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MBALE URBAN PROFILE



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HS Number: HS/031/12E

ISBN Number(Volume): 978-92-1-132446-4

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ACKNOWLEDGEMENTS

Printing: UNON, Publishing Services Section, Nairobi, ISO 14001:2004-certified



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UNITED NATIONS HUMAN SETTLEMENTS PROGRAMME

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FOREWORD



According to research published in UN-Habitat's flagship report, *The State of the World's Cities 2010-2011*, all developing regions, including the African, Caribbean and Pacific states, will have more people living in urban than rural areas by the year 2030. With half the world's

population already living in urban areas, the challenges we face in the battle against urban poverty, our quest for cities without slums, for cities where women feel safer, for inclusive cities with power, water and sanitation, and affordable transport, for better planned cities, and for cleaner, greener cities is daunting.

But as this series shows, there are many interesting solutions and best practices to which we can turn. After all, the figures tell us that during the decade 2000 to 2010, a total of 227 million people in the developing countries moved out of slum conditions. In other words, governments, cities and partner institutions have collectively exceeded the slum target of the Millennium Development Goals twice over and ten years ahead of the agreed 2020 deadline.

Asia and the Pacific stood at the forefront of successful efforts to reach the slum target, with all governments in the region improving the lives of an estimated 172 million slum dwellers between 2000 and 2010.

In sub-Saharan Africa though, the total proportion of the urban population living in slums has decreased by only 5 per cent (or 17 million people). Ghana, Senegal, Uganda, and Rwanda were the most successful countries in the sub-region, reducing the proportions of slum dwellers by over one-fifth in the last decade.

Some 13 per cent of the progress made towards the global slum target occurred in Latin America and the Caribbean, where an estimated 30 million people have moved out of slum conditions since the year 2000.

Yet, UN-Habitat estimates confirm that the progress made on the slum target has not been sufficient to counter the demographic expansion in informal settlements in the developing world. In this sense, efforts to reduce the numbers of slum dwellers are neither satisfactory nor adequate.

As part of our drive to address this crisis, UN-Habitat is working with the European Commission and the Brussels-based Secretariat of the African, Caribbean

and Pacific (ACP) Group to support sustainable urban development. Given the urgent and diverse needs, we found it necessary to develop a tool for rapid assessment and strategic planning to guide immediate, mid and long-term interventions. And here we have it in the form of this series of publications.

The Participatory Slum Upgrading Programme is based on the policy dialogue between UN-Habitat, the ACP Secretariat and the European Commission which dates back to the year 2002. When the three parties met at UN-Habitat headquarters in June 2009, more than 200 delegates from over 50 countries approved a resounding call on the international community to pay greater attention to these urbanization matters, and to extend the slum upgrading programme to all countries in the ACP Group.

It is worth recalling here how grateful we are that the European Commission's 9th European Development Fund for ACP countries provided EUR 4 million (USD 5.7 million at June 2011 rates) to enable UN-Habitat to conduct the programme which now serves 59 cities in 23 African countries, and more than 20 cities in six Pacific, and four Caribbean countries.

Indeed, since its inception in 2008, the slum upgrading programme has achieved the confidence of partners at city and country level in Africa, the Caribbean and in the Pacific. It is making a major contribution aimed at helping in urban poverty reduction efforts, as each report in this series shows."

I wish to express my gratitude to the European Commission and the ACP Secretariat for their commitment to this slum upgrading programme. I have every confidence that the results outlined in this profile, and others, will serve to guide the development of responses for capacity building and investments in the urban sector.

Further, I would like to thank each Country Team for their continued support to this process which is essential for the successful implementation of the Participatory Slum Upgrading Programme.

A handwritten signature in black ink, which appears to read "Joan Clos". The signature is fluid and cursive, with a long horizontal stroke at the end.

Dr. Joan Clos
Executive Director, UN-HABITAT



The annual urban growth rate in Uganda is 5.2 percent and it is projected that by 2050, at least 50 percent of the country's population will be living in urban areas. From the national statistics, 60 percent of the urban population lives in slums and in informal settlements with inadequate

housing, poor health care services, lack of access to education, lack of access to safe drinking water, lack of security of tenure, and lack of infrastructure.

All the above problems are being precipitated by rural urban migration of people in search of employment opportunities in the urban areas. Most of these people move to the informal settlements which they can afford to live in.

Mbale Municipality is one of the most competitive and attractive business centres in Eastern Uganda. This has further been aided by its close proximity to Kenya. Mbale's status as a business hub has resulted in high rates of migration into the town as many people flock to Mbale in search of livelihood opportunities. This has led to high population growth and which has caused a strain on the town's social infrastructure and led to the mushrooming of slums such as Kikyafu, Kisenyi, Mooni, and Namatala /Malukhu among others.

It's against this background that the Government of Uganda through the Ministry of Lands, Housing and Urban Development in partnership with UN-Habitat, the lead agency for implementing the MDG 7, Target 10 (reducing the number of people without access to safe drinking water), and target 11 (achieving a significant improvement in the lives of at least 100 million slum dwellers by 2020), undertook an urban sector profiling study in Mbale as part of the Participatory Slum Upgrading Program.

This study covered the following nine critical thematic areas: Disaster Risk, Safety, Environment and Climate Change, Governance, Slums and Shelter, Land, Basic Urban Services (BUS), Local Economic Development (LED), and Gender and HIV/AIDS. These issues guided the analysis of the Mbale Urban Profile.

The idea behind the urban profiling study was to help Mbale Municipality formulate urban poverty reduction policies through a participatory, holistic and action oriented assessment of needs. It also aimed at enhancing dialogue and awareness of opportunities and challenges with a view of identifying response mechanisms as a contribution to implementing the Millennium Development Goals.

The Mbale Urban Profiling was undertaken with the participation of both national and local authorities within Mbale Municipality. The profile findings were basically hinged on the various desk- studies and interviews with key urban actors and stakeholders.

I would like to acknowledge the contribution of the Government of Uganda through the Ministry of Lands, Housing and Urban Development, UN-Habitat, the European Commission, the ACP (Africa, Caribbean and Pacific) Secretariat, Makerere University, and all the stakeholders who contributed to the success of the Urban Profiling process.

Lastly, I wish to encourage all parties interested in the sustainable development of Mbale Municipality to take keen interest in this report and I pledge my full support to the implementation of the Action Plans agreed upon by the stakeholders in this report.

For God and My Country.

Mafabi Mutwalibi Zandya

Mayor
Mbale Municipality

EXECUTIVE SUMMARY

INTRODUCTION

The Participatory Slum Upgrading Programme (PSUP) is an assessment of needs and capacity building gaps at City, Municipality and Council levels. It is currently being implemented in 30 African, Caribbean and Pacific countries. The Participatory Slum Upgrading Programme uses a structured approach where priority interventions are agreed upon through consultative processes. The Participatory Slum Upgrading Programme methodology consists of three phases;

Phase One; consists of participatory urban profiling of urban conditions in the three medium towns of Mbale, Mbarara and Kitgum which are studied to provide a representative sample of other such towns in the country.

Phase Two; builds on priorities identified through the workshops and develops detailed capacity building and investment projects.

Phase Three; implements the projects developed during the earlier phases with an emphasis on priority areas which have been chosen.

The Participatory Slum Upgrading Programme focuses on nine thematic areas; Risk, Safety, Environment and Climate Change, Governance, Slums and Shelter, Land, Basic Urban Services, Local Economic Development, and Gender and HIV/AIDS.

BACKGROUND

Mbale is a Municipality in Mbale District in the eastern part of Uganda. It began as a commercial centre for Arab slave traders and later attracted Indian traders who had come to East Africa to build the railway line. Eventually, Mbale became the Uganda Government's administrative centre for the Eastern Uganda region. The major challenges facing Mbale town are growth of informal human settlements, poor land records, lack of serviced land, poor land tenure system, outdated structure plans, political interference in decision making, outdated laws, high urban population, and inadequate human resources.

Mbale Town is located on the foot of Wanale ridge of Mt. Elgon which is 8,000 feet above sea level. It covers a geographical area of 2,435 hectares. Mbale's central location makes it attractive, competitive and a business hub in the region. Further its location and multiple entry points and its close proximity to Kenya makes it accessible to all regions and provides opportunities for enhanced trade activities that attract local investment necessary for economic development. Mbale town is experiencing typical problems associated with urban areas such as high population growth and unemployment, lack of basic urban services and inadequate waste management.

GOVERNANCE

Mbale town is governed through a system of decentralization as per the 1995 Constitution of the Republic of Uganda. Through this system, Lower Local Governments are empowered to run their day to day affairs. Mbale is governed by the Mayor who forms the Executive Council, and the Speaker who is the head of legislation. Four members of the Executive are secretaries of the different Sectoral Committees of the council, which are; Finance and Administration, Social Services, Works, and Gender and Community Development. There is also a Technical Department headed by the Town Clerk who is the Chief Executive and Accounting Officer of the Council.

DISASTER RISK

Mbale Town is prone to disaster risks due to its location on the foot of Mt. Elgon. These include landslides, earthquakes, floods, and droughts among others. Mbale Municipality however lacks the capacity to manage their periodic disasters.

SAFETY

Security in Mbale is provided by different security organs which include the Uganda Police, Uganda People Defence Forces (UPDF) and local security agencies. As a growing town, the most prominent crimes include common theft, burglaries, robbery with violence, and drug abuse. In Mbale Town, most crime offenders reside in slum settlements.

ENVIRONMENT AND CLIMATE CHANGE

Serious environmental issues are being faced in Mbale Municipality. These include poor waste disposal, poor sanitation, pollution of water sources, and deforestation. The Municipality also faces various challenges as a result of climate change. These include recurring floods, landslides and drought. The uncontrolled dumping of waste and chemicals has had a negative impact on the town's environment and human health.

LAND

There is shortage of land in Mbale Municipality because the demand is higher than the supply. The high rate of population growth in the Municipality has resulted in poor land use practices on the existing land. The main challenges facing land in Mbale include lack of land owned by the municipality, haphazard developments on the existing land, over population, and pollution.

BASIC URBAN SERVICES

Mbale Town is experiencing inadequate basic services provision due to inadequate financial resources. The major challenges in the Municipality include poor drainage system, lack of solid waste management facilities, poor sanitation, and inadequate water supply.

LOCAL ECONOMIC DEVELOPMENT

Mbale is strategically located in Uganda which makes it attractive and competitive. It is surrounded by a rich agricultural region which provides the Municipality with agricultural produce. Its close location to Kenya provides the town with opportunities for various economic activities and trans-border trade. The main economic activities carried out in Mbale include trade, transport services such as boda-bodas, telecommunication services, restaurants, lodges and hotel services, and food processing industries. In slum areas however, there are high levels of unemployment, especially among the youth.

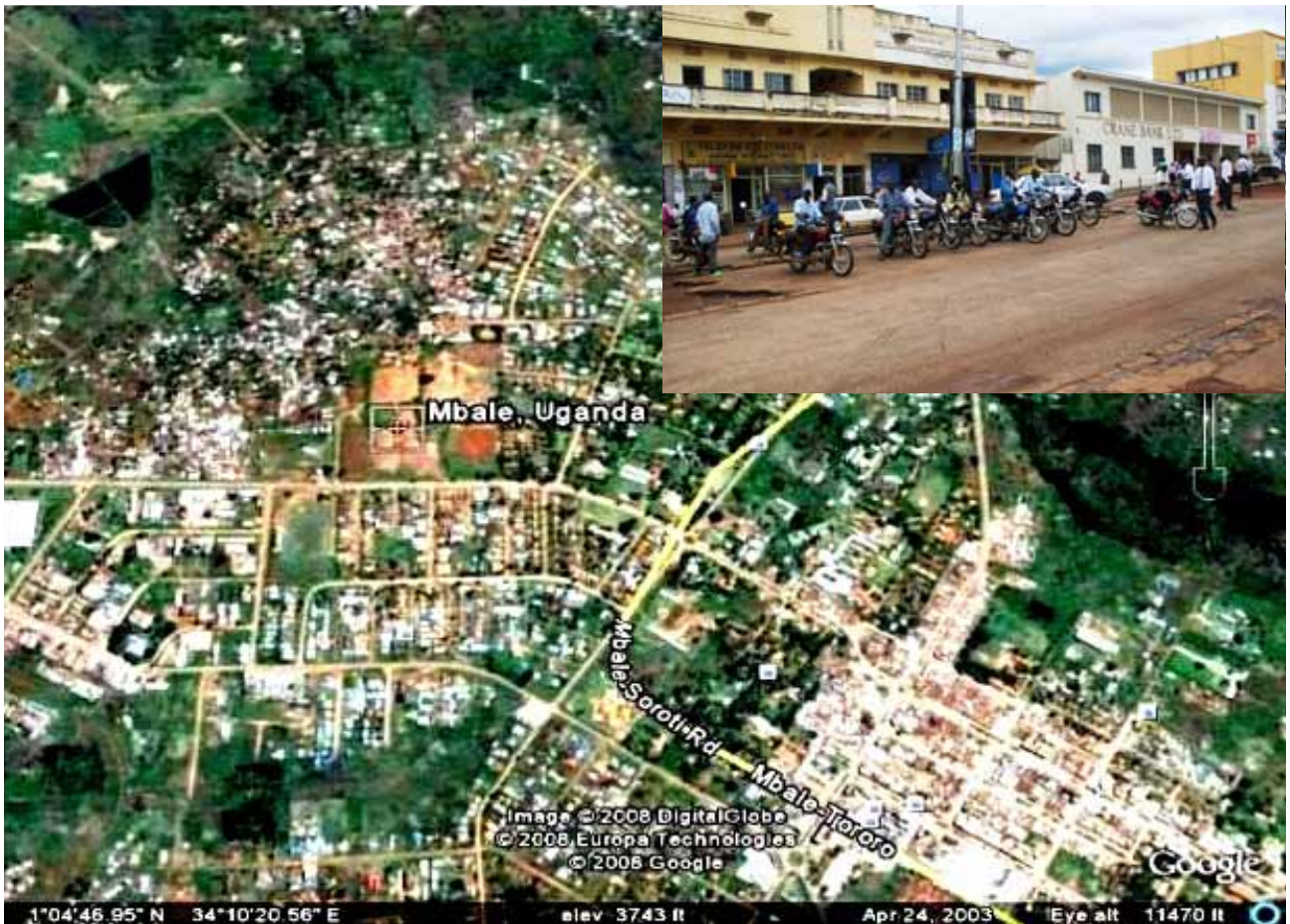
SLUMS AND SHELTER

In Mbale, informal settlements are on the increase and are caused by rural-urban migration. Slum areas are characterized by absolute poverty and they include: Kikamba, Barracks, Mutukula, Kiteso, Bulago, Bujoloto, Namatala, and Kikaramoja.

