall political leadership and direction, supported by State Ministers responsible for each subsector: Lands, Housing, and Urban Development. The Permanent Secretary serves as the technical head, coordinating day-to-day operations and supporting the political leadership in delivering the Ministry's mandate with efficiency and accountability.

Every country and economy is fundamentally defined by the land it occupies and how effectively that land is utilized for the greater good. Therefore, the Ministry of Lands, Housing and Urban Development is strategically positioned as an enabler for attaining the tenfold growth agenda established under NDP IV.

Land holds diverse significance across society: Economists view it as a wealth-creating resource and source of employment; Governments view it as an expression of sovereign authority and a substantial revenue base; For Citizens depend on land for livelihood and survival; Financial institutions value it as inflation-resistant collateral security for credit; Investors and businesses treat it as tradable real estate; environmentalists advocate for its sustainable use; and agriculturalists rely on it for food production.

To secure this vital resource for greater economic gain, the NRM Government has over the years instituted comprehensive legal and policy reforms to protect the vulnerable groups notability the Women, poor, Bibanja owners, starting with the 1995 Constitution of the Republic of Uganda, the National Land Policy, the Land Act, the Registration of Titles Act, and the Physical Planning Act.

Despite these reforms, significant challenges persist as land remains modestly conflicted, and only 30% is formally registered. This Strategic Plan proposes strategic interventions to tighten security of land tenure and leveraging land as a strategic asset for accelerated socio-economic transformation.

In terms of urban development, urbanization is the primary driver of modern economies, generating over 80% of GDP with a 4:1

investment multiplier effect. Uganda's urbanization rate of 5.2% is among the highest in the region. Under President Museveni's leadership, the NRM Government has invested over $450 million in urban development through this Ministry expanding Uganda's urban landscape to 15 declared cities, with 10 already operationalized. This Strategic Plan prioritizes critical interventions such as: developing roads and local economic infrastructure, strengthening physical planning systems, and establishing effective solid waste management systems to unlock our cities' full potential as engines of the tenfold growth agenda.

Globally, housing is a human right and a basic need. Uganda currently faces a deficit of 2.41 million housing across all categories which require a strategic and comprehensive response. The National Housing Policy 2017 positioned housing as private sector-driven, with NDPIII building on this foundation by mobilizing developers and sensitizing the public. To strengthen the legal framework, Government passed the Landlord and Tenant Act for rental market governance and sponsored the Real Estate Bill, now before Parliament, to regulate the market. The finalized Mortgage Liquidity Bill unlocks critical housing finance, while this strategic plan goes further by leveraging innovative financing mechanisms including PPPs, rent-to-own, and institutional housing—to bridge the deficit and deliver decent shelter for all Ugandans.

Therefore, I fully endorse the Strategic Plan IV as our roadmap to leverage land for accelerated socio-economic transformation. The Ministry commits to securing land tenure, developing vibrant cities, and delivering decent housing for all Ugandans. These are not isolated objectives but interconnected pillars of the tenfold growth agenda of this country.

Success of this plan requires partnership across Government, private sector, development partners, and citizens. The policy and legal frameworks are in place, the NRM government pledges political support and mobilization of resources to implement the plan.

For God and My Country.

Judith Nabakooba
MINISTER OF LANDS, HOUSING AND URBAN DEVELOPMENT / POLITICAL HEAD OF SUSTAINABLE URBANIZATION AND HOUSING PROGRAMME

PREFACE

On behalf of the Ministry of Lands, Housing and Urban Development, I am pleased to present Strategic Plan IV (2025/26 - 2029/30), which provides the strategic framework for advancing our mandate over the next five years.

The Ministry's strategic direction is guided by a Vision of ***"Sustainable Land Use, Land Tenure Security, Affordable, Decent Housing and Organized Urban Development,"*** and a Mission "to ensure Sustainable Land Management, Orderly Development and Adequate Housing for all."

In pursuit of our Goal which is improved tenure security, optimal land utilization, a well-planned environment, and adequate housing to drive sustainable socio-economic development, the Ministry will implement its Strategic Plan under the theme "*Leveraging land for accelerated social economic transformation*," positioning land, housing, and urban development as catalysts for inclusive growth, investment, and national prosperity.

This plan is the 4th Ministry Strategic Plan in a series of 6 strategic plans designed to implement the National Development Plan IV (2025/26 - 2029/30) and achieve the objectives of Vision 2040. The strategic objectives of the ministry plan include; (a) **to strengthen and implement efficient and effective land administration and management systems; (b) improve integrated land use planning, implementation and development systems in rural and urban areas; (c) develop livable, productive, inclusive, and environmentally resilient urban systems; (d) develop and implement housing delivery programmes and real estate market systems; and (e) strengthen policy, legal, institutional, and coordination frameworks.**

The implementation of the MSP IV Plan over the five years requires a financial commitment of UGX 4,829.561 billion, of which UGX 3,562.990 billion (74%) is Development Budget, targeting the following result areas: Increasing land surveyed from 32% to 45%, reduce average turnaround time for land titling from 15 days to 7 days, change reduction in registered land-related conflicts from 59.2%[1] to 70%, increase land registered from 30% to 33%, increase level of compliance to Physical Planning frameworks from 58.3% to 75%, reduce the housing deficit from 2,400,000 to 1,900,000, and performance of the Ministry from 68% to 80%.

The plan is fully aligned to the NDP IV Objective 1: "**To enhance productivity and competitiveness of key growth opportunities**" and Objective 4: "T**o enhance the stock and quality of economic infrastructure,**" supporting the tenfold growth agenda

1 Reduction in land conflicts as of FY 2023/24, the conflicts had reduced by 59.2% and the Ministry through its interventions intends to reduce it further

Highlighting on previous performance, Ministry Strategic Plan III achieved an average budget performance of 10.67% of the planned financing, which significantly hampered physical implementation. However, despite these resource constraints, the Ministry registered notable achievements including ;the rollout and enhancement of the National Land Information System (NLIS) across 22 Ministry Zonal Offices with online UgNLIS Portals enabling instant land title searches, integrated with key institutions including NIRA, URA, UIA, URSB, BIMS, ECCMIS, NFA, and NEMA; development and piloting of the Land Valuation Management Information System (LaVMIS) in six Ministry Zonal Offices (Mukono, Arua, Lira, Gulu, Kibaale, and Jinja); establishment of 40 Continuously Operating Reference Stations (CORS) for enhanced geospatial services; increase in titled/ registered land from 22% to 30%; expansion of physical planning coverage from 5% to 15.1%; improvement in land use regulatory compliance from 51.4% to 58.30%; and significant expansion of urban infrastructure including paved urban roads from 78.4 km to 214.1 km and covered drainage systems from 93.2 km to 535.9 km. These achievements provide a solid foundation for the transformative agenda outlined in Strategic Plan IV.

Over the next five years (FY 2025/26–2029/30), the Ministry plans to implement a portfolio of projects totaling about UGX 15,409.3 billion. The Ongoing or advancing projects include the Land Economic Competitiveness Project (UGX 116.3bn), Institutional Development Project (UGX 115.7bn), and Land Valuation Infrastructure Development Project (UGX 21.8bn), alongside negotiations for the Uganda Cities and Municipalities Infrastructure Development Project—UCMID (UGX 2,798.0bn) and Strengthening Land Tenure Security—SLaTeS (UGX 31.8bn). Projects at pre-feasibility, profile, or concept stages include the Infrastructure Corridor Development Project (UGX 184.3bn), Secondary Cities Infrastructure Development Project (UGX 464.2bn), Enhancing Access to Decent Affordable Housing (UGX 854.2bn), Uganda Support to Town Councils Infrastructure Development (UGX 1,108.4bn), Integrated Waste Management (UGX 2,957.0bn), Land & Housing Economic Development—Slum Upgrading (UGX 1,352.2bn), Urban Productivity Regeneration (UGX 1,751.8bn), Kampala Slum Upgrading (UGX 2,660.0bn), Integrated Spatial Planning & Digitization (UGX 896.0bn), and Urban Spatial Planning (UGX 99.2bn). Additional pipeline ideas with costs to be determined include the Uganda Land Governance Enhancing Project, the Fast-Growing Towns Infrastructure Project, and the National Geospatial Infrastructure Development Project.

Lastly, MSP IV was developed through extensive stakeholder consultation and meaningful participation. The interventions were rigorously formulated, drawing on research and evidence, lessons learned, and prior performance; and are aligned with NDP IV and complementary frameworks including the SDGs. The development process was coordinated by the Departments of Statistics, Research, Monitoring and Evaluation; and Finance and Administration. An Implementation Action Plan and a Monitoring and Evaluation framework have been developed to ensure the Plan is implementable, measurable, and geared towards achieving targeted performance.

I implore all of us to follow this Plan as our blueprint for perfomance for the next five years.

For God and My Country

Dorcas W. Okalany (Mrs)
PERMANENT SECRETARY / TECHNICAL HEAD OF SUSTAINABLE URBANIZATION

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LIST OF ACRONYMS

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

HoDs	Heads of Department
IBP	Integrated Bank of Projects
ICT	Information and Communication Technology
IEC	Information, Education & Communication
IFMIS	Integrated Finance Management Information System
ILO	International Labour Organization
IPP	Integrated Personal and Payroll System
ISLM	Institute of Survey and Land Management
IVA	Independent Verification Agency
JPR	Joint Programme Review
KCCA	Kampala Capital City Authority
LCs	Local Councils
LHUD	Lands, Housing and Urban Development
LIS	Land Information System
LOs	Land Officers
LSRCU	Land Ministry Reform Coordination Unit
LSSP	Land Ministry Strategic Plan
LTRP	Land Tenure Reform Project
LURC	Land Use Regulation and Compliance
M&E	Monitoring and Evaluation
MDAs	Ministries Departments and Agencies
MDFs	Municipal Development Forums
MLHUD	Ministry of Lands, Housing and Urban Development
MoFPED	Ministry of Finance, Planning and Economic Development
MoGLSD	Ministry of Gender Labour and Social Development
MoLG	Ministry of Local Government
MoP	Ministry of Public Service
MoWT	Ministry of Works and Transport
MPS	Ministerial Policy Statement
MTEF	Medium Term Expenditure Framework
MZO	Ministry Zonal Office
NBRB	National Building Review Board

NDP	National Development Plan
NH&CC	National Housing and Construction Company
NHP	National Housing Policy
NIMES	National Integrated Monitoring and Evaluation Strategy
NITA	National Information Technology Authority
NLP	National Land Policy
NLUP	National Land Use Policy
NMT	Non-Motorized Transport
NPA	National Planning Authority
NRM	National Resistance Movement
NSDI	National Spatial Data Infrastructure
NTR	Non-Tax Revenue
NUP	National Urban Policy
OP	Office of the President
OPM	Office of the Prime Minister
OSH	Occupational Health and Safety
OWC	Operation Wealth Creation
PAP	Project Affected Persons
PDU	Procurement & Disposal Unit
PIP	Public Investment Plan
PPA	Physical Planning Act
PPC	Physical Planning Committee
PPDA	Public Procurement and Disposal of Public Assets Authority
PPP	Public Private Partnership
PQAD	Planning and Quality Assurance Department
PSCP	Private Ministry Competitiveness Project
PSFU	Private Ministry Foundation Uganda
PST	Program Support Team
RTA	Registration of Titles Act
SDG's	Sustainable Development Goals
SDP	Sector Development Plan
SLAAC	Systematic Land Adjudication and Certification

SOP's	Standard Operating Procedures
SWG	Ministry Working Group
SWM	Solid Waste Management
UAAU	Uganda Urban Authorities Association
UBOS	Uganda Bureau of Statistics
UGX	Uganda Shillings
UIPE	Uganda Institute of Professional Engineers
ULC	Uganda Land Commission
USMID	Uganda Support to Municipal Infrastructure Project
USMID-AF	Uganda Support to Municipal Infrastructure Project-Additional Financing
VF	Vote Function

EXECUTIVE SUMMARY

The Ministry of Lands, Housing and Urban Development's Strategic Plan IV (FY 2025/26 -2029/30) has been prepared as the foundational framework that aligns the lands, housing and urban development sector with the National Development Plan IV (NDP IV) and its goal of tenfold socio-economic transformation. This Plan is the fourth in a series of six strategic plans to deliver the ministry's mandate under Uganda's Vision 2040, as well as other international commitments such as SDGs, African Agenda 2063, among others.

This Strategic Development Plan builds upon the key achievements, challenges encountered and lessons learned during the implementation of Ministry Strategic Plans I, II & III under the NDP I, II and III, respectively.

Key Achievements

A. Lands Management

i. Enhanced the National Land Information System (NLIS) in the 22 Ministry Zonal Offices, Ministry Headquarters, National Land Information Centre (NLIC), Surveys and Mapping Department and Uganda Land Commission by Developing and rolling out the online Uganda National Land Information System (UgNLIS) Portals to provide citizens and those in the diaspora with instant Search results for land titles and integration with other systems such as National Identification and Registration Authority (NIRA), Uganda Revenue Authority (URA), Uganda Investment Authority (UIA), Uganda Registration Services Bureau (URSB), Building Industry Management System (BIMS), Electronic Court Case Management Information System (ECCMIS), National Forestry Authority (NFA), National Environment Management Authority (NEMA) among others which has improved efficiency and effectiveness in service delivery.

ii. Implemented the Systematic Land Adjudication and Certification (SLAAC) programme across the country, under which 400,176 parcels were adjudicated and demarcated across the 24 districts, 139,208 freehold land titles were issued, 921 Communal Land Associations (CLAs) were registered in Karamoja and Acholi, 4,039 Certificates of Customary Ownership (CCOs) were issued, and 752 Certificates of Occupancy (COs) were issued.

iii. Developed and piloted the Land Valuation Management Information System (LaVMIS) in six (6) Ministry Zonal Offices of Mukono, Arua, Lira, Gulu, Kibaale and Jinja to improve property valuation and land markets.

iv. Affirmed 91km of National (inter district) boundaries, i.e. 23km along Moroto-Kotido districts and 12km along Rupa & Kakitekire subcounty, 5km National (inter district) Wakiso, Kampala (Luzira, Mutungo and Namuwongo), 18km in Kyaka, 10km in Luwero, Bukasa; 8km in Nakasongola and 5 km in Kikuube, 10km in Bukasa to reduce border disputes and protect the fragile ecosystem.

B. Physical Planning and Urban Development

i. Supported the development of 19 District PDPs, 3 City PDPS, 19 Municipalities PDPs, 42 Town Council PDPs, 653 Parish PDPs and 182 Sub-County PDPs.

ii. Piloted a conditional grant for implementation of Physical Planning-related activities in 40 District Local Governments.

iii. Under the Uganda Support to Municipal Development Project (USMID-AF), the ministry achieved the following;

- » Rehabilitated 407.2 km of community access roads in the 11 Refugee Hosting Districts.
- » Constructed 17markets, 8 playgrounds, 21 resource centres, and 1 leisure park in 11 districts.
- » Completed the rehabilitation and upgrade of 279 urban roads, covering a total distance of 135.7km in 10 Cities and 14 Municipalities. These roads have been comprehensively equipped with essential modern accessories to improve urban mobility and sustainability, which include safety and infrastructure features such as solar streetlights, pedestrian walkways, cycle lanes, parking lots, greening, service utility ducts, and efficient drainage channels.

C. Housing

i) Provided UGX 30bn towards the recapitalization of National Housing and Construction Company Limited (NHCCL).

ii) Prepared the draft Real Estate Bill, 2023 and Principles of the Real Estate Bill approved by Cabinet.

iii) Profiled slums in Gulu City, Soroti City, Masaka City, Lira City, Gomba TC, Kasese MC, Amolatar MC and Kamwenge TC

Despite the achievements registered, there are several outstanding challenges, amongst which include;

i) Inadequate staffing against the approved structure.

ii) Inadequate funds to effectively implement Ministry interventions and activities.

iii) Outdated legal frameworks, namely, Registration of Titles Act (RTA), Land Act, Survey Act, Subdivision Regulation Amendment (SRA), among others.

iv) Absence of key Management Information Systems such as the Housing Information

System, M&E system and the National Spatial Data Infrastructure.

v) Complex land tenure systems, which affect implementation of government infrastructural projects.

vi) Weak implementation and enforcement of the Policy, Legal and Regulatory Frameworks.

The following were the key lessons learned during the implementation of the Ministry strategic Plan III.

i) The shift from the sector-based approach to programmatic approach introduced coordination difficulties. While conceptually sound for addressing cross-cutting issues, the transition was slow and led to weak coordination with other government ministries and Agencies. This emphasizes the crucial need for institutional strengthening and an improved coordination framework.

ii) The implementation of MSP III was significantly hampered by major external shocks, particularly the COVID-19 pandemic. This demonstrates the need for greater flexibility and realism in planning, budgeting, and target setting.

iii) Data Gaps and Monitoring Weaknesses. There were significant data gaps and inadequate indicators for effective monitoring and evaluation (M&E) of performance. This hindered the ability to accurately track achievements and correct implementation failures

The Ministry Strategic Plan IV (MSP IV) is driven by the Vision of **Sustainable Land Use, Land Tenure Security, Affordable, Decent Housing and Organized Urban Development**, under the Theme: **Leveraging Land for Accelerated Social-Economic Transformation** and with the following **Objectives**;

1. To strengthen and implement efficient and effective land administration and management systems.
2. To improve integrated land use Planning, implementation and Development systems in rural and urban areas.
3. To develop livable, productive, inclusive, and environmentally resilient urban systems.
4. To develop and implement housing delivery programmes and real estate market systems.
5. To strengthen policy, legal, institutional, and coordination frameworks.

The objectives above are aimed at achieving the following **Outcomes**;

i) Improved land tenure security.

ii) Orderly development.

iii) Increased affordable and accessible housing stock.

iv) Improved performance in service delivery.

Key Interventions;

i). Operationalize the National Physical Development Plan.

ii). Strengthen land use planning, compliance, and enforcement in the country.

iii). Expand and upgrade key urban infrastructure.

iv). Promote Waste Management Strategies.

v). Strengthen Urban planning with a focus on compact city models for Cities and Municipalities in Uganda.

vi). Increase access to non-bank housing financing.

vii). Promote Housing programme aimed at providing low-cost housing

viii). Promote slum upgrading initiatives.

ix). Develop Housing systems and Infrastructure.

x). Strengthen the Policy, legal and regulatory frameworks of the Ministry.

xi). Strengthen planning, coordination, monitoring, and evaluation for improved service delivery.

xii). Improve administrative infrastructure.

The implementation of the Plan over the 5 years requires a financial commitment of **UGX. 4,829.56 Bn**. The financing framework leverages both contributions through the national budget and significant private sector investment. Specifically, the strategy emphasizes robust Public-Private Partnerships (PPPs) to fund large-scale housing and real estate and Urban Development projects.

To implement the plan efficiently and effectively, the Ministry shall improve its staff establishment from 38% to 62% by 2030. During the 5 years, the ministry shall establish and develop a high-performing and citizen-centric workforce.

To ensure all planned interventions deliver the desired socio-economic transformation under the lands, housing and urban development, the MSP IV embeds a rigorous Monitoring and Evaluation (M&E) framework. The M&E plan uses a results-based management approach, focusing on tracking specific, measurable indicators across all strategic objectives, outputs, and outcomes. Performance results will be communicated through Quarterly and Annual Programme Performance Reports, and Review Reports of mid-term and end-term evaluations, to various stakeholders.

Smith T. Matsiko
COMMISSIONER STATISTICS, RESEARCH, MONITORING AND EVALUATION / HEAD SECRETARIAT OF SUSTAINABLE URBANIZATION AND HOUSING PROGRAMME

01

INTRODUCTION

1.0 BACKGROUND

The Ministry of Lands, Housing and Urban Development is responsible for ensuring the rational and sustainable use of land, effective land administration and management, orderly urban development, and access to adequate housing as enablers of socio-economic transformation. This five-year Strategic Plan (2025/26–2029/30) provides an integrated and results-focused pathway for the Ministry to fulfil this mandate by prioritising improvements in the governance, productivity, and equitable utilization of land resources, strengthening planned and resilient urban development, and expanding decent and affordable housing options for all citizens.

The Plan was prepared in line with the National Planning Authority Development Plan Regulations (2018), and is the fourth in the series of six Strategic Plans that cumulatively operationalize Uganda Vision 2040. It is fully aligned to the National Development Plan IV, the Comprehensive National Development Planning Framework, the East African Community Vision 2050, African Union Agenda 2063, the Sustainable Development Goals, and the NRM Manifesto (2021–2026).

Through strategic actions aimed at improving land tenure security, enhancing spatial planning, enabling regulated settlement growth, and promoting inclusive housing markets, this Plan directly contributes to the overall NDP IV Goal of rapid and inclusive socio-economic transformation. It further contributes to the Goals of the relevant Programmes under NDP IV, particularly Sustainable Urbanization and Housing; Natural Resources, Environment, Climate Change, Land and Water Management; Governance

and Security; Integrated Transport Infrastructure and Services; Sustainable Energy Development; and Private Sector Development.

1.1 LEGAL FRAMEWORK

The Ministry of Lands, Housing and Urban Development derives its legal, functional and policy mandate to plan, implement and regulate the sector from the Constitution of the Republic of Uganda, and other enabling legislative and policy frameworks governing land administration, housing, physical planning, urban development, and natural resource governance. These instruments collectively provide the legal authority and operational basis through which the Ministry formulates policies, develops strategic plans, allocates resources, regulates service delivery, and executes interventions in the sector.

In line with this mandate, Government of Uganda has undertaken a series of policy and legal reforms on property rights, physical planning, housing, urban development and resource governance, with the intention of bringing about fundamental transformation in these areas. Accordingly, the Ministry is guided first and foremost by the Constitution of the Republic of Uganda (1995), and further enabled by national policy frameworks including: the National Land Use Policy (2008), National Land Policy (2013), National Housing Policy (2016) and the National Urban Policy (2017). Additionally, the Ministry's authority to execute its mandate is further supported by key legislation such as: the Public Finance Management Act (2015) for planning, budgeting and public investment management; the Physical Planning Act 2010 (as Amended); Land Act 1998 (as Amended); Registration of Titles Act 1924; Condominium Property Act 2001; Survey Act 1939; Surveyors Registration Act 1974; Land Acquisition Act 1965; Mortgage Act 2009, among others.

