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MBARARA MUNICIPALITY URBAN PROFILE



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MBARARA MUNICIPALITY URBAN PROFILE

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, reading "Joan Clos". The signature is fluid and cursive, with a long horizontal stroke at the end.

Dr. Joan Clos

Executive Director, UN-HABITAT



With the annual urban growth rate in Uganda standing at 5.2 percent, the urban population is projected to increase to 50 percent by 2050. There is urgent need to prioritize the urban development agenda in the country. The high rate of urbanization is attributed to the high natural

population increase, increasing rural-urban migration and the creation of new districts whose headquarters automatically become urban areas.

Mbarara Municipality is strategically located as a major economic hub along the highway to Rwanda. It is the most prosperous business centre in the region, attracting many people to the Municipality in the search for better livelihood opportunities. The increase in population has led to the mushrooming of slums such as Biafra, Kizungu, Kasanyarazi, and Lubiiri.

The town faces various challenges such as air pollution, growth of informal settlements, poor provision of basic urban services, uncollected solid waste, poor waste disposal, and pollution of water sources. These factors result in premature death, disease and associated economic burdens disproportionately affecting the poor and the vulnerable.

It's against such a 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), carried out an urban sector profiling study in Mbarara Municipality among other towns as the first phase 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 formed the basis of the Mbarara Urban Profile.

The urban profiling study sought to help Mbarara Municipality formulate urban reduction policies through a participatory, holistic and action oriented assessment of needs. It also aimed at enhancing dialogue and awareness of opportunities and challenges for purposes

of identifying response mechanisms as a contribution to implementing the Millenium Development Goals.

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

I would like to acknowledge the support 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 made everything possible to ensure that this whole process was successful.

I wish to encourage all stakeholders to fully support the implementation of the priority projects identified. I look forward to the second phase of this process which will translate the plan into reality. On behalf of the Mbarara Municipal Council, I pledge my commitment and support for the implementation of the Participatory Slum Upgrading Programme in Mbarara.

For God and my Country

Wilson Tumwine

Mayor

Mbarara-Municipality

EXECUTIVE SUMMARY

INTRODUCTION

The Participatory Slum Upgrading Program (PSUP) is an assessment of needs and capacity building gaps at City, Municipality and Council levels. It is currently being implemented in 20 countries in Africa. The Participatory Slum Upgrading Programme uses a structured approach where priority interventions are agreed upon through consultative processes.

PARTICIPATORY SLUM UPGRADING PROGRAMME METHODOLOGY

The methodology consists of three phases;

Phase One; consists of participatory urban profiling of urban conditions of 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; 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.

BACKGROUND

The Municipality of Mbarara is believed to have picked its name from a tall grass locally known as Emburara (*Hyperemia ruffa*) that covered the whole area. Its real commercial growth began with the appearance of the Asian trader and by 1950, there were about 15 commercial premises. More commercial enterprises were set up in 1950 and 1960. In 1957, it was declared a township authority under the British Administration at Kamukuzi, and elevated to Municipality Status in 1974.

LOCATION

Mbarara Municipality is 266 Kilometres (Mbarara Municipality Three Year Rolling Development Plan, 2019/10-2011/12) from Kampala city on Kampala-Kabale road and is in the south-western region of Uganda. Its exact location can be geographically determined as longitude 300371 East and latitude 00361 South. The Municipality houses the political and administrative headquarters of the Mbarara District.

ECONOMY

The economy of Mbarara Municipality is predominantly based on businesses, social services sector, informal sector activities, trade, and industry. Mbarara is the biggest town in the western part of Uganda and the second transit town between Rwanda and Uganda. Majority of people derive their livelihood from employment income (54.3 percent), business industry (26 percent), farming (7.1 percent), property (1.6 percent) and other incomes (10.9 percent). ((Mbarara Municipality Three Year Rolling Development Plan, 2019/10-2011/12).

ADMINISTRATIVE UNITS

The Municipality comprises of three Division Councils, six Wards and 52 Cells. The Division Councils that make up the Municipality of Mbarara include; Nyamitanga, Kakoba and Kamukuzi. Mbarara Municipal Council boundary encloses a total land area of about 51.47 square kilometres.

TOPOGRAPHY

The Municipality is built on hilly areas separated by short, small and shallow valleys. It lies on an elevated basin forming part of the East Africa Rift Valley.

ALTITUDE

The Municipality generally lies at an average altitude of 1,432 meters above sea level.

CLIMATE

The Municipality experiences two rainy seasons which are separated by two dry seasons in a year, while the average annual temperature is 25°C. The average annual rainfall is 1,125 millimetres. (Mbarara Municipality Three Year Rolling Development Plan, 2010/11-2012/13)

DEMOGRAPHY AND HUMAN SETTLEMENT

In terms of human settlement, the Municipality is fairly densely built with low and medium income houses dominating, followed by commercial premises especially in the Central Business District (CBD) and then high-income housing. A series of industries have sprung up and contributed to the growth of informal settlements. Just like other developing towns in the Country, the Municipality is experiencing a rapid growth of informal settlements.

WATER

There is sufficient and reliable water supply by the National Water and Sewerage Corporation that is serving the majority of the population. Other sources of water include; streams, rivers, boreholes, and shallow wells in some homes. Vending of water by private individuals is also a common practice in the Municipality.

EMPLOYMENT

Commerce, trade, industry and public service are major sources of employment in Mbarara. However, majority of the residents are engaged in informal sector activities among which are petty trading activities like food vending, hawking and operating small retail shops within their houses while others depend on manual work for their survival. Quite a number of women often stay at home when men go out to look for food to sustain their families.

HEALTH SERVICES

According to the Mbarara Municipality Three Year Rolling Development Plan, 2019/10-2011/12, the Municipality of Mbarara has eight Government health units and four non-governmental run health units. There are 25 privately owned clinics, seven pharmacies and 30 drug shops which provide Medical Care. There is one National Referral Hospital, and one private hospital which belongs to the Anglican Church.

EDUCATION

The primary school enrolment rate in Mbarara is still low. There is a high rate of harassment of pupils in schools, especially of the girl child. Boys are still given a higher priority over girls when it comes to enrolment in schools and therefore have a higher chance of being educated than girls.

ROADS

An efficient public transport system improves the performance of the economy. The Municipality of Mbarara has a total road network of 159.8 kilometres. Majority of the roads have been planned but not yet opened.

URBAN PLANNING

The Municipality has in place physical and structure plans in some places which have unfortunately remained on paper. The divisions have detailed plans/action area plans to guide development but most of this plans have not been implemented. Some parts do not have detailed plans to guide physical development.

GOVERNANCE

The provisional Municipal Government has largely kept the administrative structure. It has the political and technical government structures. The Municipality has three divisions which are Kakoba, Kamukuzi and Nyamitanga, six Wards and 52 Cells. The administrative structure comprises of the technical and political structures as provided by the Local Government Act of 1997. Division Councils are governed by the Senior Assistant Town Clerks together with other governing committees. These are mandated to administer matters in their jurisdiction and provide support to the Municipal Council. However, the Division Councils are still away from full decentralization of power and they still rely on the Municipal Council for much of the services like personnel.

The ward Villages and Wards are not mandated to implement their plans, rather they are supposed to submit it to the Divisions and Municipality, to collect local taxes but not use them and prepare budget, but not approve it. This delays service delivery and general development.

DISASTER RISK

Between 2000 and 2005, approximately 65.7 percent of households countrywide experienced at least one type of disaster (UNHS 2005/2006). The Municipality of Mbarara has been exposed to disasters related to fire outbreaks, drought, transport accidents, epidemic outbreaks, and climate related disasters that have cost the Municipal Council and Relief Agencies a lot of funds. Droughts have in particular affected ground water tables and farmers.

SAFETY

Mbarara Municipality is experiencing typical urban safety related problems due to factors such as population explosion due to rural urban migration and unemployment. The population of Mbarara Municipality is diverse and consists of people from all the ethnic groups in Uganda, as well as small proportions of people of European and Asian origin.

ENVIRONMENT AND CLIMATE CHANGE

Climate change affects disasters risk profiles, environment and socio-economic vulnerabilities and induces new environmental hazards that further impact the development process. The poor (women, children, the elderly, and Persons Living with Disabilities (PWDs)) are often more exposed to environmental hazards and are least capable of coping when they occur. Efforts to tackle climate change have been minimal.

LAND

Land and land resources constitute the most important natural resources in Uganda. The economy of Mbarara depends on land resources and the future of the Municipality rests on the continued viability of the land and the resources it supports.

BASIC URBAN SERVICES

WATER

There is sufficient and reliable water supply by the National Water and Sewerage Corporation serving about 47.5 percent of the population of Mbarara (Mbarara Municipality Three Year Rolling Development Plan, 2019/10-2011/12). The rest of the population, especially in the fringe areas, survive on unprotected water sources. The available water sources are the National Water and Sewerage Company Waterworks, Rwizi River, Kiyanja Lake, protected springs, boreholes, wells, and Rainwater.

ELECTRICITY

The Municipality is served by hydro electric power from Jinja which has recently become unreliable due to constant load shedding. This power covers about 70 percent of the Municipality and serves nearly 60 percent of the population (Mbarara Municipality Three Year Rolling Development Plan, 2019/10-2011/12). Electricity in the Municipality is supplied by UMEME, the official distributor of electricity to consumers in Uganda.

STREET LIGHTING

Street lighting in the Municipality is poor, making the town insecure, especially for pedestrians. Presently, most of the street lights in Mbarara are not functional and have been vandalized. The few street lights that are working do not light at night due to power disconnection by UMEME, as a result of unpaid bills accumulated by the Mbarara Municipal Council.

ROADS

Mbarara Municipality has a fairly connected road network. Economic activities are more dominant near the highways and the public service centres. Many sections of roads in Mbarara are in poor condition and badly in need of repair.

LOCAL ECONOMIC DEVELOPMENT

The majority of Mbarara's residents get their livelihood from employment income at 54.3 percent, according to the Mbarara Municipality Three Year Rolling Development Plan, 2019/10-2011/12. Business/industry is the second dominant component of the economy at 26 percent, farming at 7.1 percent, property at 1.6 percent, and other incomes at 10.9 percent. Commerce is carried out in the form of wholesale and retail trade and is mainly by private practitioners. The Municipality plays an important role in the commerce sector as far as the areas/location of operation, the quality of the premises and the licensing of business units are concerned. The current level of commerce in the Municipality can be increased by providing better social infrastructure such as market places where traders can sell their goods.

Related to commerce is the processing and manufacturing sector, popularly known as the industrial sector. Mbarara Municipality has in place some of the physical, social and economic attributes for accelerating industrial development. The current rate (about 8 percent) of industrial development has gone up and the various factors of industry location indicate a high potential for the development and promotion of industries within the Municipality.

Construction is another key economic activity going on in the Municipality.