These slum areas are also characterized by inadequate services and shelter, inadequate waste management, lack of essential infrastructure, and inadequate access to clean water, safe sanitation facilities, and services. Slum residents need to be provided with secure land tenure in order to facilitate redevelopment and investment programs.

GENDER AND HIV/AIDS

Women in Mbale Town constitute the higher population of the unemployed and are mainly active in the informal sector. Women face the highest health risks and they don't have access to health services. According to the Mbale Municipal Alliance of Mayors and Municipal Leaders Survey, the HIV/AIDS infection rate in Mbale Municipality stands at 5.3 percent.



An aerial image of Mbale Municipality (inset) Republic Street in the town centre represented by the red arrow

Source: Google Earth 2008

MBALE - FACTS AND CHALLENGES

Mbale Municipality is the third largest town in Uganda after Kampala, the Capital City. It consists of three autonomous but inter-dependent Lower Local Government Councils/Divisions or Boroughs namely Industrial, Northern and Wanale Division Councils, which together with the Mother Council are responsible for the socio-economic development and planning of the town.

Mbale has long been known to be the cleanest town in East Africa with well planned and organized streets.

Prior to the 25 January 1971 coup d'état, Mbale was an economically vibrant and strong town with the coffee industry as its main economic base, supplemented by cotton and some in flows of various food stuffs which were coming from Northern Uganda via the railway line.

However, following the political events of January 1971, when the Civilian Government was overthrown, many industries that provided employment closed down. Today, the impact of the 1971 coup d'état is reflected in the dilapidated roads and run down buildings.

The economic landscape of Mbale was adversely affected by the coup. The situation was also recently made worse by the collapse of the banana industry and the retrenchment of government workers. Currently, Mbale is experiencing a rapid rate of urbanization characterized by widespread unemployment, poor and crowded housing, insecurity, lawlessness, prostitution, illicit activities, high spread of HIV/AIDS, and high school dropout rates.

The development challenges further faced by Mbale Municipal Local Government Council include: low revenue base, low capacity of the private sector to manage development contracts, high illiteracy rate among traders, poor revenue collection system in place, inadequate safe water and sanitation facilities in poor households, low household incomes, unplanned development and illegal structures, high population growth rate, inadequate funding to meet planned activities, vandalism of street lights, and dilapidated social infrastructure.

Additionally, the migration of people into Mbale is another challenge and has taken place without corresponding efforts to improve the existing infrastructure and provision of basic urban services. High levels of migration into Mbale Town can be attributed to its closeness to the Kenya-Uganda border which attracts a high number of Kenyan immigrants looking for work and the diversified economic activities in the town.

ECONOMIC SITUATION

The Mbale Central Business District (CBD) is promoting a strong economic infrastructure which has developed into a regional commercial and administrative centre, attracting a large number of business investment opportunities.

The industrial sector is very significant, mainly in processing of commercial and agricultural products, light engineering works and warehousing. The transport sector also plays an important part in the economy of Mbale.

These sectors provide both formal and informal employment to the residents of Mbale, thus contributing greatly to the economic and social welfare of the residents.

Though the overall economic infrastructure is strong in the Central Business District, poverty levels are still very high among the residents of the town. Most residents live on less than Uganda Shillings (UGX) 1,000 per day and therefore can not afford the basic necessities of life. The Municipality also lacks the capacity to provide the much needed basic infrastructure.

The Council has plans to address this problem by strengthening the activities of Savings and Credit Co-operative Organizations (SACCOs) for the prosperity for all programmes, improvement and expansion of the town and improvement of drainage in the markets. The District Private Sector Promotion Centre in Mbale also compliments the activities of the economic sector.

There are a few micro-finance institutions in Mbale Municipality offering loans but with very high interest rates.

Lack of start up capital and credit is a problem most often sighted by women. Low income residents and women often do not have the collateral necessary to apply for a loan. Mbale Municipal Council, 2008, Production and Marketing Departmental report.

HEALTH

There are a number of health institutions in the municipality, with the Mbale Regional Hospital being the largest and serving as a referral hospital for the eastern region of Uganda. Other health institutions include the CURE Hospital for specialized orthopaedic services, the Ahamadiya Hospital, the Municipal Health Centre, Namakwekwe Maternity Centre, and Namatala Health Centre IV. Private clinics, First Aid posts, and drug shops are fairly distributed in the municipality.

Government Health Centres procure drugs using the Primary Health Care (PHC) Conditional Grant from the Central Government. The Municipality however, has limited local revenue allocated for the procurement of drugs. As a result, there is constant shortage of drugs and equipment in health centres which compromises the provision of quality and affordable health care to the residents of Mbale. This has made the population vulnerable to the outbreak of diseases such as dysentery, cholera, malaria, diarrhoea, measles, tetanus, and HIV/AIDSs.

The HIV/AIDS epidemic, which Uganda has experienced over the last two decades, is believed to have increased the incidence of orphaned children in Uganda. The number of orphaned children who are less than 18 is 34,744 (Uganda population census UBOS, 2002). According to the State of Uganda Population Report 2010 however, there has been a decline of HIV/AIDSs from the peak of 18 percent in 1992 to 6.4 percent in 2009 in Uganda. This positive achievement has been achieved through deliberate HIV/AIDS reduction policies which Mbale district has benefited from.

WATER AND SANITATION

The National Water and Sewerage Corporation (NWSC) handles the provision of piped water and sewer systems. The Municipality is connected to the national water supply system provided by the National Water and Sewerage Corporation. However, Mbale Town Council has accumulated debts over the years due to non-payment for water and sewerage services provided by the corporation. As a result, the Municipality frequently experiences intermittent supply of these essential services.

EDUCATION

Educational institutions are many, ranging from nursery, primary, and secondary schools to higher institutions of learning, which vary from privately owned to Government institutions. Most of these institutions are found in the Northern Division, while the rest are in Wanale Division. The major higher institutions of learning include; the Islamic University in Uganda, the School of Clinical Officers, and the Mbale School of Hygiene. Others include Mbale Secondary School believed to be one of the oldest schools in Eastern Uganda. The literacy level is at 67.4 percent. Source: Mbale Municipal Council, 2008 Human Resource & Management office records.

MUNICIPAL FINANCE

The Municipality lacks the capacity to finance infrastructure development and maintenance and the provision of basic social services due to the challenge of poor revenue collection.

In order to enhance revenue collection and mobilization, the Municipality has a Three Year Development Plan, the Annual Local Government Budget and the Local Government Budget Framework Paper. These guidelines and activities help the Finance and Planning Sector to ensure safe custody of all funds for the Municipality.

The Three Year Development Plan 2009/2010 for Mbale Municipal Council estimated that the Council would collect UGX 6,676,082,746 from various revenue sources. These sources include Central and Government Grants, local revenue sources, donations, and other capital grants.

Most of Mbale Municipality's expenditure (38.8 percent) goes towards the provision of education. Local Government Management and service delivery takes up (3.5 percent) of the budget.

WASTE MANAGEMENT

Mbale Municipality does not have adequate waste management facilities. Waste is normally dumped on land in the outskirts of the town, in open spaces, drainage lines, and ditches.

Garbage collection is very poor due to lack of a well established garbage collection and maintenance system, and lack of funds by the Municipality to purchase and maintain the refuse trucks and pay the contractors needed to carry out the garbage collection. Further, illegal street vendors and illegal stalls situated in various parts of the Municipality and which produce a lot of garbage have further worsened the garbage problem in the country.

PUBLIC TRANSPORT

The public transport system in Mbale Town comprises of; minibuses, taxis, bicycles, and motorcycles (boda-bodas). The main weaknesses in the transport system are lack of coordination, traffic congestion and dilapidated roads which lack provisions for pedestrian.

BACKGROUND

INTRODUCTION

Participatory Slum Upgrading Program consists of an accelerated action oriented assessment of urban conditions, focusing on priority needs, capacity gaps, and existing institutional responses at Local and National levels. The purpose of the Participatory Slum Upgrading Program is to develop urban poverty reduction policies at Local, National and Regional levels through an assessment of needs and response mechanisms as they relate to the implementation of the Millennium Development Goals (MDGs). The exercise is based on analysis of existing data and a series of interviews with all key stakeholders, including: local communities, institutions, civil society, the private sector, development partners, academia, and urban authority leaders among others. This consultation is meant to result in a collective agreement on priorities and their development into proposed capacity building and other projects that are all aimed at improving the lives of urban dwellers, especially those in slum areas.

The urban profiling is being implemented in 30 African, Caribbean and Pacific countries, offering an opportunity for comparative regional analysis.

Once completed, these projects will provide a blue print for Urban Local Authorities, development partners and support agencies. The Participatory Slum Upgrading Programme consists of nine thematic areas which include; Governance, Disaster Risk, Urban Safety, Environment and Climate Change, Land, Basic Urban Services, Local Economic Development, Slums and Shelter, and Gender and HIV/AIDS.

URBAN PROFILING IN UGANDA

Urban profiling in Uganda covers the Municipalities of Mbale, Mbarara and the Town Council of Kitgum. The study carried in the three urban centres evolved from the onset with the key stakeholders at National and Local levels. The National Consultation was conceived as a Partnership Platform including Municipalities and other major stakeholders such as the Ministry of Lands, Housing and Urban Development among others. The aim was to see how the findings from the study of the three towns provides the baseline understanding of what is happening in other towns of Uganda and secondly, to promote options for more formal institutional collaboration that should merge as a coordination body integrating a wide range of urban actors in a single response mechanism.

THE PARTICIPATORY SLUM UPGRADING PROGRAMME IN MBALE

The Participatory Slum Upgrading Program in Mbale is one of the several slum upgrading exercises conducted in various urban centres of Uganda. The difference with the Participatory Slum Upgrading Program however is that it takes a participatory approach and covers nine inter-related themes.

Mbale Municipality representatives participated in the initial consultation processes in Mbale Town where key stakeholders were invited and introduced to the project during consultative meetings. These include among others: Mbale Municipality Authorities, Non-Governmental Organizations (NGOs), Community Based Organizations (CBOs), community representatives, the private sector, and civil society. The aim was to introduce the Programme, show the difference between those projects that have been done before, and get the acceptance of all stakeholders.

REPORT STRUCTURE

This report consists of:

A general background of the urban sector in Mbale, based on findings arising from the desk study, interviews and town consultations held in Mbale in May 2010. The background includes data on administration, urban planning, economy, the informal and the private sector, urban poverty, infrastructure, water, sanitation, public transport, health, and education.

A systematic assessment of the nine thematic areas in terms of governance, gender and HIV/AIDS, slums and shelter, land, local economic development, basic urban services, environment and climate change, urban disaster risk, and urban safety.

The third section includes Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis and outlines priority project proposals for each theme. The proposals include beneficiaries, partners, estimated costs, objectives, and outputs.

MBALE AT A GLANCE

HISTORICAL BACKGROUND

The name Mbale is derived from the local native Bagisu word for 'stones'. In the Lugisu language, stones are referred to as kamabale. There are many types of stones found in Mbale, because Mbale lies at the foot of Mt.Elgon. The stones found in Mbale are used for housing construction and road building in Eastern Uganda. Some special types of stones from Mbale are taken to the nearby Tororo Cement Factory to be used as raw materials for cement production.

Mbale developed as a commercial centre from Arab slave traders and later, it also attracted Indian traders especially those who had come to build the railway line. Eventually, Mbale became the Government's administrative centre for the eastern region.

By 1951, the town had built modern offices on what is now called Republic Street and after independence in 1962, the Mbale Municipal Council was the first town to be granted official status of an Urban Authority.

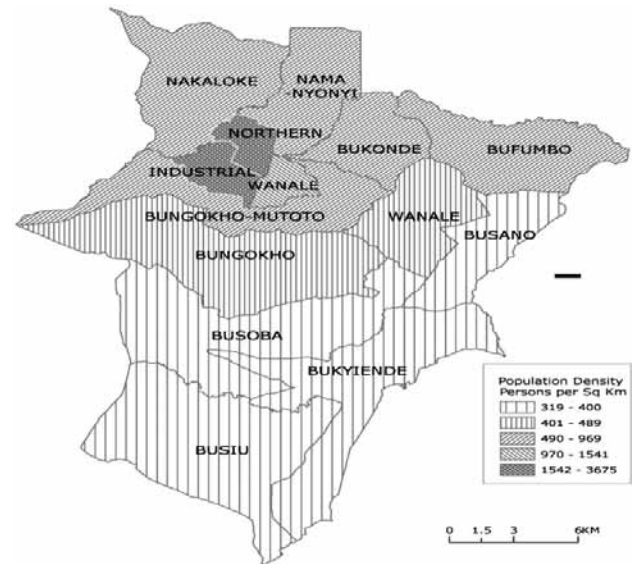
Mbale Town is fairly well connected in terms of transport. It is a major business hub in the region and trades with Kenya, Sudan and Tanzania. The town is served with a total of over 100 kilometres of tarmac and earth roads. Mbale is the nodal centre for the Mbale-Kampala highway via Tororo Town through Tirinyi road. It also connects this region of Uganda via the Soroti highway.