1.2 GOVERNANCE AND ORGANIZATIONAL STRUCTURE

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

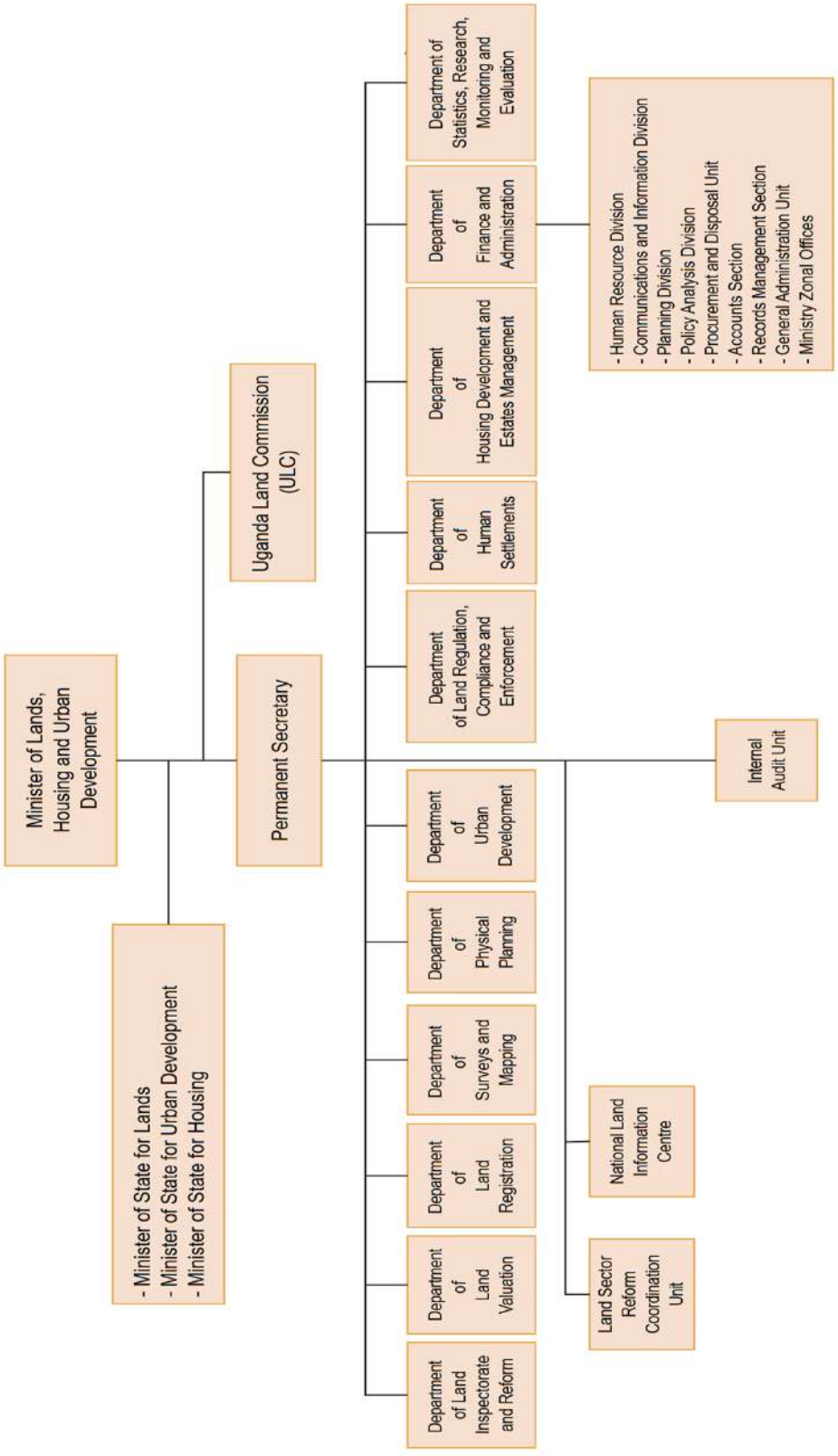
The Ministry's technical leadership is headed by the Permanent Secretary who doubles as the Accounting Officer for the entity. The Permanent Secretary works closely with the different Heads of Department. Specifically, the PS is supported by the Under Secretary in managing administrative tasks and ensuring smooth coordination among different Departments, Divisions and Units.

The Ministry is comprised of eleven departments which together advance the attainment of its Mandate, Vision and Mission. The Departments are;

a) Department of Finance and Administration
b) Department of Surveys and Mapping
c) Department of Land Registration
d) Department of Land Inspectorate and Reforms
e) Department of Valuation
f) Department of Physical Planning
g) Department of Urban Development
h) Department of Land Use, Regulation, Compliance and Enforcement
i) Department of Human Settlement
j) Department of Housing Development and Estates Management
k) Department of Statistics, Research, Monitoring and Evaluation

The overall organizational structure of the Ministry is depicted in the diagram below, illustrating the hierarchical relationships, key roles, and departmental arrangements that collectively enable the Ministry to fulfill its mandate effectively.

Figure 1. Organizational Structure



1.3 THE NATIONAL, LEGAL AND POLICY CONTEXT

1.3.1 Linkage to Uganda Vision 2040 and the 10-Fold Growth Strategy

The Ministry's Strategic Plan is grounded in Uganda Vision 2040 and the 10-Fold Growth Strategy, which aim to transform Uganda into a modern, prosperous, and competitive nation. By promoting secure land tenure, well-planned urbanization, and access to adequate housing, the Ministry drives industrialization, investment attraction, and sustainable urban growth, supporting the projected 60% urbanization rate. These interventions enhance land productivity, improve settlement systems, and contribute to inclusive socio-economic transformation, advancing Uganda's long-term goal of middle-income status. Through planned urbanization, adequate housing, sustainable natural resource management, and infrastructure development, the Ministry directly supports Vision 2040's 10-fold growth strategy.

1.3.2 Linkage to NDP IV and Programme Implementation Action Plans (PIAPs)

This Strategic Plan operationalizes NDP IV (2025/26–2029/30) by translating Programme Implementation Action Plans (PIAPs) and sub-programmes into actionable interventions. It contributes to NDP IV Objective 1, focusing on sustainable production, productivity, and value addition through strengthened land, water, and soil management under the Natural Resources, Environment, Climate Change, Land and Water Management Programme. It also advances Objective 4 on strategic sustainable infrastructure, including housing, under the Sustainable Urbanization and Housing Programme.

By strengthening land governance, spatial planning, urban resilience, and access to affordable housing, the Ministry ensures coordinated delivery and accelerated socio-economic transformation.

1.3.3 Linkage to Global and Regional Frameworks

The Plan aligns with international and regional development commitments, including the SDGs (Agenda 2030), African Union Agenda 2063, and EAC Vision 2050. It mainstreams principles of climate resilience, disaster risk reduction, sustainable urbanization, housing rights, and environmental sustainability. Specifically, the Ministry contributes to SDGs 1, 5, 11, 13, and 15; AU Agenda 2063 Aspiration 1; and EAC Vision 2050 Pillars 1 (Infrastructure Development), 2 (Agriculture, Food Security and Rural Development), and 4 (Natural Resources and Environment Management). These linkages ensure that Uganda's land, housing, and urban development programmes support national, regional, and global socio-economic transformation while reflecting best practices

1.4 PURPOSE OF THE PLAN

The purpose of this five-year Strategic Plan (FY 2025/26 – FY 2029/30) is to provide a clear, coordinated, and results-oriented framework to guide MLHUD in delivering its mandate over the Plan period. It sets the strategic direction for the Ministry to ensure effective land administration and management, sustainable housing development, and well-coordinated urbanization.

It aims at aligning the Ministry's priorities with national development goals, regional commitments and international frameworks, while promoting efficient service delivery, good governance, environmental sustainability, and equitable access to land, housing, and urban services for all citizens.

Specifically, the Strategic Plan will assist MLHUD in the following ways, that is:

i) Guide MLHUD to consolidate the achievements of the previous Strategic Plan;
ii) Provide strategies and interventions for delivering the Mandate;
iii) Provide a basis for preparing annual work plans and budgets over the Plan period;
iv) Provide a basis for effective implementation, monitoring and evaluation of the deliverables; and
v) Provide a basis for resource mobilization for the Ministry.

1.5 THE PROCESS OF DEVELOPING THE PLAN

The development of the Ministry Strategic Plan IV was undertaken in line with the Comprehensive National Development Planning Framework (CNDPF, 2007) and the National Development Planning Regulations (2018). At the onset, the Ministry constituted an internal Planning Task Team, reviewed the National Planning Authority (NPA) Planning Guidelines, and aligned the approach to the Programme-Based Approach as the national planning methodology. A detailed situational analysis was conducted using performance reviews, Annual Budget Performance Reports (ABPR), National statistical data, legal and policy reviews, and internal ministry reports to establish the baseline context, sector challenges, opportunities, and strategic issues. This evidence base informed the direction and strategic choices of the Plan.

The plan was developed through extensive internal and external consultations to ensure full coverage of issues affecting the Ministry. Consultations were held with all technical departments within MoLHUD; the National Planning Authority (NPA); Ministry of Water and Environment (MoWE); Ministry of Works and Transport (MoWT); Uganda Land Commission (ULC); and affiliated institutions such as the National Housing and Construction Corporation (NHCC), Housing Finance Bank (HFB), the Institute of Surveyors of Uganda (ISU), and the Surveyors Registration Board (SRB). The Ministry also engaged Civil Society Organisations (CSOs) and development partners including the World Bank, UN-Habitat, FAO, and GIZ to ensure that the Plan reflects national, sectoral, and partner expectations, and is well aligned with Vision 2040 and NDP IV strategic priorities.

Based on the evidence and inputs received, the draft Strategic Plan components (strategic objectives, strategies, interventions, and results matrices) were developed and subjected to

iterative technical reviews within MoLHUD structures, including Top Management Meetings (TMMs), and through technical working sessions with NPA to ensure consistency with national planning parameters.

Upon completion of the draft, a national stakeholder validation workshop was convened to confirm the accuracy, relevance, and completeness of the Strategic Plan, including the situation ananlysis, theory of change, strategic focus areas, programme linkages, and the Monitoring and Evaluation framework.

After incorporating validation inputs, the revised document was submitted for formal approval by Ministry Senior Management and Top Policy Management structures. Thereafter, it was transmitted to the National Planning Authority for technical clearance and final approval in line with the National Development Planning Regulations (2018). Upon approval, the Ministry proceeded to finalization, dissemination, and implementation planning.

1.6 THE STRUCTURE OF THE STRATEGIC PLAN

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

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

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

Chapter Three provides the Strategic Direction of the Ministry highlighting the interventions which are in line with the National Development Plan IV. This will be informed by the performance review of the previous strategic plan ended 30th June 2025. It is also derived from the issues identified from the SWOT analysis and the emerging issues in implementation of the previous plan. It will give a framework for the MDA operations i.e Vision, Mission as well as core value. It will outline the MDA focus over the plan period by elaborating the goal, sub-programmes, objectives and planned outcomes as well as interventions.

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

Chapter Five addresses the coordination of the implementation of the plan, sustainability arrangements, partnerships and human resource plan.

Chapter Six describes the communication and feedback Strategy/Arrangements of the Plan and how the Ministry will engage stakeholders and ensure transparency in the implementation of the plan.

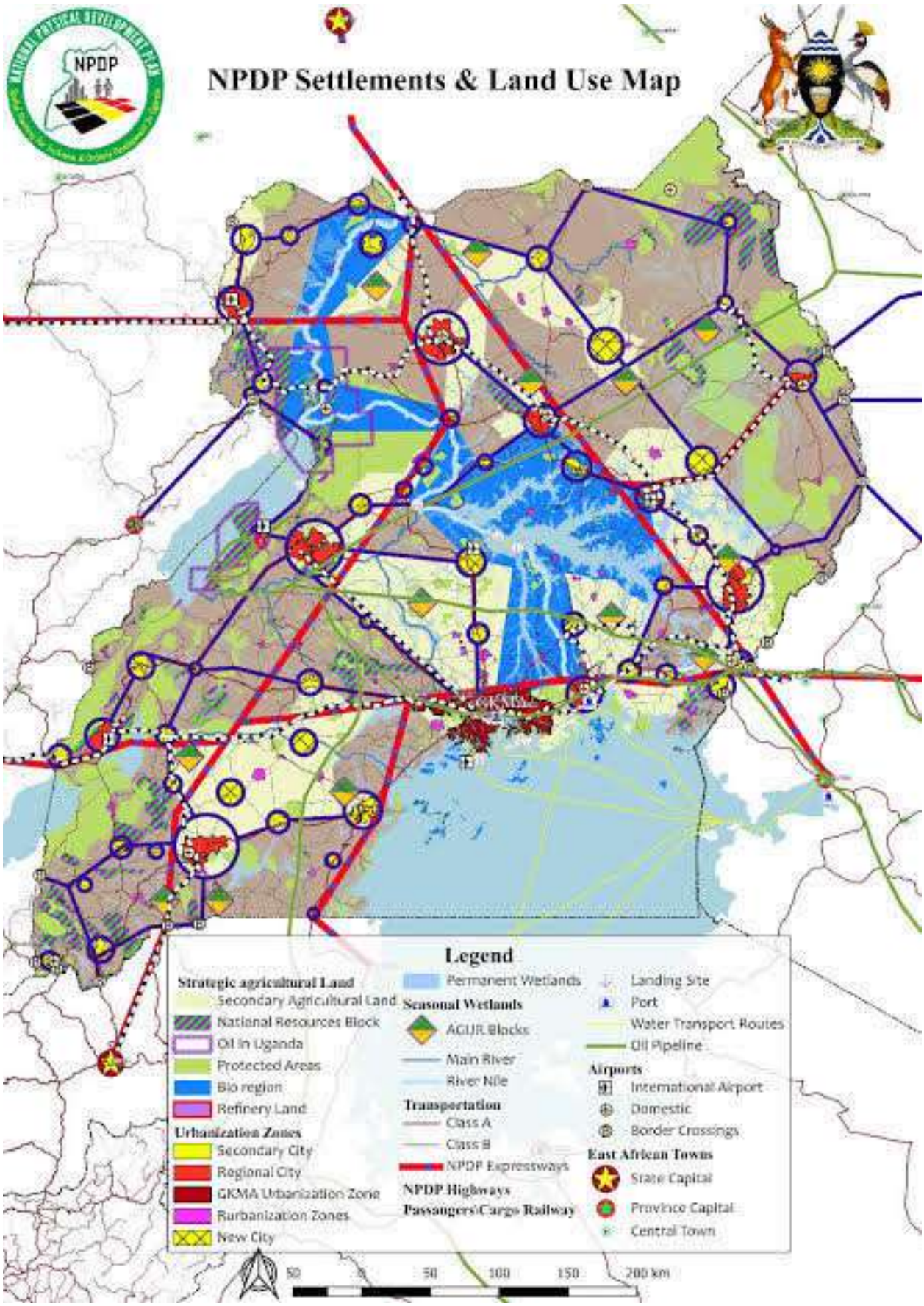
Chapter Seven discusses risks which can be operational, strategic, and external risks. This plan requires comprehensive identification, mitigation, and monitoring of risks for successful plan implementation. Therefore this chapter provides the Risk analysis for the plan according to the Programme areas in line with the National Development Plan IV guidance.

Chapter Eight defines the monitoring, reporting and evaluation mechanisms of the Plan in order to ensure accountability and continuous implementation improvement. It will detail the following:

a) Monitoring and Evaluation Arrangements
b) Progress Reporting arrangements
c) MDA Performance Annual Review arrangements
d) Mid -term Evaluation arrangements
e) End of Term Evaluation arrangements
f) Monitoring and Evaluation Results Framework

Chapter Nine details the project profiles for projects in the pipeline and those under implementation by the Ministry.

NATIONAL PHYSICAL DEVELOPMENT PLAN



02

SITUATION ANALYSIS

2.0 INTRODUCTION

The assessment of the physical and financial performance of the Ministry is based on the agreed upon Monitoring indicators and the Result matrix of the previous strategic plan (2020/21 – 2024/25). Under this sub-section, key achievements and analysis of results of the different indicators are presented.

2.1 PERFORMANCE OF THE PREVIOUS PLAN (MSP III)

2.1.1 PHYSICAL PERFORMANCE

The overall performance of the Ministry under the NDP III was 30.8% where only 24 out of 78 performance indicators were achieved. As shown in table 1 below, 9 out of the 24 (36.0%) achieved indicators were at outcome level while the remaining 15 indicators were at output level .

Table 1: Assessed Indicators

No.	Indicators	Number of indicators				% Achieved
		Achieved	Not achieved	No data	Total	
1.	Outcome	9	14	2	25	**36.0**
2.	Output	15	26	12	53	**28.3**
Total		24	40	14	78	**30.8**

Source*: Ministry Annual Performance Reports (FY 2020/21 – 2024/25)*

Some of the key performance indicators achieved by the Ministry included:

a) The total land titled/registered increased from 22% in 2020/21 to 30% in FY 2024/25.
b) Increased the level of physical planning from by 10.1 percentage points from 5% in FY 2020/21 to 15.1% in FY 2024/25.
c) The Level of compliance increased from 51.4% in FY 2020/21 to 58.30% in FY 2024/25.
d) Increased the stock of urban infrastructure in cities and municipalities;
    i) Kms of paved urban roads from 78.4kms in Fy 2020/21 to 214.1kms in FY 2024/25
    ii) Covered drainage in urban areas from 93.2kms in FY 2020/21 to 535.9kms in FY 2024/25
    iii) Local Economic Development infrastructure from 5 facilities in FY 2020/21 to 12 facilities in FY 2024/25

It should also be noted that 40 out of 78 (51.3%) performance indicators were not achieved while 14 out of 78 (17.9%) performance indicators lacked data as shown in table 2 above. Some of the key indicators that were not achieved included

a. The percentage of annual registered land cases increased by 6.9% from 9,642 cases in FY 2020/21 to 10,308 cases in FY 2024/25.
b. The Housing deficit increased by 0.21m from 2.2m in FY 2020/21 to 2.41m in FY 2024/25.

2.1.2 CROSS CUTTING ISSUES

This section reviews major cross-cutting issues that impacted and/or are impacted upon by developments and activities undertaken by Ministry of Lands, Housing and Urban Development. MLHUD has made significant progress as regards to cross-cutting issues, like gender, HIV/AIDS and climate change, among others, in the previous strategic plan period.

2.1.2.1 HIV/AIDS

Under the MSP, the Ministry committed to ensure that workplace HIV/AIDS interventions are typically comprehensive focusing on prevention, care, support and the protection of employees' rights. Therefore, the Ministry integrated HIV/AIDS mainstreaming into its programs through workplace policies, awareness campaigns, and ensuring equitable access to land and housing services for affected and vulnerable groups. The Ministry undertook the following interventions under the NDP III:

a). Appointed the HIV/AIDS Committee to oversee the implementation of the HIV/AIDS workplace policy and interventions
b). Undertook consultation on HIV/AIDS workplace Policy
c). Organised health camps were counselling and testing were carried out
d). Procured and distributed dispensers and condoms at the workplace.
e). Conducted HIV/AIDS awareness and sensitization meetings.

2.1.2.2 GENDER AND EQUITY

Government of Uganda reaffirmed its commitment to address gender and Equity issues through implementation of international, regional and national declarations including; Beijing Action, CEDAW, SDGs, AU charter, PFMA etc. MLHUD as a Government entity promotes the principle of equality in its operations of planning, budgeting and service delivery. Some of the ways in which gender and equity interventions were implemented include, but not limited to:

i) mainstreamed gender aspects into the MSP III work plans and budgets;
ii) implemented interventions stipulated in National Gender Strategy on Land including:
    a). Formation and registration of Communal Land Associations in which all women, children, men and People with Disabilities (PWDs) are considered
    b). Registration and issuance of Certificates of Customary Ownership (CCOs) and Certificates of Ownership (CoOs) to men, women and families
    c). Construction of ramps in all infrastructure projects implemented under MLHUD such markets, Bus parks, among others.
    d). Sensitization of all communities on land rights
    e). Training of Land Management Institutions in consideration of Gender and Equity issues and interventions.

2.1.2.3 CLIMATE CHANGE

The Ministry has over the previous plan period, executed its mandate in a way that is sustainable and protects the environment including the development of integrated climate resilient Physical Development Plans; integration of gazzetted areas in the National Land Information System (NLIS) to prevent issuance of titles on them; and cancellation of wrongfully issued titles over natural resources. Other climate change interventions implemented by the Ministry include:

i). Climate change adaptation and mitigation needs assessment conducted in the districts of Luweero, Jinja and Masaka.

ii). Ministry Management team trained on climate change issues and interventions

iii). Developed the Urban Green Growth and Climate Resilience framework. The framework was disseminated to LGs for use.

iv). World Environment Day commemorated on 5th June every year

v). The Ministry participated in International Obligations and conferences such as COP28, UN Climate change conference, among others.

2.2 INSTITUTIONAL CAPACITY OF THE MDA

2.2.1 FINANCIAL PERFORMANCE

The total financing requirement for the MSP III was **UGX 15,152.6Bn** over the five-year period (FY 2020/21 – 2024/25), of which only UGX 1,350.1Bn (9%) was released as shown in table 2 below:

Table 2: Required Versus Released Budget

Item	Financial Years (UGX Bn)					Total
	2020/21	2021/22	2022/23	2023/24	2024/25	
Requirement under Ministry Strategic Plan	989.1	2,121.6	2,943.3	3,942.9	5,155.7	15,152.6
Budget Released	214.0	197.5	248.8	401.3	288.5	1,350.1
% funding of the Ministry Strategic Plan	22%	9%	8%	10%	6%	9%

Source: *Ministry Annual Performance Reports (FY 2020/21 – 2024/25)*

2.2.2 SHARE OF THE NATIONAL BUDGET

The Ministry has been among the least funded entities with 0.38% share of the National budget as shown in table 3 below.

Table 3: National Budget versus MLHUD Budget

Item	Financial Year (Bn UGX)					Total
	2020/21	2021/22	2022/23	2023/24	2024/25	
National Budget	45,493.7	44,778.8	48,130.7	52,700	72,136.5	263,239.7
MLHUD Budget	168	161	268	150.4	252.2	999.6
% share of the National Budget	0.369%	0.360%	0.557%	0.285%	0.350%	0.38%

Source: *Ministry Annual Performance Reports (FY 2020/21 – 2024/25)*

2.2.3 ANALYSIS OF HUMAN RESOURCES DEVELOPMENT AND MANAGEMENT

The Ministry structure provides for 1,352 staff with only 509 staff in-post leaving a staffing gap of 62%. Table 4 below shows the staffing gap per department.

Table 4: Table 4: Staffing under the Ministry

S/N	Department	Approved	Filled	Vacant	% Vacant positions
1	Finance and Administration	121	58	63	52%
2	Surveys and Mapping	90	19	71	79%
3	Valuation	48	19	29	60%
4	Land Inspectorate and Reform	39	7	32	82%
5	Housing Development and Estates Management	39	10	29	74%
6	Land Registration	36	11	25	69%
7	Land Use Regulation, Compliance and Enforcement	34	10	24	71%
8	Urban Development	31	14	17	55%
9	Physical Planning	30	14	16	53%
10	Human Settlements	27	7	20	74%
11	Statistics, Research, Monitoring and Evaluation	23	3	20	87%
Special Units					
12	Ministry Zonal Offices (MZOs)	792	322	470	59%
13	National Land Information Centre	30	10	20	67%
14	Land Sector Reform Coordination Unit	12	5	7	58%
TOTAL		**1,352**	**509**	**843**	**62%**

Source: ***MLHUD Human Resource Division, 2025***

2.2.3 ANALYSIS OF MONITORING AND EVALUATION FUNCTION

The Ministry has a fully-fledged Monitoring and Evaluation function at a Department level. The Department of Statistics, Research, Monitoring, and Evaluation responsible for all monitoring, evaluation, and learning functions. The Department undertakes evidence-based performance monitoring and evaluation, impact evaluations, performance audits, reviews and assessments, policy and project monitoring, performance surveys, and the development and application of frameworks and tools. Key performance M&E covers annual budgets, strategic plans, the Sustainable Urbanisation and Housing Programme Action Plan, the Sustainable Development Goals, and the Government Manifesto. Monitoring and Evaluation is complemented by statistics, research, standards, and quality assurance functions.

The Department consolidates and disseminates continuous monitoring reports, including regular updates, quarterly and annual reports, and related documentation, using designated templates and management information systems such as the Programme Budgeting System (PBS), the Land Information System (LIS), the Land Valuation Management Information System (LaVMIS), the Physical Planning and Urban Management Information System (PPUMIS), and the Integrated Revenue Administration System (IRAS), among others. The Ministry operates within the Government-wide Monitoring and Evaluation (M&E) Framework coordinated by the Office of the Prime Minister (OPM). M&E is recognized as a cross-cutting function and is implemented across all technical departments and programmes to support performance measurement, inform policy decisions, and enhance service delivery

Despite this institutional arrangement, the Ministry lacks a comprehensive Monitoring and Evaluation Management Information System to support the systematic collection, storage, analysis, reporting, and use of data across its functions. Nonetheless, the Ministry has been trained on and enrolled in the NDP M&E Information System under the Office of the Prime Minister.