SLUM AND SHELTER

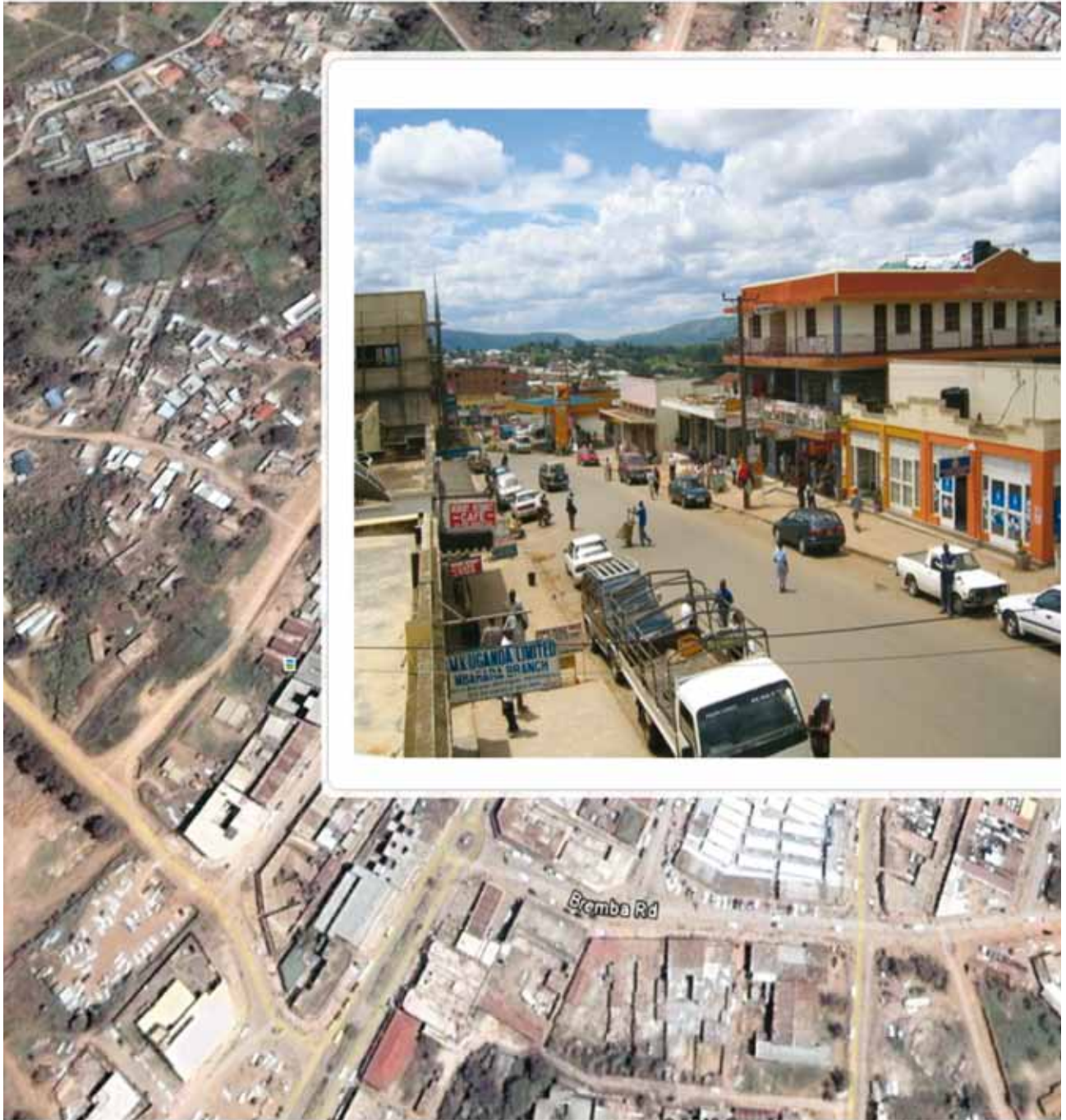
Slums are rapidly expanding due to rapid urban population growth and immigration in the Municipality.

The Municipality of Mbarara has about six informal settlements known as Cells in which over 50 percent of the town's population lives. Land tenure in these cells is secured through the acquisition of occupancy licenses, which grants rights of occupancy for a given number of years and are renewable. Residents of these cells generally live in overcrowded conditions and are vulnerable to airborne diseases such as tuberculosis. The housing standards are poor, mainly because of poverty and lack of security of tenure. In addition to having inadequate housing, these cells are not provided with essential social infrastructure and basic urban services.

GENDER AND HIV/AIDS

HIV/AIDS remains a significant public health challenge in Mbarara Municipality just as it is in other parts of the country. The impacts of HIV/AIDS are felt in all sectors of the economy and mostly among the women and the youth. That notwithstanding, various efforts have been made to prevent the further spread of HIV/AIDS in Uganda.

ARIAL VIEW OF THE MUNICIPALITY OF MBARARA



BACKGROUND

INTRODUCTION

The 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 Programme 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 which includes, 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.

METHODOLOGY

The Participatory Slum Upgrading Programme consist of three phases:

Phase one consists of participatory urban profiling of urban conditions of three medium towns of Mbarara, Mbale and Kitgum which are studied to provide a representative sample of other such towns in the country. The analysis is focused on nine thematic areas: Disaster Risk, Safety, Environment and Climate Change, Governance, Slums and Shelter, Land, Basic Urban Services, Local Economic Development, and Gender and HIV/AIDS.

Information is collected through interviews and discussions with institutions, key informants and urban authority leaders in order to assess the Strength, Weaknesses, Opportunities, and Threats (SWOT) of the local urban set up. The findings are presented and refined during the town consultative workshops and consensus reached regarding priority interventions.

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

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

PARTICIPATORY SLUM UPGRADING PROGRAMME

The Participatory Slum Upgrading Programme in Mbarara is one of several slum upgrading exercises conducted in various urban centres of Uganda. The difference with the Participatory Slum Upgrading

Program (PSUP) however, is that it took a participatory approach and covers nine interrelated themes.

Mbarara Municipality representatives participated in the initial consultation processes in Mbarara Municipality where key stakeholders were invited and introduced to the project during consultative meetings. These included among others; Mbarara Municipality Authorities, Non- Governmental Organizations (NGOs), Community Based Organizations (CBOs), community representatives, and the private sector.

REPORT STRUCTURE

This report consists of:

1. a general background of the urban sector in Mbarara Municipality, based on findings arising from the desk study, interviews and town consultations held in Mbarara from 11-13 March 2009. (See Appendix for the list of participants during the town consultations). The background includes; data on administration, urban planning, the economy, the informal and the private sector, poverty, infrastructure, water, sanitation, public transport, health, and education.
2. a systematic assessment of the following nine thematic areas: Disaster Risk, Safety, Environment and Climate Change, Governance, Slums and Shelter, Land, Basic Urban Services, Local Economic Development, and Gender and HIV/AIDS.
3. the third section includes a SWOT analysis and outlines priority project proposal for each theme. The proposal includes beneficiaries, partners, objectives, and outputs.



ABOUT THE MUNICIPALITY OF MBARARA

Enthused “To attain a City Status”, the Municipality of Mbarara is believed to have picked its name from a tall grass locally known as Emburara (*Hyperemia ruffa*) that covered the whole area. Its real commercial growth began with the appearance of the Asian traders and by 1950 there were about 15 commercial premises in Mbarara. More commercial enterprises were set up in 1950 and 1960. In 1957, it was declared a township authority under the British Administration at Kamukuzi and elevated to Municipality status in 1974. The Municipality was however devastated by the liberation wars of 1972, 1979 and 1986 which destroyed existing structures among many others and hence retarded the urban growth.

The Municipality, being a conurbation of other towns in the western region and the gate way to the Great Lakes Region, has continued to grow from strength to strength because of its strategic location.

LOCATION

Mbarara Municipality is 266 Kilometres from Kampala City, on Kampala - Kabale Road and is in the south-western region of Uganda. Its exact location can be geographically determined as longitude 300371 east and latitude 00361 south. The Municipality houses the political and administrative headquarters of Mbarara District.

One of the factors responsible for Mbarara’s steady growth has been the fact that it is situated at the Kampala - Kabale - Fort Portal cross roads and that it is the nerve centre of numerous feeder roads linking all parts of Ankole’s huge territory.

The opening up of Rwanda and the Congo has tripled Mbarara’s logistical importance. The town is now the facet to Kigali, Bujumbura, Tanzania, and several towns in the Eastern Congo.

The Municipality covers a total land area of about 51.47 square kilometres which is equivalent to 5,147 hectares. Nyamitanga Division Council shares the biggest portion in terms of geographical extent covering 2,229 hectares, followed by Kamukuzi covering 1,610 hectares and Kakoba covering 1,308 hectares.

ADMINISTRATIVE UNITS

The Municipality of Mbarara comprises of three\ Division Councils, six Wards and 52 Cells. The Division Councils that make up the Municipality of Mbarara include; Nyamitanga, Kakoba and Kamukuzi.

TOPOGRAPHY

The Municipality is built on hilly areas separated by short, small and shallow valleys. It lies on an elevated basin forming part of the East Africa Rift Valley.

ALTITUDE

The Municipality generally lies at an average altitude of 1,432 meters above sea level.

CLIMATE

Mbarara experiences two rainy seasons which are separated by two dry seasons in a year, while the average annual temperature is 25°C. The average annual rainfall is 1,125 millimetres.

DEMOGRAPHY AND HUMAN SETTLEMENT

According to the Mbarara Municipality Three Year Rolling Development Plan (2019/10-2011/12) the Municipality of Mbarara had a total population of 69,363 by 2002 with the majority of the population being females at 35,149 followed by males at 34,214. The population in 2009 was estimated to be 94,393 at a growth rate of 4.5 percent per annum.

In terms of human settlement, the Municipality is fairly densely built with low and medium income houses dominating, followed by commercial premises especially in the Central Business District and high-income housing. A series of industries have sprung up thereby contributing to the settlement. Just like other developing towns in the country, the Municipality is experiencing a rapid growth of slum areas, for example Biafra, Kiyanja, Kirehe, Kijungu, and others.

MBARARA MUNICIPALITY PROFILE

BACKGROUND

Economy

Business industry, the employment sector, subsistence farming, and property are dominant components of Mbarara's economy. Commerce is carried out in the form of wholesale and retail trade and is mainly by private practitioners.

The Municipal Authorities plays an important role in promoting the local economy this sector as far as the areas/location of operation, the quality of the premises and the licensing of the business units are concerned. The current level of commerce in the Municipality is fair, though some improvement is required in the social infrastructure such as markets for traders to display their goods and services and provision of good quality affordable housing.

Related to commerce is the processing and manufacturing sector, popularly known as the industrial sector. The current rate of industrial development in Mbarara has gone up and the various factors of industry location indicate a high potential for the development and promotion of industries within the Municipality.

Industrial development plays a major role in the development of the Municipality through job creation for the people and increased income /revenue for the Government and the people, hence transforming the Municipality's economy and making use of the agricultural raw materials that exist locally.

Construction is another key activity going on in the Municipality. There are a large number of commercial, residential and industrial buildings that are coming up.

Farming is practiced on a very small scale, where development has not begun and on land in open spaces such as compounds and road reserves. Farming is in the form of crop growing and live stock (zero and free range grazing, poultry, rabbits, goats) farming. It is for both commercial (income generation) and subsistence purposes.

Basic Urban Services

The Municipality of Mbarara is mandated to provide basic urban services and infrastructure to the public so as to support local economic development. This includes; water, sewerage services, solid waste management, affordable housing, public roads, education, and health services.

Water

There is sufficient and reliable water supply by the National Water and Sewerage Corporation which serves the majority of the population. (See photo below). Other sources of water include; streams, rivers, boreholes, and shallow wells. Vending of water by private individuals is also a common practice in the Municipality.