THE LOCATION

Mbale is bordered by Tororo District in the south, Manafwa District in the south-east, Sironko District in the north-east, Kumi District in the north, Budaka District in the north-west, and Butaleja District in the south-west.

Map 1: Showing Mbale District Administrative Boundaries and the Location of the Municipality



Source: Municipal Council Records

SIZE AND TOPOGRAPHY

Mbale has gentle hills and valleys covering a geographical area of 2,435 hectares. Its relief varies from 4,040 feet above sea level in the south-eastern border region to 3,600 feet above sea level in the west.

DRAINAGE

The town is drained from east to west by three major rivers that have their sources on Wanale Ridge. River Nashibiso and its tributary Napwoli drain into the southern part of the town. These are bound by an extensive plain under forest reserve management. River Nabiyonga and its major tributary Namatsio drain across the northern area of the town. Several primary and secondary drains have been developed to originate from within the town area and drain into these rivers. All the mentioned rivers drain into River Namatala which forms the north-west boundary of Mbale Town.

CLIMATE

The climate of Mbale is influenced by its proximity to the equator and its position at the foot of Wanale Ridge. The climate is warm and humid without extremes. There is hardly any seasonal variation in temperature throughout the year. Rainfall is fairly distributed ranging between 1250 millimetres and 1750 millimetres per year.

Mbale receives relief rainfall. The town experiences a high amount of rainfall during the months of March to May and October to November. Rainfall amounts are sufficient to sustain growth of annual and perennial

food crops both within and without the municipality that supports the urban population today.

POPULATION

According to the 2002 Uganda Population and Housing Census, Mbale Municipality has a total population of 86,200 of which 41,900 are male and 44,300 are female with a sex ratio of 98.1 males per 100 females. However, this figure is far below that of the day population estimated to fluctuate between 100,000 - 200,000. as per the *Analytical Report of 2007 by the Uganda Bureau of Statistics (UBOS)*. The population density in Industrial Division and Northern Division was between 1542 and 3675 persons per square kilometre and Wanale division between 970 and 1541 persons per square kilometre, as documented by *Planning and Land Management Section: Mbale Municipal Council 2006*.

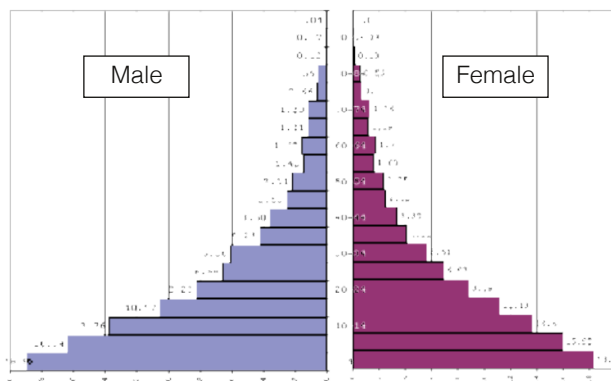
The population pyramid shows the sex age composition of Mbale, emphasizing the need to plan more for children as they are the majority.

The population of Mbale Municipality is distributed in the three divisions. The largest and most populous and economically prosperous is the Industrial Division with 45 percent of the population, followed by Northern Division with 40 percent and Wanale Division with 15 percent (Uganda Bureau of Statistics).

EMPLOYMENT

The informal sector is the major source of employment for the residents of Mbale. The sector consists of

Figure 2: Population Pyramid



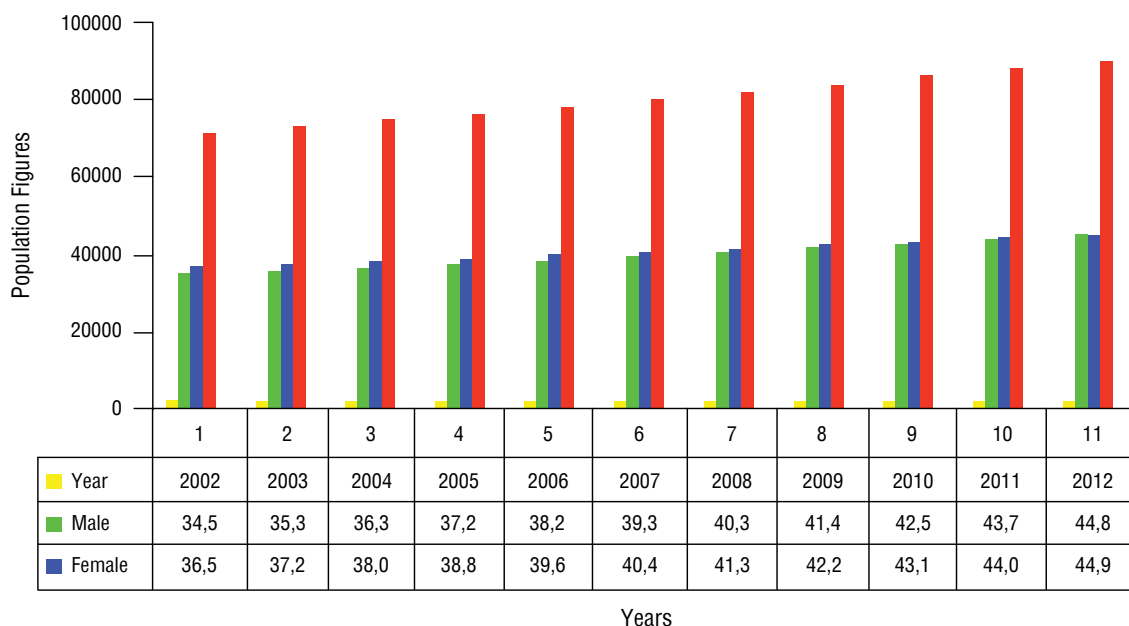
(Source by Mbale Municipal Council, 2008. Human Resource and Management office).

small entrepreneurs and people with flexible but non-permanent employment, although a large number of entrepreneurs are not registered with any authority.

The lack of opportunities for formal sector employment and the decline in minimum wage has led to the growth of the informal sector whose activities are largely unmeasured, unregulated and unaccounted for.

The few revived industries in Mbale pay their workers as little as UGX 20,000 per month. University graduates earn about UGX 70,000 per month. This figure is hardly sufficient to meet the daily needs of the workers.

Figure 1: Population Figures



WATER SUPPLY

Mbale Municipality is connected to the national water supply system provided by the National Water and Sewerage Corporation. However, the Municipality is highly indebted to the National Water and Sewerage Corporation due to unpaid bills that have accumulated over a number of years. As a result the Municipality suffers from frequent water disconnections.

This results in acute water shortages that impact negatively on the residents of Mbale. As the town continues to grow in population and size, the demand for these services will increase thereby worsening the situation.

THE POPULATION THAT HAS ACCESS TO SERVICES

Figure 3: The Population that has Access to Services

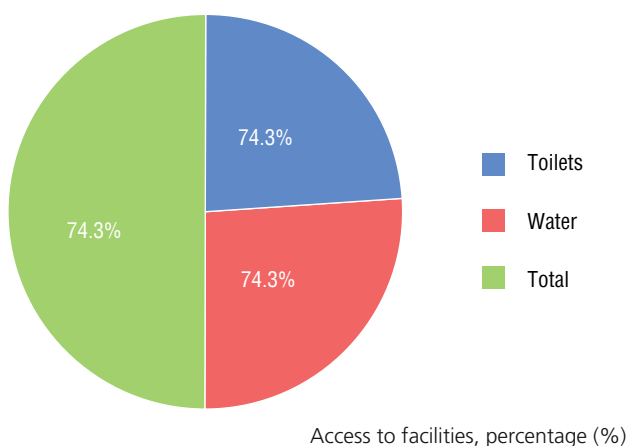
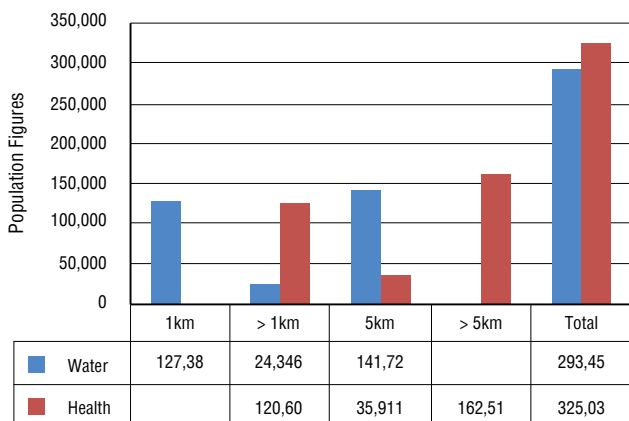


Figure 4: Population Figures



Source: (Uganda Bureau of Statistics, 2002).

CHALLENGES

Pollution is an environmental concern within the Municipality. The breakdown of the existing public sewer system has caused seepage of untreated sewage into water systems resulting in major pollution. This is common at the lower bridge along Nabuyonga rise that crosses river Nabuyonga.

Illegal connections of domestic sewer systems which discharge into the storm water drains are another source of pollution.

The use of pit latrines in the informal settlements is also a major cause of pollution.

The rate of environmental pollution in Mbale is high with human waste disposal being a major source of environmental pollution, due to the popular use of pit latrines and the high water table. This has resulted in frequent outbreaks of water borne diseases such as dysentery and cholera.

The Town Council is the supreme legislative body within the Municipality and is responsible for policy formulation and supervision of the implementation of policies and decisions it has made (Section 27 Local Government Act 1997). The Town Council is constituted by directly elected Councillors from each of the wards in the Municipality and women councillors from special interest electoral areas. The Town Council has five Secretaries and three Standing Committees.

One of the major challenges facing the Municipality is delays in the tendering process caused by changes in the procurement law that scrapped Tender Boards and replaced them with Contracts Committees. In addition, small revenue base and poor revenue management practices are key challenges that are closely linked to poor revenue collection and inadequate computerization of the accounting system that cause delays in accountability and financial reporting. This leads to failure in achieving Council goals.

GOVERNANCE

Mbale is one of the towns in the eastern region of Uganda bordering Kenya. Mbale Municipality has three divisions which comprise a total of twelve wards all under the main administration from the Municipal Council.

Since the promulgation of the 1995 Constitution, the Government of the Republic of Uganda has empowered the Lower Local Governments by adopting a system of decentralization which mandates the Lower Local Governments to make and implement decisions affecting the municipality.

There are regular elections carried out for all electoral positions. This has enabled the local people to choose leaders of their choice whom they feel will deliver and be accountable.

In compliance with the decentralized system of governance, Mbale Municipal Council has developed a Strategic Framework for Service Delivery (Client's Charter) which includes its vision, mission, other core values, and strategic goals.

VISION

The Mbale Municipal Council's Vision is to have "A Wealthy City of Enterprising Citizens."

MISSION STATEMENT

"To provide services which focus on national and local priorities and to improve on the quality of life of the community in Mbale Municipality in an environmentally sustainable manner".

This vision and mission statement was achieved through a general participatory process of consultation where all the stakeholders were involved.

Local revenue collection and management has however had some constraints which have presented challenges in the form of:

- Conflicting regulatory powers between the Council and other bodies that also license business activities.
- Conflicting power centres, which includes Ministers, Inspector General of Government, Mbale Municipal Council, Division Councils, Resident District Commissioner (RDC), and the Local District Council (Political Pronouncements).

There is some element of political meddling in development and technical matters particularly from the Central Government which acts as an impediment to the development process of the town and its surrounding.

The lack of adequate human resources has had a great impact on the operation of municipal activities,

rendering some departments non-functional. This makes the general performance of the Municipal Council ineffective.

There has also been lack of transparency especially during the process of activity implementation, because sometimes the public is not informed on what types of funds are available and for what purpose.

It is therefore important that, for the Municipality to realize its stated strategic objectives, much effort and emphasis is put on capacity building in order to reduce the incidences of financial mismanagement.

BEST PRACTICE

A Client's Charter was developed to describe the professional services supplied by the Council to its clients and how they can work together to improve the supply of these services. The major sections of the Charter are linked to the achievement of various Government Programmes such as the National Development Plan and the Millennium Development Goals in areas of economic management, enhanced production, competitiveness, and improved incomes. These sections also complement the various strategic documents of the Council that are aimed at enhancing its performance and accountability.

With financial support from all stakeholders, efforts will be made to organize smart partnerships for improved service delivery. Services provided by the Council through this Charter will be disseminated to various stakeholders and consumers to enhance accountability and client's focus in the provision of adequate public services. The Charter will also serve as a tool for results oriented management, continuous performance improvement, technology enhancement, and overall client satisfaction.

Under the Charter, the council staff has committed to good governance, transparency and accountability, stakeholder participation, and professionalism as key values and principles to serve above self. The key result areas identified are town and general management, public health, audit, finance and planning, production and marketing, education and sports, and community based services. The Client's Charter vision for Mbale Municipality is "Generation of wealth for the growth of the Municipality as a Regional Capital".

INSTITUTIONAL SET-UP

Mbale Municipal Council has a well established Governance structure which manages the day to day activities of the Municipality. There are two functional administrative levels, that is, the Municipal and Division Council, under the leadership of the political and the technical heads.