The Department has well-trained staff to carry out the M&E function, and recruitment is ongoing to fill remaining staffing gaps.

2.3 KEY ACHIEVEMENTS AND CHALLENGES

2.3.1 ACHIEVEMENTS

A. Lands

1) Enhanced the National Land Information System (NLIS) in the 22 Ministry Zonal Offices, Ministry Headquarters, National Land Information Centre (NLIC), Surveys and Mapping Department and Uganda Land Commission by;
   i) Developing and rolling out the online UgNLIS Portals to provide citizens and those in the diaspora with instant search results for land titles
   ii) Integration with other systems such as National Identification and Registration Authority (NIRA),Uganda Revenue Authority (URA),Uganda Investment Authority (UIA), Uganda Registration Services Bureau (URSB), Building Industry Management System (BIMS), Electronic Court Case Management Information System (ECCMIS),National Forestry Authority (NFA),National Environment Management Authority (NEMA) among others. This is intended to improve efficiency and effectiveness in service delivery.
2) Implemented the Systematic Land Adjudication and Certification (SLAAC) programme across the country under which;
   i) 400,176 parcels were adjudicated and demarcated across the 24 SLAAC districts of Rwampara, Kikuube, Isingiro, Ibanda, Oyam, Apac, Mbarara, Kiruhura, Sheema, Ntungamo, Luuka, Mayuge, Namutumba, Jinja, Maracha, Kamuli, Kamwenge, Isingiro, Kiryandongo, Lamwo, Yumbe, Adjumani, Terego and Obongi.
   ii) 139,208 SLAAC freehold land titles have been produced and printed to date.
   iii) 4,039 CCOs produced and issued in Northern Uganda in partnership with Development Initiative for Northern Uganda (DINU) Programme. These were issued in the Districts of: Agago (1,017) family CCOs, Apac (1,537) family CCOs, Maracha (1,448) family CCOs

and Karamoja (30 CCOs) for the indigenous communities/CLAs in Karamoja region.

iv) 921 CLAs formed in Karamoja region and 20 in Acholi sub region

v) Processed and issued 752 Certificates of Occupancy (COs) to beneficiaries in Mityana, Mubende, Kasanda and Gomba.

3) Undertook land Valuation reforms including:
   i) Developed and piloted the Land Valuation Management Information System (LaVMIS) in six (6) Ministry Zonal Offices of Mukono, Arua, Lira, Gulu, Kibaale and Jinja
   ii) Prepared the Valuation Bill (2024)
   iii) Prepared draft National Valuation Standards and guidelines
4) Established 40 Continuously Operating Reference Stations (CORS).
5) Affirmed 91kms of National (inter district) boundaries i.e 23km along Moroto-Kotido districts and 12km along Rupa & Kakitekire subcounty, 5km National (inter district) Wakiso, Kampala (Luzira, Mutungo and Namuwongo), 18KM in Kyaka, 10KM in Luwero, Bukasa; 8kms in Nakasongola and 5 kms in Kikuube, 10Km in Bukasa to reduce border disputes and protect the fragile ecosystem.

B. Physical Planning and Urban Development

a) Developed the integrated urban transport strategy
c) Developed Guidelines for preparation and implementation of Physical Development Plans
d) The Ministry supported the development of 19 District PDPs, 3 City PDPS, 19 Municipalities PDPs, 42 Town Council PDPs, 653 Parish PDPs and 182 Sub county PDPs.
e) Prepared and disseminated the State of Land Use Compliance report 2022
f) Piloted a conditional grant for implementation of Physical Planning related activities in 40 District Local Governments
g) Developed street naming and addressing guidelines
h) Rehabilitated 407.2 km of community access roads in the 11 refugee Hosting Districts.
i) Constructed 17markets, 8 play grounds, 21 resource centres, 1 leisure park in 11 districts
j) Completed the rehabilitation and upgrade of 279 urban roads, covering a total distance of 135.7 kilometers, to the high Asphalt Concrete pavement standard. These roads have been comprehensively equipped with essential modern accessories to improve urban mobility and sustainability, which include safety and infrastructure features such as solar streetlights, pedestrian walkways, cycle lanes, parking lots, greening, service utility ducts, and efficient drainage channels.

K. Housing

a) Provided UGx 30bn towards recapitalization of NHCCL
b) Prepared the draft the Real Estate Bill, 2023 and Principles of the Real Estate Bill approved by Cabinet.
c) Conducted awareness creation on slum upgrading and prevention strategy and action plan undertaken in 10 cities i.e Soroti, Lira, Mbale, Arua, Gulu, Masaka, Hoima, Kampala, Mbarara and Fort portal
d) Conducted sensitization on condominium management in Entebbe, Kabale, Tororo, Mbale, Soroti, Lira, Hoima, Jinja, Mbarara, and Fortportal.
e) Prepared slum profile report for Gulu City, Soroti City, Masaka City, Lira City, Gomba TC, Kasese MC, Amolatar MC and Kamwengye TC

2.3.2 CHALLENGES

a) Inadequate staffing against the approved structure
b) Inadequate funds to effectively implement Ministry interventions and activities
c) Outdated legal frameworks namely RTA, LA, Survey Act, SRA among others
d) Inadequate data to report on some of the outcome & output indicators
e) Absence of Management Information Systems such as the Housing Information System, M&E system and the National Spatial Data Infrastructure.
f) Complex land tenure systems which affect implementation of government infrastructural projects
g) Weak implementation and enforcement of the Policy, Legal and Regulatory Frameworks
h) Limited regulation and coordination of the Housing actors i.e. real estate, land brokers among others.
i) Limited public awareness on Ministry related services
j) Pandemics and epidemics such as COVID-19 and Ebola outbreak that resulted into slow implementation of planned interventions.
k) Vandalism of government assets

2.4 SWOT ANALYSIS

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

Table 5: SWOT Analysis

INTERNAL INFLUENCES	
Strengths	**Weaknesses**
a. Existence of well-established, functional and decentralised Ministry Zonal Offices b. A good political will and top management support. c. Existence of comprehensive Policy, Legal and Regulatory frameworks d. Availability of qualified and skilled core staff e. Developed and operationalized Management Information Systems such as the LIS, LaVMIS, PPUMIS. f. Existence of the Clients Charter and Service Delivery Standards. g. Availability of basic facilities such as computers, desks, internet, transport facilities.	a. Inadequate funding b. Inadequate staffing. c. Weak implementation and enforcement of the Policy, Legal and Regulatory Frameworks d. Weak supervision of Land Management Institutions e. Low staff motivation f. Conflicting mandates within the departments g. Low adoption of technology advancements

EXTERNAL INFLUENCES	
Opportunities	**Threats**
a. Increased strategic partnerships and collaboration with development partners, Training institutes and CSOs b. Presence of urban development Forums at Local Governments and at the National level c. Innovations and technological advancements d. Availability of local and international forums through which advocacy campaigns and lobbying can be done. e. Good governance and political Stability f. Increased synergies with other MDAs through the programmatic approach to planning and budgeting	a. Over reliance on foreign funding b. High prevalence of land disputes /conflicts that lead to land evictions, destruction of property and loss of life. c. Low levels of compliance to Policy, legal and regulatory frameworks d. Destruction of the Geodetic network which results into overlapping surveys. e. Increasing inter and intra border disputes. f. Uncontrolled growth of slums. g. Overlapping mandates amongst the different MDAs h. Political intervention. i. Corruption j. Pandemics and epidemics

2.5 STAKEHOLDER ANALYSIS

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

No.	Stakeholder	Roles and responsibility	Level of influence	Engagement strategy
1.	Cabinet	Approve policies, Principles and Ministry budgets	High	Cabinet information Papers, Memos and briefs
2.	Parliament	Legislation, budget appropriation and oversight	High	Committee meetings, field visits
3.	Development Partners	Provide financial and technical support	High	Meetings, correspondences, Reports
4.	Office of the Prime Minister	Oversee government performance	High	Meetings, correspondences, Reports
5.	Ministry of Finance, Planning and Economic Development	Provide budgetary resources and oversees planning	High	Meetings, correspondences, Reports
6.	National Planning Authority	Guide national development planning	High	Meetings, correspondences, Reports
7.	Uganda Bureau of Statistics (UBOS)	Provision of statistical data	Medium	Meetings, correspondences, Reports
8.	Other MDAs	Collaborate on cross cutting issues like health, education and agriculture.	Medium	Meetings, correspondences, Reports

No.	Stakeholder	Roles and responsibility	Level of influence	Engagement strategy
9.	Local Governments	Implement lands, housing and urban development interventions	Medium	Meetings, correspondences, Reports, circulars, guidelines, joint field visits
10	Non-state actors	Advocate for community interests, monitor sector performance, and support grassroots initiatives.	Medium	Meetings, correspondences, Reports
11	Academia	Conduct research, provide technical expertise and offer training.	Medium	Meetings, correspondences, Reports
12	Private sector	Engage in delivering lands, housing and urban development services.	Medium	Meetings, Reports
13	Cultural and religious institutions	Sensitization, mobilization, ADR	Medium	Meetings
14	Citizens	Participate in Ministry interventions and activities.	Medium	Meetings
15	Professional Bodies	Setting standards, capacity building,	Medium	Meetings, correspondences, reports
16	Affiliated Bodies	Implementation of interventions	Medium	Meetings, correspondences, reports
17	Media	Communication of interventions, public awareness	Medium	Press conferences, press releases

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

2.6 SUMMARY OF EMERGING ISSUES AND IMPLICATIONS

The following key issues are highlighted as they have high implications in service delivery and effectiveness:

Emerging Issue	Direct Implications
Rapid Urbanization & Proliferation of Informal Settlements	• Social Exclusion & Poor Health: Creates a large urban underclass living in overcrowded slums without clean water or sanitation, leading to disease. • Economic Inefficiency: Hampers productivity as cities become congested and workers live in unstable conditions far from jobs. • Governance Challenges: Makes effective service delivery and planning nearly impossible, undermining the social contract.
Chronic Housing Affordability Crisis	• Deepened Inequality & Social Unrest: Makes housing a privilege for the wealthy, fuelling resentment and tension. • Stifled Economic Growth: Redirects excessive household income to rent/ mortgages, reducing spending in other sectors. The construction industry fails to reach its job-creating potential. • Perpetuation of Poverty: Prevents wealth accumulation through property and forces families into financially draining housing situations.
Climate Change & Environmental Degradation	• Increased Disaster Risk & Economic Losses: Housing in floodplains is damaged, requiring costly government bailouts and reconstruction. • Resource Conflicts & Food Insecurity: Competition for land between housing, agriculture, and conservation leads to conflicts and reduces arable land. • Unsustainable Cities: Urban sprawl destroys ecosystems, increases pollution, and creates carbon-intensive cities reliant on long commutes.
Technological Disruption & Digital Divide	• Two-Tier System: Risks creating a modern, efficient system for the rich and a slow, paper-based one for the poor, worsening exclusion. • New Vulnerabilities: Digital land registries become targets for cyber-attacks, threatening national security and property rights. • Implementation Failure: High costs and lack of skills can cause expensive tech projects to fail, wasting public funds.
Weak Governance, Corruption & Institutional Failure	• Erosion of Public Trust: Widespread corruption in land allocation destroys citizens' faith in government institutions and the rule of law. • Insecure Tenure & Conflict: Land grabbing and conflicting titles lead to protracted court battles, violence, and community displacement. • Policy Paralysis: Even well-designed policies fail due to a lack of political will or institutional capacity to implement them, leading to stagnation.

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03

STRATEGIC DIRECTION

3.0 INTRODUCTION

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

3.1 VISION, MISSION, GOAL AND MANDATE OF THE MINISTRY

3.1.1 VISION

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

3.1.2 MISSION

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

3.1.3 MANDATE

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

3.1.4 MINISTRY CORE VALUES

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

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

3.1.5 GOAL

Improved Tenure Security, optimal Utilization of land, planned environment and adequate housing for sustainable socio-economic development.

3.1.6 THEME

Leveraging land for accelerated social economic transformation.

3.2 STRATEGIC OBJECTIVES AND INTERMEDIATE OUTCOMES

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

1) To strengthen and implement efficient and effective land administration and management systems
2) To improve integrated land use Planning, implementation and Development systems in rural and urban areas
3) To develop livable, productive, inclusive, and environmentally resilient urban systems.
4) To develop and implement housing delivery programmes and real estate market systems
5) Strengthen policy, legal, institutional, and coordination frameworks.

Table 6: Strategic Objectives and Intermediate Outcomes

Strategic Objective	Intermediate outcomes
a) To strengthen and implement efficient and effective land administration and management systems	Improved land tenure security
b) To improve integrated land use Planning, implementation and Development systems in rural and urban areas	Orderly development
c) To develop livable, productive, inclusive, and environmentally resilient urban systems	

Strategic Objective	Intermediate outcomes
d) To develop and implement housing delivery programmes and real estate market systems	Increased affordable and accessible housing stock
e) Strengthen policy, legal, institutional and coordination frameworks	Improved performance in service delivery

3.3 MEASURING MINISTRY DEVELOPMENT RESULTS

Tracking progress made during the implementation of this plan will be done through a set of program indicators. The indicators aggregate achievements of all programs and projects implemented across all the institutions within the Ministry. FY2024/2025 will be used as baseline financial year and comparison will be made to MSPIII.

Table 7: MSP IV Key Development Results

Strategic Objective	Intermediate Outcomes	Intermediate Outcome Indicators	Baseline FY 2023/24	Target 2029/30
To strengthen and implement efficient land administration and management systems	Improved land tenure security	Land Surveyed (%)	32	45
		Average turnaround time for land titling (days)	15	7
		Change in registered land related conflicts (%)	59.2	70
		Land Registered (%)	30	33
To improve integrated land use Planning, implementation and Development systems in rural and urban areas	Orderly development	Level of compliance to Physical Planning frameworks (%)	58.3	75
To develop livable, productive, inclusive, environmentally resilient urban systems.				
To develop and implement housing delivery programmes and real estate market systems	Increased housing stock	Housing Deficit	2,400,000	1,900,000
Strengthen policy, legal, institutional and coordination frameworks	Harmonized planning and implementation of Ministry programs	Performance of the Ministry (%)	68	80

3.4 OBJECTIVES, INTERVENTIONS AND ACTIONS

Find hereunder the Ministry's interventions under each objective:

Strategic Objective	Interventions	Actions
To strengthen and implement efficient land administration and management systems	Undertake Land Tenure Security Enhancement Programmes	a) Implement the Systematic Land Adjudication and Certification Programme b) Process and issue Certificates of Customary Ownership (CCOs) and Certificates of Occupancy (COOs) c) Establish the Litigation and Dispute Resolution Desk d) Implement Alternative Dispute Resolution Mechanisms and strategies
	Enhance digitization of land management infrastructure	a) Roll out the Land Information System (LIS) to Local Governments b) Enhance the functionality of the online Portals c) Digitize the File tracking system
	Enhance Surveys and mapping Geospatial data reference systems/ framework.	a) Densify the Uganda Geodetic Reference Frame (UGRF) and establish additional Continuously Operating Reference Stations (CORS) b) Review and produce maps and the National Atlas c) Survey and affirm international and national boarders d) Develop the National Spatial Data Infrastructure
	Enhance valuation data systems and services	a) Conduct Land Value market research b) Roll out Land Valuation Management Information System (LaVMIS) c) Supervise land acquisition for government projects
	Strengthen Land Management Institutions	a) Train and/or orient Land Management Institutions (DLBs, ALCs, PPCs, Recorders, District Land Officers and Natural Resource Department officers) b) Equip Land Management Institutions
To improve integrated land use Planning, implementation and Development systems in rural and urban areas	Operationalize the National Physical Development Plan	a) Develop and implement physical planning data and management information systems b) Support development and implementation of lower level PDPs
	Strengthen land use planning, compliance, and enforcement in the country	a) Develop Land Use Planning, Compliance and Enforcement Systems b) Conduct compliance assessment
To develop-livable, productive, inclusive, and environmentally resilient urban systems	Expand and upgrade key urban infrastructure	a) Construct and rehabilitate urban infrastructure b) Construct and rehabilitate green spaces, road islands, parks

Strategic Objective	Interventions	Actions
	Promote Waste Management Strategies	a) Develop urban waste management strategies b) Construct urban waste infrastructure c) Implement 4R's (Reduce, Reuse, recycle, Recover)
	Strengthen Urban planning with a focus on compact city models for Cities and Municipalities in Uganda	a) Establish and support Urban Forums
To develop and implement housing delivery programmes and real estate market systems	Increase access to non-bank housing financing	a) Implement housing cooperatives schemes b) Develop and implement housing estates under Public Private Partnerships arrangements in Cities and Municipalities.
	Promote Housing programme aimed at providing low cost housing	a) Implement land banking for low cost housing estates b) Construct affordable houses for civil servants, middle and low income earners c) Support the introduction of a special low cost mortgage facility in commercial banks and microfinance institutions d) Capitalize Housing Finance Bank Ltd e) Capitalize National Housing and Construction Company Ltd (NHCCL) for low cost housing product
	Promote slum upgrading initiatives	a) Map and profile slums b) Develop and implement slum upgrading programmes in urban areas
	Develop Housing systems and Infrastructure	a) Establish a Science, Technology and Innovation Housing Material center (STIM) b) Develop a Housing and real estate information system
Strengthen policy, legal, institutional and coordination frameworks	Strengthen the Policy, legal and regulatory frameworks of the Ministry	a) Formulate policy, legal, and institutional frameworks b) Review policy, legal, and institutional frameworks c) Implement policy, legal, and institutional frameworks
	Strengthen planning, coordination, monitoring, and evaluation for improved service delivery	a) Develop the Ministry Strategic Plan, Strategic Plan for Statistics and the Service Delivery Standards c) Develop Ministerial Policy Statements, Budget Framework Papers, Budgets, Workplans, statistical abstracts and performance Reports d) Conduct and produce monitoring and evaluation reports e) Conduct studies and research; and develop bankable projects

Strategic Objective	Interventions	Actions
		f) Undertake periodic audits and payroll management g) Capacity building of staff
	Improve administrative infrastructure	a) Develop relevant information systems b) Retooling

3.5 MEASURING MINISTRY DEVELOPMENT RESULTS

Tracking progress made during the implementation of this plan will be done through a set of program indicators. The indicators aggregate achievements of all programs and projects implemented across all the institutions within the Ministry. FY2024/2025 will be used as baseline financial year and comparison will be made to MSPIII.

Table 8: MSP IV Key Development Results

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To develop livable, productive, inclusive, environmentally resilient urban systems.				
To develop and implement housing delivery programmes and real estate market systems	Increased housing stock	Housing Deficit	2,400,000	1,900,000
Strengthen policy, legal, institutional and coordination frameworks	Harmonized planning and implementation of Ministry programs	Performance of the Ministry (%)	68	80

04

FINANCING FRAMEWORK AND STRATEGY

4.0 INTRODUCTION

The financial plans and procedures required to support the Ministry's main projects, programs, and changes are discussed in this chapter. It lists the necessary resources, possible funding sources, and important financing tools that are in line with both worldwide best practices and National Development priorities. The Ministry hopes to guarantee openness, responsibility, and long-term sustainability in the mobilization and distribution of financial resources to promote equitable, sustainable Urban and Land development by putting in place a clear and cohesive funding plan.

4.1 SUMMARY OF STRATEGIC PLAN BUDGET

The total resource requirement for the implementation of the plan is UGX **UGX 4,829.6 Billion** of which **UGX 3,563.0 Billion** (73.8%) is Development Budget.

Table 9: MSP IV Costs

ITEM	Financial Year (UGX Billion)					Total
	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	
Wage	16.7	18.2	21.8	25.4	29.1	111.2
Non-wage	227.8	246.8	227.9	223.9	229.1	1,155.4
Dev't	742.3	775.2	997.4	619.4	428.7	3,563.0
Total	**986.8**	**1,040.1**	**1,247.1**	**868.7**	**686.9**	**4,829.6**

4.2 FINANCIAL PROJECTIONS AND ALLOCATION

The total projected medium term allocation to the ministry for the next five years is **UGX 1,173.01 Billion** as shown in the table 9 below.

Table 10: MTEF Projections

Budget Items		Financial Years (UGX Billions)					Total
		2025/26	2026/27	2027/28	2028/29	2029/30	
Recurrent	**Wage**	16.691	17.525	18.401	19.322	20.288	92.227
	Non-Wage	99.99	116.998	134.548	161.458	193.749	706.743
Development	**GoU**	42.576	48.963	53.859	64.631	77.557	287.586
	External	86.454	0.000	0.000	0.000	0.000	86.454
	Grand Total	**245.711**	**183.486**	**206.808**	**245.411**	**291.594**	**1,173.01**

Source: Approved Budget Estimates FY2025/26

4.3 FUNDING GAP

The funding gap between the MSP IV and the MTEF projection stands at 76% as only **UGX 1,173.01** billion has been provided under the MTEF

Table 11: Funding Gap

Category	Financial Year (UGX Billion)					Total
	2025/26	2026/27	2027/28	2028/29	2029/30	
MSP requirement	986.780	1,040.140	1,247.070	868.850	686.850	**4,829.56**
MTEF projection	245.711	183.486	206.808	245.411	291.594	**1,173.01**
Funding Gap	**741.069**	**856.654**	**1,050.262**	**623.319**	**395.256**	**3,656.55**
% Gap	75%	82%	83%	72%	58%	76%

4.4 RESOURCE MOBILIZATION STRATEGY

Effective implementation of the MLHUD Strategic Plan requires adequate, predictable, and sustainable financing. However, budget allocations from the Government of Uganda alone are often insufficient to meet the sector's increasing needs in land administration, housing development, and urbanisation management.

This Resource Mobilization Strategy provides a structured approach to identify, secure, and manage financial and non-financial resources from diverse sources. It aims to bridge financing gaps, enhance fiscal sustainability, and support the Ministry's mandate of promoting efficient land administration, adequate housing, and orderly urban development.

Resource Mobilization strategies include:

1. **Strengthening Domestic Revenue Generation:**

- **Optimizing Land-Based Revenues:** Improve the efficiency of collecting registration fees, Assurance of title fees, search fees and title charges.
- **Budget Advocacy and Prioritization:** Engage in strong advocacy within the government budget allocation process to highlight the critical role of MLHUD's interventions in National Development, pushing for increased MTEF ceilings and prioritized funding for key programs.