Employment

Commerce, trade, industry, and public service are major sources of employment. However, majority of Mbarara residents are engaged in informal sector activities like food vending, hawking and operating small retail shops. others depend on manual work for their survival. Quite a number of women often stay at home when men go out to work in order to sustain their families. However, the emergence of various Non-Governmental Organizations (NGOs) and village banks that offer simple and affordable loans have encouraged women to obtain loans and start their own businesses.



Education

The Local Government Act Chapter 243 second schedule part 5(B) makes the Municipal Division responsible for the provision of nursery and primary education.

The sector is currently manned and monitored by the Municipal Education Office based at the Municipal Council. Primary school enrolment in Mbarara is still low and a number of those who are enrolled do not complete primary seven. There are high incidences of harassment, especially of the girl child. Boys are still given higher priority than girls when it comes to accessing education.

Urban Planning

The Municipality has physical plans in place in some areas but these plans have unfortunately remained on paper and not been implemented.

Limited funds and land related problems like the land tenure system have limited effective implementation of the physical plans.

The Physical Planning Unit is also understaffed, with

GOVERNANCE



only one Physical Planner to oversee all planning activities in the Municipality. This is due to shortage of funds by the Municipal Council to hire more staff and pay salaries for the staff.

Decentralization, community participation, transparency, private public partnership, and accountability are a major concern for the citizens and the Government of Uganda.

Since the overthrow of the military regime in 1986, the country has engaged in some level of decentralization. As such, Mbarara Municipality, as one of the administrative areas in Uganda has been granted some level of autonomy, and reports directly to the Central Government. Part of this effort included providing the Municipality of Mbarara with a measure of self-governance.

The transitional municipal administration is seen as being successful in improving service delivery to the people, through developing guidelines, by-laws and setting standards for proper planning of the Municipality.

The mission statement for Mbarara Municipality is:

“To Provide Quality Services to the People of Mbarara Municipality for Sustainable Progress and Development”

Mbarara Municipal Council is working towards the realization of this mission by providing social services such as basic infrastructure development and improved resource mobilization and revenue collection.

INSTITUTIONAL SET-UP

The Provisional Municipal Government has largely kept the administrative structure. It has the political and technical government structures. The Municipality has three Divisions which are Kakoba, Kamukuzi and Nyamitanga, six Wards and 52 Cells. The administrative structure comprises of the technical and political structures as provided by the Local Government Act of 1997.

Division Councils are governed by the Senior Assistant Town Clerks together with other governing committees. These are mandated to administer matters in their jurisdiction and provide support to the Municipal Council. However, the Division Councils are still away from full decentralization of power and they still rely on the Municipal Council for much of the services like personnel.

The Wards are not mandated to implement their development plans, rather they are supposed to submit it to the Divisions and Municipality, to collect local taxes but not use them and prepare budget, but not approve it. This delays service delivery and general development.

CHALLENGES FACED BY THE LOCAL GOVERNMENT

- Understaffing
- Insufficient staff incentives
- Inadequate staff training
- Weak records and information system

- Low levels of participation
- Political interference

REGULATORY FRAMEWORK

Mbarara Municipality, like other cities and Municipalities in Uganda, must answer and report to the Central Government, subject to the Constitution and other laws of governance from the Central Government, for example, The Land Act, The Town and Country Planning Act and The Environmental Act.

The Municipality is also mandated to formulate by-laws and regulations on issues like urban farming and development control to enforce and implement development projects and programs.

The Constitution of the Republic of Uganda (1995) is the most fundamental legal basis of urban governance and management of urban councils together with the Local Government Act 1997.

This Act outlines the mandate of Councils in respect of the basic urban services that they are supposed to deliver to their residents.

RESOURCE MOBILIZATION

Governance improvement is on the agenda of the Central and Local Governments, thus funds for service delivery improvement, capacity building and community mobilization are allocated by the Government in the annual budget.

Mbarara Municipal Council mobilizes its resources through local revenue collection in the form of taxes, licenses and fees among others.

However, Division Councils and Wards are not fully empowered, especially in revenue collection, planning and expenditure, and improving service delivery especially to slum areas through strengthening the institutional capacity, regulations and resources.



GOVERNANCE

Best Practice

Sector:	Statutory Bodies
Sub Sector:	Council
Project Title:	Support to the Vulnerable Groups
Location:	Mbarara Municipality
Duration:	7 Months
Project Value:	USD 6,250
Beneficiaries:	Residents of Mbarara Municipality
Implementing Partners:	Municipal Administration
Background:	For quite a long time in the history of Uganda, vulnerable groups have been left behind in nearly all dimensions and this has created a gap in levels of development and a sense of inferiority with these group members.

Objectives:

- To fight poverty among the vulnerable groups.
- To promote literacy among the vulnerable groups.

PERFORMANCE AND ACCOUNTABILITY

A lack of financial and administrative autonomy constrains the performance of Mbarara Municipal Council in service delivery.

Mbarara Municipality's budget has to be revised so that all sectors get funds for their development activities.

Political interference in the decision making process is a major challenge that slows down local economic development. Full participation by all stakeholders is yet to be realized in the municipality coupled by a general lack of understanding of duties, roles and responsibilities in development.



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DISASTER RISKS



The Municipality of Mbarara has been exposed to disasters related to fire outbreaks, drought, transport accidents, disease epidemics, and other climatic related disasters that have cost the Government and Relief Agencies a lot of funds.

However unlike other mountainous areas of the country like the Mt. Elgon Area, Mbarara Municipality has not had very severe disasters.

INSTITUTIONAL SET-UP

The institutional framework for disaster risk reduction is the National Platform on Disaster Risk Reduction and Management which is already in place to facilitate implementation of the policy on Disaster Risk Reduction and Management.

REGULATORY FRAMEWORK

Though not explicitly stated about urban disaster risk, the 1995 Constitution of the Republic of Uganda in Chapter 4, Article 20, states that the government of Uganda is committed to the protection of and upholding the rights of all its citizens. This places the mandate on Mbarara Municipal Authorities to design programs and action plans that aim at protecting the rights of its residents.

In response to the risks associated with disasters, the Municipality of Mbarara has put in place By-laws and regulations, working closely and engaging communities and Non-Governmental Organizations that work with

the communities in forums and workshops, such as the budget conference that is held once every year.

Through the Community Services Department and lower local council at the Local Council Level, issues of disasters and risks are reported and tackled with the support of security organs like the police and the Gombolola Internal Security Organ (GISO). Inadequate funding and personnel however limits the effectiveness of this process.

RESOURCE MOBILIZATION

Collaboration and coordination with Community Based and Non-Governmental Organizations, Faith Based Organizations (FBOs), the private sector, and other Humanitarian Agencies as well as the local community has enabled the Municipality to support victims of disasters.

The capacity of the Municipal Authorities to integrate community based projects and urban disaster risk protection programs in the development plan will act to reduce the rate of urban disasters in the Municipality.

PERFORMANCE AND ACCOUNTABILITY

The provision of basic urban services is a fundamental responsibility of the Municipality including providing disasters risk reduction measures, improving road networks, providing security lights, providing a proper drainage system, and providing solid waste management. However, the Municipality does not have focused disasters risk prevention measures and programs.

Limited funds and human resources are key challenges affecting the performance of the Municipality and its ability to effectively carry out disaster risk reduction activities.

The much needed disaster risk reduction efforts and support in the Municipality rest in the Community Services Department which is ill funded and lacks adequate and qualified personnel.

The institutions needed to handle casualties related to urban disaster risk are understaffed and poorly equipped. Hospitals and most public health facilities lack the relevant materials and equipment to adequately respond to urban disasters which puts the community at risk.

DISASTER RISKS

Best Practice

Project Title:	Construction of Nyamityobora Health Centre II
Location:	Nyamityobora Ward, Kakoba Division.
Duration:	One year.
Project Value:	USD 29,000
Beneficiaries:	Local Communities.
Implementing Partners:	Kakoba Division and Mbarara Municipal Council.
Background:	Identified during the planning process as one of the basic services urgently needed in the community in order to be able to adequately respond to disasters.
Objectives:	To Provide and extend health services to the community.
Main Project Outputs:	Construction of a properly staffed and fully equipped health centre.
Project Implementation:	Private company contracted construct the health centre.

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Capacity Building Project on Roles and Responsibilities

SAFETY



Mbarara Municipality is experiencing typical urban safety related problems that are linked to current ongoing developments such as population explosion due to rural urban migration. The population of Mbarara Municipality is diverse and consists of people from all the ethnic groups found in Uganda, as well as small portions of people of European and Asian origin. This and other factors have resulted in high crime rates in the Municipality and require serious attention. Some of them include;

- People are not easily identified in the area since they are not registered when entering the Municipality.
- Local Councils find it hard to find criminal suspects since they don't have updated records of their residents and new comers.
- Poor infrastructure, for example lighting system and road network, which makes it hard to monitor people who are about to or who have committed crime. For example, areas which are poorly lit and have poor roads act as criminal hideouts.

Some of the common causes of crime and violence in the Municipality are; rapid increase in population, ignorance, poverty, and illiteracy. The most common types of crime are; burglary and theft, rape and defilement, assault, child abuse and neglect, and domestic violence.

The groups mostly at risk of falling prey to criminals are women, the youth and the poor. It is the responsibility of the police, Municipal Authorities and the Central Government to provide safety to the residents of Mbarara.

When crimes are committed and reported, a crime victimization survey is done and this helps to reduce the crime rate through proper and thorough planning.

For example, if the rate of rape is high in a given month, sensitization campaigns are carried out in the communities and this helps to reduce the cases of rape.

However, some crimes are not reported to the police because of ignorance, fear of being harassed, police phobia, and lack of awareness of the law.

INSTITUTIONAL SET-UP



The Central Government through the Ministry of Defence is responsible for the protection of the citizens of Uganda's safety and security. The police are also responsible for maintaining law and order and protecting the safety and security of Uganda's citizens.

The Resident District Commissioner (RDC) is a representative of Government at the district level and is expected to handle security issues in the Municipality.

The Municipal Council also provides security to the

residents of the Municipality.

The community carries out community policing which helps in identifying criminals and therefore improving security in the Council.

REGULATORY FRAMEWORK

The 1995 constitution of the Republic of Uganda Chapter 4, Article 20, states that the Government of Uganda is committed to the protection of and upholding the rights of all its citizens. This is executed through Government arms like the police, Municipal Authorities, the district, and communities.

Community policing is being encouraged as one way of reducing cases of unreported crime in the Municipality like rape and defilement.

RESOURCE MOBILIZATION

Funding for safety and security activities comes from the Municipal Council. However, these funds are not sufficient.

The police receive more funding from the Ministry of Defense to ensure that they do their work efficiently. The ministry also provides equipment such as patrol vehicles, guns and protective gear.

The private sector also plays a major role in the safety and security issues in the Municipality. For example, The AIDS Support Organization (TASO) helps a great deal in cases of assault and violence in families. This is a good endeavour but much remains to be done to achieve meaningful partnership which is instrumental for addressing human and financial resource limitations.

PERFORMANCE AND ACCOUNTABILITY

Although the Municipal Council in conjunction with the police and the private sector are doing a great deal of work as far as safety and security is concerned, more is still desired because the increase in population has led to increase in the rate of crime.

Politicking and favouritism in some cases hampers

the efforts of the Municipal Council and the police in handling security and safety issues, especially corruption and defilement.

Unreported cases of crime are common in the Municipality due to fear and ignorance by the public/victims of their legal rights.