THE POLITICAL STRUCTURE

This arm of leadership is headed by;

- The Mayor who forms the Executive Council,
- The Speaker as the Head of Legislation,
- The four members of the Executive, who become secretaries to the different Sectoral Committees which are; Finance and Administration, Social Services, Works, and Gender and Community Development.

In total there are 27 Councillors.

THE TECHNICAL STRUCTURE

This Structure of Administration is headed by the Town Clerk, who also doubles as the Advisor to the Municipal Council on legal, technical and administrative matters.

The Town Clerk is the Chief Executive and Accounting Officer of the Council. He is also the supervisor of Council staff who are deployed in the three divisions of the Municipality. Each division is headed by a Senior Assistant Town Clerk who also chairs the Division Technical Planning Committee Meetings.

The municipal departments includes;

- Town and General Management
- Public Health
- Engineering
- Audit
- Finance and Planning
- Production and Marketing
- Education Sector
- Community Based Services

These departments are managed by different Heads of Departments. They do the implementation and monitoring of departmental activities and give reports to the Accounting Officer who is the Town Clerk.

REGULATORY FRAMEWORK

There are a number of regulatory frameworks that have been put in place to regulate the administration and the managerial state of the Municipality in form of Laws and the By-laws to govern the municipality.

There has also been a creation of different Commissions and Committees whose mandate is derived from the Constitution and other Laws of the Republic of Uganda which include;

- The District Service Commission which is responsible for appointing the human resource within the Municipality.
- Local Government Public Accounts Committee which Audits the local authorities' public expenditures and financial management.
- The Contracts Committee which handles the bidding and procurement processes.
- The Hospital Management Committee which is in charge of health affairs in the Municipality.
- School Management Committee which monitors the quality of education in the Municipality.
- The Human Rights Commission which is concerned with the Citizens Rights Advocacy and their recognition.
- Other laws include;
- The 1995 Constitution of the Republic of Uganda
- The 1997 Local Government Act.

In general, Mbale Municipal Authority, with its Executive, the Town Clerk and technical staff have the overall responsibility of implementation, monitoring and reporting the progress of the activities within their areas of jurisdiction.

RESOURCE MOBILIZATION

- The Municipal Local Government resources envelop is quite limited, so it partly depends on financial supplements that come from the Central Government, and Local Government Grants that comes on a monthly or quarterly basis.



- The Municipality also depends on local revenue which it collects from property rates, parking fees, ground rent, taxi and bus parks, and inspection fees.
- The Municipal Local Authority has also initiated a Revenue Enhancement Plan as a strategy to widen its revenue sources by collecting revenue from sources such as private car parks, street parking, hotel fees, and local service tax.
- The local authority imposes fines for tax evasion and delays and offences such as parking in unauthorized areas.

PERFORMANCE AND ACCOUNTABILITY

The decentralization system has registered some degree of achievements. For instance, decentralization of financial and administrative activities has taken place, and as a result, both the elected and appointed staff are easily monitored and must be accountable to the local people.

The Municipal Council has to some extent been able to fulfil the timely delivery of services to the local people within their close reach.

The Municipal Council has also been able to respond to the needs of residents who are encouraged to participate in the planning and development process. This has assisted in the monitoring of development projects at the community level.

AGREED PRIORITIES
<ul style="list-style-type: none"> • Capacity building on transparency, accountability and good governance. • Sensitization on the rule of law and formation of by-laws.

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	Capacity Building on Transparency, Accountability and Good Governance	

DISASTER RISKS

Disasters refer to events or a series of events that result in casualties, damages to or loss of property, destruction of infrastructure, and disruption of essential services or means of livelihood to a scale that is beyond the normal capacity of the affected communities to cope unaided.

The Government of Uganda has an established Policy on Disaster Risk Management and Response. The policy and mission strives to ensure that all Internally Displaced Persons (IDPs) enjoy the same rights and freedoms under the Constitution and all other laws like all other Ugandans. There is a fully established Government Ministry in charge of any emergency outbreak such as the Ministry for Disaster Preparedness and Refugees that undertake all disaster management issues.

The Ministry for Disaster Preparedness and Refugees in line with other ministries and Government Departments that form Inter Ministerial Policy Committee (IMPC) and Inter

Agency Technical Committee (IATC) are required to respond to disasters.

Another key player in response to disaster and relief supply is the Uganda Red Cross Society, a local relief agency.

Mbale District is in the heart of Mt. Elgon in Eastern Uganda. People's vulnerability to hazards, both natural and manmade, is aggravated by poverty and suffering that has greatly reduced the capacity of communities to cope using their own resources.

The region is prone to natural disasters such as land slides, earthquakes, floods, drought, and pest infections on one hand as well as manmade disasters such as deforestation that results in the degradation of the environment. The local capacity to prepare and manage disaster at the Municipality is low.

The area suffered from devastating Elnino rains in 1997 that led to the displacement of thousands of people, the breakdown of social infrastructure and the devastation of households and community livelihoods especially agricultural production.

INSTITUTIONAL SET-UP

The Office of the Prime Minister under the Department of Disaster Preparedness and Refugees (OPM/DDPR) is the lead agency for the protection and assistance of Internally Displaced Persons (IDPs).

The District Disaster Management Committee (DDMC) of every district is the coordinator for the protection and assistance of Internally Displaced Persons (IDPs).

There is also the Municipal Disaster Management Committee (MDMC) represented by the Mayor and the Town Clerk.

Uganda Red Cross Society, Mbale Branch, is one of the oldest branches among the 51 networks of branches. It has both Governance and Management Structures (Board and Youth Council) that oversee and manage branch activities for the vulnerable members of the community.

All these departments work together in partnership to make sure that there is quick response in-case of any disaster out break.

There is a network of 356 volunteers who are on the ground creating awareness in the communities and conducting vulnerability capacity assessments which are done at the Village Level using the Lower Local Council Structures.

REGULATORY FRAMEWORK

The District Disaster Management Committee (DDMC) is mandated to establish a District Disaster Management Fund to supplement budgetary allocations from the Central Government.

Local Governments shall ensure the protection of property and possessions left behind by Internally Displaced Persons against vandalism, destruction, and arbitrary and illegal appropriation, occupation or use.

Special efforts shall be made by responsible authorities to ensure full and equal participation of women and girls in educational programmes.



RESOURCE MOBILIZATION

The wide-ranging needs that arise during internal displacements require quick responses involving the application of locally available resources in a multi-sectoral and multi disciplinary manner that efficiently addresses the provision of assistance and protection needs of displaced persons.

Under disaster management, the branch strategy has been to engage in activities like response in terms of relief provision and preparedness to disasters whenever they occur in Mbale.

There have been financial donations and appeals to the general public and private institutions such as banks, industries and multi-nationals to deal with disaster preparedness and relief.

The International Federation of the Red Cross has the mandate to provide financial support to the national society to counter any serious disasters and emergencies.

Cooperation between international and local organizations is vital for the mobilization of technical and financial assistance needed for the effective implementation of disaster response initiatives.



PERFORMANCE AND ACCOUNTABILITY

As regards Disaster Risk Response and Management, the Municipal Authority has not been at the fore front, especially on the issue of funding. They have often times relied on Uganda Red Cross Society for all the necessary support.

The Municipal Authority has always been caught off guard in disaster risk emergencies due to financial constraints and is therefore not able to adequately deal with disasters when they occur.

Most points where the fire hydrants are placed have been built on and the existing ones are non-functional.

There are no available strategies in as far as food security measures are concerned. This makes the population vulnerable in times of disaster outbreaks.

The Committee is required to hold quarterly Disaster Management Meetings.

Most of the Disaster Risk Responses have been the sole role of Uganda Red Cross Society. They have a Department of Disaster Management which is divided into three sections namely; Preparedness, Prevention and Disaster Risk Response.

AGREED PRIORITIES

- Planned settlement project.
- Extension of security lights.
- Construction of roads and drainage system.
- Formation of Community Disaster Management Cells.
- Construction of public toilets.
- Construction of more health centres.

**DISASTER
RISKS
N°1**

Project proposal

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Procurement of Emergency Response Equipment

SAFETY

Safety/Security is a major concern for the government of Uganda. The police are specially mandated by law to provide safety and security for the citizens without any interference, discrimination or segregation.

Apart from the police who provide safety and security to the citizens, there are other security organs that partner with the police to provide adequate security whenever there is need. They include the Uganda Peoples Defence Forces (UPDF) and the Uganda Prisons and Local Security Agencies which are locally registered by the Ministry of Internal Affairs before they carry out any operation in the Municipality.

Security in Mbale has been relatively good in the recent past despite some emerging cases of crime.

According to police records, the major crimes committed in Mbale include; petty theft, burglaries, robbery with violence, and defilement cases.

Police records also state that the areas most affected by crimes include the town centre and the middle class residential areas scattered throughout the Municipality. Slums areas are not affected as much because most criminals reside in slum areas that also double up as hideouts.

Notwithstanding, the police, through the Community Liaison Office, have achieved some positive results in crime prevention and reduction by conducting radio talk shows sensitizing the community on ways of preventing and reducing cases of crime.

INSTITUTIONAL SET-UP

The Ministry of Internal Affairs sets Policy Guidelines that guide the operation of the police who are responsible for providing safety and security in the municipality.

There are various police departments that handle different tasks assigned to them for example; the Criminal Investigation Department (CID), the Criminal Intelligence Office (CIO), Traffic Police, and the Community Affairs Police.

The Office of the Resident District Commissioner (RDC) is in charge of all security matters/affairs within the district.

The District Internal Security Office handles security matters at the division level.

There are also some security agencies and Defence Committees at the Lower Local Council Level who help to ensure safety and security in the Municipality.

There is a District Security Committee chaired by the Resident District Commissioner (RDC).

REGULATORY FRAMEWORK

The Constitution of the Republic of Uganda is the supreme law that governs the land. It specifies the mandate of state organs and departments.

There is the Police Act and the Police Standing Orders.

The District Security Committee is mandated to oversee security issues in the district.

Various departments have the guidelines that streamline their daily operations.

RESOURCE MOBILIZATION

The Ministry of Internal Affairs provides logistical support to the police, in addition to monthly financial remittances.

There are a number of Non-Governmental Organizations that have come in to support the police by equipping them with skills on HIV/AIDS and national environment issues.

Locally based radios have been able to provide free air space to the police to conduct talk shows sensitizing the community on the importance of community policing.

The Government has also been able to equip the police with service equipments like patrol trucks and ambulances. This has helped in boosting morale and has improved the efficiency of the police.

PERFORMANCE AND ACCOUNTABILITY

In their undertakings, the police have been able to coordinate with other Security Agencies to curb crime within the Municipality.

The police have developed a good working relationship with the local residents within the Municipality. This has yielded some good results and hence few crime cases are registered.

To some extent, the police have been able to win the will and support of the local people due to the partnership that has been created in the recent past. They have improved in their handling of criminal cases such as petty theft.

The police have been carrying out regular patrols both during the day and at night.

Crime offenders have been apprehended by the police on time.

Refresher courses given to different Security Agents especially on crime and fraud investigation skills.

On the other hand, there are also major challenges that have increased insecurity within the town which include;

- Inadequate street lighting in most areas of the town, increased drug use, prostitution, overpopulation, and unemployment.
- The incompetence of the judicial system has discouraged police efforts in crime prevention. This is because some criminals are set free without being sentenced or serving a jail term. This has led to increased crime and frustration among the police force.

SAFETY N°1	Project proposal	Page 51
	Capacity Building Programme for the Police to Improve their Performance	

AGREED PRIORITIES
<ul style="list-style-type: none">• Adult literacy programmes.• Improve and increase cottage industries.• Infrastructure maintenance.• Regular road maintenance.• Improved drainage system.• Construction of public toilets.• Garbage collection and recycling.• Upgrading of informal settlements.

ENVIRONMENT AND CLIMATE CHANGE

Some of the challenges facing the environment in Mbale include; poor management of solid waste, poor drainage and sanitation, pollution of water sources, and climate change.

Climate is a key determinant of the status of other natural resources such as water, biodiversity, forests, aquatic life, ecotourism, wildlife, and agriculture.

The Municipality does not have adequate waste management facilities. Waste is normally dumped on open land situated on the outskirts of the town. These open dump sites are an eyesore and lead to environmental degradation.

Sanitation in Mbale Municipality is poor and characterized by leaking and blocked sewerage pipes, shortage of toilets especially in the slum areas and unreliable water supply.

Commercial and household waste is often discharged directly into streets, ditches, rivers, and nearby streams.

The Municipality has experienced climate change which is manifested by erratic weather changes characterized by long dry spells, sudden shifts between very hot and cold temperatures, heavy rains which destroy crops and property and cause flooding as a result of high rates of deforestation, and industrial emission.

Land use pressure resulting from rapid population growth, urbanization, land degradation, over cultivation, shortage of land for industrial and commercial development, and unplanned development. These have negative implications for environmental sustainability.

INSTITUTIONAL SET-UP

The National Environmental Council (NEC) formulates national environment policies and priorities and the National Environment Management Authority (NEMA) is the lead implementing agency.

The National Environment Management Agency works in consultation, collaboration and partnership with other agencies concerned with environmental matters.

The Ministry of Water and Environment is responsible for policy formulation.

District and Urban Administration are decentralized arms of the National Environment Management Authority and assist in the operationalization of environmental policies, regulations and by-laws at the local level.

The private sector and other stakeholders do not comply with existing environmental standards.

There are few environmental Non-Governmental and Community Based Organizations operating in the municipality.

REGULATORY FRAMEWORK

National Environment Act and other regulations provide legal and institutional frameworks for the sustainable management of the environment, quality standards, waste management, and pollution control, reviewing and monitoring of environmental impact assessment, facilitation of public participation in environment decision making, conducting research, and raising environmental awareness.