2. **Enhancing Partnerships and External Funding:**

a. **Development Partner Engagement:** Actively seek grants and concessional loans from multilateral and bilateral development partners (e.g., World Bank, African Development Bank, EU, UN-Habitat).

b. **Public-Private Partnerships (PPPs):** Encourage private sector investment in housing development, urban infrastructure, and land administration projects. This can involve concessions, Build-Operate-Transfer (BOT) models, or joint ventures, leveraging private capital and expertise.

c. **Sector-Specific Funding Initiatives:** Participate in and leverage global and regional funds dedicated to sustainable urbanization, climate resilience in urban areas, affordable housing, and land governance.

d. **Other funding mechanisms** such as Equity Financing, SACCOS, Debt Instruments such as Housing Bonds, Mortgage Liquidity Facility, Hedge funds

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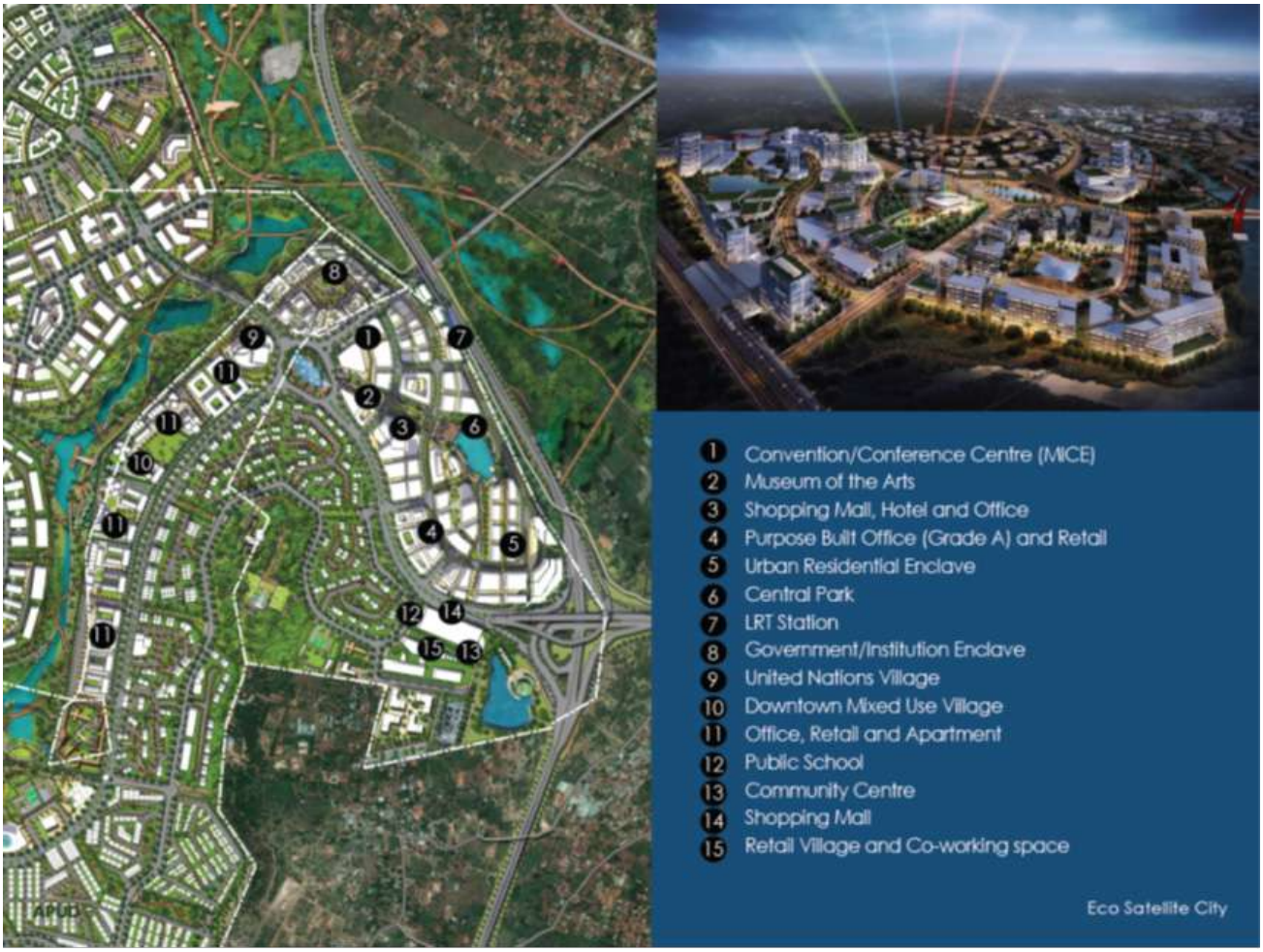


05

INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTING THE PLAN

5.0 INTRODUCTION

The institutional arrangements proposed in this chapter aim at laying the main structural and functional basis of the Strategic Plan. Under MLHUD, the Political leadership headed by the Cabinet Minister and three other State Ministers has the overall mandate of providing strategic direction to the Ministry. The Permanent Secretary assisted by the 11 technical department Heads, has the overall responsibility of delivering this Strategic Plan. The implementation matrix of the strategic plan outlines responsibility centres for all the activities contained in the strategic plan.

The implementation of the strategic plan will be realised through annual budgets and work plans for the NDP IV period. The Planning Division will be charged with the overall coordination of implementation of the Strategic Plan while the Statistics, Research, Monitoring and Evaluation Department will be responsible for monitoring, undertaking reviews and reporting on performance of the Plan.

5.1 ROLES AND RESPONSIBILITIES OF INTERNAL AND EXTERNAL STAKEHOLDERS

The detailed roles and responsibilities of internal and external stakeholders are reflected in the tables below.

Table 12: Roles and Responsibilities of Internal Stakeholders

Stakeholder	Roles and Responsibilities
The Political Leadership/Top Management	a. Provide general direction, oversight and supervision b. Lobbying and coordinating resource mobilisation for implementation of the Plan. c. Ensure a suitable and favourable Policy environment
The Permanent Secretary	a. Oversee the technical implementation of the plan b. Ensure optimal utilization of resources
Senior Management	a. Formulate and implement policies and programmes b. Scrutinize and approve the Strategic Plan, work plans, budgets and Ministry reports c. Supervise the implementation of the Plan d. Responsible for the management of the plan
Planning division	a. Prepare Annual work plans and budgets in line with the Strategic Plan
Statistics, Research, Monitoring and Evaluation Department	a. Monitor the progress of the implementation of the Plan b. Prepare performance reports and undertake performance reviews including performance evaluations c. Review and compile Vote Implementation Action Plan progress reports d. Prepare the M&E Framework for the Plan

Table 13: Roles and Responsibilities of External Stakeholders

Stakeholder	Roles and responsibility
Cabinet	Approve policies, Principles and Ministry budgets
Parliament	Legislation, budget appropriation and oversight
Development Partners	Provide financial and technical support
Office of the Prime Minister	Oversee government performance
Ministry of Finance, Planning and Economic Development	Provide budgetary resources and oversees planning
National Planning Authority	Guide national development planning
Uganda Bureau of Statistics (UBOS)	Provision of statistical data

Other MDAs	Collaborate on cross cutting issues like health, education and agriculture.
Local Governments	Implement lands, housing and urban development interventions
Non-state actors	Advocate for community interests, monitor sector performance, and support grassroots initiatives.
Academia	Conduct research, provide technical expertise and offer training.
Private sector	Engage in delivering lands, housing and urban development services.
Cultural and religious institutions	Sensitization, mobilization, ADR
Citizens	Participate in Ministry interventions and activities.
Professional Bodies	Setting standards, capacity building,
Affiliated Bodies	Implementation of interventions
Contractors, Suppliers and Merchants	Efficient, effective and timely delivery of goods and services High standards of technical works undertaken, goods and services supplied that meet contractual obligations Competitive pricing
Media	Communication of interventions, public awareness

5.2 SUSTAINABILITY ARRANGEMENTS

This section discusses the different sustainability arrangements as below;

5.2.1 INSTITUTIONAL SUSTAINABILITY ARRANGEMENTS

The ministry's long-term sustainability is built upon ensuring its operations remain legally sound and strategically aligned. The mandate hinges on legal instruments such as ;the 1995 Constitution of Uganda, National Land Policy, Physical Planning Act, Land Act among others to providing a stable foundation for its long-term operations.

MLHUD's approach to sustainability emphasizes the importance of engaging with a wide array of stakeholders. The preparation and implementation of the strategic plan is highly consultative and participatory to ensure that the plan is responsive to the needs of the population and build broad-based support for its initiatives, which are crucial for their successful and sustainable implementation.

Through these comprehensive arrangements, the Ministry of Land, Housing and Urban Development is positioned to navigate future challenges and continue its vital role in the sustainable development of Uganda.

5.2.2 FINANCIAL SUSTAINABILITY ARRANGEMENTS

The financial sustainability of the Plan shall be pursued through a multi-faceted approach with the national budget serving as the primary source of funding. In addition to government funding, MLHUD shall actively cultivate partnerships with a range of development partners and Civil Society Organizations, including:

- The World Bank
- The European Union
- The United Nations Development Programme (UNDP)
- GIZ (German Agency for International Cooperation), among others

These partnerships provide crucial financial and technical support for various programs and projects, diversifying the Ministry's resource base for implementation of interventions in the plan.

The Ministry will make deliberate efforts to ensure that all departments make adequate provisions for sustainability of the plan.

5.3 PARTNERSHIPS AND COLLABORATIONS

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

5.4 HUMAN RESOURCE PLAN

The Human Resource Plan shows the recruitment plan based on the requirements and the different strategies/actions the Ministry has identified to develop the human resource.

5.4.1 THE RECRUITMENT PLAN

The Ministry over the next 5 years plans to recruit 332 staff across 113 positions support implementation of the planned activities. Out of the required human resource, 5% are Commissioners and Assistant commissioners, 14% are Principals, 40% are Senior officers and 41% are Entry level Officers.

The required education and skills for all the human resources is available in the country as shown in table 13 below.

Table 14: Human resource requirements

S/N	Required Human Resource	No Of Non-Filled Post	Required Education Qualification	Availability of the Required Education Qualification/Skills within Uganda
1	**Commissioner - Surveys and Mapping**	1	Masters Degree	Available
2	**Assistant Commissioner - Information Science**	1	Masters Degree	Available
3	**Assistant Commissioner - SRM&E**	1	Masters Degree	Available
4	**Assistant Commissioner - Housing Development and Estates mgt**	1	Masters Degree	Available
5	**Assistant Commissioner - Human Settlements**	2	Masters Degree	Available
6	**Assistant Commissioner - Land Inspectorate**	2	Masters Degree	Available
7	**Assistant Commissioner - Land Registration**	1	Masters Degree	Available
8	**Assistant Commissioner - Land Sector reform**	1	Masters Degree	Available
9	**Assistant Commissioner - Physical Planning**	1	Masters Degree	Available
10	**Assistant Commissioner - Surveys and mapping**	3	Masters Degree	Available
11	**Principal Staff Surveyor**	1	Masters Degree	Available

S/N	Required Human Resource	No Of Non-Filled Post	Required Education Qualification	Availability of the Required Education Qualification/Skills within Uganda
12	**Principal Architect**	1	Masters Degree	Available
13	**Principal Assistant Secretary**	10	Masters Degree	Available
14	**Principal Enforcement Officer**	1	Masters Degree	Available
15	**Principal Engineer/ Electrical**	1	Masters Degree	Available
16	**Principal Government Valuer**	2	Masters Degree	Available
17	**Principal Housing Officer**	1	Masters Degree	Available
18	**Principal Housing Officer/ Estates**	1	Masters Degree	Available
19	**Principal Hydrographic Surveyor**	1	Masters Degree	Available
20	**Principal Information Scientist**	1	Masters Degree	Available
21	**Principal Information Scientist**	1	Masters Degree	Available
22	**Principal IT Officer (GIS/ MIS)**	1	Masters Degree	Available
23	**Principal IT Officer (Systems Admin./ Analysis)**	1	Masters Degree	Available
24	**Principal Land Officer**	2	Masters Degree	Available
25	**Principal Land Officer/ Inspection**	3	Masters Degree	Available
26	**Principal M&E Officer**	1	Masters Degree	Available
27	**Principal Personal Secretary**	1	Masters Degree	Available
28	**Principal Physical Planner**	4	Masters Degree	Available
29	**Principal Physical Planner**	3	Masters Degree	Available
30	**Principal Planner**	1	Masters Degree	Available
31	**Principal Procurement Officer**	0	Masters Degree	Available
32	**Principal Quality Assurance Officer**	1	Masters Degree	Available
33	**Principal Quantity Surveyor**	1	Masters Degree	Available
34	**Principal Records Officer**	1	Masters Degree	Available
35	**Principal Registrar of Titles**	1	Masters Degree	Available
36	**Principal Research Officer**	1	Masters Degree	Available
37	**Principal Staff Cartographer**	1	Masters Degree	Available
38	**Principal Staff Geodesit**	1	Masters Degree	Available
39	**Principal staff photogrammetry**	1	Masters Degree	Available
40	**Principal Statistician**	1	Masters Degree	Available
41	**Principal Urban Development Officer**	1	Masters Degree	Available
42	**Senior Assistant Accountant**	2	Bachelors Degree	Available
43	**Senior Assistant Photogrammetrist**	1	Bachelors Degree	Available
44	**Senior Assistant Valuer**	3	Bachelors Degree	Available
45	**Senior Economist**	2	Bachelors Degree	Available
46	**Senior Enforcement Officer**	1	Bachelors Degree	Available
47	**Senior Engineer/ Civil**	1	Bachelors Degree	Available
48	**Senior Engineer/ Electrical**	1	Bachelors Degree	Available
49	**Senior Environment Officer**	1	Bachelors Degree	Available
50	**Senior Government Valuer**	14	Bachelors Degree	Available

S/N	Required Human Resource	No Of Non-Filled Post	Required Education Qualification	Availability of the Required Education Qualification/Skills within Uganda
51	**Senior Human Resource Officer**	1	Bachelors Degree	Available
52	**Senior Information Scientist**	1	Bachelors Degree	Available
53	**Senior Information Scientist**	1	Bachelors Degree	Available
54	**Senior IT Officer**	9	Bachelors Degree	Available
55	**Senior IT Officer (Systems Administration)**	1	Bachelors Degree	Available
56	**Senior Land Officer**	20	Bachelors Degree	Available
57	**Senior Land Officer/ Inpsector**	4	Bachelors Degree	Available
58	**Senior Legal Officer**	1	Bachelors Degree	Available
59	**Senior M&E Officer**	1	Bachelors Degree	Available
60	**Senior Personal Secretary**	4	Bachelors Degree	Available
61	**Senior Physical Planner**	22	Bachelors Degree	Available
62	**Senior Policy Analyst**	1	Bachelors Degree	Available
63	**Senior Quality Assurance Officer**	1	Bachelors Degree	Available
64	**Senior Quantity Surveyor**	1	Bachelors Degree	Available
65	**Senior Registrar of Titles**	10	Bachelors Degree	Available
66	**Senior Research Officer**	1	Bachelors Degree	Available
67	**Senior Sociologist**	2	Bachelors Degree	Available
68	**Senior Staff Cartographer/ Principal Cartographer**	1	Bachelors Degree	Available
69	**Senior Staff Geodisist / Principal Geodisist**	1	Bachelors Degree	Available
70	**Senior Staff Hydrographic Surveyor/ Principal Hydrographic Surveyor**	1	Bachelors Degree	Available
71	**Senior Staff Lithographer/ Principal Lithographer**	1	Bachelors Degree	Available
72	**Senior Staff Photogrametrist/ Princ. Asst.Photogram**	1	Bachelors Degree	Available
73	**Senior Staff photographer**	1	Bachelors Degree	Available
74	**Senior Staff Surveyor**	10	Bachelors Degree	Available
75	**Senior Staff Surveyor / Principal Surveyor**	1	Bachelors Degree	Available
76	**Senior Statistician**	1	Bachelors Degree	Available
77	**Senior Urban Development Officer**	1	Bachelors Degree	Available
78	**Staff Cartographer**	6	Bachelors Degree	Available
79	**Staff Cartographer / Senior Cartographer**	4	Bachelors Degree	Available
80	**Staff Geodisist / Senior Geodisist**	1	Bachelors Degree	Available
81	**Staff Hydrographic Surveyor/ Senior Asst. Hydrog. Surveyor.**	1	Bachelors Degree	Available
82	**Staff Lithographer / Senior Lithographer**	1	Bachelors Degree	Available

S/N	Required Human Resource	No Of Non-Filled Post	Required Education Qualification	Availability of the Required Education Qualification/Skills within Uganda
83	**Staff Photogramesist / Photogramesist**	2	Bachelors Degree	Available
84	**Staff Surveyor**	12	Bachelors Degree	Available
85	**Statistician**	1	Bachelors Degree	Available
86	**Surveyor**	5	Bachelors Degree	Available
87	**Cartographer**	11	Bachelors Degree	Available
88	**Enforcement Officer**	1	Bachelors Degree	Available
89	**Environment Officer**	2	Bachelors Degree	Available
90	**Geodisist**	1	Bachelors Degree	Available
91	**Housing Officer/ Estates**	1	Bachelors Degree	Available
92	**Human Resource Officer**	1	Bachelors Degree	Available
93	**Hydrographic Surveyor/ Hydrog. Survey Technician**	2	Bachelors Degree	Available
94	**IT Officer**	7	Bachelors Degree	Available
95	**IT Officer (Systems Administration)**	1	Bachelors Degree	Available
96	**Land Officer**	7	Bachelors Degree	Available
97	**Land Officer/ Inspector**	4	Bachelors Degree	Available
98	**Lithographer**	3	Bachelors Degree	Available
99	**Personal Secretary**	1	Bachelors Degree	Available
100	**Photogrametrist**	1	Bachelors Degree	Available
101	**Photographer**	1	Bachelors Degree	Available
102	**Physical Planner**	13	Bachelors Degree	Available
103	**Policy Analyst**	1	Bachelors Degree	Available
104	**Registrar of Titles**	29	Bachelors Degree	Available
105	**Sociologist**	1	Bachelors Degree	Available
106	**Technician**	1	Bachelors Degree	Available
107	**Records Officer/ SARO**	1	Bachelors Degree	Available
108	**Assistant Photogrammetrist**	2	Diploma	Available
109	**Assistant Records Officer**	2	Diploma	Available
110	**Receptionist**	4	Diploma	Available
111	**Office Attendant**	10	Diploma	Available
112	**Driver**	0	Diploma	Available
113	**Askari**	3	Diploma	Available
	TOTAL	**332**		

5.4.2 HR DEVELOPMENT STRATEGIES AND ACTIONS

The Ministry requires UGX 33.22bn over the next 5 years to implement the following identified strategies and actions aimed at developing its Human resource.

Table 15: Human Resource development strategies and actions

Strategies	Actions	Responsible actor (internal or external)	Cost (UGX Bn)
Attract skilled personnel in MLHUD	- Employer branding - Advertisement of Jobs for recruitment - Review and enhance staff emoluments and benefits - Partner with universities and vocational institutions to tap into emerging talent. - Undertake performance assessments to identify recruitment bottlenecks. - Deliberately develop inclusive hiring campaigns to special needs groups.	MLHUD MoPS MoFPED	**2.510**
Retention and motivation of skilled personnel in MLHUD	- Enhancing staff emoluments and provision of staff benefits (medical, insurance etc) - Recognition and awarding of staff - Offer career development opportunities - Alignment of employee interests with Ministry objectives - Develop and implement a workplace wellness policy - Cascading wellness programs - Hold bi-weekly breakfast meetings with Top Leadership	MLHUD, MoFPED MoPS	**9.78**
Foster employee equity	- Transparent communication about employees - Hold Quarterly staff meetings - Develop a transparent training/capacity building plan - Develop inclusive hiring campaigns to attract women, youth, and special needs group. - Develop an HIV/AIDs workplace policy - Develop a gender and equity mainstreaming policy	MLHUD	**1.350**
Review of the Ministry structure	- Establish a Review Task Force - Benchmark Best Practices with structures of similar ministries in other countries or regions - Hold needs assessments with departments to address staffing challenges - Conduct consultations with MoPS and MoFPED	MLHUD, MoPS MoFPED	**0.200**

Strategies	Actions	Responsible actor (internal or external)	Cost (UGX Bn)
Absorption of contract staff	- Develop a contract staff management policy - Lobby for additional wage to recruit the staff	Public Service Commission, MLHUD MoFPED	**12.08**
Enhance the eHRM system to address the issue of transparency of recruitment of staff under projects	- Needs assessment - Staff list reviews - Develop add-ons on the existing eHRM - Linking the system with NIRA, LIS, etc	MLHUD Public Service Commission	**2.80**
Capacity Building & Training	- Conduct Training Needs Assessment - Preparation of annual training plan	MLHUD	**4.5**

06

COMMUNICATION AND FEEDBACK STRATEGY/ ARRANGEMENT

6.0 INTRODUCTION

This section outlines the communication and feedback mechanism for the Ministry Strategic Plan (MSP) for the period from FY 2025/26 - 2029/30. Effective communication is a critical enabler for the successful implementation of this Plan, ensuring that all stakeholders are informed, engaged, and aligned with the Ministry's strategic direction. The primary objective of this Communication strategy is to foster a shared understanding of the Plan's objectives, promote transparency and accountability, and facilitate a continuous feedback to enhance service delivery and policy formulation in the Lands, Housing and Urban Development sectors.

6.1 COMMUNICATION STRATEGY

In order to ensure widespread ownership and support, the Ministry will employ a multi-channel approach to disseminate the Plan and its subsequent progress reports. The full Plan will be published on the Ministry's official website and hard copies distributed to key stakeholders, including Parliament, Local Governments, other MDA's and Development Partners. The communication of this MSP will be seamlessly integrated into the Ministry's broader communications strategy.

Table 16: Communication of the Strategic Development Plan

Stakeholder	Key Issue to be Communicated	Communication Channel	Frequency of Communication
Office of the President	Status of implementation of Cabinet Directives, progress on the NRM Manifesto, reports on land conflicts and resolution, national urban development status.	Formal letters, Cabinet Memoranda, Reports, Briefs.	Quarterly and as issues arise.
Parliament of Uganda	Performance Reports, Budget Framework Papers, Ministerial Policy Statements, progress on legislation (e.g., Land Act amendments).	Committee appearances, formal letters, emails, reports.	Quarterly, bi-annually, and annually.
Office of the Prime Minister	Status of implementation of MSP IV.	Formal letters, Progress Reports, performance reports.	Quarterly and annually.
National Planning Authority	Status of implementation of MSP IV, Vote Implementation Action Plans (VIAP).	Formal letters, emails, meetings, reports.	Quarterly and annually.
Ministry of Finance, Planning and Economic Development (MoFPED)	Performance reports, budget execution reports, project proposals for funding, reports on the Land Fund.	Formal letters, emails, meetings, reports.	Quarterly and annually.
General Public	Land rights and tenure security, processes for land registration/ acquisition, mass land titling progress, housing policy initiatives, urban development plans, public alerts on land fraud.	Radio & TV talk shows, social media, website, public notices in newspapers, community barazas (meetings) and press conferences.	Weekly, monthly, quarterly, and as needed.
Local Governments (Districts, Cities, Municipalities)	Guidelines on land administration, decentralized services updates, urban planning standards, progress on land use planning, conditional grant performance.	Emails, circulars, workshops, regional meetings, reports.	Monthly, quarterly, and annually.
Judiciary & Justice Law and Order Sector (JLOS)	Information on land disputes, collaboration on reducing case backlog, sensitization on land laws.	Meetings, workshops, joint technical committees, reports.	Quarterly and as needed.

Stakeholder	Key Issue to be Communicated	Communication Channel	Frequency of Communication
Development Partners	Project implementation status, Annual Programme Performance Reports (APPR), co-financing arrangements, policy dialogue.	Emails, letters, joint supervision missions, partnership forums, reports.	Quarterly and annually.
Private Sector & Investors	Investment opportunities in housing and urban development, processes for acquiring land for investment, public-private partnership (PPP) frameworks.	Investors' conferences, sector-specific workshops, the Ministry's website, dedicated help desks.	Bi-annually and as opportunities arise.
Cultural & Religious Institutions	Communal land management, ethical land practices, mediation of land conflicts, sensitization on land rights.	Meetings, dialogues, collaborative workshops, reports.	Annually and as needed.
Academic & Research Institutions	Research findings, land data and information, collaboration on policy research, urban planning innovations.	MoUs, research partnerships, conferences, joint publications.	Annually and per project lifecycle.
Media	Key policy changes, major project launches, public service announcements, clarification on land-related myths and misinformation.	Press releases, press conferences, media briefs, exclusive interviews.	Weekly, monthly, and as needed.