Community participation and involvement in municipal safety issues is low due to limited sensitization and awareness on the roles and responsibilities of the community in fighting crime.

BEST PRACTICE

- The police are encouraging community policing and informing the community about the dangers of crime and how to avoid and report crime.
- The police are also carrying out community sensitization through the media and door to door sensitization on crime prevention and reduction.
- The police are involved in partnerships with the private sector and the communities to facilitate the delivery of urban safety. For example;
 - Police and The AIDS Support Organization.
 - Police and the Child and Family Protection Unit.
 - Police and private security companies such as Security Guard.
- Police through capacity building have trained police personnel and equipped them with the knowledge needed to protect the community at the National, Regional and District level.
- Spatial urban planning elements are considered in the delivery of urban safety.
- Gender issues are also considered in the provision of urban safety and security.

ENVIRONMENT AND CLIMATE CHANGE



The population of Mbarara Municipality has been growing rapidly over the last decades. In 1991 the population was 41,031 people, in 2002 it was 69,363 people and it is currently at 94,393 people according to the three year rolling development plan 2009/10-2011-12. This high population growth has put tremendous pressure on both social and physical infrastructure.

The deteriorating situation has prompted community groups, Local Non-Governmental Organizations (NGOs), and the international community to press for improved enforcement of existing regulations, physical structures, water, and sanitation.

Like many Towns in Uganda, most of the waste generated in Mbarara Municipality is not collected but dumped in rivers, ditches, road sides, and other open spaces. It is a common site to find homeless people scavenging in these areas.

However, some of the garbage generated is collected and dumped in open landfills, creating another source of soil, water and air pollution. Attempts are underway to sort out wastes generated in the Municipality in different categories, that is hazardous, degradable, non-degradable, and recyclable wastes as stated in the waste management by-laws formulated in the Municipal Council. The recyclables are recycled at the dumping ground by a private individual hired for that particular



purpose. However, residents of the Municipality do not follow the waste management by-laws by failing to sort out their waste in the different categories.

Even in areas where portable solid waste collection skips have been provided, waste continues to be dumped in undesignated areas and a lot of littering is seen in the city. Also, delays in emptying the waste collection skips by the Municipal Authorities results in waste overflowing from the skips.

Industrial wastes are also a growing challenge. The majority of industries in Mbarara are situated close to rivers. These industries discharge their wastes in to the rivers which results in the degradation of the environment.

The Municipal Government has further committed itself to the promotion of industries through provision of land in specific zones irrespective of the impact of these industries on the Environment. Environmental Impact Assessment is done on big projects and environmental screening on the smaller projects but this has not been effective in reducing pollution in the Municipality.

The Municipality of Mbarara has tried to balance the demand on the environment with sustainable practices. Proper waste management is seen as an integral part of building a sustainable environment

In addition, the Municipal Council in partnership with private firms and individuals have engaged in planting of trees, flowers and grass in a bid to beautify the Municipality and create a sustainable environment. The private companies include; Rotarians, Banks, Lion club, the Army, Non-Governmental Organizations, and the Community.

ENVIRONMENTAL ISSUES FACING THE MUNICIPALITY

- Poor solid waste management.
- Disappearance of green belts. For example, Boma grounds were sold to a private individual who converted the grounds into a Golf Course.
- Polluted water bodies, for example River Rwizi.
- Shortage of human resources. There are only a few staff present to carry out environmental work.
- Lack of funds for environmental activities. Very little funds have been set aside to cater for environmental activities.
- Contradictory laws, for example, one environmental law calls for the protection of swamps yet the Health Act allows draining of the swamps through the creation of anti-malaria channels.

INSTITUTIONAL SET-UP

- The Government, as determined by Parliament and by law, holds in trust for the people and protects natural lakes, rivers, wetlands, forest reserves, game reserves, national parks, and any land to be reserved for ecological and tourist purposes for the common good of all citizens.

BEST PRACTICE

Location:	Mbarara Municipality
Duration:	One year.
Beneficiaries:	Residents of Mbarara Municipal Council and the Municipal Administration.
Implementing Partners:	Municipal Administration.
Background:	Where agglomeration and concentration of population occurs, a lot of waste is expected to be generated and thus needs to be managed properly. The types of waste generated in Mbarara Municipal Council include human and solid wastes. There is need to find a proper way to collect, store, transport, and dispose this waste.
Objectives:	Improve solid waste management.
Outputs:	A clean, beautiful and sustainable environment.
Activities:	(1) Waste collection. (2) Sorting. (3) Collection. (4) Transportation. (5) Disposal. (6) Recycling.

ONGOING PROJECTS

Garbage Management Project

In spite of shortage of funds, Mbarara Municipality is implementing a Recyclable Waste Project funded by the Municipal Council. It recycles all the polyethylene and plastic material and reduces the level of garbage.

Partnerships

- Mbarara Municipal Council and the Coca Cola Company are maintaining the Independence Park by planting trees, flowers and grass.
- Mbarara Municipal Council and Nile Breweries Company are planting trees in the Municipal Council.

- National Environment Management Authority (NEMA) ensures the integration of environmental concerns in overall national planning through co-ordination with the relevant ministries, departments and Government agencies.
- The Municipal Council works with partners, including Non-Governmental Organizations, the private sector, Local Government, and the community to improve environmental practices.
- The Municipal Council Environmental Department is responsible for designing municipal by-laws, capacity building and monitoring. It also deals with various environmental issues such as sanitation, beautification and park development.
- Many Non-Governmental Organizations and private companies have formed environment partnerships.

REGULATORY FRAMEWORK

Mbarara Municipal Council Environment Management Department, through a participatory process, put up by-laws on waste management and manages environmental issues through the available Central Government Statute and policies which include:

- The Constitution of the Republic of Uganda 1995. The Government, or a Local Government as determined by Parliament and by-laws, holds in trust for the people and protects natural lakes, rivers, wetlands, forest reserves, game reserves, and national parks.
- The National Environment Statute. According to this statute, part VII section 34 to 55 outlines all the relevant environmental management mandates of the National Environment Management Agency in collaboration with the Government and Local Governments. Mbarara Municipal Council conforms to this statute by incorporating environmental concerns in the planning process.
- The Public Health Act. The Public Health Act Chapter 269 specifies the rules and regulations regarding public health issues. These public health issues are in respect of infectious diseases, vector control, buildings of various types and uses, and drainage and sanitation.
- The Land Act 1998. In section 44, a person who owns or occupies land shall manage and utilize the land in accordance with the Forest Act, the Mining Act, the National Environment Statute, the Water Statute, and the Uganda Wildlife Statute. The same Act provides in part 3 section 44, the Government or the Local Government shall hold in trust for the people and protect natural lakes, rivers, ground

water, natural ponds, natural streams, wetlands, forest reserves, natural parks, and any other land reserved for ecological and tourism purposes.

- National Environment Management Authority is the principal agency in Uganda dedicated to the management of the environment and coordinates, monitors and supervises all environmental activities in the field.

RESOURCE MOBILIZATION

- Most of the environmental activities heavily rely on municipal funding which is inefficient to address the increasing environmental degradation in Mbarara. Very little funds are set aside to cater for environmental activities.
- The participation of the private sector in the beautification and park development is a good start but much remains to be done to achieve meaningful partnership which is instrumental for addressing resource limitations.

CLIMATE CHANGE AND URBAN DEVELOPMENT

Climate change and urban development are becoming key issues world over. Rapid population explosion and urban development have placed a great strain on the world's cities. Mbarara Municipality is faced with the challenge of ensuring orderly urban development and reducing the impact of climatic change.

Regardless of its underlying causes, climate change is affecting disasters risk profiles, environmental and social economic vulnerabilities and introduces new environmental hazards that further impact the development process. The poor and slum dwellers (women, children, elderly and Persons Living with Disabilities (PWDs)) are often more exposed to environmental hazards and environment related conflicts and are least capable of coping when they occur. Not so much has been reflected so far in all development programs targeting climate change.

Where climatic factors are unfavourable and there is increasing risk of natural disasters, the Municipality does not have the capacity to deploy strategies that aim at combating the impacts of climatic change.

Increased urban development and poor environmental practices are major causes of climate change in Mbarara. Awareness of the \ causes and impact of climate change on the economy of the Mbarara has not been given high priority by the Municipal Council in its development plans and programs. (Cities are greatest contributors to climatic change- see a snap shot of Mbarara Municipality (Central Business District).



CLIMATE CHANGE ISSUES IN MBARARA MUNICIPALITY

- Majority of the technical staff are not trained in environmental mainstreaming and climate change issues.
- Education and training of participants and communities in water and soil conservation methods is lacking.
- Prolonged drought and unusual rainfall seasons are commonly experienced in the Municipality.
- Encroachment on fragile ecosystems like River Rwizi is common.
- Large scale clay digging and the mushrooming settlements have in the growth of slums in Mbarara Municipality. Kirehe Slum, which originally began with a few households engaged in the brick making businesses, has grown into one of the largest slums in the Municipality. Activities of the residents of Kirehe Slum have adversely affected the environment and the rivers systems in the areas, with River Rwizi being most affected.

In spite of the lack of awareness and funding for climate change activities in Mbarara, the following activities have been implemented by the local communities in efforts to reduce the impacts of climate change:

- Appropriate crop selection.
- Use of integrated pest management, soil and crop protection measures.
- Enforcement of environmental laws and regulations.
- Irrigation and watering of crops.

**ENVIRONMENT
AND CLIMATE
CHANGE**
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Integrated Solid Waste
Management Project

**ENVIRONMENT
AND CLIMATE
CHANGE**
N°2

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Capacity Building for Community
and Staff on Climate Change

LAND

Land and land resources constitute the most important natural resources in Uganda. The population of Uganda mostly depends on land to sustain their livelihood. The future of the Municipality of Mbarara therefore rests on the continued viability of the land and the resources it supports.

INSTITUTIONAL SET-UP

According to the Local Government Act of 1997, subject to Article 197 of the Constitution and section 80 of this Act, a Municipal or a Town Council shall be the lower local government of the district in which it is situated and this gives Mbarara Municipality and Mbarara district authorities autonomy over land utilization.

The same act specifies that for each district, there shall be a land board. This shall be a body corporate with perpetual succession and a common seal and may sue or be sued in its corporate name. Subject to a minimum membership of five, a board shall consist of the following persons.

1. Chairperson.
2. One member representing the Municipal Council.
3. One member representing the urban councils.
4. One member from each county in the district.
5. The secretary to the board, who is a public officer appointed by the District Service Commission.

It is upon this that Mbarara Municipality delivers land related services to the population. Area land committees are formed and these work hand in hand with the District Land Board.

REGULATORY FRAMEWORK

The most fundamental legal basis for land management and land issues in the Municipality of Mbarara is the 1995 Constitution of Uganda. According to the 1995 Constitution, Article 237 Clause 1, land in Uganda belongs to the citizens of Uganda and shall vest in them in accordance with the land tenure systems provided for in the Constitution. The Constitution also recognizes that Government may, subject to Article 26 of the Constitution, acquire land in the public interest, and the conditions governing such acquisition shall be as prescribed by Parliament. The Government or a Local Government as determined by Parliament, holds in trust for the people and protects natural lakes, rivers, wetlands, forest reserves, game reserves, national parks and any land to be reserved for ecological and tourism purposes for the common good of all citizens.

The Constitution also intended to reverse the implications of the earlier laws by ensuring that land could be owned by not only bonafide occupants but also women.