- The 1995 Constitution of Uganda.
- The National Forestry and Tree Planting Act of 2003.
- The National Environment Act Chapter 152.
- The National Environmental Policy, 1994.
- The National Policy for Conservation and Management of Wetlands Resources Policy, 1994.
- The Water Act Chapter 152.
- The Land Act Chapter 227.
- The Local Government Act Chapter 243.



RESOURCE MOBILIZATION

The money allocated to meet environmental needs in the Municipal Council’s budget is not adequate.

There are few partners like Non-Governmental and Community Based Organizations who are also involved in environmental protection.

PERFORMANCE AND ACCOUNTABILITY

There is lack of public awareness, and sensitization and enforcement of existing environmental standards.

There are insufficient financial and human resources to carry out environmental awareness campaigns, capacity building and training.

Parks and green zones in towns have been neglected and this has led to deterioration of the environment.

AGREED PRIORITIES
<ul style="list-style-type: none"> • Tree planting and awareness creation for environmental protection. • Recycling of plastics. • Conservation of wetlands. • Continuous sensitization about proper waste management.

SOLID WASTE COMPOSTING
<p>The Project being implemented is on solid waste composting under the Clean Development Mechanism (CDM) with funding from the World Bank.</p> <p>The project is aimed at reducing emission of green house gases, especially methane. This is because solid waste has become a major problem in Mbale Municipal Council.</p> <p>The World Bank will buy the emission reductions (carbon credits). The main stakeholders are the Ministry of Water and Environment, the National Environment Management Authority who will supervise the project, Mbale Municipal Council as the implementing agency, the World Bank, and the local community.</p>

ENVIRONMENT AND CLIMATE CHANGE N°1	Project proposal	Page 37
	Tree Planting and Awareness Creation on Environmental Conservation	

LAND

Land is an essential and limited resource. This requires that it is utilized very efficiently, and its utilization and management must guarantee environmental sustainability while at the same time addressing broader social and economic objectives.

Institutions for land management must be relevant, cost effective, efficient, and sustainable.

The high rate of population growth and poor land use planning practices are exerting tremendous pressure on land and its resources.

Poor land use is manifested in various forms of land degradation, uncontrolled urban development, and reduced land productivity. The intricate nature of inter-relationships between population and development and the role land use plays in fostering the requisite balance must be recognized.

The continued viability of land and the resources it supports is very fundamental for the survival of the country and its population. The use under which land is put must therefore be carefully assessed and the most suitable option promoted, while taking into consideration the economic, environmental, and spatial aspects of land use.

PHYSICAL PLANNING AND LAND MANAGEMENT ISSUES

Mbale has an old structure plan that specifies various land uses according to various zones, but the plan needs to be revised because it was drafted by the former colonial authorities and is out-dated. Some of the land use challenges include;

- Mbale Municipal Council doesn't own land for public use.
- Privatization/Liberalization of the economy has led to the growth of buildings and structures, many of which are built without following the environmental and zoning guidelines.
- Slums have been allowed to mushroom uncontrolled, further contributing to the degradation of land.
- The lack of basic social amenities in some areas has led to increased development in areas that have access to the basic social amenities such as water, sewer lines and electricity; this has led to overcrowding in certain parts of the town.
- Inadequate enforcement of land use regulations by the local authorities has led to the rapid development of illegal structures that need to be abolished due to lack of approved plans.

- Over-population and land shortage is forcing people to encroach on flood plains, road reserves, drainage channels, and public land.
- Developments that are taking place in wet lands are putting the environment at risk and also endangering lives as the buildings are not strong enough to stand in wet grounds.

INSTITUTIONAL SET-UP

Land in Mbale is an important socio-economic resource that must be utilized in a very sustainable manner.

Land tenure is under customary and freehold system and the municipality has no control over land use because of the customary nature of land tenure. The municipality only advises the occupants to get leases and titles to enable them develop land properly and avoid land related disputes.

About 20 percent of the developing areas in the municipality are occupied with buildings approved by the Municipal Council and having proper land titles and lease offers, while 80 percent of developing areas are full of illegal buildings with no proper legal documentation and approvals from the Municipal Council. *Land Records Engineering Department, 2008.*

Land records are not sufficient because of lack of proper storage and computerization of the land register.

Land records are stored manually according to plot, numbers, street or road and depending on their use, for example residential, commercial or public. Records are bulky and not easy to retrieve because they are still stored manually.

Mbale Municipality does not have a Municipal Land Board and instead uses the District Land Board where they are not adequately represented, with only one representative, as compared to the District which has six representatives. Consequently they have little influence in the decision making process and yet problems of urban setting are unique and cannot be compared with those of the District which have a rural setting.

The institutional set up in place is not well constituted and cannot adequately direct the type of developments and plans required for orderly urban development.

The Land Management Framework for Mbale Municipality comprises of the Area Land Committees and the Technical Land Team consisting of the Land Management Supervisor, the Land Surveyor, the Municipal Engineer, the Land Patrol Officer, the Cartographer, the Medical Officer of Health, the Environment Officer, the District Land Board, and the Land Administration comprising of the Town Clerk.

The Municipality does not have competent staff with technical understanding of land related matters. They rely on the Physical Planner who has little legal knowledge of land matters.

REGULATORY FRAMEWORK

The current regulatory framework is not well defined. This presents a negative impact on better land use planning, implementation and viable urban development.

Some laws and policies relating to land management and administration are weak and out-dated.

Decentralization introduced new institutions aimed at improving service delivery. However, these institutions suffer from weak implementation of policies due to lack of professional expertise as well as poor coordination between Central and Local Governments.

Inadequate Sectoral Coordination has had negative impact on land use as weak inter-sectoral and district coordination has resulted in contradictory land use patterns.

The amount of land related information available is still inadequate in the Municipality due to lack of modern technology in land use administration and management.

Land in Mbale is under a lot of pressure due to increased demand for land for industrial development, transport, housing development, recreation, and agriculture.

Land rules and regulation have slowly started to be enforced and people are starting to follow land use regulations when putting up buildings and other types of developments.

The Municipal Council has emphasized optimum use of land as having paramount importance and whose management systems must guarantee environmental sustainability while at the same time addressing and ensuring broader social and economic objectives and benefits.

An ideal land use planning system is in place but its implementation is hampered by lack of financial resources.



RESOURCE MOBILIZATION

The Municipality plans to fill up capacity gaps with technical people and induct and train staff to handle land related matters.

Organizing exchange visits with other urban centres in order to share experiences and ideas on how to improve land use and management.

The Municipality prepares development plans and budgets on a three year rolling basis and the Local Urban Council has the authority to approve and administer its budget.

Annual reports are presented and made open to the public.

The municipality collects taxes, rent, service charges, and ground rent to raise revenue for better planning and development.

PERFORMANCE AND ACCOUNTABILITY

The Municipality residents and Civil Society are involved in land management issues.

AGREED PRIORITIES

- Integrated Infrastructure Development Project.
- Development of a social infrastructure system, that is, roads, water, electricity, solid waste management, health centres, social centres, schools, modern markets, street lighting, and diversification of urban centres for purposes of relieving pressure on urban land.
- Construction of storeyed buildings.

LAND
N°1

Project proposal

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Integrated Infrastructure
Development Project

BASIC URBAN SERVICES

Urbanization has a tremendous impact on the social and economic process of developing countries. The United Nations projects that the urban population will double in the next 30 years from just fewer than 2 billion people to nearly 4 billion people. Source; WWAP (2006). Case Study; Uganda National Water Development: Uganda. Prepared for the 2nd UN world Water Development Report "Water, A shared Responsibility" UN-Water/WWAP/2006/9 World Water Assessment Programme. (WWAP).

Uganda as a developing country is not exempt from the effects of urbanization. Migration to urban areas by those seeking better livelihoods continues to increase.

This has had a trickle down effect on Mbale Municipality as well, and this situation has created some degree of complexities for the municipal authority, such as how to cater for the rapidly growing urban population and ensure that every one has access to basic urban services.

INSTITUTIONAL SET-UP

Mbale Municipal Council has the overall responsibility of providing basic urban services to the Municipality's residents.

The National Water and Sewerage Corporation handles the provision of piped water and sewerage disposal systems.

The division units within the Municipality are empowered to prepare their development plans and priorities and identify the needs of the residents.

There are other Local Government Associations like Uganda Local Government Association and Association of Uganda Urban Authorities that ensure the demands of Local Governments are adequately addressed.

REGULATORY FRAMEWORK

The 1997 Local Government Act empowers Lower Level Local Governments and the lower units to prepare development plans.

RESOURCE MOBILIZATION

The Municipal Authority is obliged to collect local taxes and utilize the locally collected revenue to facilitate its plans and budget priorities.

The Council contracts some of its property to individuals to manage them on their behalf.

The Solid Waste Compositing Project under the Clean Development Mechanism (CDM) intends to create a source of revenue from the manure produced.

PERFORMANCE AND ACCOUNTABILITY

The Municipal Authority, in partnership with the National Environmental Management Authority has initiated a Clean Development Mechanism (CDM) which involves compositing biodegradable solid waste to control the emission of green house gases.

Employment has been created through the Clean Development Mechanism Project where the local residents have been employed in waste composting plants.

Legal actions have been taken against those who do not abide by the stipulated policies and by-laws.

Skills and knowledge have been attained through capacity building where members of staff are trained in line with their relevant departments.

Internal appraisal of staff is done to determine the effectiveness of basic service delivery.

The Municipality is still faced with challenges such as shortage of testing kits for water and transport shortage.

The sewerage network is inadequate making solid waste management a major challenge in the town and residential areas of Mbale.

Street lighting is inadequate and the road network is poorly maintained.

AGREED PRIORITIES

- Construction of low cost housing estates in all slum areas in Mbale.
- Extension of water and sewerage services in slum areas.

BASIC URBAN SERVICES
N°1

Project proposal

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Upgrading the Drainage System in Namatala Ward

LOCAL ECONOMIC DEVELOPMENT

Mbale is blessed with favourable climate because of its geographical location. It is centrally located making it attractive, competitive and a business hub in the region.

The ample rainfall received provides good climate for farming.

The Municipality's location and multiple entry points and its close proximity to Kenya makes it accessible to all regions and provides opportunities for enhanced trading activities that attract the local investment necessary for economic development. The town also provides a large market for goods and services.

INSTITUTIONAL SET-UP

Mbale Municipality provides an enabling environment for the delivery of services to enhance local economic development such as making policies for licensing and registration of businesses in a transparent and orderly way, provision of opportunities for businesses through advertisement of tenders, and trying to create an environment that is conducive for businesses to thrive.

Collaboration with various stakeholders such as; the Central Government, the District Council, Non-Governmental Organizations, businesses, Faith Based Organizations, the media, and law enforcers.

Local economic activities are coordinated through the production and marketing department.

Information on economic issues is collected and disseminated to bring about policy change.

The Municipality has a good revenue base and is effective in revenue collection.

The Municipality's economic landscape is dominated by the presence of numerous industries that are major employers in the area. Despite the presence of various industries, unemployment rates are still high.

REGULATORY FRAMEWORK

The capacity of Mbale Municipality is constrained by limited financial resources and decision making power to enhance enterprise development.

The Municipality makes policies and by-laws that control local economic development such as re-development of the town, markets and parks.

Revenue collection and procurement of supplies have been privatized.

The Municipality advocates for government grants and encourages government programmes such as National Agricultural Advisory Services, Savings and Credit Cooperative Organizations, Peace and Recovery Development Program (PRDP), and the Urban Roads Programmes for Community Driven Development (URPCDD).

RESOURCE MOBILIZATION

The Municipality has a strategy for generating revenue from various business enterprises to enhance local economic development.

The Municipality mobilizes its revenue from sources such as taxes, service charges, trade licenses, market fees, car park fees, occupation permits, property rates, and land rates. Despite this, the council still faces shortage of funds to improve on the provision of basic urban services.

Resources are also mobilized from international organizations such as Cities Alliance.

PERFORMANCE AND ACCOUNTABILITY

Mbale Municipality has an integrated plan that addresses health, transport and education issues and infrastructure development.



High taxation such as Value Added Tax (VAT) and corporate taxes have curtailed local investment and made the cost of living very expensive.

The housing, tourism (hospitality), banking, and telecommunication sectors are growing at a very fast rate because of the return of peace and stability in Mbale, the improved road network and spin offs from Kampala.

The Municipal Authority faces major challenges in maintaining cleanliness in the town area due to the emergence of hawkers who litter haphazardly on the streets.

Mbale Municipality maintains the infrastructure necessary for local economic development for example roads, health centres, schools, and electricity networks as well as providing advice to those who want to put up viable investments.

The Municipality is also experiencing rapid growth in the informal sector which is the main source of income for most people in Mbale.

LOCAL ECONOMIC DEVELOPMENT N°1	Project proposal	Page 45
	Establishment of an Industrial Park along Mbale-Tororo Road	

- AGREED PRIORITIES**
- Establishment of an Industrial Park along Mbale-Tororo Road.

SLUMS AND SHELTER

Mbale Municipality is characterized by high levels of poverty, poor and illegally constructed housing structures, overcrowding, poor sanitation, and inadequate basic services delivery.

This situation can be attributed to rapid urbanization that has not matched the capacity to plan and manage urban growth. The growth of slums has therefore become a natural indicator of the effects of rapid urbanization.

Rural to urban migrations is by far the most significant driving force behind rapid urban population growth. This migration has resulted in the fast development of informal settlements as most of the immigrants are poor and cannot afford to live in good quality houses. The high levels of unemployment in the towns further aggravate the problem of informal settlements.