6.2 GENERAL FEEDBACK MECHANISMS

To ensure a responsive and adaptive implementation process, the Ministry will utilize the following mechanisms to gather and process feedback from all stakeholders:

i) **Stakeholder Engagements**: The Ministry will conduct regular consultations, public hearings, and focus group discussions at national, regional, and district levels to gather first-hand feedback on policies and projects.

ii) **Digital Platforms:** The Ministry will leverage its website, official social media channels (X, Facebook, Youtube, Linkedin & WhatsApp – 0767 554235), and email to provide accessible and swift channels for comments, suggestions, and inquiries, particularly engaging the marginalized and those in the diaspora.

iii) **Dedicated Hotline and Client Service Desk**: A toll-free hotline (0800 100 004 and 0800 100 005) and a physical client service desk at the Ministry headquarters and regional offices will be maintained for the public to register complaints, seek information, and provide feedback.

iv) **Integrated Complaints Handling System:** An online case management and complaints tracking system was established on the Ministry's website, allowing stakeholders to log issues and track their resolution status.

v) **Sector-Specific Fora**: The Ministry will utilize existing and new platforms such as the annual National Land Conference, Urban Development Conferences, and World Habitat Day celebrations to gather structured feedback.

6.3 IMPLEMENTATION AND MONITORING OF THE COMMUNICATION STRATEGY

Monitoring is essential for assessing the effectiveness of this communication strategy and ensuring it contributes to the Plan's overall objectives. The Ministry will implement measures to track progress through:

i) **Media Monitoring**: Tracking the volume and tone of media coverage related to the Ministry's mandate and the MSP IV.
ii) **Stakeholder Perception Surveys**: Conducting periodic surveys to assess changes in stakeholder knowledge, attitudes, and satisfaction with the Ministry's services and communication.
iii) **Feedback Analytics**: Monitoring metrics from digital platforms (website traffic, social media engagement, complaint resolution rates) to gauge reach and responsiveness.
iv) **Participation Metrics**: Documenting the level and diversity of participation in stakeholder engagements and public consultations.

07

STRATEGIC RISKS

7.0 INTRODUCTION

The primary purpose of the framework is to systematically identify, assess, prioritise and define mitigation strategies for potential threats that could negatively impact the ministry's capacity to achieve its stated result areas. A successful implementation of this plan anticipates risks rather than simply reacting to failure.

This chapter will detail the following; identification and classification of the ministry's principal strategic categories, risk assessment based on probability and potential impact on critical objective, mitigation and response strategies as shown subsequently.

7.1 MAIN ACTORS

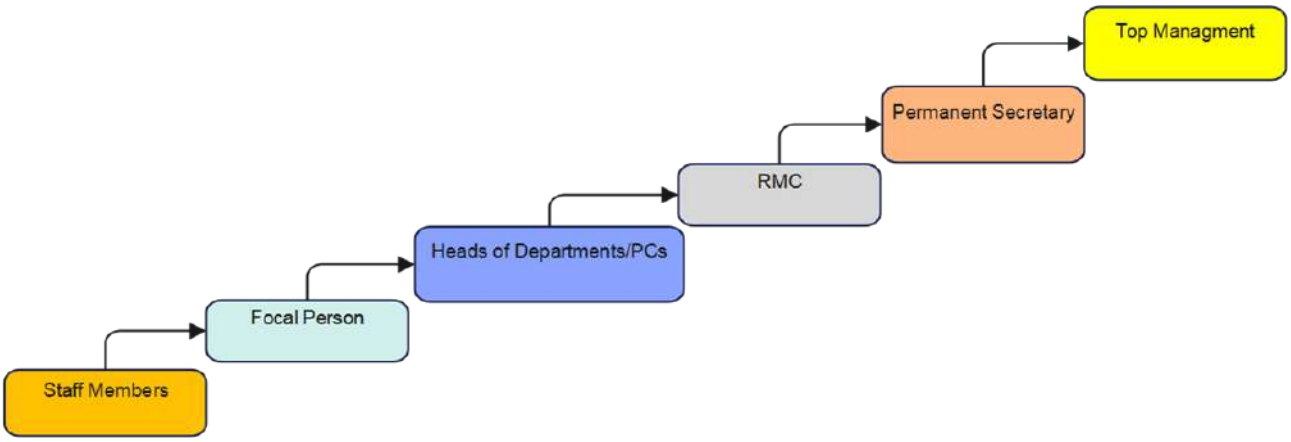
The main actors in the Risk Management Framework and their roles are as follows:

Heads of department and Project Coordinator: Each department Commissioner and project coordinator is responsible for designating a focal person who will serve as the primary point of contact for identifying, documenting and reporting all departmental risks.

Risk Management Committee (RMC): Chaired by the US/F&A and the Head of Internal Audit shall be the secretary. The RMC will consolidate the directorate logs and produce an overarching Risk Management Report. This report will be presented to the Permanent Secretary and senior management for strategic oversight.

Permanent Secretary: The Permanent Secretary will review the RMC report and escalate the consolidated risk profile to the Top Management for final approval and once approved, feedback will be communicated back to the respective heads of departments and project coordinators to ensure continuous improvement in risk mitigation efforts.

Figure 2. Risk Logical flow



7.2 RISK ANALYSIS AND IDENTIFICATION PROCESS

The Ministry identified key risks that it anticipates during the implementation of the Strategic Plan and analyzed them based on the likelihood and assessment of impact using a scale of 1 to 5, where 1 is equivalent to having "insignificant impact" and 5 is equivalent to having a critical/severe impact" for impact and; 1 is "rare" - 5 is "common" for likelihood as shown in table 12 below. The risk score was then determined following the impact – likelihood mapping in figure 3 below.

Figure 3. Consequences – Likelihood analysis

Likelihood	Consequences				
	(1) Insignificant	(2) Minor	(3) Moderate	(4) Major	(5) Critical
(5) Common	Low	Medium	Medium	High	High
(4) Likely	Low	Low	Medium	Medium	High
(3) Moderate	Low	Low	Medium	Medium	Medium
(2) Unlikely	Low	Low	Low	Low	Medium
(1) Rare	Low	Low	Low	Low	Medium

Risk Colours

Red: Issues that require immediate attention of senior management

Yellow: Issues that need constant monitoring by senior management

Green: Issues that need to be reviewed from time to time.

7.3 RISK MITIGATION FRAMEWORK

Table 17: Table 17: Risk Mitigation matrix

S/N	Risk Category	Risk	Likelihood (5-Common, 4- Likely, 3- Moderate, 2- Unlikely, 1- rare)	Impact (5-Critical, 4- major, 3- Moderate, 2-Minor, 1- Insignificant)	Risk rating (High, Medium, Low)	Mitigation Strategy
1	**Financial**	Budget cut	5	5	High	Mainstream climate change adaptation and mitigation strategies in designs, implementation and M&E of prgrammes and projects
						Continuous engagements with Parliament and MoFPED to waive budget cuts on Ministry's consumptive expenditure as most of the Ministry activities are field based
		Inadequate financing of critical priority areas	5	5	High	Heighten resource mobilization initiatives
						Budget advocacy
						Prioritization of bankable project development
		Late release of funds	3	4	Medium	Strategic engagement with ministry of MoFPED
		project cost and time overrun due to lengthy procurement processes, variation in contract specification due to poor initial planning	3	5	Medium	Improved planning, design and procurement
						Streamlining administration and compensation
2	**Operational**	Corruption tendencies and fraud	5	5	High	Implement enhanced transparency, accountability and communication mechanisms
						Automation of services
		fragmentation of institutional mandate	5	5	High	Undertake a comprehensive institutional and legal review
		Political intervention	5	5	High	Adherence to the rule of law

S/N	Risk Category	Risk	Likelihood (5-Common, 4- Likely, 3- Moderate, 2- Unlikely, 1- rare)	Impact (5-Critical, 4- major, 3- Moderate, 2-Minor, 1- Insignificant)	Risk rating (High, Medium, Low)	Mitigation Strategy
		Inadequate staffing	5	5	High	Develop and implement the recruitment plan
		Employee turnover	3	2	Low	Develop knowledge management strategy and continuous staff motivation
						Enhance staff emoluments and provision of staff benefit package like medical insurance, education, etc
						Alignment of employee interest with ministry objective
3	**Technical Risk**	Cyber security threats	3	5	Medium	Enhancement and periodic updates of systems
		Rapid technological change	5	5	High	Continuous capacity building
						Research and adoption of new technology
4	**Regulatory**	Inadequate/outdated legislation and policy framework	3	3	Medium	Develop and review regulations and policies
5	**External**	land disputes	5	4	High	Implementation of ADR mechanism and continuous sensitization
		Inadequate compliance to laws and regulatory framework	5	3	Medium	Continuous sensitization and enforcement
		Climate change	4	2	Low	Mainstream climate change adaptation and mitigation strategies in designs, implementation and M&E of programmes and projects
		pandemic and epidemic	3	4	Medium	Establish business continuity plan
						Invest in digital and information systems
		Geopolitical tensions	4	4	Medium	Diversification of financing

08

MONITORING AND EVALUATION FRAMEWORK

8.0 INTRODUCTION

The M&E Framework provides a structured approach for tracking the implementation and performance of the MLHUD Strategic Plan. It aims to ensure evidence-based decision-making, accountability, learning, and improved service delivery in the lands, housing, and urban development sectors. This framework guides the collection, analysis, and reporting of data to assess progress towards strategic objectives, outcomes, and outputs, and informs policy reviews, budgeting, and programme adjustments.

8.1 MONITORING AND EVALUATION ARRANGEMENTS

This section highlights the Monitoring and Evaluation (M&E) arrangements of the Plan implementation in line with the National Development Plan IV and National Integrated Monitoring and Evaluation Framework under the office of the Prime Minister.

8.1.1 MONITORING

The Ministry of Lands, Housing and Urban Development (MLHUD) will implement a robust Monitoring and Evaluation (M&E) System to periodically track progress towards the strategic objectives, outputs, and outcomes as outlined in the Strategic Plan. Monitoring will focus on collecting timely, reliable, and relevant information to inform decision-making, support accountability, and enable adaptive management.

The department of Statistics, Research, Monitoring and Evaluation (SRM&E) will be responsible for coordination and supervision of monitoring exercises as well as designing monitoring tools, in collaboration with other departments.

8.1.2 EVALUATION

The Strategic Plan will be evaluated during and after implementation to determine the relevance, effectiveness, efficiency, impact, and sustainability of planned interventions, and to generate evidence that can inform decision-making, learning, and future planning. The evaluation will be undertaken through a systematic, participatory and evidence based process anchored on Result Based Management (RBM). The Evaluation Framework will clearly define the evaluation scope, key evaluation questions, methodologies, data sources and responsibilities for implementation.

The baseline assessment was undertaken to establish targets of the MSP IV. A Midterm evaluation will be undertaken in FY 2027/28 to evaluate implementation status and impact of various initiatives. An end-term evaluation will be undertaken in FY 2030/31 to assess the success rate of the implementation of the MSP IV. Thematic/ special evaluations will be conducted to undertake focused assessments on specific policy areas, programmes and reforms undertaken during the strategic plan period.

8.1.3 REPORTING

Reporting will be based on the indicators outlined in the M&E framework and shall be conducted in a systematic, periodic, and evidence-based manner; aimed at tracking progress, ensuring accountability, and informing decision-making. It will combine internal management reporting, oversight reporting, development partner reporting, and public dissemination.

Reports will be complied by the SRM&E Department drawing information from routine administrative data, field monitoring reports, surveys, and evaluation findings; and will capture progress against objectives, financial utilization, risks, challenges, and lessons learned. Reports will be shared through official briefs, dash boards, workshops, joint review meetings and other public platforms, ensuring timely dissemination and feedback.

Table 18: M&E Institutional Arrangements

Institution / Unit	Role in M&E
Department of Statistics, Research, Monitoring & Evaluation (SRM&E)	Coordinates M&E activities across MLHUD, ensures alignment with national frameworks, consolidates reports, and take lead evaluations.
Other Ministry Departments	Collect routine data, monitor activity implementation, prepare quarterly performance reports, and submit to the SRM&E department.
Ministry Top Management	Reviews performance reports, makes strategic decisions, and provides guidance for corrective actions.
Local Governments	Collect field-level data, implement activities, and report to the Ministry.
NPA & OPM	Provide oversight, ensure alignment with NDP IV indicators, conduct joint monitoring missions, and review sector performance.
Development Partners / CSOs	Support data collection, capacity building, evaluations, and provide independent feedback.

09

PROJECT PROFILE

9.0 INTRODUCTION

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

9.1 PROJECTS UNDER THE MINISTRY

The Ministry has three (3) on-going projects and plans to rollout 12 more project proposals during the Plan period as indicated in table 18 below. These projects have interventions that directly contribute to the delivery of key results of the Plan and objectives of the Sustainable Urbanization, Housing, Lands and Institutional Coordination Sub-programmes.

The Ministry has a total of 15 project proposals and ideas with an estimated portfolio of UGX 15,155.4bn in the pipeline aimed at boosting funding of the Strategic plan as shown in table 18 below.

Table 19: List of Projects under MLHUD

S/N	Project	Estimated Cost (UGX Bns)	Status
1	Land Economic Competitive Project	116.3	Under Implementation
2	Institutional Development Project	115.7	Under Implementation
3	Land Valuation Infrastructure Project	21.8	Under Implementation
4	Uganda Cities and Municipalities Infrastructure Development Project (UCMID)	2,798.0	Negotiations
5	Strengthening Land Tenure Security	31.8	Negotiations
6	Infrastructure Corridor Development Project	184.0	Pre-Feasibility Studies
7	Secondary Cities Infrastructure Project	464.0	Pre-Feasibility Studies
8	Enhancing Access to Decent Affordable Housing	854.0	Pre-Feasibility Studies
9	Uganda Support to Town Councils Infrastructure Development Project	1,108.4	Profile
10	Integrated Waste Management Project	2,957.0	Profile
11	Land and Housing Infrastructure Development Project (Slum Upgrading)	1,352.0	Profile
12	Integrated Spatial Planning & Digitization Project	896.0	Profile
13	Urban Productivity and Regeneration Project	1,751.0	Profile
14	Urban Spatial Planning Project	99.2	Profile
15	Kampala Slum upgrading project	2,660.0	Profile
16	Uganda Land Governance Enhancing project	TBD	Idea
17	Fast growing Towns Infrastructure Project	TBD	Idea
18	National Geo-spatial infrastructure Development project	TBD	Idea
TOTAL		**15,409.3**	

APPENDIX

THE REPUBLIC OF UGANDA
REGISTRATION OF TITLES ACT
Certificate of Title
FREEHOLD REGISTER, VOLUME MAS579 FOLIO 11
DESCRIPTION OF LAND
ALL THAT piece of land delineated and edged red on the deed plan hereto annexed containing the following area or thereabouts and situated as follows:
Area
0.4930 hectares
County
Buhaguzi
District
Kikuube
and known as: Plot 399, Block 7 at KIZINIRO
Date, Time, Instrument No.
13/06/2025 4:56 PM MAS-00023782
OWNERSHIP
Name and Address of Owner
ABUDALAH MUBARAKA whose NIN is CM86006104KA0E of KIZINIRO, Kikuube, Buhaguzi, Uganda
Signature of Registrar
I/s/are now the owner/s of an estate in fee simple described subject to the conditions and incumbrances set out.
Dated this 21st day of June 2025
Owner's Copy

APPENDIX A: VOTE IMPLEMENTATION ACTION PLAN (VIAP)

APPENDIX A1: LANDS VIAP UNDER NRECCLWM PROGRAMME

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Tar get FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Program Name: NATURAL RESOURCES, ENVIRONMENT, CLIMATE CHANGE, LAND AND WATER MANAGEMENT									
NRECCLWM Goal: Sustainable management and utilisation of Land, Water, environment and natural resources and effective response to climate change and other disasters									
Programme Objective 6: To strengthen integrated land use management									
MLHUD Objective 1: To strengthen and implement efficient and effective land administration and management systems									
Intermediate Outcome: Improved land tenure security	Land Surveyed (%)	32	35	37	39	43	45	NLIS	DSM
	Average turnaround time for land titling (days)	15	12	10	9	8	7	NLIS	DLR
	Change in registered land related conflicts (%)	59.2	61.4	63.5	65.7	67.8	70	JLOS, Annual Crime Report	DLR
	Land Registered (%)	30	30.5	31.2	32	32.5	33	NLIS	DLR
Programme Strategic Intervention 6.1: Undertake Land Tenure Security Enhancement Programmes									
MLHUD Intervention 1: Undertake Land Tenure Security Enhancement Programmes									
Vote Output 1.1: Land Surveys and registration programs implemented	Number of Blue pages converted	45	145	245	345	445	545	Annual performance report	DLR
	Number of CCOs issued	81,000	91,000	101,000	111,000	121,000	131,000	Annual performance report	DLIR, DLR
	Number of COOs issued	752	850	1,000	2,000	2,500	3,500	Annual performance report	DLIR, DLR
	Number of titles issued under SLAAC program	378,000	378,000	550,000	650,000	750,000	878,000	Annual performance report	DSM, DPP, DLIR, DLR
	Number of new land related conflicts registered	25,252	9,747	9,217	8,661	8,130	7,576	Annual performance report	DLR
	Number of Land Surveys and registration grievances addressed	3,790	4,790	5,790	6,790	7,790	8,790	Annual performance report	DSM, DLR, DLIR
VIAP Actions			**Budget FY2025/26**	**Budget FY2026/27**	**Budget FY2027/28**	**Budget FY2028/29**	**Budget FY2029/30**	**Data Source**	**Responsible MDA/LG**
Implement the Systematic Land Adjudication and Certification Programme			3.33	14.00	14.00	14.00	28.00	Annual performance report	DSM, DPP, DLIR, DLR

Process and issue Certificates of Customary Ownership (CCOs) and Certificates of Occupancy (COOs)			0.73	0.73	0.79	0.76	0.79	Annual performance report	DSM, DPP, DLIR, DLR
Establish the Litigation and Dispute Resolution Desk			1.80	0.54	0.54	0.54	0.54	Annual performance report	DLIR, DLR
Implement Alternative Dispute Resolution Mechanisms and strategies			2	2	2	2	2	Annual performance report	DLIR, DLR
MLHUD Intervention 2: Enhance digitization of land management infrastructure									
Vote Output 2.1: Land Surveys and registration programs implemented	Number of LGs with NLIS established	-	-	10	20	30	30	Annual performance report	DLR
	Number of conveyances handled	176,569	180,000	185,000	190,000	195,000	200,000	Annual performance report	DLR
	Number of titles processed and issued in the NLIS	49,743	50,000	53,000	55,000	57,000	60,000	Annual performance report	DLR
VIAP Actions			**Budget FY2025/26**	**Budget FY2026/27**	**Budget FY2027/28**	**Budget FY2028/29**	**Budget FY2029/30**	**Data Source**	**Responsible MDA/LG**
Establish the LIS in Local Governments			10.00	10.00	10.00	-			DLR
Facilitate MZO Operations			19.00	20.00	21.00	22.00	23.50		F&A
Maintain Land Management Information systems and infrastructure			6.54	7.59	8.63	8.97	9.80		F&A
MLHUD Intervention 3: Enhance Surveys and mapping Geospatial data reference systems/framework.									
Vote Output 3.1: Survey and Mapping data systems enhanced	Number of Continuously Operating Reference Stations (CORS) established	40	50	60	70	80	90	Annual performance report	DSM
	Kms of international borders re-surveyed and affirmed	515	565	615	665	715	765	Annual performance report	DSM
	Development of the NSDI (%)	0	0	5	40	50	100		DSM
	Kms of interdistrict borders re-surveyed and affirmed	225	245	265	285	305	325	Annual performance report	DSM
	Number of Maps revised	153	168	183	198	213	228	Annual performance report	DSM
VIAP Actions			**Budget FY2025/26**	**Budget FY2026/27**	**Budget FY2027/28**	**Budget FY2028/29**	**Budget FY2029/30**	**Data Source**	**Responsible MDA/LG**

Densify the UGRF and establish additional CORS			4.7	4.7	4.7	4.7			DSM
Develop the NSDI			-	0.2	8.8	2.5	1.5		DSM
Revise and update topographic maps, tourist and the National Atlas			2.0	3.0	3.0	1.5	0.5		DSM
Survey and affirm International and inter-district boarders			6	6	6	6	6		DSM
MLHUD Intervention 4: Enhance valuation data systems and services									
Prog. Output 3.1: Land Management and Valuation infrastructure enhanced	Number of property valuations conducted	254,896	284,896	314,896	344,896	374,896	404,896	Annual performance report	DLV
	Number of land acquisition projects supervised	1,608	1,758	1,908	2,058	2,208	2,358		DLV
	Number of MZOs implementing the Land Valuation Management Information System	6	10	22	22	22	22	Annual performance report	DLV
VIAP Actions			**Budget FY2025/26**	**Budget FY2026/27**	**Budget FY2027/28**	**Budget FY2028/29**	**Budget FY2029/30**	**Data Source**	**Responsible MDA/LG**
Roll out and implement the Land Valuation Management Information System (LaVMIS) to MZOs			11.0	8.0	1.0	1.3	1.4		DLV
Supervise land acquisition for government projects			0.15	0.20	0.25	0.25	0.25		DLV
Acquire Land for infrastructure development			70.0	70.0	70.0	70.0	70.0		DLV
Undertake property valuations and countrywide market research			5.0	5.0	5.0	5.0			DLV
MLHUD Intervention 5: Strengthen Land Management Institutions									
	Number of Land Administration and Management Institutions capacities built	75	145	145	145	145	145	Annual performance report	DLIR
	Number of Land Administration and Management Institutions retooled	42	145	145	145	145	145		DLIR
PIAP Actions			**Budget FY2025/26**	**Budget FY2026/27**	**Budget FY2027/28**	**Budget FY2028/29**	**Budget FY2029/30**		**Responsible MDA/LG**
Retool and Train all Land Management Institutions			5.0	5.0	5.0	5.0			DLIR

APPENDIX A2: HOUSING, PHYSICAL PLANNING AND URBAN DEVELOPMENT VIAP UNDER SUH PROGRAMME

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Program Name: Sustainable Urbanization and Housing									
Program Goal: To ensure well-planned and productive urban centres with affordable housing									
MLHUD Goal: Improved Tenure Security, optimal Utilization of land, planned environment and adequate housing for sustainable socio-economic development									
MLHUD Objective 2: To improve integrated land use Planning, implementation and Development systems in rural and urban areas									
Intermediate Outcome: Orderly development	Level of compliance to Physical Planning frameworks (%)	58.30%	58.50%	62.00%	62.89%	67.35%	75%	State of Land Use complaince report	
	Level of Physical planning(%)	15%	17%	19%	21%	25%	30%	Reports	
MLHUD Intervention 1: Operationalize the National Physical Development Plan									
Output 2.1.1: Lower level Physical and detailed plans developed and implemented	Number of Regional PDPs developed	2	3	4	5	6	6	Annual Performance reports	Physical Planning
	Number of City PDPs developed	3	6	9	12	14	15	Annual Performance reports	Physical Planning
	Number of Municipality PDPs developed	20	22	24	26	29	29	Annual Performance reports	Physical Planning
	Number of District PDPs developed	19	20	23	25	27	30	Annual Performance reports	Physical Planning
	Number of Town Council PDPs developed	58	77	85	95	106	126	Annual Performance reports	Physical Planning
	Number of Subcounty PDPs developed	342	345	350	354	356	360	Annual Performance reports	Physical Planning
	Number of Detailed Plans developed	11	23	35	46	57	68	Annual Performance reports	Physical Planning
	Number of Infrastrucure corridor plans prepared	0	1	2	3	4	4	Annual Performance reports	Physical Planning
VIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30		Responsible MDA/LG
Revitalize and enhance PPUMIS			1.543	2.100	1.000	1.000	0.250		Physical Planning
Implement and review Geo-spatial strategic plan			1.040	1.017	1.617	0.217	5.730		Physical Planning
Support development and implementation of City, Municipality, District, Town Council and SubCounty PDPs			29.110	26.800	27.010	25.200	27.190		Physical Planning