The Article in the Constitution also forms the basis for the formulation and enactment of laws regarding land ownership, administration and management whose framework culminated into the 1998 Land Act.

By laws and ordinances have also been formulated by the Municipal Council and the Mbarara District Council to enable easy enforcement. Most of these relate to local development issues like land utilization, social services provision, urban infrastructure management like solid waste management, and revenue collection in the market, park and retail businesses. The Municipality of Mbarara for instance lifted the ban on urban farming and now encourages zero grazing.

RESOURCE MOBILIZATION

- The main sources of revenue are generated from local fees charged on businesses operating in the Municipality like market fees, park fees, and the new hotel tax that has been introduced.

BEST PRACTICE

Project Title:	Physical Planning of the Municipality
Location:	Mbarara Municipality.
Duration:	10 months.
Project Value:	USD 12,500
Beneficiaries:	Residents of Mbarara Municipality.
Implementing Partners:	The Municipal Administration.
Background:	About 70 percent of the town is not planned. Because of this, people have resorted to illegal developments on road reserves and other undesignated areas.
Objectives:	To have a well planned town.
Outputs:	Physical development plans in place and orderly development of the town.
Activities:	Waste sorting, collection, transportation, disposal, and recycling.

- Council also realizes more revenues from property tax especially with the increased sensitization programs that have been put in place.
- Council also generates revenue from allocating plots after de-gazetting of forests from the town. The Municipality is looking forward to collecting local service tax after the president has accented and necessary guidelines provided by the Ministry.

ACTION AREAS IDENTIFIED

- Ensure all areas are planned.
- Ensure that the structure plans are implemented.
- Processing of Land Titles for all land in the Municipal Council.
- Allocation of land for housing development in Kakoba and Nyamitanga Divisions.



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	Development of a Structure and a Plan for Mbarara Municipal Council	

AGREED PRIORITIES

Development and implementation of an up to date Structure Plan and Detailed Plan to guide Mbarara Municipality to develop in to a city.

BASIC URBAN SERVICES



Public Service provision and maintenance is fundamental to the development of the Municipality of Mbarara. The decentralization policy empowers local authorities including Mbarara Municipal Council to formulate and implement their own development plans and programs that are in line with the National Guidelines and Policies.

However, due to rapid urbanization and population explosion, the Municipality of Mbarara is faced with various challenges relating in the provision of basic urban services such as waste management, provision of adequate and affordable housing, roads construction and maintenance, provision of clean and safe water, and provision of proper health care services.

WATER

There is sufficient and reliable water supply by the National Water and Sewerage Corporation serving about 47.5 percent of the population of Mbarara. (Source: Three year Development Plan 2009/10-2011/12). The remaining population, especially those situated in the fringe areas of the Municipality get their water from both safe and unsafe water sources. The main water sources are;

- The National Water and Sewerage Company Water Works.
- Rwizi River, Kiyanja Lake.
 - Protected springs.
 - Boreholes.

- Wells.
- Rainwater.

ELECTRICITY

The Municipality is served by hydro electric power from Jinja and has recently become unreliable due to constant load shedding. This power covers about 70 percent of the Municipal area and serves nearly 60 percent of the population. It is supplied by UMEME which is the official distributor of electricity in Uganda.

STREET LIGHTING

The street lighting system in Mbarara is in poor state. This has led to increased insecurity in the town, especially at night, because the streets and residential areas are poorly lit.

ROADS

Mbarara Municipality has a fairly connected road network. Economic activities are dominant near the highways. The roads are in varying conditions but most sections of the roads are in poor condition. There have been a few road upgrading exercises, for example on Makhhan Singh Street, Mbaguta Street, Bishop Wills Road, Ntare Road, Buremba Road, Constantino Lobo Road, Johnston Road, and Stanley Road. Plans are underway to upgrade more roads.

The road network in the slum areas, where access is still a major problem, needs to be upgraded.

SEWERAGE

LATRINE COVERAGE		
Division	Ward Parish	Percentage Coverage
Kakoba	Kakoba	78%
	Nyamityobora	76%
Nyamitanga	Katete	80%
	Ruti	81%
Kamukuzi	Ruharo	74%
	Kamukuzi	82.50%

Source: Mbarara's Three-year Development Plan 2009/10-11/12)

Management of human wastes is still a major challenge in Mbarara Municipality due to the dominant use of latrines. A proper sewage management system is necessary and there is need to identify potential sites for sewage lagoons.

Mbarara Municipality Basic Urban Services Goals:

- To have an improved road network and well planned urban development in the town.
- To have well maintained Municipal and Division infrastructure.
- To improve the health standards in the Municipality's health facilities.
- Making health care easily accessible to all residents of the Municipality.

OBJECTIVES

- To have a well rehabilitated and drained road network.
- To have a comprehensive lay out plan encompassing all areas of the Municipality.
- To have an efficient and effective enforcement team to ensure that all developments are implemented in accordance with the lay out plan.
- To have improved maintenance of the Municipal Council and Division's infrastructure.
- To operationalize the Health Centre IV.

- To recruit health workers for all health centres.
- To introduce polythene bags for refuse/garbage separation and storage.

Type	Distance in Kilometres	Condition
Tarmac	19.33	Fair
Murram	47.6	Good
Earth roads	16.6	Fair
Others	78	Not opened
Totals	159.8	

Source: Mbarara Three-year Development Plan 2009/10-11/12)

STRATEGIES

- To lobby for securing a road resealing unit.
- To adequately equip the physical planning section.
- To strengthen linkages between divisions, Non-Governmental Organizations, Community Based Organizations and other agencies engaged in the delivery of health services.
- To equip health centres.
- To mobilize resources for investment in public health and the environment.
- Implementation of an integrated Uganda National Minimum Health Care Package. Note: Achieving the goals and objectives set by the Municipal Council will depend on how best the Municipal Authorities manages the resources in the town and how best authorities will respond to the following challenges:

CHALLENGES FACED IN THE PROVISION OF BASIC URBAN SERVICES

- Inadequate staffing in the Municipal Council.
- Encroachment on local government land and other gazetted areas.
- Unplanned urban expansion.
- Lack of gazetted land for development projects.
- Poor condition of the road network.
- Limited road network due to rapid urban expansion.
- Lack of equipment in the health centres.

- Poor system of garbage collection and disposal.
- High rates of malnutrition in the Municipality.
- Shortage of qualified staff in the health centres.
- Inadequate office equipment and furniture.
- Undeveloped garbage disposal site.
- Inadequate drainage and sanitation.
- Some people do not have toilet facilities while others have to share latrines with several households.

INSTITUTIONAL SET-UP

The Government provides the necessary infrastructure like roads, electricity, water, and waste management facilities among others.

UMEME is by law the sole company responsible for the provision of electricity in Uganda.

The National Water and Sewage Cooperation is responsible for the provision of water and sewage management facilities to Uganda residents.

The Municipal Council works with partners, including Non-Governmental Organizations, the private sector, Local Governments, and the Community to improve infrastructure facilities like water, street lights and sanitary facilities.

BEST PRACTICES: 2007/8

- Extension of hydro power line to Lubiri Cell in Nyamityobora, a slum situated near the barracks, at the cost of USD 9,305. It was funded by Kakoba Division.
- Purchase of 10 road side garbage bins by Kakoba Division at the cost of USD 1500. They were distributed in Muti and Kisenyi cells to improve the cleanliness of the areas.
- Construction of Madrine Road Bridge in Biafra Cell, one of the biggest slums in Mbarara. It was funded by Kamukuzi Division at the cost of USD 9,072.

BEST PRACTICES: 2008/9

- Construction of Kitebero pedestrian bridge across River Rwizi below Mbarara Regional Referral Hospital. This is a slum areas inhabited by low income earners. The construction was funded by Mbarara Municipal Council at the cost of USD 35,599.
- Construction of pit latrines in Kirehe Cell, Ruti Ward. This is one of the worst slums in Mbarara. There were high incidences of disease outbreaks in this slum due to poor waste disposal practices and acute toilet shortages. The construction was funded by Nyamitanga Division at a cost of USD 6950.
- Construction of toilets in Kakiika Market by Kamukuzi Division at a cost of USD 8,428.

BEST PRACTICES: 2006/7

- Purchase of four garbage skips by Kamukuzi Division at a cost of USD 2000.
- Purchase of three garbage skips by Kakoba Division at a cost of USD 1500.
- Extension of piped water from Butabika main pipe to Nkokonjeru area by Kamukuzi Division and the National Water and Sewerage Corporation at a cost of USD 6654.
- Grading of Tibesigwa Road in Lower Cell, Nyamityobora Ward at a cost of USD 4,295. This exercise was funded by Kakoba Division.

REGULATORY FRAMEWORK

Mbarara Municipality Council Technical Services and Works Department through a participatory process is responsible for the monitoring and implementation of all infrastructure and facilities in the Municipal Council.

The Public Health Act. The Public Health Act Chapter 269 specifies the rules and regulations regarding public health issues. These public health issues are in respect of infectious diseases, vector control, buildings of various types, and uses as well as drainage and sanitation.

Resource Mobilization. The Municipality has hired a private company to carry out the local revenue collection. This is in a bid to reduce cases of embezzlement of funds by public officials. Major revenue sources include; street parking fees, market fees, and trading licences among others.

PERFORMANCE AND ACCOUNTABILITY

Limited staff and equipment have been identified among the key challenges affecting revenue collection.

AGREED PRIORITIES

- There is need to increase access to credit for housing.
- Capacity building in public accountability and transparency.
- Improving the market infrastructure, for example stalls, lighting, drainage, security, and access.
- Reorganizing and improving the existing industries.

LOCAL ECONOMIC DEVELOPMENT

Efficient infrastructure and service delivery depends on predictable and sustainable finance. Financial viability must be based on effective exploitations of the local revenue base, sound financial management, proper budgeting, project appraisal, personnel management, and program execution.

In this regard, the performance of Mbarara Municipality has been improving substantially. For instance, the actual revenue collected in four years (2007-2009) has improved steadily. The capital budget has also increased for the same years.



of wholesale and retail trade and is mainly by private practitioners.

The Municipality plays an important role in the commercial sector as far as the areas/location of operation, the quality of the premises and the licensing of business units are concerned. The various groups in this industry are expected to work in harmony with the Municipal Council to create a favourable environment for smooth commerce. The current level of commerce in the Municipality is fair by the country's standards, though some improvement is required in the social infrastructure like market places where commerce is carried out.

Related to commerce is the processing and manufacturing sector, popularly known as the industrial sector. Mbarara Municipality has put in place some of the physical, social and economic attributes for accelerating industrial development. *Source: Mbarara Municipality Three year Development Plan (2009/10-2011/12).*

Construction is another key activity going on in the Municipality. A large number of commercial, residential and industrial buildings are coming up.

Farming is practiced on a very small scale where development has not started and on idle land such as household compounds. This farming is in the form of crop growing and live stock keeping. It is for both commercial (income generation) and subsistence purposes.

Commerce, trade, industry and public service are the major sources of employment in Mbarara. However, there is no aggregated data to show the magnitude of engaging the population sector by sector.