Notable slum areas in Mbale include; Kikamba, Barracks, Mutukula, Kiteso, Bulago, Bujoloto cells, Kiduda, Karimojong, Sisye and Muvule wards. These slums are characterized by high rates of poverty coupled by high rates of illicit income generating activities such as prostitution, brewing of illicit alcohol, and child labour.

More than 39,000 people are estimated to be living in these slums which occupy more than 335 acres of land. Source; Mbale Municipal Council Three Year Development Plan 2009/2010.

In order to improve the living conditions of slum dwellers, concerted efforts in planning and financial frameworks need to be restructured at both national and local levels to enable the Mbale Municipal Council to respond holistically to slum upgrading.

INSTITUTIONAL SET-UP

There are some Non-Governmental and Community Based Organizations that are actively engaged in slum



upgrading initiatives such as provision of basic services like water, education and health.

Slum dwellers are largely involved in slum upgrading activities and this helps in creating a sense of ownerships of the projects among slum residents.

There is a strong public-private-community partnership for slum upgrading in water supply, sanitation, health, solid waste management, housing improvement, education, and micro-credit provision.

The Municipal Authorities do not monitor slum upgrading initiatives in the slums.

REGULATORY FRAMEWORK

Mbale Municipal Council does not have a clear physical development plan in place.

Granting of land rights to slum residents is problematic because there is no clear policy that promotes access to land for slum dwellers or protects them from eviction.

The Municipality is constrained by the lack of decision making power when it comes to land allocations. The power lies with Central Government.

The poor are unable to acquire land due to the rising demand for land that has pushed land price upwards.

The Municipality has formulated by-laws requiring the construction of planned structures that conform to the city council standards.

RESOURCE MOBILIZATION

Informal sector activities are hindered by high licensing, tax fees and service charges.

AGREED PRIORITIES

- Detailed physical plan for a Land Settlement Project.
- Construction of health units in slums.
- Capacity building through sensitization and awareness creation.
- Establishment of recreation centres.
- Development of toilets in the slums.
- Construction of rehabilitation and social centres.
- Massive sensitization to reduce crime.

Financial assistance to slum dwellers is limited due to lack of access to loans and other financial assistance.

The Municipality has limited financial and human resources for slum improvement.

A few donors and private sector organizations are willing to fund slum upgrading initiatives in Mbale.

PERFORMANCE AND ACCOUNTABILITY

The Municipality in conjunction with the National Water and Sewerage Corporation has initiated a project in the slums, which aim to improve health services, sanitation and access to affordable water.

Small and medium enterprises are being promoted by various stakeholders.

The Municipality supports the development of roads, schools, water, low cost housing, and the National Agricultural Advisory Services (NAADs) projects in slums.

The Municipality has limited capacity to provide basic services to all its residents on its own.

BEST PRACTICE - ON GOING

Project Title:	Income Generating Activities
Location:	Mbale Municipality.
Duration:	Ongoing.
Targeted Beneficiaries:	The poor communities in Mbale.
Background:	The initiative was started in 2008 and its aim is to impart entrepreneurial skills to community residents that will enable them to start their own income generating activities and become self reliant.
Objectives:	Empower poor residents with the skills needed to start their own businesses, thereby promoting local economic development and reducing poverty levels.
Outputs:	Increased local economic development and reduced poverty rates.
Activities:	Conduct frequent session on business management.
Equipment to be Procured:	Training materials.
Estimated Cost:	USD 20,000.

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	Mbale Municipal Council Recreation Centre	

SLUM AND SHELTER N°2	Project proposal	Page 39
	School Project	

GENDER AND HIV/AIDS

In Uganda, several discussions have been held on how gender issues can be adequately addressed, and how to create an environment that treats men and women as equals and recognizes women's rights and responsibilities in the decision making process.

There are a number of policies and provisions that have been put in place to advocate for women's involvement in decision making, for instance, the Uganda Gender Policy of 2007. Women have been involved in gender and planning and formation of groups to benefit from government programmes such as National Agricultural Advisory Services and HIV/AIDS.

Despite all this, women's advancement in Mbale Municipality has been constrained due to;

- Low self esteem among women who shy away from male dominated activities and professions.
- Low education levels among women, which forces them to engage in petty businesses as a means of livelihood.
- Cultural practices and beliefs which put women at a lower level than men in the society.
- Women face difficulties when trying to own land and property. They also find it difficult to access credit facilities from financial institutions.
- Women suffering from HIV/AIDS are stigmatized.

INSTITUTIONAL SET-UP

Gender mainstreaming is being carried out in all Government Ministries, as provided for by the Uganda Gender Policy of 2007. The Gender Policy emphasizes on equitable employment opportunities for women in all ministerial departments. There is also a Gender Desk



in the Municipality with the Community Development Officer as the responsible officer.

There are several Non-Governmental Organizations in the Municipality that promote gender issues and those that are actively involved in promoting HIV/AIDS concerns such as the Women Civil Society Network, The AIDS Support Organization, the AIDS Information Centre, and the Joint Clinical Research Centre.

The formation of the Alliance of Mayors Initiative for Community Action on AIDS at the Local Level (AMICAAL) has also played a great role in enhancing gender issues within the Municipality.

REGULATORY FRAMEWORK

The 1995 Constitution of the Republic of Uganda recognizes the rights of both women and men in terms of rights of access to the basic urban services and rights to own property, among others.

The Uganda Gender Policy of 2007 recognizes the rights and involvement of both genders in planning and budgeting for gender issues.

The Domestic Relations Bill has been formed and is awaiting passing by parliament.

There are policies in place that emphasize the Girl Child Education Movement.

RESOURCE MOBILIZATION

The Ministry of Gender, Labour and Social Development is the ministry in charge of giving financial resources and technical support to the Municipality for carrying out gender activities.

AGREED PRIORITIES

- HIV/AIDS care and support projects.
- Operationalizing the HIV/AIDS Work Policy.
- Training on vocational skills such as tailoring, crafts, baking and knitting.
- Provision of start-up equipment/kits.
- Gender training for all staff in gender concerns, both the technical and political staff.
- Human Rights Programmes.



Local government funds also facilitate gender activities, mainly in form of grants for capacity building.

The Municipal Council Authorities organize budget conferences on gender issues.

Non-Governmental Organizations provide financial and logistical support for gender and HIV/AIDS activities.

PERFORMANCE AND ACCOUNTABILITY

Mbale Municipality through the Community Development Office has tried to improve women's income by encouraging them to form groups to access funding from government programmes such as National Agricultural Advisory Services, Functional Adult Literacy Programmes and Savings and Credit Corporative Organizations.

Gender issues in the Municipality have been integrated in development planning.

Women have been recruited to head different departments in the Municipality, for example, the education, community, and environment departments.

Training workshops have been organized for gender focal persons and peer educators.

Mbale Municipality has been able to sensitize its residents on domestic violence and related challenges.

BEST PRACTICE - ON GOING

Project Title:	Provision of Water Borne Toilets
Location:	Mbale Municipality.
Estimated Duration:	Yearly.
Targeted Beneficiaries:	Pupils, teachers and parents.
Background:	Improving sanitation in schools in order to create a more conducive environment for learning.
Objectives:	(1) Create a more conducive environment for learning. (2) Improve on the level of hygiene in schools.
Outputs:	Toilets built.
Activities:	(1) Field appraisal with technical staff. (2) Procurement of construction material. (3) Construction of the toilets. (4) Monitoring and evaluation of the project.
Equipment to be Procured:	Construction equipment.
Estimated Cost:	UGX 24, 000,000.

GOVERNANCE

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
INSTITUTIONAL SET-UP AND REGULATORY FRAMEWORK				
<p>Existence of a corporate body with powers to enforce income generation (legal framework).</p> <p>Availability of operational laws.</p> <p>Recognized systems and structures, that is, financial management and administrative controls.</p>	<p>Too much bureaucracy when it comes to decision making.</p> <p>Outdated government laws.</p> <p>Political interference in decision making.</p> <p>Weak law enforcement.</p>	<p>Existence of the Decentralization Policy which empowers councils to prescribe fees or charges it may deem fit (Local Government Act 1997, 5th schedule).</p>	<p>Political interferences in the internal management of the Municipality.</p> <p>Conflicting regulatory powers between the Municipal Council and other government bodies which also license business activities.</p> <p>Lack of clear guidelines and guidance on some taxes like cues, and royalties.</p>	<p>Sensitization on the rule of law and formation of by-laws.</p>
RESOURCE MOBILIZATION, PERFORMANCE AND ACCOUNTABILITY				
<p>Presence of qualified and competent staff.</p> <p>Existence of a Three-Year Development Plan and annual sectoral work plans.</p>	<p>Declining local revenue sources.</p> <p>Staff ceilings, as prescribed by line ministries, hinder the operational human resource management in the Ministries.</p> <p>Income inequalities between divisions.</p> <p>Poor remuneration of government workers /civil servants.</p>	<p>Local Government Management Service Delivery (LGMSD) and Capacity Building Grants (CBG) for capacity building of Municipal Council staff in skills improvement and career development.</p> <p>Availability of Central Government funds.</p>	<p>Financial mismanagement among Municipal Council staff.</p> <p>High rural-urban migration rates.</p> <p>Public mistrust of politicians.</p>	<p>Capacity building on transparency, accountability and good governance.</p>

GOVERNANCE N°1	Project Proposal
	Capacity Building on Transparency, Accountability and Good Governance

DESCRIPTION OF PROJECT IMPLEMENTATION:

(1) Mobilization of Municipal Council Staff and all the interested community members. (2) Design programmes which are locally relevant to the community. (3) Mobilization and utilization of the available resources effectively and efficiently.

ESTIMATED COST: USD 300,000.

LOCATION: Mbale Municipality.

ESTIMATED DURATION: Five months.

TARGETED BENEFICIARIES: Mbale Municipal Authority, Councillors and Local Communities.

BACKGROUND: The activities of Mbale Municipal Council are severely impaired as a result of political meddling in development and technical matters particularly from the Central Government. This acts as an impediment to the development process of the town and its surrounding.

There is also lack of transparency, especially during the process of activity implementation, and funds end up being misused.

It is therefore important that, for the Municipality to realize its stated strategic objectives, much effort and emphasis is put on capacity building in order to reduce the tendencies for corruption.

OBJECTIVES:

- (1) To support and facilitate the Municipal Authority to gain governance authority and take charge of the development process.
- (2) To strengthen and engage both the Municipal Authority and the community towards objective thinking to avoid conflict of interest.
- (3) To establish a good partnership, sense of ownership and stakeholdership between the councils and the communities.

OUTPUTS: (1) Strengthened municipal and community relationship. (2) Development oriented Municipal Council. (3) Increased council capacity to fulfil their obligations adequately. (4) Increased awareness of the actual roles and responsibilities of staff. (5) Documentation and information sharing among the departments.

ACTIVITIES: (1) Comprehensive leadership and business training. (2) Implementation of behaviour change sensitization programmes. (3) Institutional capacity building. (4) Conducting needs assessments of the different communities.

ENVIRONMENT AND CLIMATE CHANGE

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
INSTITUTIONAL SET-UP AND REGULATORY FRAMEWORK				
<p>Existence of the national environmental policies, regulations and laws.</p> <p>Existence of environmental officers at the local level.</p>	<p>Illegal developments in swampy areas.</p> <p>No provision for road reserves and drainage.</p> <p>Weak institutional capacity to articulate environmental issues.</p>	<p>High potential for eco- tourism.</p> <p>Conservation activities to prevent depletion and degradation of forests, wet lands, soils, and bio-diversity (food insecurity due to soil infertility, poor soil management and soil erosion).</p>	<p>Occurrence of natural hazards like floods and landslides.</p> <p>High rates of water and soil pollution.</p> <p>Poverty may aggravate environmental degradation.</p>	<p>Continuous sensitization about proper waste management.</p>
RESOURCE MOBILIZATION, PERFORMANCE AND ACCOUNTABILITY				
<p>Availability of development partners who are involved in environmental management.</p> <p>Community responsibility in natural resource management.</p> <p>Sanitation facilities are available.</p> <p>Existence of waste management services in some areas.</p> <p>Tree planting services are being carried out.</p> <p>Sensitization campaigns about the environment through the mass media.</p>	<p>Inadequate awareness on the importance of environmental conditions.</p> <p>Poor hygiene and sanitation.</p> <p>Lack of access to the basic urban services especially in the informal settlements.</p> <p>Indiscriminate disposal of waste.</p>	<p>Environmental education programmes.</p> <p>Existence of environmental Non-Governmental Organizations.</p>	<p>Environmental degradation for example deforestation and poor farming methods.</p> <p>Disease epidemics as a result of poor sanitation.</p>	<p>Tree planting and awareness creation on environmental conservation.</p> <p>Recycling of plastics.</p>

ENVIRONMENT AND CLIMATE CHANGE N°1	Project Proposal
	Tree Planting and Awareness Creation on Environmental Conservation

LOCATION: Mbale Municipality.

ESTIMATED DURATION: Two years.

TARGETED BENEFICIARIES: Mbale Municipality Residents.

BACKGROUND: Mbale is in the Eastern Region of Uganda and is one of the most poverty stricken districts in the country. People's vulnerability to hazards (both man-made and natural), poverty and suffering is aggravated by their lack of coping mechanisms.

Mbale is prone to natural disasters such as landslides, earthquakes, floods, drought, and pest infection as well as human triggered disasters.

During the baseline surveys carried out in 2008, coupled with data from the District Health Office and Water Department, cholera epidemics were found to be the leading and most frequent health problems affecting the communities of Mbale Municipality and its neighbourhoods, with the Bungokho South region being the epicentre of the disease.

OBJECTIVES:

- (1) To support community-based environmental conservation initiatives in the Municipality.
- (2) To strengthen the Municipality's capacity to deliver and sustain scaled-up programmes in awareness creation on environmental conservation.
- (3) To strengthen networking, coordination and integration of community managed environmental conservation programmes.