Prepare NPDP infrastracture corridor plans			21.250	48.700	54.700	50.700	8.924		Physical Planning
Develop key strategic area detailed PDPs			4.400	2.400	2.200	2.200	2.200		Physical Planning
MLHUD Intervention 2: Strengthen land use planning, compliance, and enforcement in the country									
Output 2.2.1: Compliance to Physical and detailed plans enforced	State of Land Use Compliance Report developed	Yes		Yes		Yes			Land Use Compliance,
	Completion rate of the Land Use Compliance and Enforcement system	0%	10%	25%	50%	75%	100%		Land Use Compliance,
VIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30		Responsible MDA/LG
Develop Land Use Compliance and Enforcement systems			0.250	4.000	3.500	2.500	0.500		Land Use Compliance,
Enforcement of compliance to developed Physical and detailed lower level Plans			65.200	63.200	65.200	66.200	71.200		Land Use Compliance,
Undertake assessment on implementation of the developed PDPs and compliance to land use regulatory framework			0.260	1.500	0.260	1.500	0.260		Land Use Compliance,
Prepare annual land use balance sheet			0.120	0.120	0.120	0.120	0.120		
MLHUD Objective 3: To develop livable, productive, inclusive, and environmentally resilient urban systems									
Intermediate Outcome: Orderly development	Travel time in other Cities (Min/km)	4.14	3.61	3.08	2.55	2.3	2.02	Surveys	
MLHUD Intervention 1: Expand and upgrade key urban infrastructure									
Output 3.1.1: Urban infrastructure constructed i.e roads, markets	Roads constructed in urban areas (Kms)	214.10	216.60	305.23	368.73	441.72	464.10	Annual Performance report	Urban Development
	Drainage channels constructed in urban areas (Kms)	578.2	579.4	756.67	883.66	1,029.64	1,074.40	Annual Performance report	Urban Development
	Number of Street lights installed	8,804.00	9,477.00	10,677.00	11,877.00	13,077.00	14,277.00	Annual Performance report	Urban Development
	Urban NMT(Walkways and Cycling lanes) constructed (Kms)	675.20	680.00	857.27	984.26	1,130.24	1,175.00	Annual Performance report	Urban Development

	Number of LED i.e play grounds, markets, leisure parks,taxi parks and slaughter houses constructed in urban areas	12	12	14	16	18	20	Annual Performance report	Urban Development
VIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30		Responsible MDA/LG
Construct strategic urban roads			340.633	283.030	485.800	245.850	127.070		Urban Development
Construct primary and secondary drainages in urban areas			97.960	82.550	87.380	17.100			Urban Development
Construct NMT(Walkaways and cycling lanes) in urban areas			14.020	23.360	30.370	35.040	39.710		Urban Development
Install street lights alongside key urban roads and public spaces			24.200	47.100	28.600	9.400	10.700		Urban Development
Construct LED projects i.e play grounds, markets,leisure parks,taxi parks and slaughter houses in key urban areas			12.600	17.420	26.310	14.150	9.170		Urban Development
MLHUD Intervention 2: Promote Waste Management Strategies									
Output 3.2.1: Waste management systems established	Tonnage of urban waste collected and disposed at waste management facilities	522,136	543,892	558,395	580,151	594,655	616,411	Annual Performance report	Urban Development
	Number of Cities and Municipalities implementing customised Waste Management Strategies	22	25	30	34	38	43	Annual Performance report	Urban Development
VIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30		Responsible MDA/LG
Develop and implement customised waste Management Strategies			0.750	1.000	1.000	1.000	1.600		Urban Development
Train urban managers in best waste management practices			0.120	0.120	0.120	0.120	0.120		Urban Development
Implement the '4R' - Reuse, reduce, recycle and recover in both residential and commercial settings			16.700	16.700	16.700	16.700	16.700		Urban Development

MLHUD Intervention 3: Strengthen Urban planning with a focus on compact city models for Cities and Municipalities in Uganda									
Output 3.3.1: Urban planning enhanced	Number of Urban Forums Established	22	25	28	32	37	43	Annual Performance report	Urban Development
	State of Urban Sector Report produced	Yes		Yes		Yes		Annual Performance report	Urban Development
VIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30		Responsible MDA/LG
Eatablish and support Urban Forums			0.200	3.000	4.000	5.000	5.000		Urban Development
Produce and disseminate the state of Urban Sector report			0.150	0.400	0.150	0.400	0.150		Urban Development
Ministry Objective 4: To develop and implement housing delivery programmes and real estate market systems									
Intermediate Outcome: Increased housing stock	Mortgage to GDP ratio	0.54%	0.70%	0.90%	1.30%	1.50%	2.00%	BOU credit by sector report	BOU and UBOS
MLHUD Intervention 1: Increase access to non-bank housing financing									
Output 4.1.1: Housing SACCOs and Cooperatives established	Number of Housing Cooperatives established	0	8	16	24	32	40	Annual Performance reports	MLHUD
	Number of housing PPPs established	0	1	2	3	4	5	Annual Performance reports	MLHUD
VIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30		Responsible MDA/LG
Support access to micro finance and community savings/ SACCOs for Slum dwellers			0.450	0.450	0.450	0.450	0.450		Human settlements
Support establishment of Housing Cooperatives and SACCOs			0.450	0.450	0.450	0.450	0.450		Human settlements
Develop Housing Estates under the PPP arrangement in Cities and Municipalities			0.300	0.300	0.300	0.300	0.300		Housing Development and Estates Mgt
MLHUD Intervention 2: Promote Housing programmes aimed at providing low cost housing									
Output 4.2.1: Affordable housing programs implemented	Number of houses constructed by NHCCL	2,922	3,047	3,172	3,297	3,422	3,547	NHCC performance report	NHCCL

	Number of housing projects implemented	4	6	8	10	12	12	Annual Performance reports	Housing Development and Estates Mgt
	Hectares of land acquired for housing	8.09	13.09	18.09	23.09	28.09	33.09	Annual Performance reports	Housing Development and Estates Mgt
	Number of houses constructed for Civil servants	0	0	40	80	180	200	Annual Performance reports	Housing Development and Estates Mgt
VIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30		Responsible MDA/LG
Undertake Land banking for low cost housing estates			0.200	0.200	0.200	0.200	0.200		Housing Development and Estates Mgt
Construct affordable houses for civil servants, middle and low income earners			0.000	9.620	9.880	5.620	4.000		Housing Development and Estates Mgt
Capitalization of NHCCL			64.000	64.000	64.000	64.000	64.000		NHCCL
Construct houses under NHCCL			30.000	30.000	30.000	30.000	30.000		NHCCL
Support MDAs, organizations and groups in housing construction			0.100	0.100	0.100	0.100	0.100		Housing Development and Estates Mgt
Support the introduction of a special low cost mortgage facility in commercial banks and microfinance institutions									Housing Development and Estates Mgt
Design incentives to lower housing/ construction costs			0.050	0.050	0.050	0.050	0.050		Housing Development and Estates Mgt
MLHUD Intervention 3: Promote slum upgrading initiatives									
Output 4.3.1: Slums and informal settlements redeveloped	Number of slums profiled	3	4	5	6	7	8	Annual performance reports	MLHUD

	Number of slum upgrading intiatives implemented	0	1	1	1	1	1	Annual performance reports	MLHUD
	Number of slum action area plans developed	3	4	5	6	7	9	Annual performance reports	MLHUD
VIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30		Responsible MDA/LG
Map and profile slums in urban areas			0.150	0.150	0.150	0.150	0.150		Human settlements and Urban Devt
Develop Comprehensive slum upgrading plans			1.500	1.500	1.500	1.500	1.500		Human settlements and Urban Devt
Undertake upgrading of slums and informal settlements in Cities and Municipalities			6.000	6.000	6.000	6.000	6.000		Human settlements and Urban Devt
MLHUD Intervention 4: Develop Housing systems and Infrastructure									
Output 4.4.1: Housing technological centre and Information system developed	Completion rate of the a Housing and real estate information system	0%	0%	50%	100%	100%	100%	Annual performance reports	MLHUD
	Completion rate of the Science, Technology and Innovation Housing Material center (STIM)	0%	0%	15%	50%	90%	100%	Annual performance reports	MLHUD
VIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30		Responsible MDA/LG
Establish a Science, Technology and Innovation Housing Material center (STIM)			0.000	3.750	8.750	10.000	2.500		Housing Development and Estates Mgt
Develop, rollout and maitain a Housing and real estate information system			0.000	5.750	6.650	7.600	2.000		Housing Development and Estates Mgt
Ministry Objective 5: Strengthen policy, legal, institutional and coordination frameworks									
Intermediate Outcome: Harmonized planning and implementation of Ministry programs	Performance of the Ministry (%)	68	70	73	75	78	80	Annual performance reports	MLHUD

MLHUD Intervention 1: Strengthen the Policy, legal and regulatory frameworks of the Ministry									
Output 5.1.1: Policy and Legal Framework developed, reviewed, and implemented	Number of Policies developed	4	5	5	5	5	5	Annual performance reports	MLHUD
	Number of legal frameworks developed	9	9	10	11	12	13	Annual performance reports	MLHUD
	Number of Policies reviewed	0	1	2	3	4	4	Annual performance reports	MLHUD
	Number of legal frameworks reviewed	0	1	2	3	4	5	Annual performance reports	MLHUD
VIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30		Responsible MDA/LG
Review the Housing and Urban Laws and frameworks (Physical Planning Law, LandLord tenant law, Condominium Law)			3.600	3.600	3.600	3.600	3.600		F&A (Policy unit)
Develop and/or review all land related laws			1.000	2.000	1.000	1.000	1.000		F&A (Policy unit)
Develop and/or review regulations(market regulations, condominum regulations, LandLord and tenant law regulations			0.500	0.500	0.500	0.500	0.500		F&A (Policy unit)
Disseminate and enforcement of all the developed/reviewed Policies, Laws and Regulations			1.800	1.800	1.800	1.800	1.800		F&A (Policy unit)
Review existing urban and housing policies (National Land Use Policy; Housing Policy; National Land Policy; National Urban Policy)			3.600	3.600	3.600	3.600	3.600		F&A (Policy unit)
Finalise development of the National Land Acquisition and Resettlement Policy			1.000	1.000	0.000	0.000	0.000		F&A (Policy unit)
Develop the Housing and Urban Laws and frameworks (Housing Law; Urban Law; Real Estate Law)			1.000	1.000	2.000	2.000	2.000		F&A (Policy unit)

Undertake Public Sensitization on the Ministry Policies, legal and regulatory frameworks			1.500	1.500	1.500	1.500	1.500		All departments
MLHUD Intervention 2: Strengthen planning, coordination, monitoring, and evaluation for improved service delivery									
Output 5.2.1: Institutional coordination strengthened and established	Number of Research studies conducted	2	3	3	3	3	3	Annual performance reports	MLHUD
	Number of Monitoring and Evaluation reports produced	4	4	4	4	4	4	Annual performance reports	MLHUD
	Number of Bankable projects developed	1	2	2	2	2	2	Annual performance reports	MLHUD
	Strategic Plan developed	Yes	Yes				Yes	Annual performance reports	MLHUD
	Service Delivery Standards Developed	No	Yes				Yes	Annual performance reports	MLHUD
	Clients Charter Developed	Yes			Yes		Yes	Annual performance reports	MLHUD
	Statistical abstract developed	Yes	Yes	Yes	Yes	Yes	Yes	Annual performance reports	MLHUD
	Number of staff recruited	12	66	66	66	66	68	Annual performance reports	MLHUD
	Number of staff trained	31	40	40	40	40	40	Annual performance reports	MLHUD
	No. of oversight visits undertaken	4	4	4	4	4	4	Annual performance reports	MLHUD
	No of audit reports prepared	4	4	4	4	4	4	Annual performance reports	MLHUD
	Number of Quality Assurance reports prepared	0	4	4	4	4	4	Annual performance reports	MLHUD
	Number of information requests responded to	1,636	1,742	1,788	1,833	1,879	1,924	Annual performance reports	MLHUD
	Number of Top management meetings held	12	12	12	12	12	12	Annual performance reports	MLHUD
	Number of Senior Management meetings held	12	12	12	12	12	12	Annual performance reports	MLHUD
	Number of performance reports prepared	4	4	4	4	4	4	Annual performance reports	MLHUD
	Number of financial management reports prepared	3	3	3	3	3	3	Annual performance reports	MLHUD

	Number of innovations pioneered	1	1	1	1	1	1	Annual performance reports	MLHUD
	Number of planning documents (BFP, MPS and Approved Budget) developed	3	3	3	3	3	3	Annual performance reports	MLHUD
VIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30		Responsible MDA/LG
Disseminate Ministry Strategic Documents (MSP, SPS, SDS and Clients Charter)			0.400	0.260	0.160	0.160			SRM&E and F&A
Develop the Ministry Strategic Plan FY 2030/31- FY 2034/35							0.300		SRM&E
Develop the Ministry Strategic Plan for Statistics FY 2030/31- FY 2034/35							0.150		SRM&E
Develop the Ministry Service Delivery Standards FY 2030/31- FY 2034/35 & Clients Charter FY 2027/28 - FY 2029/30				0.150			0.150		SRM&E and F&A
Develop Ministerial Policy Statements, Budget Framework Papers and approved Budget			0.240	0.240	0.240	0.240	0.240		F&A(Planning Unit)
Develop Statistical abstracts			0.120	0.120	0.120	0.120	0.120		SRM&E
Prepare performance reports			0.360	0.360	0.360	0.360	0.360		SRM&E and F&A
Conduct and produce monitoring and evaluation reports			0.320	0.320	0.320	0.320	0.320		SRM&E
Conduct studies, research and innovations			0.500	0.500	0.500	0.500	0.500		SRM&E
Prepare financial management reports			0.080	0.080	0.080	0.080	0.080		
Develop bankable projects			0.400	0.400	0.400	0.400	0.400		SRM&E
Undertake periodic audits			0.200	0.200	0.200	0.200	0.200		F&A(Audit)

Recruit and maintain staff			5.184	5.184	5.184	5.184	5.184		F&A(Human Resource)
Capacity building of staff			1.000	1.000	1.000	1.000	1.000		F&A(Human Resource)
Regular update of the website and social media platforms, Publicise Programme activities, projects and interventions			0.200	0.200	0.200	0.200	0.200		F&A (Communications Unit)
Hold monthly Top management and Senior management meetings			0.024	0.024	0.024	0.024	0.024		F&A
Quality Assurance of Ministry Documents ((MSP, SPS, SDS, performance reports, Ministerial Policy Statements, Budget Framework Papers and approved Budget, etc)			0.100	0.100	0.100	0.100	0.100		SRM&E
Subcribe to international bodies and support Affliated bodies			0.500	20.000	1.500	1.500	1.500		F&A
Compensation payment for land in Mukono – Bukasa Portland, Ranchers, Kingdoms, Tamteco, Kampala Archdiocese land Nsambya, AMPROC, etc			73.200	73.200	73.000	73.000	73.000		F&A
Evaluation of Strategic documents (MSP, SPS, SDS and Client Charter)					0.450		0.450		SRM&E
MLHUD Intervention 3: Improve administrative infrastructure									
Output 5.3.1: Ministry structures retooled	Number of Ministry structures renovated	4	5	5	5	5	5	Annual performance reports	MLHUD
	Number of information systems developed	1	1	1	1	1	1	Annual performance reports	MLHUD
VIAP Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30		Responsible MDA/LG
Develop relevant information systems			5.000	15.000	20.000	2.000	2.000		F&A
Retooling Ministry offices and structures			4.000	4.000	4.000	4.000	4.000		F&A

APPENDIX B: SUMMARY OF PROJECT PROFILES

APPENDIX B1: LAND ECONOMIC COMPETITIVENESS PROJECT

PROJECT NAME:	
PROJECT SUMMARY	
Project Title	Land Economic Competitiveness Project
NDPIV Programme	Sustainable Urbanization and Housing Programme
Implementing Agency	Ministry of Lands, Housing and Urban Development
NDP PIP Code	
Project Status (% of completion)	Ongoing (First year of implementation)
MFPED PIP Code	1829
Location	MLHUD HQs
Estimated Project Cost	116,309,352,000
Project Duration/Life span (Financial Years)	**Start Date: 30/07/2024** **End Date: 30/06/2029**
Project Financier	GoU
Officer Responsible (Title)	Commissioner Research,Monitoring and Evaluation
PROJECT INTRODUCTION	
Project Brief	The Land Economic Competitiveness Project aims to strengthen overall Ministry performance while building a competitive land economy that secures land-based investments, unlocks land-backed credit, creates jobs in real estate and the wider land market, generates land-related revenues, and opens land for high-value investment in agriculture and industry, while providing an economic safety net for vulnerable groups including youth, women, retirees, and the elderly poor. The project will also pilot and support new innovations, tools, and processes across lands, housing, and physical planning functions to enhance performance across the Ministry Systematic Land Adjudication and Certification (SLAAC) addresses Uganda's low registration coverage currently below 30% which fuels land conflicts, inefficient land use, and elevated investment risk. By scaling first-time registration and formalizing rights, SLAAC will improve tenure security, reduce disputes, and convert land into a reliable, bankable asset.

PROJECT NAME:	
	Weak land-use monitoring is creating complexities that raise investment risk, cause fragmentation, and lead to inefficient land allocation and use, environmental degradation, rising land disputes, infrastructure–service mismatches, and costly, reactive planning. The project shall support digitization of Integrated economic and physical planning monitoring. Blue Pages Adjudication, Certification, and Wind-up will re-survey affected areas, confirm boundaries and locations, and issue titles to resolve longstanding discrepancies. This intervention will untangle confusion that has driven land conflicts for a long time. Build the capacity of Local Governments by piloting new innovations and providing modern survey equipment, ICT tools, and transport. This will enable stronger LG performance in securing land tenure, including titling for both government and private lands. Replenish ICT infrastructure at Ministry Zonal Offices (MZOs) and the National Land Information Centre (NLIC). Equipment installed around 2013 at the Land Information System's inception is now at end of life. The project will replace core assets to improve efficiency and reliability, extend the LIS to Local Governments, and scale up corporate portals for MDAs and stakeholders to enhance service delivery.
Project Outputs	Land Information System Data Centers, Assorted Modern Land Specialized Tools and Equipment, Office Construction and Relevant Infrastructure, LIS Corporate Portals, Integrated Economic and Physical Planning Monitoring Software, Systematic Land Adjudication and Certification , freehold titles, assorted equipment and transport equipment; and Project Management and Coordination.
Project Objectives	
Alignment with the NDPIV	The Project is aligned to objective 6: Strengthen land use management; intervention 1: Undertake Land Tenure Security Enhancement Programmes.

PROJECTED DISBURSEMENTS (UGX BILLION)

Outputs		Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Output1:	5 regional LIS data centers established	2,100,000,000	5,000,000,000	7,500,000,000	0	0	
Output2:	Construction of additional office space and sanitation facilities	4,153,788,660	6,356,575,500	6,416,575,500	6,416,575,500	6,660,000,000	
Output 3:	200 assorted modern land specialized Tools and Equipment	1,000,000,000	1,000,000,000	200,000,000	16,400,000	0	

PROJECT NAME:						
Output 4:	40 LIS corporate portals established and operationalized	4,500,000,000	6,000,000,000	2,433,151,000	1,600,000,000	0
Output 5:	Systematic Land Adjudication and certification done in 10 Districts and 40,000 titles produced	5,000,000,000	12,000,000,000	12,851,393,420	9,751,393,420	1,774,424,500
Output6:	Integrated economic and physical planning monitoring software installed	210,000,000	1,100,000,000	1,500,000,000	4,110,000,000	0
Output 7:	Purchase of assorted equipment including transport equipment	1,200,000	1,500,000,000	1,500,000,000	1,000,000,000	0
Total		**16,966,118,660**	**33,609,905,500**	**32,704,449,920**	**23,941,123,420**	**9,087,754,500**

APPENDIX B2: LAND VALUATION INFRASTRUCTURE DEVELOPMENT PROJECT

PROJECT NAME:	
PROJECT SUMMARY	
Project Title	LAND VALUATION INFRASTRUCTURE DEVELOPMENT PROJECT
NDPIV Programme	Natutral Resources, Environment ,Climate Change ,Water and Land Management.
Implementing Agency	Ministry of Lands, Housing & Urban Development
NDP PIP Code	
Project Status	On-going
MFPED PIP Code	
Location	Ministry Headquarters, Ministry Zonal offices, 135 Districts
Estimated Project Cost	UGX 21,824,000,000
Project Duration/Life span (Financial Years)	Start Date: FY2021/22 End Date: FY2025/26
Project Financier	Government of Uganda
Officer Responsible (Title)	Chief Government Valuer
PROJECT INTRODUCTION	
Project Brief	Land Valuation Infrastructure Development project is solution-oriented approach to long standing infrastructural problems associated with determination of values of any nature in Uganda and is instigated on the basis to sort out valuation infrastructure challenges related to data, technology, and equipment to harness full benefits that come with modernizing valuation in Uganda.