Actual Revenue	Estimated Actual
2007/2008	2008/2009
161,535,083	205,574,428
740,253,843	926,279,718
3,851,230,947	3,909,346,124
696,393,189	819,151,446
5,449,413,062	5,860,351,716

Majority of the people in Mbarara get their livelihood from employment income at 54.3 percent. 26 percent get their livelihood from business/industry and 7.1 percent from farming. Commerce is carried out in form

INSTITUTIONAL SET-UP

The Government as determined by the Ministry of Finance and Economic Planning holds in trust for the people to provide funds for the prosperity for all program, also know as "Bonabaggaggawale" in a bid to eradicate poverty in the Municipality.

The Municipal Council works with partners, including Non-Governmental Organizations, the private sector, the Local Government and the community to improve local economic development.

The Municipal Council is responsible for Local Economic Development Strategy that promotes to jobs for the poor.

The Municipal Council provides land for people to construct and invest as well as for the poor to practice “Juakali” activities.

Many Non-Governmental Organizations and private companies, for example micro-finance institutions provide low interest loans to the poor for starting up businesses.

The poor face many constraints in securing employment opportunities, such as illiteracy and lack of capital to start up businesses.

The Municipality is also faced with economic challenges like rigid land tenure, and difficulties in sustainability of projects due to lack of funding. Despite this, some sectors of the economy are experiencing rapid growth, for example, shopping malls are coming up, businesses selling food products are increasing and there is a growing number of industries in the Municipality.

REGULATORY FRAMEWORK

The Constitution of the Republic of Uganda 1995 is the supreme legal framework that Mandates Mbarara Municipality in providing services to the people. The Local Government Act, 1997 stipulates that there shall be the District Tender Board (DTB) in each District which shall provide services to the District Council, the Sub-County Council and Administrative Units under the District.

The Municipality as the implementing body encourages formation of groups for resource allocation, who are in most cases the poor and disadvantaged in the Municipality. By-laws and regulations made by the Municipal Council are good for encouraging development in the Municipality, even those relating to investment and industrialization.

RESOURCE MOBILIZATION

For Municipalities, The Local Government Act of 1997 states that “revenue shall be collected by Division Councils and the Division shall retain 50 percent of all the revenue it collects in its area of jurisdiction and remit 50 percent to the Municipal Council”.

Most of the Local Economic Development activities in Mbarara heavily rely on Municipal funding. This funding however is not efficient to address the ever increasing poverty and unemployment levels in Mbarara.

Micro finance institutions have contributed to the development process of Mbarara Municipal Council through lending money and supporting community groups like women, the youth and HIV/AIDS victims. Micro finance Institutions however must be registered in order to prevent them from exploiting the people.

ACCOUNTABILITY

Limited staff and lack of transparency are among the key challenges affecting effective revenue collection in the Municipality.

BEST PRACTICE	
Sector:	Health
Sub Sector:	Public Health Care.
Title:	Rehabilitation of Rwebikoona Market Toilets.
Implementing Agency:	Mbarara Municipal Council.
Funding Source:	Local Revenue.
Location:	Kamukuzi Division – Kamukuzi Ward
Total Planned Expenditure:	USD 4,250
Duration:	6 months
Objective:	Safe waste disposal.
Feasibility Study:	The market lacks proper toilet facilities and this poses a public health concern. The provision of functional toilets will improve the public health situation in Rwebikoona Market.

AGREED PRIORITIES
<ul style="list-style-type: none"> • Exposition studies, workshops and training. • Capacity building in public accountability and transparency.

LOCAL ECONOMIC DEVELOPMENT N°1	Project proposal	Page 51
	Exposition Studies, Workshops, and Capacity Building on Public Accountability and Transparency	

SLUMS AND SHELTER



Informal settlements are partly a post-independence phenomenon caused by the exodus to urban areas of people from the rural areas, who hitherto had been contained only by colonial restriction of movement and strict policing. Informal settlements are expanding fast in Mbarara due to shortage of affordable housing in the face of the ever increasing population.

The Municipality of Mbarara has about six informal settlements known as Cells, in which over 50 percent of the population lives. Land tenure in these Cells is secured through the acquisition of occupancy licenses, which grants rights of occupancy for a number of specified years period and are renewable. Residents of these cells generally live in overcrowded conditions and are more vulnerable to airborne diseases such as tuberculosis. The housing standards in these Cells are generally poor, mainly because of poverty and lack of security of tenure. In addition to having inadequate housing, these Cells do not have adequate infrastructure and lack access to the basic urban services.

The informal settlements in Mbarara Municipality include; Biafra I Cell, Biafra II Cell, Kisenyi Cell, Kiyanja Cell, Kirehe Cell, and Kijungu Cell. The following factors have contributed to the rapid growth of slums in Mbarara:

- High rate of urbanization
- Poverty
- High rates of illiteracy

- Poor physical planning.
- Rural-urban Migration.

The shelter challenge facing National and Local Government Agencies is daunting. According to the Uganda Bureau of Statistics (UBOS) the urban population in 2009 was estimated at 4.5 million, representing an urbanization level of 14 percent. Slums in Mbarara Municipality are characterized by poor housing structures, with poor or no toilet facilities. The poor housing conditions in the slum are caused mainly by unemployment and poverty.

Typical Poverty Indicators in Mbarara Municipal Council:

- Poor housing.
- High rates of malnutrition.
- Insufficient medical care.
- Poor clothing.
- High rates of illiteracy.
- High rates of unemployment.
- High school drop out rates in primary institutions.
- Illicit activities such as prostitution.
- High rates of theft.



Action areas identified by the Municipality in combating poverty and slums in Mbarara Municipality:

- Encouraging industrial growth.
- Net working with Non-Governmental and Community Based Organizations to promote skills development.
- Resettling street children in homes.
- Sensitization of the community on poverty eradication initiatives.
- Sponsoring needy students in primary schools.
- Extending financial support to organized groups of women, youth and the elderly.

The vulnerable groups in the slum areas are the elderly, People with Disabilities, youth, women, children, and the sickly. Most of these people depend on family support, support from Non-Governmental and Community Based Organizations, Council support, and petty businesses.

BEST PRACTICE

- Recent surveys of access to urban services in slum areas have been made, for example, access to piped water and public toilets.
- Income generating activities have been set up especially for women, which has increased their self esteem and improved their way of living. For example through “Bonnabaggawale” and the National Agricultural Advisory Services among others.
- Slum improvement projects are in place to deal with the increasing number of slum developments.

INSTITUTIONAL SET-UP

In 2005, a National Housing Policy was drafted based on the ideologies and principles of the National Shelter Strategy. The goal of the draft

National Housing Policy is “well integrated sustainable human settlements, where all have adequate shelter with secure tenure and enjoy a healthy and safe environment with basic infrastructure services”. Clause 5.1.2 of the National Housing Policy commits the government to a number of extremely progressive and specific proposals, namely:

- Providing legal security of tenure and equal access to land for all people.
- Provide effective protection from forced evictions that are contrary to the law.
- Promote and regulate an equitable and efficient land market system.
- Land re-adjustment, pooling or consolidation mechanisms will be used for facilitating the orderly development and servicing of fringe land that is currently held by many owners/occupiers of small parcels of land.
- Vacant serviced land should be taxed.
- Government will ensure that equal rights of women and men related to land and property are protected and enforced under the law.
- Government will eradicate social barriers to the equal and equitable access to land..In particular, customary land tenure practices that discriminate against women to inherit or own land (in practice not in law) will be discouraged.
- The Municipal Council works with partners, including Non-Governmental Organizations, the private sector, Local Government Agencies, and the community to improve living conditions in the slum settlements through increased provision of basic urban services.

REGULATORY FRAMEWORK

- The Public Health Act. The Public Health Act Chapter 269 specifies the rules and regulations regarding public health issues. These public health issues are in respect of infectious diseases, vector control, buildings of various types and uses as well as drainage and sanitation.
- The Land Act 1998. In section 44, a person who owns or occupies land shall manage and utilize land in accordance with the Forest Act, the Mining Act, the National Environment Statute, the Water Statute, and the Uganda Wildlife Statute.

- Through the Community Based Services Department, Mbarara Municipal Council has programmes that aim at reducing child labour. The department visits all bars, hotels and lodges to identify children who are subjected to child labour.

RESOURCE MOBILIZATION



Technical cooperation, lobbying and partnership building with local communities, local Non-Governmental Organizations and International Development Partners has been a key aspect in the development of Mbarara Municipal Council. One outstanding partnership is the Ruhiira Millennium Villages Project that is implemented in Partnership with the Millennium Promise, The Earth Institute at Columbia University and the United Nations Development Programme (UNDP). The Ruhiira Millennium Villages Project works with communities to fight poverty and hunger in Mbarara District but also extending its services to the Municipality.

Community savings groups and federations as well as a Savings and Credit Cooperatives (SACCOS) have been formed and funded by both the Municipal Council, Uganda Cooperative Savings and Credit Union (UCSCU) and by the members. Savings and Credit Cooperatives have increased in number and membership in the Municipality, currently totalling to 31. Notable among them include; Kakiika Abamwe, Nyamitanga peoples Savings and Credit Cooperation, Makhanisingh Tumanyane Traders, Kakoba Division Savings and Credit Cooperation, among others. Funding is through the Uganda cooperative Savings and Credit Union.

For instance Kakiika Abamwe Savings and Credit Cooperative has received capacity building grant amounting to USD 2,400 from the Uganda Savings and Credit Union who are mandated to finance and develop Savings and Credit Cooperatives on behalf

of the Ministry of Finance, Planning and Economic Development. They however need monitoring and supervision as per the Cooperatives Act 2003 Chapter 112 and regulations of 1991.

PERFORMANCE AND ACCOUNTABILITY

Provision of essential infrastructure and services in the informal settlements requires significant financial resources which are lacking.

Upgrading informal settlements also require additional land and huge capital investments for construction of roads and other socio-economic infrastructure. The Municipal Council of Mbarara has allocated land in the forest reserve area which is intended for housing development.



GENDER AND HIV/AIDS



HIV/AIDS still remains a significant public health challenge constituting heavily to mobility and mortality in Mbarara Municipality just like in other parts of the country. The impacts of HIV/AIDS are felt in all sectors of the economy but mostly among the women and the youth. That notwithstanding, various efforts have been made to prevent further spread of HIV/AIDS in Uganda.

The Government, through the Ministry of Gender and Social Development is supporting HIV/AIDS reduction efforts and gender equality. In March 2009, Mbarara Municipality acquired 30 bicycles from the Ministry of Gender and Social Development, which were aimed at empowering women in development and poverty eradication.

In 2008, the Government of Uganda commissioned the National HIV/AIDS Mainstreaming Policy that intends to enhance and mainstream HIV/AIDS in all sectoral plans and budgets. The document broadly spells out government sectors, urban local councils, civil society organizations, and the private sector to undertake mainstreaming of HIV/AIDS in development, planning, management, and evaluation in order to contain, manage and eventually eliminate HIV/AIDS in the country. This is implemented through ministries, districts, urban councils, the private sector, Non-Governmental Organizations, and Faith Based Organizations as well as community level initiatives.

As part of the implementation, the Municipality of Mbarara is implementing some programs focusing on women's capacity development, for example,

the Gender Needs Assessment Exercise that was carried out by the Department of Community Based Services among women of different walks of life in the Municipality. Similarly, another Functional Adult Literacy Program was undertaken in March 2009 in Kashanyarazi-Kamukuzi Division, Katete Central-Nyamitanga Division, Bihunya- Nyamitanga Division, and Karugagama- Nyamitanga Division. The key challenges and gaps faced by women as realized include; inadequate capital and property like land, inadequate collateral security to acquire property, sexual harassment, illiteracy and poor skills, high economic burden of single-handedly taking care of the home, male dominance and supremacy complex, fewer women positioned in influential positions, and being more prone to diseases like HIV/AIDS.