OUTPUTS: Strengthen the community's resilience and institutional capacity to respond and reduce the impact of environmental degradation.

ACTIVITIES: (1) Institutional capacity building. (2) Tree planting. (3) Improved water provision and sanitation. (4) Increased food security in the community. (5) Malaria control.

DESCRIPTION OF PROJECT IMPLEMENTATION:

The community based environmental conservation and management will be using a comprehensive approach that involves effective and efficient utilization of the available resources to yield maximum results.

ESTIMATED COST: USD 500,000.

SLUMS AND SHELTER

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
INSTITUTIONAL SET-UP AND REGULATORY FRAMEWORK				
Community's willingness to participate in the slum upgrading process.	Poor quality of buildings resulting in limited property taxation (rates) because of low property values. Weak institutional capacity of the town council.	Implementation of slum upgrading programmes. Existence of development partners like the Jenga National Slum Dwellers.	Rapid slum population growth. Over exploitation of land. Conflicts over land ownership. Many poor slum dwellers engage in illicit income generating activities.	Planned land settlement project through a detailed physical plan. Establishment of recreation centres in the slums.
RESOURCE MOBILIZATION, PERFORMANCE AND ACCOUNTABILITY				
Availability of land for slum upgrading.	Lack of adequate infrastructure in the slums.	Construction of Pit latrines in the slums. Income generating initiatives to improve incomes of slum dwellers.	High rates of insecurity in the slums. Inadequate infrastructure and illegal developments.	Construction of health units in the slums. Construction of rehabilitation centres.

SLUM AND SHELTER N°1	Project proposal
	Mbale Municipal Council Recreation Centre

LOCATION: Mbale Municipality.

ESTIMATED DURATION: One year.

TARGETED BENEFICIARIES: Slum Residents (Women, Men, Youth, Children, and People with Disabilities).

IMPLEMENTING PARTNERS: Mbale Municipal Council and Donors.

ESTIMATED COSTS: USD 1,500,000

BACKGROUND: The resource centre will provide the slum residents with extracurricular activities to keep them busy during their free time. This will result in the improvement of local talent and reduce idleness.

OBJECTIVES:

- (1) To promote development of life skills among marginalized groups.
- (2) To aid development of talents and abilities through provision of an enabling environment and sporting facilities.
- (3) Improve the physical conditions of community residents especially those living with HIV/AIDs.

OUTPUTS: Improved life skills and talents.

ACTIVITIES: Sports activities.

EQUIPMENT TO BE PROCURED: (1) Land.
(2) Assorted sports equipment.

SLUM AND SHELTER N°2	Project proposal
	School Project

LOCATION: Namatala Ward in Mbale Municipality.

ESTIMATED DURATION: Ongoing.

TARGETED BENEFICIARIES: The community, especially children from poor backgrounds and orphans.

BACKGROUND: Most of the residents of Namatala ward are poor and can barely afford to acquire the basic services. As a result, many children are not in a school due to lack of school fees. This project aims at reducing illiteracy by ensuring all the children who are of school going age in Namatala are able to acquire an education.

OBJECTIVES: Provide good quality education to all children living in Namatala.

OUTPUTS: Increase in literacy levels and increased enrolment of children in schools.

ACTIVITIES: Expansion of existing schools and construction of new schools in areas that do not have enough schools.

EQUIPMENT TO BE PROCURED: (1) Land for expansion of schools. (2) Books. (3) Computers and laboratory equipment. (4) Health equipment. (5) Teaching equipment.

ESTIMATED COST: USD 172,000.

GENDER AND HIV/AIDS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
INSTITUTIONAL SET-UP AND REGULATORY FRAMEWORK				
<p>Legal services offered to victims of domestic abuse.</p> <p>Availability of HIV/AIDS Policy.</p>	<p>Cultural and traditional beliefs and practices which place women at a lower level than men in the society.</p> <p>High unemployment rates among the women and youths.</p> <p>Under equipped health centres.</p> <p>Limited support to HIV/AIDS patients in terms of care and support.</p> <p>Poor response to gender issues.</p>	<p>Availability of employment opportunities.</p> <p>Political will to support gender and HIV/AIDS initiatives exist.</p> <p>Cultural practices and changes/adaptations.</p> <p>Availability of international support.</p>	<p>Increased incidences of alcoholism, prostitution, idleness, and poverty which contribute to increase in the spread of HIV/AIDS.</p> <p>Negative attitude towards behavioural change in order to fight the spread of HIV/AIDS.</p> <p>High illiteracy rates among the population.</p> <p>Lack of an organized informal sector.</p> <p>Negative cultural beliefs that prevent women from owning property.</p>	<p>HIV/AIDS care and support projects.</p> <p>Gender training for all staff in government institutions.</p> <p>Implementation of human rights programmes.</p>
RESOURCE MOBILIZATION, PERFORMANCE AND ACCOUNTABILITY				
<p>Availability of protection measures for women and HIV/AIDS victims.</p>	<p>Inadequate staff to handle gender related issues.</p> <p>Weak partnership with other service providers.</p> <p>The HIV/AIDS Policy is not operational.</p> <p>High rates of teenage pregnancies.</p> <p>Inadequate budgetary allocations for gender and HIV/AIDS initiatives.</p>	<p>Availability of Voluntary Counselling and Testing Services.</p> <p>Availability of funding from The Alliance of Mayors and Municipal Leaders on HIV/AIDS in Africa (AMICAAL).</p> <p>Availability of Non-Governmental Organizations involved in HIV/AIDS initiatives, such as The AIDS Support Organization (TASO), CURE International and AIDS Information Centre (AIC).</p> <p>Existence of central government funding for gender and HIV/AIDS initiatives.</p>	<p>Shortage of medical supplies such as anti-retroviral drugs (ARVS).</p> <p>Inadequate funding from the Central Government for gender and HIV/AIDS activities.</p>	<p>Operationalising the HIV/AIDS work policy.</p> <p>Training on vocational skills for example tailoring, crafts, baking, and knitting.</p>

GENDER HIV/AIDS N°1	Project proposal
	Vocational Training Centre for Women and the Youth

LOCATION: Mbale Municipal Council.

ESTIMATED DURATION: One year for construction of the project.

TARGETED BENEFICIARIES: Women and the Youth.

IMPLEMENTING PARTNERS: Mbale Municipality and Donors.

ESTIMATED COSTS: USD 1,000,000

BACKGROUND: Many women and youth in the Municipality are unemployed and marginalized. There is urgent need to impart women and youth with livelihoods skills that will enable them to earn a livelihood and provide for their children and families.

OBJECTIVES: Training women and youth in income generating activities.

OUTPUTS: Improved incomes among women and the youth.

ACTIVITIES: (1) Training. (2) Procurement of land and construction equipment.

DESCRIPTION OF PROJECT: Implementation: Implementation will be in phases which include the purchase of land and equipment, construction of a training centre, training women and youth from local communities, and monitoring and evaluation.

EQUIPMENT TO BE PROCURED: Teaching equipment.

BASIC URBAN SERVICES

STRENGTHS	WEAKENESS	OPPORTUNITIES	THREATS	PRIORITIES
INSTITUTIONAL SET-UP AND REGULATORY FRAMEWORK				
<p>Existence of security personnel such as the police and the army.</p> <p>Availability of educational institutions (primary, vocational, secondary, and universities).</p> <p>Existence of the Uganda Electricity Companies and the National Water and Sewerage Corporation.</p>	<p>Declining local revenue sources for the improvement of basic urban services.</p> <p>Overcrowding in the slums.</p>	<p>Existence of development partners assisting in the provision of basic urban services in the slums.</p> <p>Existence of public private partnerships in basic urban services provision.</p>	<p>Heavy transit trucks which damage the roads.</p>	<p>Construction of low cost housing estates.</p>
RESOURCE MOBILIZATION, PERFORMANCE AND ACCOUNTABILITY				
<p>Availability of a road network.</p> <p>Existence of a waste composting plant.</p> <p>Availability of health facilities.</p>	<p>Poor maintenance of public facilities and infrastructure.</p> <p>The building infrastructure is in poor condition.</p> <p>High insecurity in the Municipality due to lack of proper lighting.</p> <p>Poor sanitation and drainage.</p> <p>Uncontrolled development.</p> <p>Poor waste management services especially in the slums.</p> <p>Lack of funds for road construction and maintenance.</p>	<p>Rehabilitation of the railway line.</p> <p>Availability of Central Government grants for the improvement of basic urban services.</p>	<p>Lack of adequate power supply and frequent power outages.</p> <p>Inadequate access to safe water and poor sanitation, especially in the slums.</p> <p>Vandalizing of public facilities such as street lights.</p> <p>Dilapidated basic urban service infrastructure.</p>	<p>Extension of water and sewerage services to the slum areas.</p> <p>Upgrading the drainage system in Namatala Ward.</p>

ESTIMATED DURATION: Two years.

TARGETED BENEFICIARIES: The community of Namatala.

IMPLEMENTING PARTNERS: Mbale Municipal Council, UN-Habitat and the Private Sector.

ESTIMATED COST: USD 1,000,000

BACKGROUND: Infrastructure in Namatala Ward is in poor state and the residents of Namatala Ward are the poorest in the Municipality.

The housing in Namatala Ward is sub-standard and lack's access to basic urban services such as drainage and sewerage systems. Waste is disposed off haphazardly and pit latrines are the main channels for disposing human excreta.

This has resulted in poor sanitation and contributed to frequent cholera outbreaks in the ward. There is therefore urgent need to improve the drainage systems in the ward in order to improve the living conditions of the ward's residents.

OBJECTIVE: Improve on the drainage and sanitation in Namatala Ward.

OUTPUTS: A Clean, safe and disease free environment for the residents of Namatala Ward.

ACTIVITIES: Sensitization of the community on proper waste management.

PROJECT IMPLEMENTATION: (1) Community sensitization. (2) Drainage construction.

EQUIPMENT TO BE PROCURED: Construction material.

LOCAL ECONOMIC DEVELOPMENT

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
INSTITUTIONAL SET-UP AND REGULATORY FRAMEWORK				
<p>Existence of a regional, commercial and administrative centre which registers business activities.</p> <p>Availability of various strong industries.</p> <p>Availability of local economic development infrastructure.</p> <p>A strong private sector.</p>	<p>Local economic development infrastructure is in a poor state.</p> <p>High rates of unemployment among the youth.</p>	<p>Mbale is a commercial and regional centre for Eastern and North Eastern Uganda.</p> <p>Existence of public private partnerships in local economic development.</p> <p>Good policies and laws governing local economic development in the Municipality.</p>	<p>High Unemployment levels are a cause of insecurity and high crime rates.</p> <p>High taxation rates.</p> <p>The HIV/AIDs epidemic has led to a decline in the population of young productive workers.</p> <p>Competition with other cities for investment opportunities.</p> <p>Cheap imports which are threatening the local economy.</p>	<p>Establishment of an Industrial Park along Mbale-Tororo Road.</p>
RESOURCE MOBILIZATION, PERFORMANCE AND ACCOUNTABILITY				
<p>Existence of investment opportunities in the service sector and growth of industries with adequate market potential.</p> <p>Best practices in revenue management and well established accounting systems.</p> <p>Availability of a client's charter.</p> <p>Availability of market.</p>	<p>Tax evasion by business owners.</p> <p>Poor revenue collection by the Municipal Authorities.</p>	<p>Huge potential for the livestock industry in the provision of raw materials, for example skins, hides, meat, and milk to be processed locally for local consumption and exportation.</p> <p>Easy access to export markets for example Southern Sudan and the East African markets.</p> <p>The Municipality is surrounded by rich agricultural districts, for example Soroti and Bududa.</p>	<p>Collapse of some large firms, oil companies and parastatals due to poor performance.</p> <p>Lack of an organized market for purchase of agricultural produce.</p>	

LOCAL ECONOMIC DEVELOPMENT N°1	Project proposal
	Establishment of an Industrial Park along Mbale-Tororo Road

ESTIMATED DURATION: Two years.

TARGETED BENEFICIARIES: Mbale Municipal Community.

IMPLEMENTING PARTNERS: Mbale Municipal Council, UN-Habitat and the Private Sector.

ESTIMATED COST: USD 10,000,000.

BACKGROUND: The economy of Mbale has been struggling for a while due to the outbreak of the political crisis of 1971 which led to the total collapse and eventual closure of most of the prominent industries which were employing so many people.

The situation was recently made worse by the collapse of the banana industry and the retrenchment of government workers. In addition, Mbale is experiencing a rapid rate of urbanization and widespread unemployment.

The Municipal Authority faces major challenges in maintaining cleanliness in Mbale town due to the emergence of hawkers who litter haphazardly on the streets.

The Municipality is also experiencing rapid growth in the informal sector which is the main source of income for most people in Mbale.

OBJECTIVE: To ensure effective, efficient and economic exploitation of the comparative advantages in Mbale.

OUTPUTS: An Industrial Master Plan (Layout).

ACTIVITIES: (1) Technical, political and community consultations. (2) Land acquisition. (3) Preparation of the Master Plan. (4) Plot subdivision. (5) Construction of roads. (6) Drainage construction.

PROJECT IMPLEMENTATION: (1) Engineer. (2) Town Clerk. (3) Councillors. (4) Chief Officers

EQUIPMENT TO BE PROCURED: (1) Land. (2) Construction material. (3) Machines. (4) Labour.