PROJECT NAME:						
Project Outputs			**Output 1:** Land values data-bank implemented. **Output 2:** Compensation rates data-bank and property index developed **Output 3:** Property valuations undertaken **Output 4:** Land Acquisitions for projects undertaken **Output 5:** Revenue generated			
Project Objectives						
Alignment with the NDPIV			The Land Economic Competitiveness Project is aligned to objective 6 : Strengthen land use management; intervention 1: Undertake Land Tenure Security Enhancement Programmes.			
PROJECTED DISBURSEMENTS (UGX BILLION)						
Output	Baseline 2021/22	FY2022/23	FY2023/24	FY2024/25	FY2025/26	
Total	**5,000,000,000**	**4,171,000,000**	**4,341,000,000**	**4,011,000,000**	**4,301,000,000**	

APPENDIX B3: UGANDA CITIES AND MUNICIPALITIES INFRASTRUCTURE DEVELOPMENT PROJECT (UCMID)

PROJECT NAME:	
PROJECT SUMMARY	
Project Title	Uganda Cities and Municipalities Infrastructure Development Project (UCMID)
NDPIV Programme	Sustainable Urbanisation and Housing
Implementing Agency	Ministry of Lands, Housing and Urban Development
NDP PIP Code	
Project Status (stage of preparation/ financing)	Negotiation
MFPED PIP Code	1850
Location	All Cities and Municipalities
Estimated Project Cost	2,797,557,200,000 UGX
Duration/Life span (Financial Years)	Start Date: 2025 End Date: 2028
Project Financier	Donor
Officer Responsible (Title)	Commissioner Urban Development
PROJECT INTRODUCTION	

PROJECT NAME:	
	Uganda Cities and Municipalities Infrastructure Project is a successor project for the Uganda Cities and Municipalities Infrastructure Project. The project objective is Promote liveable urban areas (cities and municipalities) that are organized, inclusive, productive, and sustainable with a focus on urban infrastructure. Uganda today has 15 Cities, 31 Municipalities, 587 Town councils and over 500 Town Boards. It is estimated that Uganda will have more than 50% of its population living in urban centers by 2050, and yet little is being done to prepare the country for this urban boom.
Project Brief	A review of the current demands and needs in the cities and municipalities by the midterm review for USMID-AF points to the ever-increasing high demand for urban infrastructure in the urban areas because of rapid urbanization especially in the newly created cities with exponentially extended boundaries to which the institutional capacities to deliver such services still remain inadequate. The emergence of 15 new cities has triggered interest in business and commerce to the cities, however, there has not been a corresponding emphasis on urban infrastructure development as a prerequisite to improving productivity, competitiveness and service delivery. nfrastructure largely remains inadequate save for the central business district (CBD) areas that have benefitted from the USMID program. Road infrastructure which has been prioritized under USMID over that last 7 years has largely improved. However, due to a long span of inadequate rehabilitation and maintenance of road works in Municipalities most of the roads required reconstruction that comes with higher costs. As a result, reconstruction of roads has caused improvement of only about 5-10% of the road network in a municipality. Having 5-10% of the road network as paved roads for a city is far below the standard required to cause the mobility needed in a city. The supply of infrastructure and services is continually lagging behind the population growth rate. Uganda's urban centers are characterized by, among others, lack/shortage of basic urban infrastructure and services. It is also vividly observed that the existing scanty infrastructure and services in the urban centers are deteriorating mainly as a result of poor design and installation practices and due to lack of timely maintenance. On top of this, lack of coordinated and integrated infrastructure and services planning and implementation has exacerbated the problems observed in the infrastructure development effort of the country. IIn addition land use and transport integration has been considered a must-have approach in achieving sustainable urban development. However, successful applications of the concept has been limited, as institutional reforms to support land use and transport integration have lagged behind. Because of this, the country risks creating a sprawling and uncompetitive urban structure with high infrastructure costs. The current urban form has structural deficiencies that include: i. Pervasiveness of socio-spatial segregation; ii. Sprawling and low-density multimodal network of settlements; iii. Mismatches between where people live and work; v. Isolated concentration of poverty severed from economic opportunities;

PROJECT NAME:	
	iv. Uncoordinated urban planning and development; and vi. Under-investment in public infrastructure, high levels of unemployment amongst the youth, poor housing, climate and environmental challenges, making the urban centres inaccessible to most residents and inefficient for business to operate in. All above highlighted challenges have partly culminated into failure to manage problems related to urbanization thus threatening human health, environmental quality and urban productivity.
Project Interventions	Improve urban infrastructure services and delivery,Improve urban safe water and waste management services and associated infrastructure for value addition and revenue generation, Improve the provision of quality services to address the peculiar services, Conserve and restore urban natural resource assets to increase carbon sinks, Undertake waste (including faecal matter) to wealth initiatives which promote a circular economy, Develop and protect urban green belts, Establish and develop public open spaces, Undertake slum upgrading and Develop and implement integrated physical and economic development plans in the new cities and urban areas
Project Objectives	
Alignment with the NDPIV	The Project is aligned to Objective 1: Develop and maintain urban infrastructure in line with physical development plans Intervention 1: Deliberately invest in GKMA, Cities and other strategic Urban areas as Uganda's gateway to the world

PROJECTED DISBURSEMENTS (UGX BILLION)

Outputs	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Output 1: 300 Km multimodal road network with associated infrastructure constructed	0	75,000,000,000	302,250,000,000	630,000,000,000	326,250,000,000	7,500,000,000
Output 2: 100 Km of drainage channels constructed	0	56,250,000,000	75,000,000,000	103,875,000,000	18,750,000,000	7,500,000,000
Output 3: 11000 Solar street lights installed	0	54,375,000,000	75,000,000,000	37,500,000,000	7,500,000,000	7,500,000,000
Output 4: 6 Hectares along the paved roads greened	0	18,750,000,000	10,297,200,000	18,750,000,000	18,750,000,000	
Output 5: 1000 Km of non-motorized infrastructure constructed	0	18,750,000,000	33,750,000,000	33,750,000,000	34,875,000,000	7,500,000,000
Output 6: 400 Hectares of green parks developed	0	22,500,000,000	37,500,000,000	37,500,000,000	37,500,000,000	

PROJECT NAME:						
Output 7 : 21 Innovation and incubation business centers constructed	0	20,625,000,000	52,875,000,000	60,000,000	46,875,000,000	11,250,000,000
Output 8: 36 Solid waste Management strategies implemented	0	16,500,000,000	8,625,000,000	1,125,000,000		
Output 9: 46 integrated development plans implemented	0	1,840,000,000	4,840,000,000	8,520,000,000	3,000,000,000	3,000,000,000
Output 10: Institutional capacity of 10cities, 27municipalities strengthened in own source revenue mobilization, environment and social safeguards, physical planning, procurement, monitoring & evaluation	0	15,000,000,000	15,000,000,000	15,000,000,000	15,000,000,000	15,000,000,000
Output 11: Institutional capacity of MLHUD strengthened to execute its mandate and overarching role of providing supply driven capacity building support to the 10 cities and 27 municipalities and creating synergies with other MDAs	0	52,500,000,000	56,250,000,000	37,500,000,000	37,500,000,000	37,500,000,000
Output 12: 21 Urban transport facilities (Bus, Taxi and Lorry Parks) constructed	0	15,000,000,000	52,500,000,000	52,500,000,000	73,875,000,000	13,875,000,000
Total	**0**	**367,090,000,000**	**723,887,200,000**	**976,080,000,000**	**619,875,000,000**	**110,625,000,000**

APPENDIX B4: INTEGRATED SOLID WASTE MANAGEMENT

PROJECT NAME: Integrated Waste Management Project	
PROJECT SUMMARY	
Project Title	Integrated Waste Management Project
NDPIV Programme	Sustainable Urbanization and Housing
Implementing Agency	Ministry of Lands, Housing and Urban Development and Ministry of Kampala City Council & Metropolitan Affairs and Ministry of Local Government
NDP PIP Code	Not yet assigned
Project Status (stage of preparation/financing)	Preparation
MFPED PIP Code	Not yet
Location	All Cities and GKMA
Estimated Project Cost	UGX2,957,000,000,000
Duration/Life span (Financial Years)	Start Date: 2024/2025 End Date: 2029/30
Project Financier	Donor /GoU
Officer Responsible (Title)	Commissioner Urban Development
PROJECT INTRODUCTION	
Project Brief	Uganda is facing a critical urban waste management crisis, generating 2.3 million tons of waste annually with only 12% properly collected. The capital, Kampala, collects just 32% of its daily 1,000 tons of waste. This failure leads to severe consequences, including environmental degradation that costs 4.2% of the nation's GDP, significant public health risks highlighted by 70% of urban residents lacking proper sanitation, and tragedies like the 2024 Kiteezi landfill disaster which killed over 21 people. The problem is escalating due to a rapid urbanization rate of 5.7%. In response, a project is proposed to enhance the effectiveness and efficiency of waste management systems. The goal is to shift from traditional disposal methods to a sustainable model that prioritizes resource conservation and community engagement. The project focuses on three key components: a. Enhancing Collection and Recycling. b. Improving Disposal and Treatment with a long-term goal of "Zero Landfill." c. Embracing Innovation to create future-ready waste management solutions. By implementing this multifaceted project, the aim is to foster a cleaner, healthier, and more environmentally conscious community, ensuring a sustainable urban future for Uganda.

Project Interventions	Waste Assessment and Analysis: Conduct a detailed analysis of the existing waste management practices in our community to identify the current waste generation patterns, disposal methods, and potential areas for improvement. Education, Awareness and Mindset change: Develop and implement a comprehensive awareness campaign to educate the community about waste reduction techniques, proper waste segregation, recycling benefits, and the environmental impact of irresponsible waste disposal. Infrastructure Development: Establish efficient waste collection points, recycling centers, and processing facilities to facilitate proper waste management and recycling practices. This includes partnering with local authorities, waste management companies, and recycling facilities to ensure an integrated and sustainable waste management infrastructure.					
Project outputs	1. Waste-to-Energy Plants established 2. Recycling and Composting Facilities (including Materials Recovery Facilities, Composting Plants, and In-Vessel Composting Facilities) established 3. Waste Sorting and Transfer Stations (including Waste Sorting Facilities and Transfer Stations) established 4. Landfill Management Systems (including Landfill Gas Capture Systems and Hazardous Waste Treatment and Disposal Facilities) established 5. Incinerators (including Mass Burn, RDF, Fluidized Bed, Rotary Kiln, and Gasification Incinerators) constructed and Installed 6. Underground and Smart Waste Management Systems (including Underground Waste Containers and Smart Waste Bins) constructed 7. Waste Management Hubs established 8. Green Spaces and Parks (including green infrastructure for waste reduction and recycliaste Generation 9. Waste Management Systems established (including waste monitoring) 10. Waste management policies prepared 11. Project management undertaken					
Project Objectives						
Alignment with the NDPIV	The Project is aligned to Programme Objective 2: Develop sustainable waste management systems Intervention 2.1.1.1:Develop Waste management systems					
PROJECTED DISBURSEMENTS (UGX BILLION)						
Outputs	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Total	**0**					

APPENDIX B5: ENHANCING ACCESS TO DECENT AFFORDABLE HOUSING PROJECT

PROJECT NAME:	
PROJECT SUMMARY	
Project Title	Enhancing Access to Decent Affordable Housing Project
NDPIV Programme	Sustainable Urbanization, Housing and Land Management
Implementing Agency	Ministry of Lands, Housing and Urban Development
NDP PIP Code	
Project Status	Pre-Feasibility Study
Location	Kampala, 10 cities and Hard to Reach Areas of Bundibugyo, Kanungu, Bukwo, Adjumani, Kaabong and Amuria
Estimated Project Cost	854,175,938,000 UGX
Project Duration/Life span (Financial Years)	Start Date: FY2025/26 End Date: FY2029/30, Years: 5
Project Financier	GoU/Bond Financing
Officer Responsible (Title)	Commissioner Housing Development and Estates Management
PROJECT INTRODUCTION	
Project Brief	With a population growth rate of 3.2% and urbanization rate of 5.2% annually, the population is growing much faster than the rate of housing supply especially in urban areas. Housing demand is high arising from an existing housing deficit of 2.4m units and the need to provide new accommodation for the young, rapidly growing and urbanising population. 54% of the population are below 18 years (UBOS, 2020). Whereas the annual need for new housing for the entire country is estimated at 200,000 only 60,000 (30%) reasonably good houses are constructed annually in both rural and urban areas (National Housing Policy, 2016). This implies that there is a shortfall of 140,000 (70%) housing units annually; 65,000 of which are in urban areas. Over 60% of Uganda's urban population lives in slums. These densely packed settlements have negative implications for liveability and the health of residents. The project therefore aims at Increasing access to decent, affordable Housing to low and middle income households in Uganda from 11.5 % to 30 % in 5 years
Project Interventions	**Component 1:** Establish Housing Innovations Support Centre to boost adoption of locally and internationally developed housing products, services and solutions that will address the country's affordable housing needs. **Component 2:** Improve access to basic infrastructure and services in 10 slums in 7 cities and the 6 hard to reach districts to improve accessibility, land value, quality of life, health and overall urban environment **Component 3:** Extend Sanitation facilities in10 slums in the 7 cities to improve living conditions, health and overall urban environment.

PROJECT NAME:						
Project Interventions	**Component 4:** Develop and implement a Housing and Real Estate information system to inform investment and improve efficiency in service delivery. **Component 5:** Construct 200 institutional houses in 6 hard to reach districts to improve their performance and service delivery. **Component 6:** Conduct Capacity development and Institutional strengthening of the MLHUD and housing stakeholders in Housing administration, development and management including local, community levels and private sector					
Project Objectives						
Alignment to the NDPIV	The Project is aligned to Programme Objective 3: Promote decent Housing for different income segments and Intervention 3.1.1.2:Develop and implement housing programme for priority categories of people including UPDF, Police ,Teachers ,Health workers , Entitled public servants hard to reach areas , Prisons and VVIPs.					
PROJECTED ESTIMATED COST (UGX BILLION)						
Outputs	**Baseline 2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
330km Tarmac Road network with associated infrastructure constructed with in 10 slums in 7 cities and within the Housing estates for Public Servants in the 6 hard-to-reach districts of Bundibugyo, Kanungu, Bukwo, Adjumani, Kaabong and Amuria.	0	80,755,420,000	140,498,500,000	184,106,500,000	184,106,500,000	110,262,500,000
Sanitation facilities constructed in 10 slums in the 7 cities.	0	-	3,648,000,000	4,243,000,000	4,243,000,000	3,648,000,000
Housing and Real Estate Information System (HREIS) developed, created and implemented.	0	-	17,382,800,000	17,382,800,000	15,231,900,000	12,539,140,000
Housing Innovations Support Centre established.	0	6,559,300,000	7,848,200,000	7,948,200,000	7,948,200,000	6,559,300,000
Institutional strengthening and capacity building for coordination and management	0	9,328,567,000	9,328,567,000	9,251,900,000	5,771,450,500	4,389,350,000
200 Housing units constructed for Public Servants in the 6 hard-to-reach districts of Bundibugyo, Kanungu, Bukwo, Adjumani, Kaabong and Amuria	0	-	9,620,000,000	9,880,000,000	9,620,000,000	-
Total	**0**	**96,643,287,000**	**188,326,067,000**	**232,812,400,000**	**226,921,050,500**	**137,398,290,000**

APPENDIX B6: INFRASTRUCTURE CORRIDOR DEVELOPMENT PROJECT

PROJECT NAME:	
PROJECT SUMMARY	
Project Title	**Infrastructure Corridor Development Project**
NDPIV Programme	Sustainable Urbanization, Housing and Land Management
Implementing Agency	Ministry of Lands, Housing and Urban Development
NDP PIP Code	
Project Status	Pre- Feasibility
Location	MLHUD
Estimated Project Cost	184,277,460,000 UGX
Project Duration/Life span (Financial Years)	Start Date: **FY2025/26** End Date: **FY2029/30**, Years: **5**
Project Financier	GoU
Officer Responsible (Title)	Assistant Commissioner Physical Planning
PROJECT INTRODUCTION	
Project Brief	The National Physical Development Plan (NPDP) 2022 proposes infrastructure corridors as means of evolving infrastructure development into a highly efficient packaging of national assets. The project is aims at comprehensive planning of the proposed infrastructure corridors of the NPDP. It is estimated that by 2040 Uganda's total population will be approximately 75 million people. The increase in population has and will continue creating more pressure on existing infrastructure, housing, natural resources, and land for agriculture among others. Therefore proper planning for infrastructure corridor at all levels and securing the Right of Way will facilitate the country in reaching middle income status. Whereas Uganda has made substantial progress on its infrastructure agenda, it still faces deficits across all infrastructure sub-sectors that result from inadequate integration of land use planning and infrastructure development , encroachment on Right of Ways, cost overruns and delays of implementing infrastructure, poor coordination among infrastructure Ministries, Departments and Agencies, in adequate centralized database that can support efforts to curb illegal landuse practices along the infrastructure corridor. The NDPIII midterm review report depicts a slow implementation of core project, where by out of the 42 NDP II core projects, only 17 were on schedule, while 5 were under implementation but behind schedule. The above is attributed to delays in acquisition of Right of Way as a result of improper landuse planning and implementation, and unresolved compensation related issues.

PROJECT NAME:						
	Further, the notable capacity challenges or gaps are found in the Physical Planning discipline despite a number of interventions both at policy and legal reforms level to curb the problems. With the enactment of the Physical Planning Act, 2010 and its subsequent declaration of the whole Country a planning area, this provision of the law remains redundant as many urban, peri-urban and rural areas remain unplanned due to capacity issues. Therefore the function of the urban, peri-urban and rural areas within the bigger economy of the country such as (agriculture centres, Cross-border trade, fishing, mining, transport hubs among others) will be lost if these are not strengthened or enhanced through physical planning and plan implementation					
Project Interventions	Component-1: Preparation of area development plans of the National infrastructure Corridor. Define, map and align the other arms of the main spine of the infrastructure corridor i.e. (East-North Arm, North-West arm and Mid-West Arm, and Gazettement of land for shared infrastructure corridor. Component-2: Preparation of Physical Development Plan (PDPs) within the infrastructure corridor. Prepare 03 Regional PDPs (Karamoja, Eastern and Central), 40 District Physical Development Plans (Along the infrastructure corridor) 32 urban PDPs (19 border town and 13 Towns along the infrastructure corridor). Component-3: Institutional Strengthening. Training and capacity building of infrastructure MDAs, LGs in the development and management of infrastructure corridor, Strengthening the relevant infrastructure committees in the respective District Local Government.					
PROJECT OBJECTIVE						
Alignment with the NDPIV	The Project is aligned to Programme Objective 1: Develop and Maintain urban infrastructure in line with physical development plans Intervention 1.1.1.1:Develop urban PDP to operationalize the National Physical Development Plan.					
PROJECTED ESTIMATED COST (UGX BILLION)						
Outputs	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
77 Physical Development Plans prepared	0	8,000,000,000	30,443,750,000	31,443,750,000	36,443,750,000	1,443,750,000
6 Detailed area development plans for the defined infrastructure corridor arms prepared and gazetted	0	1,980,000,000	1,980,000,000	3,775,680,000	3,775,680,000	-
An integrated Physical development plan digitization system established	0	1,901,050,000	6,910,050,000	12,000,000,000	3,000,000,000	-
135 Local governments within the infrastructure Capacity strengthened	0	4,020,000,000	4,020,000,000	2,130,000,000	2,130,000,000	2,130,000,000
Project coordination, supervision and management undertaken	0	5,350,000,000	5,350,000,000	5,350,000,000	5,350,000,000	5,350,000,000
Total	**0**	**21,251,050,000**	**48,703,800,000**	**54,699,430,000**	**50,699,430,000**	**8,923,750,000**

APPENDIX B7: SECONDARY CITIES INFRASTRUCTURE DEVELOPMENT PROJECT

PROJECT NAME:	
PROJECT SUMMARY	
Project Title	Secondary Cities Infrastructure Development Project
NDPIV Programme	Sustainable Urbanization, Housing and Land Management
Implementing Agency	Ministry of Lands, Housing & Urban Development
NDP PIP Code	
Project Status (stage of preparation/financing)	Pre-feasibility
MFPED PIP Code	00014-012
Location	Arua, Mbarara, Fort portal and Soroti Cities
Estimated Project Cost	464,170,000,000UGX
Duration/Lifespan (Financial Years)	Start Date: **2025/26** End Date: **2029/30**
Project Financier	French Development Agency (AFD)
Officer Responsible (Title)	Commissioner Urban Development
PROJECT INTRODUCTION	
Project Brief	Uganda faces an urgent challenge from rapid urbanization, with urban areas, particularly the newly created cities, growing at an unprecedented 5.2% annually. By 2050, 60% of the country's population will be urban, demanding infrastructure and housing for an additional 50 million people. This growth occurs despite 40 million people already living in substandard housing and existing cities struggling with core infrastructure deficits. In response, the government, guided by Uganda Vision 2040 and the NDPIII, has established fifteen new cities to serve as regional engines for socio-economic transformation. However, realizing this potential requires proactive forward planning and policies to ensure sustainable and inclusive development that effectively targets poverty reduction and protects the most vulnerable segments of the population. This project directly supports the NDPIII's Sustainable Urbanization and Housing Programme, which aims to create inclusive, productive, and livable urban areas. The planned interventions focus on crucial areas, including decreasing urban unemployment, enhancing economic infrastructure, improving solid waste collection efficiency, and increasing urban green spaces. To sustainably develop the four selected cities, resource mobilization is identified as a critical need given existing budget constraints. Furthermore, the project is aligned with global commitments, contributing to the 2030 Agenda for Sustainable Development (especially SDG 11) and the New Urban Agenda, and will integrate climate change measures into national urban planning and strategies.

PROJECT NAME:	
Project Interventions	a) Conserve and manage urban natural resources for biodiversity and improve environmental services b) Improve urban transport through development of key road linkages and improvement of bus and taxi parking c) Development of key economic amenities such as secondary markets, slaughterhouses, washing bays, tourism facilities d) Development of socioeconomic amenities such as sport stadium, playgrounds and recreational areas, cultural facilities, i. Invest in small community projects that help build community resilience to climate change risks and impacts such as tree planting and alternative energy sources. ii. Institutional Strengthening and Capacity Building, including support to a Cities Network facilitating exchanges between the 10 Cities.
Project Objectives	
Alignment with the NDPIV	The Project is aligned to Objective 1: Develop and maintain urban infrastructure in line with physical development plans Intervention 1: Deliberately invest in GKMA, Cities and other strategic Urban areas as Uganda's gateway to the world.

PROJECTED DISBURSEMENTS (UGX BILLION)

Outputs	Baseline 2025/26	2026/27	2027/28	2028/29	2029/29	2029/30
Output 1: 10ha of green parks/public open spaces developed	0	50,000,000	800,000,000	3,500,000,000	1,850,000,000	1,000,000,000
Output 2: 4km of river protected and renatured	0	50,000,000	4,000,000,000	6,000,000,000	5,000,000,000	0
Output 3: 4 Secondary markets constructed	0	80,000,000	3,890,000,000	3,830,000,000	3,930,000,000	3,930,000,000
Output 4: 1 bus terminal	0	400,000,000	3,900,000,000	3,300,000,000	800,000,000	800,000,000
Output 5: 15 km of roads constructed	0	2,300,000,000	14,020,000,000	17,750,000,000	16,500,000,000	11,500,000,000
Output 6: 15kms of drainage networks constructed	0	1,250,000,000	10,315,000,000	5,250,000,000	3,250,000,000	2,250,000,000
Output 7: 200 solar street lights installed	0	50,000,000	1,100,000,000	1,000,000,000	1,000,000,000	330,000,000
Output 8: Institutional strengthening undertaken	0	5,000,000,000	5,000,000,000	5,000,000,000	5,000,000,000	5,000,000,000
Output 9: 12 km of tarmac roads improved	0	0	7,200,000,000	7,200,000,000	8,200,000,000	8,200,000,000
Total	**0**	**9,180,000,000**	**50,225,000,000**	**52,830,000,000**	**45,530,000,000**	**33,010,000,000**

APPENDIX B8: INTEGRATED SPATIAL PLANNING DIGITIZATION PROJECT

PROJECT NAME	
PROJECT SUMMARY	
Project Title	Intergrated Spatial Planning Digitisation Project
NDPIV Programme	Sustainable Urbanization, Housing and Land Management
Implementing Agency	Ministry of Lands, Housing and Urban Development
NDP PIP Code	
Project Status	Concept
Location	Nationwide
Estimated Project Cost	UGX 896,000,000,000
Project Duration/Life span (Financial Years)	Start Date:**2025/26** End Date: **2029/30**
Project Financier	GOU/Donor
Officer Responsible (Title)	Commissioner Research, Monitoring and Evaluation
PROJECT INTRODUCTION	
Project Brief	To harness Uganda's resources for improved livelihoods of citizens can not just be achieved without the spatial data economy in which Spatial Information is recognized as the most valuable asset to stimulate economic growth, foster research and innovation, and accelerate socio-economic benefits. Digital spatial information is a critical component of the National Development Agenda as well as the Digital Knowledge-driven Economy because it provides the means to integrate a wide variety of data and services that contribute to agriculture, infrastructure development, trade and industry, tourism, public health, national security, environmental sustainability, and national prosperity. A review of the current demands and needs in Spatial Information in Uganda by the National Land Conference in 2023 points to the ever-increasing demand for geospatial information by the public because of the increasing development interventions and yet the institutional capacities to deliver transparent geospatial information services still remain inadequate. A revamped National Spatial Infrastructure and Knowledge Platform would not only serve as an instrument of effective planning, implementation and monitoring of national programs, but also provide the foundation for good governance, innovation, entrepreneurship, knowledge and digital economy.
Project Outputs	

PROJECT NAME	
Project Outputs	**Component one: Digitization of Spatial Planning** i. Remote sensing ii. Geographical information Systems iii. Satelite imagery iv. Detailed and Digital Physical Development Plans Prepared (Regional and district level) **Component two: Digitization of Surveys and Mapping** i. Establishment of mapping infrastructure enhanced ii. Mapping studio established iii. Surveying network established iv. Information Systems established a. Uganda National Atlas developed and computerized (320 National Topographic Base Maps re-developed at the scale of 1:50,000 and automated,12 National Topographic Base Maps re-developed at the scale of 1:250,000,Re-development of the 1m and half a million National Topographic Base Maps and digitised) b. National Geographic Gazetteer developed and digitised c. National Geospatial Information Portal (NaGIP) developed and operationalized. d. Surveys and Mapping strengthened e. Project Management undertaken **Component 3: Government land inventory** i. Government Land Surveyed and boundaries opened ii. Government land inventory prepared and digitized
Project Objective	
Alignment with the NDPIV	The Project is aligned to Programme Objective 1: Develop and maintain urban infrastructure in line with physical development plans Intervention 2: Develop lower level PDPs to operationalise the National Physical Development Plan

PROJECTED ESTIMATED COST (UGX BILLION)

Output	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Total	**0**	**179,200,000,000**	**179,200,000,000**	**179,200,000,000**	**179,200,000,000**	**179,200,000,000**

APPENDIX B9: UGANDA SUPPORT TO TOWN COUNCILS INFRASTRUCTURE DEVELOPMENT PROJECT

PROJECT NAME : UGANDA SUPPORT TO TOWN COUNCILS INFRASTRUCTURE DEVELOPMENT PROJECT	
PROJECT SUMMARY	
Project Title	Small Towns Infrastructure Development Project
NDPIV Programme	Sustainable Urbanization, Housing and Land Management
Implementing Agency	Ministry of Lands, Housing and Urban Development
NDP PIP Code	
Project Status (stage of preparation/ financing)	Concept
MFPED PIP Code	
Location	In all Town councils with administrative units (Town councils hosting District Local Government Head Quarters)
Estimated Project Cost	UGX 1,108,372,000,000
Duration/Life span (Financial Years)	Start Date: **2025** End Date: **2030**
Project Financier	External Donor
Officer Responsible (Title)	Commissioner Urban Development
PROJECT INTRODUCTION	
Project Brief	ll towns of fewer than 20,000 population in Uganda. They accommodate about 20% of the country's population, and yet little is known or said about the future of these places in national dln most policy discussions, 'urban' is implicitly assumed to mean large cities or, at best, medium-sized urban centres. This is despite the demographic importance of small towns: more than one-fifth of the world's urban population lives in centres with up to 50,000 inhabitants. It is also despite the economic importance of small towns: They are a key component of national and regional urban systems, and can play a crucial role in the development of their surrounding region. Once small towns are well planned and they can contribute to regional development in four main ways: • as market nodes for agricultural produce from the rural region, • as centres for the distribution of goods and services to rural consumers, • as centres for the growth and consolidation of rural non-farm activities and employment (often related to the processing of agricultural products), • as magnets for rural migrants from the surrounding region, often on a seasonal basis, thereby decreasing pressure on larger cities. This project will focus on the climate smart infrastructure development of selected small towns as epicenters for value addition and agro-industrialization to support the Parish Development Model (PDM).