The existing gender related issues in the Municipality:

- Gender disparities are evident with women, especially widows, being poorer than men.
- There is only one female Head of Department in Mbarara Municipal Council.
- There are fewer literate women than men in the Municipality.
- There are more female school drop outs than men.
- There are more female orphans than men. There are also a higher number of neglected girls than boys.
- Females have earlier sexual encounters than males resulting in early marriages, pregnancies,

abandonment of infants, increased prevalence of HIV/AIDS, and high fertility rate.

- Oppressive/discriminative customs that target women are still dominant in the community and work places.
- More females are involved in illegal activities such as prostitution and selling cheap labour.
- Few females in administrative, political and economic decision making levels.

LEGISLATIVE FRAMEWORK

The structured Government led response to the HIV/AIDS epidemic dates back to 1986 when an AIDS Control Program (ACP) was created in the Ministry of Health. In recognition of the social, economic and legal consequences of HIV/AIDS beyond the realm and mandate of the health sector, Uganda AIDS Commission (UAC) was constituted in 1992 by a Statute of Parliament and placed under the Office of the President which has taken a central role in the fight against the epidemic. The President's office is currently the supreme overseer of the adaptation to the National Policy on mainstreaming HIV/AIDS in Uganda.



In 1989, the Government set up antenatal care sentinel surveillance sites in all regions of the country including Mbarara Municipality to monitor HIV/AIDS prevalence to provide a basis to design and implement effective HIV/AIDS interventions.

The National Health Policy of 1999 recognizes HIV/AIDS among the top causes of morbidity and mortality in the country and makes urgent the drive to strengthen decentralization of implementation of HIV/AIDS control activities to the local authorities and Urban Councils to recognize HIV/AIDS not only as a disease but also as a social economic threat.

The Plan for Modernization of Agriculture (PMA) 2000 pronounces and clearly reflects HIV/AIDS and its impacts on the productive segments of the population, reduction of the labour force thus affecting food security. This has far reaching consequences given that the economy of most urban councils and municipalities in Uganda largely depend on agro-economy.

The Gender Policy is also a cross-cutting issue recognized by the Poverty Reduction Strategy Paper. Womens higher vulnerability to HIV/AIDS compounds the existing gender inequality problems. HIV/AIDS activities need to go hand in hand with gender equality activities. Mbarara Municipality has worked positively to encourage gender development in terms of capacity development and administration.

The Local Government Act (1997) regulates the decentralization and devolution of functions, powers and services. It provides for decentralization at all levels of local government to ensure good governance and democratic participation in and control of decision making by the people.

The National Policy on Mainstreaming HIV/AIDS in Uganda (2008) is a subsidiary policy to the national overarching HIV/AIDS policy.

INSTITUTIONAL SET-UP

Through the office of the Chief Administrative Officer (CAO), Mbarara District and the Municipal Authorities are required to oversee the implementation of the HIV/AIDS Policy with support from the District AIDS Committee, the NGO Forum and the private sector associations.

This also involves strengthening Gender and HIV/AIDS related information flow and sharing with the Uganda AIDS Commission (UAC), Faith-Based Organizations, People Living with HIV/AIDS (PLWHA), the private sector, and the civil society in priority settings for HIV/AIDS programs and activities in the Municipality.

RESOURCE MOBILIZATION

To be in a position to pursue the task and deliver adequate services to the people, resources are required from both inside and outside the Municipality.

A harmonized participatory planning approach (HPPA) is being adopted where stakeholders and Mbarara Municipality are involved in decision making and implementation.

Secondly, the sectoral approach is adopted where stakeholders from different sectors are consulted during the planning conference, particularly the Faith Based Organizations, Non-Governmental Organizations, Civil Society Organizations, and the private sector.

At each and every stage, a number of proposals are identified and forwarded to the higher local government up to the Municipal level, from which the Municipal Development Plan is formulated for the three year rolling development plans.

This is supplemented by a budget conference that is convened once every year comprising of all stakeholders for all structures of Local Government, Non-Governmental and Faith Based Organizations, Civil Society Organizations (CSOs), and the private sector. The budget conference provides a venue to discuss and generate ideas and possible sources of income and investment opportunities.

The Council relies on park fees, market fees, trade licenses, and property tax for much of its local revenue.

AGREED PRIORITIES

- Deliberate economic empowerment of women and the youth.
- Review of the laws governing urban Local Government's planning and management.
- HIV/AIDS curriculum development in schools.

**GENDER AND
HIV/AIDS
N°1**

Project proposal

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Support to the Vulnerable Groups

GOVERNANCE

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
INSTITUTIONAL CAPACITY, REGULATORY FRAMEWORK AND PERFORMANCE				
<p>Good Governance at all levels of the Municipality.</p> <p>The Council has democratically elected members.</p> <p>Existence of functional Division Councils.</p> <p>Existence of private - public partnerships in the implementation of government policies and programmes.</p> <p>Strong local administrative structure.</p> <p>Annual Budget Conferences attracting various stakeholders is a good avenue for planning and resource allocation.</p>	<p>Limited Capacity of the Council to provide services to cope with the high rate of urban growth.</p> <p>Divisionism due to different parties under the party system</p> <p>Low participation in community mobilization for development activities.</p> <p>Laxity in enforcing laws and regulations.</p>	<p>Favourable Government Policies.</p> <p>Supporting laws and the Decentralization Policy.</p> <p>Mbarara Municipality is the centre of administration for the western region.</p>	<p>Political pronouncements that have affected local revenue collection.</p> <p>Abolition of graduated tax coupled by dwindling funds from the central government.</p> <p>Conflict of interest by elected leaders.</p>	<p>Training both political and technical leaders and other development partners on their roles and responsibilities in development.</p>

GOVERNANCE N°1	Project proposal
	Capacity Building Project on Roles and Responsibilities

LOCATION: Mbarara Municipal Council.

DURATION: 10 months.

BENEFICIARIES: The Community and Mbarara Municipal Council.

IMPLEMENTING AGENCY: Mbarara Municipal Council.

TOTAL PLANNED EXPENDITURE: USD 30,000

BACKGROUND: Lack of capacity and relevant skills among the staff and communities in the Municipality has affected the discharge of quality public services. The Municipal Council has limited capacity to provide services to cope with the high rate of urban growth which is partly due to low community participation in development and decision making activities and laxity by the Municipal Authorities in enforcing laws and regulations. Capacity building for technical staff, leaders and the community on roles and responsibilities of urban development processes is therefore fundamental.

OBJECTIVES: To build and develop the capacity of the technical staff and the community on roles and responsibilities of urban development processes.

FEASIBILITY STUDY: Selected by stakeholders during the Participatory Slum Upgrading Programme workshop held in Mbarara Municipality.

PLAN OF OPERATION: Procure a private service provider to provide training to Technical staff and community on roles and responsibilities in the urban development processes.

ENVIRONMENT AND CLIMATE CHANGE

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
ENVIRONMENTAL PLANNING ,MANAGEMENT AND RESOURCE MOBILIZATION				
<p>Potential for partnership building and corporation with the private sector, Non-Governmental Organizations, and humanitarian agencies.</p> <p>Existence of the National Water and Sewerage Corporation.</p> <p>Existence of a big incinerator at Mbarara's main hospital.</p>	<p>Lack of environmental and climate change integration in the Municipality's development projects.</p> <p>The rigidity of the existing laws.</p> <p>Inadequate funds for environment and climate change activities.</p> <p>Poor garbage collection and disposal.</p> <p>Poor urban planning.</p> <p>Inadequate funds for the implementation of environmental conservation projects.</p> <p>Poor sanitation and littering.</p>	<p>A large number of Non-Governmental and humanitarian organizations are working in Mbarara.</p> <p>Favourable government policies, laws and regulations.</p> <p>Global international vote for climate change issues in Development</p>	<p>High population pressure and Rural Urban Migration amidst challenges for the Council to provide urban services.</p> <p>High rates of poverty and Unemployment.</p> <p>National Water and Sewerage Corporation system does not cover the whole of Mbarara Municipality.</p> <p>Lack of adequate professional environmental planners.</p> <p>Political interference.</p> <p>Increasing number of industrial activities which threaten the environment.</p>	<p>Capacity building for community and staff on climate change.</p> <p>Integrated Solid Waste Management Project.</p>
ENVIRONMENTAL EDUCATION AND AWARENESS				
<p>Communities are ready and willing to take part in the environmental awareness trainings.</p> <p>Presence of the Community Based Services Department to foresee and coordinate/ mobilize communities.</p>	<p>Weak and insufficient sensitization of the local community on environment and climate change issues.</p> <p>Most of the technical staff is not trained in environmental mainstreaming and therefore do not understand climatic change issues and the resulting impacts.</p>	<p>Some environmental organizations are supporting environmental awareness training programmes.</p> <p>Educational institutions and colleges in the Municipality can be intergraded and actively involved in environmental education and awareness.</p>	<p>Weak regulatory framework and sensitization campaigns for the country especially in line with climate change, impacts of climate change and adaptations by various local authorities.</p>	

ENVIRONMENT AND CLIMATE CHANGE N°1	Project proposal
	Integrated Solid Waste Management Project

ENVIRONMENT AND CLIMATE CHANGE N°2	Project proposal
	Capacity Building for Community and Staff on Climate Change

LOCATION: Mbarara Municipal Council

DURATION: 12 Months

BENEFICIARIES: Community and Mbarara Municipal Council

IMPLEMENTING AGENCY: Mbarara Municipal Council

TOTAL PLANNED EXPENDITURE: 50,000 USD

BACKGROUND: Like many Towns in Uganda, most of the waste generated in Mbarara municipality is poorly managed most of the wastes are dumped in to Rivers (Rwizi), ditches, road sides and other open spaces. It is a common site to find mad men and children scavenging in these areas, adding an immediate and community risk to the problem.

Some of the garbage generated is collected, dumped at an open dumpsite, creating another source of soil, water and air pollution. Attempts are underway to sort the municipal wastes in form of hazardous, degradable, non degradable and recyclable wastes as stated in the waste management by-law formulated at the municipal council. The recyclables are recycled at the dumping ground by a private individual hired for that particular purpose. However the people in the community go ahead to break the waste management by-law by failing to sort the garbage as stipulated in the law. So to overcome and substantially reduce on the pollution and waste management situation, there is a need for an integrated approach to solid waste management

OBJECTIVES: To develop an appropriate solid waste management project and improve on the solid waste situation in the municipality.

FEASIBILITY STUDY: The project was proposed by the stakeholders in Mbarara who considered the need to give a holistic approach to solid waste management in the town.

PLAN OF OPERATION: Contracted to a private company in partnership with the community.

LOCATION: Mbarara Municipal Council

DURATION: 12 Months

BENEFICIARIES: Community and Mbarara Municipal Council

IMPLEMENTING AGENCY: Mbarara Municipal Council

TOTAL PLANNED EXPENDITURE: 50,000 USD

BACKGROUND: Climate change and urban development are becoming key issues world over. Rapid population explosion and urban development have put great impact to the development of cities. Mbarara municipality is faced with a challenge of ensuring effective and property urban development to reduce the climatic change impact which among others is caused due to lack of training and awareness on climatic change issues amongst the stakeholders and the community.