LAND

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
INSTITUTIONAL SET-UP AND REGULATORY FRAMEWORK				
<p>Availability of a Physical Development Plan.</p> <p>Availability of a technical land team.</p>	<p>Inadequate land management and information system.</p> <p>Poor land management by the Municipal Authorities.</p>	<p>Availability of an ideal land use planning system.</p> <p>Availability of clear and simple procedures in transfer of land rights.</p>	<p>Unregulated land rates.</p> <p>Lack of ownership of land for public development.</p> <p>The lack of infrastructure developments.</p> <p>High population leading to land shortages.</p>	<p>Integrated Infrastructure Development Project.</p> <p>Development of an infrastructure system such as roads, water, electricity, solid waste management, health centres, social centres, schools, modern markets, and street lighting.</p> <p>Enforcement of building codes and regulations to control illegal developments.</p>
RESOURCE MOBILIZATION, PERFORMANCE AND ACCOUNTABILITY				
<p>Existence of Malukhu Project for replication.</p>	<p>Poor urban planning.</p>	<p>Availability of land as a resource.</p> <p>Availability of socio-economic infrastructure.</p>	<p>Unplanned development resulting in the growth of slums.</p>	<p>Diversify urban centres for purposes of relieving pressure on urban land.</p>

LAND N°1	Project proposal
	Integrated Infrastructure Development Project

LOCATION: Mbale Municipal Council.

ESTIMATED DURATION: 18 months.

TARGETED BENEFICIARIES: Mbale Community.

IMPLEMENTING PARTNERS: Mbale Municipality and Donors.

ESTIMATED COSTS: USD 5,000,000.

BACKGROUND: Mbale has an old Structure Plan that specifies various land uses according to various zones, but the plan needs to be revised because it was drafted by the former colonial authorities and is outdated.

About 20 percent of the developing areas in Mbale Municipality are occupied with buildings approved by the Municipal Council and having proper land titles and lease offers, while 80 percent of developing areas are full of illegal buildings with no proper legal documentation and approvals from the Municipal Authority.

The amount of land related information available is still inadequate in the Municipality due to lack of modern technology in land use administration and management.

OBJECTIVES: Produce physical layouts for growth centres, slum areas and others areas that need to be developed in an orderly way.

OUTPUTS: (1) Physical Development Plan in place. (2) Detailed layout and written recommendations and infrastructure upgrading.

ACTIVITIES: (1) Area identification. (2) Sensitization. (3) Reconnaissance surveys. (4) Data collection and analysis. (5) Production of the physical layout.

DESCRIBE HOW THE PROJECT WILL BE IMPLEMENTED: Implementation will be in phases that include; road surveying and opening, surveying of plots, provision of utilities, plot application, approval and development, and monitoring and evaluation.

EQUIPMENT TO BE PROCURED: Data collection equipments and tools.

DISASTER RISKS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
Institutional Set-Up and Regulatory Framework				
<p>Presence of an established Uganda Red Cross Society Branch that provides assistance when disasters occur.</p> <p>Availability of a Disaster Risk Response Policy.</p> <p>Presence of a committed and functional branch governing board in the Uganda Red Cross Society, as well as trained and committed staff.</p> <p>Existence of health centres to deal with disasters when they occur.</p>	<p>Ill-equipped and under staffed health centres.</p> <p>Lack of disaster management equipment such as fire hydrants.</p>	<p>Availability of the District and Municipality Disaster Management Committees.</p> <p>Availability of Non-Government Organizations assisting in disaster risk reduction and management in the Municipality.</p>	<p>Non-functional operational structures.</p> <p>Occurrence of floods.</p> <p>Political interference in the decision making process.</p>	<p>Procurement of Emergency Response Equipment.</p> <p>Implementation of an informal settlements upgrading project.</p> <p>Construction of roads and drainage system.</p> <p>Extension of security lights.</p>
Resource Mobilization, Performance and Accountability				
<p>Frequent workshops and seminars on Disaster Risk Reduction and Management.</p> <p>Community Disaster Management Committees are vibrant.</p>	<p>Inadequate logistical support in times of disaster.</p> <p>Shortage of funds in the Municipal Council for disaster risk reduction and management.</p> <p>Poor drainage systems.</p> <p>Poor road infrastructure.</p> <p>Poor sanitation.</p>	<p>Availability of free radio talk shows creating awareness on the importance of disaster risk reduction and management.</p>	<p>Increased fire outbreaks especially in the slums.</p> <p>Fear of epidemics breaking out due to the poor sanitary conditions in the slums and lack of waste management services.</p> <p>Lack of awareness on urban risks by community members.</p>	<p>Formation of Community Disaster Management Cells.</p>

DISASTER RISKS N°1	Project proposal
	Procurement of Emergency Response Equipment

PROJECT TITLE: Procurement of Emergency Response Equipment

LOCATION: Mbale Municipality.

ESTIMATED DURATION: One year.

TARGETED BENEFICIARIES: Residents of Mbale.

BACKGROUND: The area suffered from devastating Elnino rains in 1997 that led to the displacement of thousands of people, the breakdown of social infrastructure and the devastation of households and communities.

As regards disaster risk response and management, the Municipal Authority has not been at the fore front, especially on the issue of funding. They have often relied on Uganda Red Cross Society for all the necessary support.

Most points where the fire hydrants are placed have been built on and the existing ones are non-functional.

The Municipal Authority has always been caught off guard in disaster risk emergencies due to financial constraints and is therefore not able to adequately deal with disasters when they occur.

OBJECTIVES: To establish a community-based Disaster Response Unit.

To support and strengthen the Municipality's capacity to deliver and manage disaster risk reduction programmes.

OUTPUTS: Strengthened capacity of the community and the Municipal Authority to respond and reduce the impact of disasters.

ACTIVITIES: (1) Logistical support. (2) Institutional capacity building. (3) Training. (4) Conducting baseline surveys. (5) Monitoring and evaluation.

EQUIPMENT TO BE PROCURED: (1) Ambulances. (2) Water hydrants pipes. (3) Communication equipment, for example radio phones.

ESTIMATED COST: USD 500,000.

SAFETY

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
INSTITUTIONAL SET-UP AND REGULATORY FRAMEWORK				
<p>Availability of a well established police station in the Municipality.</p> <p>Existence of a Family and Child Protection Unit in the police department.</p>	<p>Inadequate funding in the Municipal Council to implement significant urban safety activities.</p> <p>Poor distribution of police posts, with the slum having the lowest number of police presence.</p> <p>High unemployment rates which lead to increased crime.</p> <p>High number of street families.</p> <p>High rate of drug abuse.</p>	<p>Existence of community policing.</p> <p>Capacity building for the police in order to improve their performance.</p> <p>Existence of several development partners who are involved in urban safety initiatives in Mbale.</p>	<p>Lack of transparency in the judicial system which results in many criminals being acquitted.</p> <p>Political interference in the decision making process.</p>	<p>Capacity building programme for the police in order to improve their performance.</p>
RESOURCE MOBILIZATION, PERFORMANCE AND ACCOUNTABILITY				
<p>Existence of local night patrols and community policing.</p>	<p>Poor street lighting in the commercial and residential areas leading to increased insecurity.</p> <p>Unreported cases of crime.</p>	<p>Regular police patrols.</p> <p>Existence of radio talk shows that create awareness on the importance of urban safety for the socio-economy of Mbale.</p>	<p>Mismanagement of funds set aside for urban safety initiatives.</p> <p>High crime rates.</p> <p>High drug addiction rates.</p>	

Project proposal

Capacity Building Programme for the Police in Order to Improve their Performance

PROJECT IMPLEMENTATION: The Police and Community Committees will be taken through induction training, general training for the police, workshops, seminars, lectures, meetings, and visits to schools/institutions. Radio programmes, newspaper and magazine articles and posters will be utilized in the fight against crime in order to achieve better results.

LOCATION: Mbale Municipality.

ESTIMATED DURATION: Yearly.

TARGETED BENEFICIARIES: (1) Police Officers. (2) Security Agencies. (3) Mbale Municipal Authorities. (4) Residents of Mbale.

BACKGROUND: According to police records, the major crimes committed in Mbale include petty theft, burglaries, robbery with violence, and defilement cases.

Police records also state that the areas most affected by crime are the town centre and the middle class residential areas scattered throughout the Municipality. Slums areas are not affected as much because most criminals reside in slum areas that also double up as hideouts.

There are also major challenges that have increased insecurity within the town which include:

Inadequate street lighting in most areas of the town, pick pocketing, increased drug use, prostitution, over population, and unemployment.

Incompetence of the Judicial System which has discouraged police efforts in crime prevention. This is because some criminals are set free without being sentenced or serving a jail term. This has led to increased crime and frustration of police efforts.

OBJECTIVES:

- (1) To make sure that there is a good working relationship between the police and other security agencies in prevention of crime.
- (2) Capacity building for the police which is accountable to the people.

OUTPUTS: (1) Strengthened community-police relationship. (2) Increased institutional capacity to respond to crime. (3) A community that is well informed on ways to combat and reduce crime.

ACTIVITIES: (1) Staff training. (2) Sensitization of police officers. (3) Human Rights education. (4) Civic education for the communities.

ESTIMATED COSTS: USD 200,000.

MBALE MUNICIPALITY PARTICIPATORY CONSULTATIVE STAKEHOLDERS WORKSHOP 1 SEPTEMBER 2010

S/No.	Name	Designation
01	Igulot Patrick	TASO
02	Muzei Christopher	L.C.I Sisye Cell
03	Walusimbi Ali	Slum Dwellers Auditor
04	Kiyimba Sarah	Slum Dwellers
05	Namajja Florence	Slum Dwellers
06	Guloba Zaidi	Nagudi Cell - Wanale
07	Damba Norah	Slum Dwellers/Treasurer
08	Nambuya Sarah	Nagudi Cell - Wanale
09	Mutuuba Issa	Slum Dwellers/G. Secretary
10	Ogaram David	MUSC
11	Neumbe Angella	CDO - MMC
12	Kasaata.E	Municipal Engineer
13	Munghatihe Charles	CRO-Mbale
14	Wasagami Michael	LEA
15	Mugoya Moses.M	Mbale Municipal Council
16	Wandera Benard	Mbale Municipal Council
17	Kriongo Andrew	Human Rights Act
18	Semanda Twaha Bin Musa	Slum Dwellers/Chair Person
19	Omukama Patrick	BFP-URCS Mbale
20	Nasimuyu Linus	Education Officer
21	Namono Beatrice	Examiner Of Accounts
22	Banduga Moses	Associate Consultant
23	Arinaitwe Faibe	Slum Dwellers Federation
24	Nandudu Florence	Slum Dwellers - Mbale Municipal Council
25	Mukite Rosemary Mukhwana	Senior Assistant TC-Wanale Division
26	Waniaye K.Kenneth	D/Town Clerk Mbale
30	Namwhiri Felistas	Urban Planner
31	Kalenda Sarah	Secretary - Mbale Municipal Council
32	Wambedde Janet	ED/FDNC
33	Mugoya Jalilu	Councillor /CP:SS - Mbale Municipal Council
34	Muyiji Michael	Road Inspector UNRA - Mbale
35	Nandudu Sara	PPS/DLB
36	Namutamba Zanubia	Councillor - Mbale Municipal Council
37	Mugeni Sarah	Councillor - Mbale Municipal Council
38	Kutosi Michael	Land Office

39	Wandoba Richard	Non-Governmental Organization
40	Peter Wegulo	UN-Habitat
41	David Watuwa	Non-Governmental Organization - CSODE
42	Inyoin.C Martha	Councillor Wanale Division
43	Masibo Agnes	Secretary
44	Maiki Robert	Member
45	Wamusi Abu	Councillor - Mbale Municipal Council
46	Kimono GM	Secretary
47	Auma Prisca Imat	Consultant
48	Kwajja Raymond	Councillor - Mbale Municipal Council
49	Aloysius Senyuku.E	O.A
50	Mochie Akhim	Security Officer
51	Kutosi Abdallah	Speaker - Mbale Municipal Council
52	Mugode Stanley	For District Police Commander-Mbale
53	Masabu Abdu	Councillor - Mbale Municipal Council
54	Kawudha Christine	Secretary - Mbale Municipal Council
55	Sodo Paul	SCO - Mbale Municipal Council
56	Obita Julius	Associate Consultant
57	Nyaribi Rhoda	Environment Officer - Mbale Municipal Council
58	Wotsomu John Moses	Senior Planner
59	Nandudu Sarah	For Sec. DLB
60	Nakayenze Jane	Councillor - Mbale Municipal Council
61	Odong Gilbert	For S.L.E.O
62	Gamusha Jenipher	Councillor - Mbale Municipal Council
63	Khaukha Jimmy Sebbowa	Councillor - Mbale Municipal Council
64	Were Reachal	Open Gate - Radio
65	Moses Tonny Nyote	Impact FM
66	Richard Busaule	Consultant

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MBALE URBAN PROFILE

The Mbale Urban Profiling consists of an accelerated, action-oriented assessment of urban conditions, focusing on priority needs, capacity gaps, and existing institutional responses at local and national levels. The purpose of the study is to develop urban poverty reduction policies at local, national, and regional levels, through an assessment of needs and response mechanisms, and as a contribution to the wider-ranging implementation of the Millennium Development Goals. The study is based on analysis of existing data and a series of interviews with all relevant urban stakeholders, including local communities and institutions, civil society, the private sector, development partners, academics, and others. The consultation typically results in a collective agreement on priorities and their development into proposed capacity-building and other projects that are all aimed at urban poverty reduction. The urban profiling is being implemented in 30 ACP (Africa, Caribbean, Pacific) countries, offering an opportunity for comparative regional analysis. Once completed, this series of studies will provide a framework for central and local authorities and urban actors, as well as donors and external support agencies.

HS Number: HS/031/12E

ISBN Number: 978-92-1-132023-7 (Series)

ISBN Number: 978-92-1-132446-4 (Volume)



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