PROJECT NAME : UGANDA SUPPORT TO TOWN COUNCILS INFRASTRUCTURE DEVELOPMENT PROJECT						
Project Outputs	i. 1176 Km Multimodal Road Constructed (Mix of Vehicles, walking, cycling) ii. 98 Meat processing plants/ abatures constructed iii. 980,000 Sqms of Taxi and bus parks iv. 196 Integrated Physical, economic development plans prepared and implemented v. 200 Hectares of Greening and open public space developed vi. 100 Kms of LED Solar Street Lights with 20-year life span installed vii. 98 secondary markets constructed viii. 98 incubation centers established ix. Capacity of 99 institutions enhanced					
Project Objectives						
Alignment with the NDPIV	The Project is aligned to Objective 1: Develop and maintain urban infrastructure in line with physical development plans Intervention 1: Deliberately invest in GKMA, Cities and other strategic Urban areas as Uganda's gateway to the world.					
PROJECTED DISBURSEMENTS (UGX BILLION)						
Outputs	**Baseline 2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
Output 1: 1176 Km Multimodal Road Constructed (Mix of Vehicles, walking, cycling)	0		48,800,000,000	58,800,000,000	20,000,000,000	11,000,000,000
Output 2: 98 Meat processing plants/ abatures constructed	0	50,000,000,000	138,000,000,000	150,000,000,000	100,000,000	52,000,000
Output 3: 980,000 Sqms of Taxi and bus parks	0	10,000,000,000	48,000,000,000	52,000,000,000	30,000,000,000	7,000,000,000
Output 4:196 Integrated Physical, economic development plans prepared and implemented	0	28,240,000,000	280,000,000	10,000,000,000	0	0
Output 5: 200 Hectares of Greening and open public space developed	0	600,000,000	600,000,000	150,000,000		
Output 6: 100 Kms of LED Solar Street Lights with 20 year life span installed	0	58,500,000,000	20,000,000,000	12,000,000,000		
Output 7: 98 secondary markets constructed	0	158,400,000,000	158,400,000,000	13,400,000,000		
Out put 8: 98 incubation centres established	0	50,000,000,000	138,000,000,000	150,000,000,000	100,000,000	52,000,000
Output 9: Capacity of 99 institutions enhanced	0	5,000,000,000	5,000,000,000	4,000,000,000		

PROJECT NAME : UGANDA SUPPORT TO TOWN COUNCILS INFRASTRUCTURE DEVELOPMENT PROJECT						
Total	**0**	**320,790,000,000**	**419,080,000,000**	**300,350,000,000**	**50,100,000,000**	**18,052,000,000**

APPENDIX B10: LAND & HOUSING ECONOMIC DEVELOPMENT PROJECT

PROJECT NAME	
PROJECT SUMMARY	
Project Title	Land & Housing Economic Development
NDPIII Programme	Sustainable Urbanization, Housing and Land Management
Implementing Agency	Ministry of Lands, Housing and Urban Development
NDP PIP Code	
Project Status	Concept
Location	GKMA
Estimated Project Cost	UGX 1,352,168,031,917
Project Duration/Life span (Financial Years)	**Start Date:2025/26 End Date: 2029/30**
Project Financier	GOU/Donor
Officer Responsible (Title)	Commissioner Human Settlements
PROJECT INTRODUCTION	
Project Brief	Uganda faces a significant national housing deficit of 2.4 million units, with nearly 1.4 million in rural areas and 900,000 being substandard and requiring replacement or upgrading. Compounded by an annual population growth rate of 3.3% and an urbanization rate of 5.3%, the backlog is projected to rise dramatically, potentially reaching 8 million units by 2030 if not urgently addressed. The country's annual need for new housing is estimated at 200,000 units, yet only about 60,000 are constructed each year. This shortage, coupled with the low purchasing power of the populace, drives the proliferation of unplanned settlements and poor-quality housing, as people cannot delay meeting this basic need. To combat this crisis, the Proposed Housing Economic Development Project is planned as a flagship initiative for the National Development Plan IV (NDPIV). Its primary goal is to increase access to decent and affordable housing by 7% for urban areas in Uganda. The project is designed as a "live, work, and play" scheme, encompassing over 20,000 residential units (1 to 4 bedrooms) within a fully planned and serviced environment. Beyond residential units, the development will include a comprehensive range of amenities: commercial areas (shops, offices), institutional facilities (schools, health centers, church), public open areas (playgrounds, golf course), and essential infrastructure (roads, water, electricity, and a sewage treatment plant). Key associated civic developments include a Police Station, Market, Taxi Park, Hotel, and Convention Centre, ensuring a self-contained, high-quality, and affordable living ecosystem

PROJECT NAME						
Project Outputs	**Output 1:** 20,000 Housing units constructed **Output 2:** 50 km of paved road network within the satellite city constructed **Output 3:** 1 sewerage system facility constructed **Output 4:** 20 power boosters Constructed **Output 5:** 6 large scale commercial facilities constructed **Output 6:** 10 large scale social amenities constructed **Output 7:** Housing sector strengthened **Output 8:** Greening and Beautification undertaken **Output 9:** Project Management undertaken **Output 10:** 292 acres of land acquired					
Project Objectives						
Alignment with the NDPIV	The Project is aligned to Programme Objective 3: Promote decent Housing for different income segments and Intervention 3.1.1.2:Develop and implement housing programme for priority categories of people including UPDF, Police ,Teachers ,Health workers , Entitled public servants hard to reach areas , Prisons and VVIPs.					
PROJECTED ESTIMATED COST (UGX BILLION)						
	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Total	0	268,158,597,434	269,045,060,882	273,457,584,990	270,651,930,768	270,854,857,843

APPENDIX B11: URBAN PRODUCTIVITY REGENERATION PROJECT

PROJECT NAME : URBAN COMPETITIVENESS REGENERATION PROJECT	
PROJECT SUMMARY	
Project Title	Urban Regeneration Infrastructure Development Project
NDPIV Programme	Sustainable Urbanization, Housing and Land Management
Implementing Agency	Ministry of Lands, Housing and Urban Development
NDP PIP Code	
Project Status (stage of preparation/financing)	Concept
MFPED PIP Code	
Location	Towns with faster levels of economic growth
Estimated Project Cost	UGX 1,751,750,000,000

PROJECT NAME : URBAN COMPETITIVENESS REGENERATION PROJECT	
Duration/Lifespan (Financial Years)	Start Date: 2025 End Date: 2030
Project Financier	GoU/Donor
Officer Responsible (Title)	Commissioner Urban Development
PROJECT INTRODUCTION	
Project Brief	The potential of fast growing towns to contribute to the economic development has been constrained due to the numerous challenges associated with managing the towns especially provision of adequate urban infrastructure and failure to embrace concepts such as "smart growth" which emphasizes integrated infrastructure development, particularly mixed lands use, walkable neighborhoods, preservation of open space and the provision of a variety of transport choices. The Project aims at addressing the above bottlenecks by supporting urban infrastructure improvement such as; (i) town-level works consisting of multimodal road construction with mass transit, walkways and cycling as dominant modes of transport as per the Urban Roads Design Manual; (ii) cottage industrial facilities for value addition and packaging to support the Parish Development Model (iii) constructing sorting and recycling centers to enable waste separation at source and recycling, and (iv) purchasing waste collection equipment to allow the separation of waste at source and minimize the need for waste disposal at the landfill, (v) water supply source augmentation, treatment, and distribution; (vi) upgrading of the existing wastewater treatment plant; (vii) providing solid waste management infrastructure and equipment; and local urban infrastructure provision (viii) roads and drainage, (ix) footpaths and a pedestrian bridge; (xiii) drainage provision,
	The objective here is to provide a conducive business environment that creates employment opportunities and wealth creation activities so that people living in these border towns can earn a living and government collect the revenue and taxes.
Project Outputs	I. Detailed Integrated Development Plans II. 100 Km Multimodal Road Constructed (Mix of Vehicles, walking, cycling) III. 150,000 Sqms of Parking Facilities for 375 Transit Vehicles IV. 200,000 Sqms of Storage and packaging facilities for goods. V. 100 Hectares of Greening and Open Public Space developed VI. 2173 LED Solar Street Lights installed in 100Km VII. 100Km Storm water Drainage VIII. Institutional capacity of the selected towns strengthened in tax an own source revenue mobilization, environment and social safeguards, physical planning, procurement, monitoring & evaluation IX. Project management undertaken
Project Objective	
Alignment with the NDPIV	The Project is aligned to Objective 1: Develop and maintain urban infrastructure in line with physical development plans Intervention 1: Deliberately invest in GKMA, Cities and other strategic Urban areas as Uganda's gateway to the world.

PROJECT NAME : URBAN COMPETITIVENESS REGENERATION PROJECT						
PROJECTED DISBURSEMENTS (UGX BILLION)						
Outputs	**Baseline 2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
Output 1 - Detailed Integrated Development Plans	0	1	3	2	0	
Output 2 -100 Km Multimodal Road Constructed (Mix of Vehicles, walking, cycling)	0	20	60	100	20	
Output 3 -150,000 Sqms of Parking Facilities for 360 Transit Vehicles	0	5	20	45	5	
Output 4 -200,000 Sqms of Storage and packaging facilities for goods.	0	6	18	30	6	
Output 5 -100 Hectares of Greening and Open Public Space developed	0	2	6	10	2	
Output 6 -2173 LED Solar Street Lights installed in 100Km	0	3	9	12	3	
Output 7 -100Km Storm water Drainage	0	5	15	20	5	
Incubation Centers established	0					
Output 8 - Institutional capacity of selected Towns strengthened in tax an own source revenue mobilization, environment and social safeguards, physical planning, procurement, monitoring & evaluation	0	1	1	1	1	1
Output 9 - Project Management undertaken	0	3	4	4	4	3
Total Cost	**0**	**46**	**136**	**224**	**46**	**4**

APPENDIX B12: KAMPALA SLUM UPGRADING PROJECT

PROJECT NAME : KAMPALA SLUM UPGRADING PROJECT	
PROJECT SUMMARY	
Project Title	Kampala Slum Upgrading Project
NDPIV Programme	Sustainable Urbanisation and Housing
Implementing Agency	Ministry of Land ,Housing and Urban Development
NDP PIP Code	
Project Status (stage of preparation/financing)	Profile

PROJECT NAME : KAMPALA SLUM UPGRADING PROJECT						
MFPED PIP Code						
Location	Kampala					
Estimated Project Cost	2,660,000,000,000UGX					
Duration/Lifespan (Financial Years)	Start Date: 2025 End Date: 2030					
Project Financier	GoU					
Officer Responsible (Title)	Commissioner Human Settlement					
PROJECT INTRODUCTION						
Project Brief	Slum Upgrading project is a flagship project for fourth development plan lined up as a live, work and play scheme to comprise a total of more than 24,000 residential units of 1 to 4 bed rooms each designed with an estimated built up area of up to 150 sq.mtrs., paved car parking area and other associated civic developments, commercial (offices shops, entertainment, and banking), Institutional areas (health, schools, church,) as well as public open areas / playgrounds. The project is a turn-key slum redevelopment targeting mass housing production with all the pre-requisite infrastructure (roads, water, electricity, storm water drainage and sewage treatment). Other facilities will include a Police Station, Public Square, Market, Taxi Park, Primary School, Sports complex/ offices, Waste water treatment plant, golf course, Health Centre, Health Club/ Fitness Centre, Trading Centre, Hotel and a Convention Centre. However, given the large addition to the settlement and population of the area, it will be important that any development would be required to provide a self-sustaining "city centre" type of development with a rich mix of housing solutions and community / business / entertainment facilities.					
Project Outputs	I. 24,000 Housing units constructed. II. 45Kms of paved road network connected with in the estate III. 1 sewerage system facility constructed IV. 25 power boosters constructed V. 6 large scale commercial facilities constructed. VI. 10 large scale social amenities constructed					
Project Objective						
Alignment with the NDPIV	The Project is aligned to Programme Objective 3: Promote decent housing for different income segments Intervention 3.1.1.4. Develop and implement slum upgrading programmes in urban areas through PPPs.					
PROJECTED DISBURSEMENTS (UGX BILLION)						
Outputs	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Total Cost	**0**	**266,000,000,000**	**798,000,000,000**	**931,000,000,000**	**266,000,000,000**	**266,000,000,000**

APPENDIX B13: STRENGTHENING LAND TENURE SYSTEM (SLATES)

PROJECT NAME: Strengthening Land Tenure Security (SLATES)	
PROJECT SUMMARY	
Project Title	Strengthening Land Tenure Security (SLATES)
NDPIV Programme	Sustainable Urbanization and Housing Project
Implementing Agency	Ministry of Lands, Housing and Urban Development
NDP PIP Code	
Project Status	Negotiations
Location	
Estimated Project Cost	31.8 Bn
Project Duration/Life span (Financial Years)	Start Date: FY 2026/27 End Date: FY 2030/31
Project Financier	European Union
Officer Responsible (Title)	Principal Land Officer -Land Reform Coordination Unit
PROJECT INTRODUCTION	
Project Brief	70 percent of available land is administered as customary, but only about 7 percent of rural customary land is formally registered and titled. This widespread insecurity, coupled with archaic land administration standards and overlapping land rights, leads to persistent land disputes and limits investment, despite land being the bedrock of Uganda's economy. Furthermore, there is glaring inequity in land access for vulnerable groups, with female landowners representing only 20 percent and often holding "secondary rights" under customary law. The high rate of land conflict is projected to be reduced from 70% to 50% by 2026 through the project's interventions. The Strengthening Land Tenure Security (SLATES) Project is an initiative whose goal is to increase the security of land rights and strengthen land administration systems in Northern and Eastern of Uganda by 2026 The project plans to address these issues through five core components. It will issue 175,000 Certificates of Customary Ownership (CCOs) to individuals, providing legally conclusive evidence of rights that can be used to access credit and incentivize sustainable land use. It will also register 200 Communal Land Associations (CLAs) to protect group rights and prevent the fragmentation of communal resources. Additionally, the project is developing 100 Parish Rapid Physical Planning Assessment (RAPPA) Plans and producing 161 cadastral maps to provide structured frameworks for land use, urban development, and investment. These efforts are underpinned by capacity building for 500 staff in local
Project objectives	
Alignment with NDPIV	The Project is aligned to objective 6 : Strengthen land use management; intervention 1: Undertake Land Tenure Security Enhancement Programmes.

PROJECT NAME: Strengthening Land Tenure Security (SLATES)						
Project Outputs	200 Communal Land Associations formalized and registered 105,000 Customary Certificates of Ownership produced and issued 100 Parish Rapid Physical Planning Assessment (RAPPA) Plans developed capacity of 500 staff built in different project areas Project management done 161 cadastral and display maps produced					
PROJECTED ESTIMATED COST (UGX BILLION)						
Outputs	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Total Cost	0	31,800,000,000	0	0	0	_

APPENDIX B14: INSTITUTIONAL DEVELOPMENT PROJECT

PROJECT NAME:	
PROJECT SUMMARY	
Project Title	Institutional Development Project
NDPIV Programme	Sustainable Urbanization and Housing
Implementing Agency	Ministry of Lands, Housing and Urban Development
NDP PIP Code	
Project Status (% of completion)	On-going
MFPED PIP Code	
Location	
Estimated Project Cost	
Project Duration/Life span (Financial Years)	Start Date: FY2025/26 End Date: FY2029/30
Project Financier	GoU
Officer Responsible (Title)	Under Secretary
PROJECT INTRODUCTION	
Project Brief	

PROJECT NAME:						
Project Outputs	• Management information systems Developed and operationalised • ICT hardware and software equipment acquired • Furniture and fittings procured • 28 transport equipment acquired • Repairs and maintanence of tools and equipment undertaken • Specialized land equipment acquired					
Project Objective						
Alignment with the NDPIV	The Project is aligned to **Objective 5:** Strengthen the policy, legal, institutional and coordination framework Intervention 5.1.1. :Improve administrative infrastructure.					
PROJECTED DISBURSEMENTS (UGX BILLION)						
Outputs	**Baseline 2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
Output 1: Management information systems Developed and operationalised		5,952,000,000	12,500,000,000	9,200,000,000	11,928,000,000	5,757,800,000
Output 2: ICT hardware and software equipment acquired		2,300,000,000	8,700,000,000	12,320,000,000	930,000,000	500,000,000
Output 3: Furniture and fittings procured		2,440,000,000	3,215,000,000	4,294,000,000	932,000,000	538,450,000
Output 4: 28 transport equipment acquired		3,600,000,000	2,400,000,000	1,200,000,000	600,000,000	600,000,000
Output 5: Repairs and maintanence of tools and equipment undertaken		700,000,000	950,000,000	990,000,000	735,000,000	458,900,000
Output 6: Specialised land equipment acquired		2,840,000,000	4,682,000,000	8,420,000,000	5,210,000,000	855,000,000
Total		**17,832,000,000**	**32,447,000,000**	**36,424,000,000**	**20,335,000,000**	**8,710,150,000**

APPENDIX C: TEAM CONSULTED

APPENDIX C1: MINISTRY DEPARTMENTS CONSULTED

No.	Department	Responsibility
1	Department of Finance and Administration	Managing the Ministry's financial resources, personnel and administrative services. Its mandate includes handling accounting, budgeting, procurement, supplies, internal audit, and administrative support to ensure the Ministry operates effectively and in line with its overall mission
2	Department of Surveys and Mapping	Establishment of survey and geodetic controls, quality checks of cadastral jobs, survey of government land and international boundaries, production, and printing of topographical maps.
3	Department of Land Registration	Issuance of certificates of titles, general conveyance, keeping custody of the national land register, coordination, inspection, monitoring and provision of technical backstopping relating to land registration and acquisition processes to local governments.
4	Department of Land Inspectorate and Reforms	Supervision of land administration institutions and inspection and capacity building of land management institutions.
5	Department of Valuation	Provide timely and reliable valuation services to both government and the general public. The department discharges the following functions: assessment of compensation for land and properties acquired by government, valuation for stamp duty purposes, valuation for probate acquired by government; valuation of rental assessment for properties to be occupied by Government; determination of premium for ground rent; valuation of government pool and institutional houses; valuation of condominium properties, valuation for sale and purchase of properties by government, valuation of lease for conversion to freeholds, assisting districts to determine compensation rates, mitigation and litigation where necessary and determination of local government rating valuations.
6	Department of Physical Planning	Policy making, standard setting, national planning, coordination, inspection, monitoring and back-up technical support relating to urban and regional planning.
7	Department of Urban Development	Formulation of urban policies, regulations, development and review of the relevant laws, standard setting to enhance orderly urban development.
8	Department of Land Use, Regulation, Compliance and Enforcement	Formulation of land use related policies, plans and regulations. It also provides technical support and guidance to Local Governments in the field of land use regulation, monitoring and evaluation, and systematization of the land use compliance monitoring function and practice.
9	Department of Human Settlement	Formulating policies, legislation, procedures, setting housing standards, monitoring and evaluation of implementation of housing policies and providing technical back up support in order to increase the stock of affordable and decent housing that enhances the quality of life and safety of population as well as to guarantee the security of tenure for all especially the vulnerable in society.
10	Department of Housing Development and Estates Management	Formulating policies, legislation, procedures on Estates, supervising housing development and estates development.
11	Department of Statistics, Research, Monitoring and Evaluation	Strategic planning, statistics, monitoring and evaluation of projects and programmes and setting quality standards and assurance frameworks.

APPENDIX C2: PROGRAMME SECRETARIAT MEMBERS CONSULTED

No.	Name	Organization
1	Smith T. Matsiko	MLHUD
2	Kayenga N. Irene	MLHUD
3	Ronald Mbala	MoLG
4	Nakalema Shadia	MLHUD
5	Eng. Henry Lubega	MoWT
6	Abemigisha Gadson	MLHUD
7	Kyomukama Jeninah	MLHUD
8	Kabyarugamba Marvin	MLHUD
9	Edidah Busingye	MoLG
10	Ataro Louella	MLHUD
11	Nanteza Catherine	AREA-U
12	Deogratious Kiryowa	MKCCA&MA
13	Madasi Bosco	MKCCA&MA
14	Nabwire Lucky	KCCA
15	Arecho Marion	MLHUD
16	Justine Arinaitwe	NPA
17	Flavia Zambali Musisi	KCCA
18	Achan Clare Acaye	MLHUD
19	Eng. J. C. Kidega	MoWT
20	Kyomya Deo	UFZ&EPA
21	Kwizera Godie	NPA
22	Moses Ssonko	MFPED
23	Zzaake Joseph	MoKCC&MA
24	Ronald Jabo	MoKCC&MA
25	David Wamai	MLHUD
26	Bazimbye Evans	NBRB
27	Ndawula Nicholas	MLHUD

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