OBJECTIVES: To training the key stakeholders on climatic change issues so as to increase awareness and involvement of the community in environmental management.

FEASIBILITY STUDY: This ideas was developed during the consultative workshop held between the consultants and the stakeholders in Mbarara Municipality

PLAN OF OPERATION: Key staff and community to be trained

SLUMS AND SHELTER

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
INSTITUTIONAL SET-UP AND REGULATORY FRAMEWORKS				
<p>Favourable Government Policies.</p> <p>Existence of political will to carry out slum upgrading.</p> <p>By-laws and regulations on housing set by the Council.</p> <p>There is high pressure for slum upgrading to take place.</p>	<p>The Community Development Department in the Municipal Council is weak and understaffed.</p> <p>Out dated laws.</p>	<p>Private sector, donor and government support for slum upgrading initiatives.</p> <p>Industrious and enterprising population</p> <p>The National Land Use Policy.</p>	<p>High levels of unemployment.</p> <p>Political interference in local revenue collection.</p> <p>Absence of a national housing policy to guide shelter and slum development.</p> <p>HIV/AIDS prevalence in slums and its impact on development.</p> <p>Rural Urban migration.</p> <p>Gender disparities are evident with women, particularly widows, being poorer than men.</p>	<p>Development of a structure and detailed plan for the Municipality.</p>
RESOURCE MOBILIZATION				
<p>Land for slum upgrading activities is available.</p> <p>Increase in financial institutions which are willing to give loans to the poor for housing.</p> <p>Existence of Physical Planning Units in the Municipality.</p>	<p>Lack of sufficient financial resources for slum upgrading.</p> <p>Limited sensitization on land use policies.</p> <p>Poor audit systems for the Savings and Credit Cooperative Organizations and other activities in the Municipality.</p>	<p>Government, donor and private sector support for shelter development and poverty eradication.</p>	<p>Lack of a Housing Policy for the country as a whole.</p>	
SLUM UPGRADING				
<p>The community is ready to extend support for development.</p>	<p>Poor response and participation by some members of the Council to slum upgrading initiatives.</p> <p>Inadequate sensitization and awareness about slum upgrading programs.</p> <p>Lack of data to guide the urban planning process and HIV/AIDS activities.</p>	<p>Slum profiling programs should be harnessed for slum and shelter development.</p> <p>The Council's vision to attain city status should Act as a motivation for the implementation of slum upgrading programmes.</p>	<p>Weak coordination and monitoring of slum upgrading exercises.</p>	

SLUMS AND SHELTER N°1	Project proposal
	Integrated Slum Upgrading Project

LOCATION: Mbarara Municipal Council.

DURATION: 12 months.

BENEFICIARIES: Local Communities.

IMPLEMENTING AGENCY: Mbarara Municipal Council and Local Communities.

TOTAL PLANNED EXPENDITURE: USD 60,000

BACKGROUND: Informal settlements have expanded and are expanding fast from the areas of Kampala city down to other towns, Mbarara inclusive. This is due to the rapid urban population growth and immigration into the town. The Municipality of Mbarara has about six informal settlements known as cells in which majority of the city's population lives. Land tenure in these cells is secured through the acquisition of occupancy licenses, which grants rights of occupancy for given periods and are renewable. Residents of these cells generally live in overcrowded conditions and are more vulnerable to airborne diseases such as tuberculosis. The housing standards are generally poor, mainly because of poverty and lack of security of tenure. In addition to having inadequate housing, these cells are not sustainably provided with essential infrastructure and service or effective solid waste.

OBJECTIVES: To upgrade the slum conditions and improve the lives of Mbarara's residents.

FEASIBILITY STUDY: During the consultative workshop in Mbarara, the stakeholders proposed the need for upgrading and improving the slum conditions in the Municipality.

GENDER AND HIV/AIDS

STRENGTH	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
REGULATORY FRAMEWORK AND INSTITUTIONAL SET UP				
<p>Good Governance at all levels of the Municipality</p> <p>The alliance of Mayors and Municipal leaders on HIV/AIDS in Africa (AMICALL) has established good structures for management and Coordinator of HIV/AIDS related matters.</p> <p>Private hospitals and clinics provide services to people living with HIV/AIDS.</p> <p>There are a few Non-Governmental Organizations which offer support to people living with HIV/AIDS and HIV/AIDS orphans and widows.</p>	<p>Inadequate staff who have not been sensitized or trained on HIV/AIDS issues.</p> <p>Lack of a Municipal Council budget for HIV/AIDS interventions.</p> <p>Marginalization of the girl child when it comes to education opportunities and higher school drop out rates among girls.</p> <p>Lack of coordination of major players, including Community Based Organizations and the private and public sector.</p>	<p>Government support and recognition of women's efforts in development.</p> <p>Government support in the fight against HIV/AIDS.</p> <p>The constitution of Uganda has introduced laws that protect the girl child from sexual harassment by their male counterparts.</p> <p>Favourable legal framework for women in development.</p>	<p>Most Non-Governmental Organizations are based in the rural areas and are not concerned with urban issues.</p> <p>Urban authorities have become complacent due to the recently publicized decline in HIV/AIDS prevalence rates.</p> <p>Inadequate parental guidance and sex education.</p>	<p>Deliberate economic empowerment of women and the youth.</p>
RESOURCE MOBILIZATION				
<p>Most people are aware and have knowledge of HIV/AIDS.</p> <p>Savings and Credit Cooperatives (SACCOS), Micro Finance Institutions and women and youth groups have increased in number in Mbarara Municipality.</p>	<p>Majority of women are employed in the informal sector.</p> <p>Few women are involved in gainful business activities because women lack the collateral needed to secure loans from finance institutions.</p> <p>Culture beliefs that hinder women from progressing in society.</p> <p>Lack of political commitment among most leaders who also lack the knowledge and skills required for combating HIV/AIDS in urban areas.</p> <p>Inadequate facilitation of the Community Development Department by the Municipality and Central Government..</p>	<p>Government support for development through the prosperity for all scheme..</p> <p>Non-Governmental and Faith-Based Organizations can be mobilized to collaborate in the implementation of most activities in urban areas.</p> <p>Women constitute most of the population in Mbarara Municipality. This can be harnessed for gainful development.</p>	<p>Lack of funds for HIV/AIDS activities.</p> <p>Low income for majority of women as they are mostly engaged in small businesses which are informal in nature.</p> <p>Lack of land/property ownership and male dominance.</p> <p>Weak extended family support to orphans.</p>	

EMPOWERMENT AND ACCOUNTABILITY				
<p>Gender and development issues have been considered in the Municipality.</p> <p>The existing regulatory framework supports women in development.</p>	<p>Relatively fewer literate women to take up key administrative positions.</p> <p>Gender imbalances in employment in both the public and private sector.</p>	<p>Programs have been started to build the capacities of communities to respond to HIV/AIDS.</p> <p>The structures for Local Government have created positions for women in the local council.</p>	<p>HIV/AIDS is not perceived as a developmental problem.</p> <p>Untrained local leaders have led to mishandling of welfare cases.</p> <p>Vulnerable groups such as women, orphans and people living with HIV/AIDS are unable to access Government funding.</p>	

GENDER AND HIV/AIDS N°1	Project proposal
	Support to the Vulnerable Groups

LOCATION: Mbarara Municipal Council.

DURATION: 10 months.

BENEFICIARIES: Youth, Women, People Living with HIV/AIDS, the Elderly, and Orphans.

IMPLEMENTING AGENCY: Mbarara Municipal Council and Local Communities.

TOTAL PLANNED EXPENDITURE: USD 100,000

BACKGROUND: For quite a long time in the history of Mbarara, these vulnerable groups have been left behind in nearly all dimensions and this has created a gap in development and a sense of inferiority among these group members. Poverty is a feature of the majority of the population, especially the marginalized groups that do not have formal employment. Despite many interventions by various organizations, few have targeted these vulnerable groups. Financial institutions have high interest rates and they require collateral. This prevents vulnerable groups from accessing loans that can help them engage in income generating activities since they have no valuable assets that can be used as collateral.

OBJECTIVES:

- (1) To fight poverty among vulnerable groups.
- (2) To promote literacy among the vulnerable groups.

TECHNICAL DESCRIPTION: Extension of financial support to vulnerable groups.

FEASIBILITY STUDY: The idea came up during the Budget Conference and was supported by the committees and the Council, and also during the consultative workshops with the Mbarara community.

PLAN OF OPERATION: To encourage vulnerable groups to come up with income generating project proposals that will be costed and appraised by the Technical Planning Committee. Funds will then be released for financing these projects.

MONITORING REPORTS: Technical staff and Councillors to monitor the projects.

BASIC URBAN SERVICES

STRENGTH	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
INSTITUTIONAL AND REGULATORY FRAME WORK				
<p>Mbarara Municipal Council (MMC) has by-laws and regulations for public service management e.g. by law on solid waste management, urban farming etc</p> <p>Existence of supportive council with Councillors interested in the holistic and sustainable development of the community</p> <p>Establishment of community based services department in MMC.</p> <p>Good governance and political will.</p> <p>Annual Budget Conference for good planning and resource mobilization.</p>	<p>Laxity in law enforcement by MMC. Resulting into Low community participation in maintenance of public services like roads.</p> <p>Inadequate enforcement personnel in MMC</p>	<p>Favorable government policies</p> <p>Regular Primary Health Care (PHC) funding from the centre</p>	<p>The land tenure system that deprives council the control.</p> <p>Tax defaulting</p> <p>Use of force in revenue collection</p> <p>Delayed and irregular releases of donor funds</p> <p>Unemployment and poverty</p> <p>Rapid population explosion and associated urbanization.</p>	<p>Capacity building projects e.g. sensitization and training of personnel and community adult education, engaging religious leaders</p> <p>Adult education empowerment – financially</p> <p>Infrastructure development projects i.e. roads, drainage and hydroelectricity power</p>
RESOURCE MOBILIZATION				
<p>Networking & collaborating with other sectors & development partners</p> <p>Some people in MMC are willing to freely give out their land for development.</p> <p>Relatively stable economy with many exploitable development opportunities</p>	<p>Negative altitude to pay taxes.</p> <p>Inadequate personnel and equipment in the Finance Planning department of MMC.</p>	<p>Good Road network to markets both internal and external</p> <p>Availability of microfinance institutions, SACCOs, etc</p> <p>Collaboration with existing health NGOs, CBOS and Private sector in public services provision and maintenance like in education, health, solid waste management and security</p>	<p>Abolition of graduated tax amidst dwindling local revenue and Central Government Transfers.</p> <p>Effects of HIV/AIDS on productive Age/ population</p> <p>High population rate surpassing service delivery.</p>	
ACCOUNTABILITY AND PERFORMANCE				
<p>High community response to government programmes.</p> <p>Relatively good transport with in the Municipality</p> <p>Some staff who are competent and committed.</p>	<p>Duplication of services by CBOs i.e. Many CBOs in place but not delivering</p> <p>The attitude of the community of getting money to be trained in any economic development activity.</p>	<p>Decentralization policy to allow take local community participate in democratic decision making and implementing of projects</p>	<p>Favoritism and political interference in revenue collection</p>	<p>Political interference and lack of transparency and accountability in revenue collection.</p>

LOCAL ECONOMIC DEVELOPMENT

STRENGTH	WEAKNESSES	OPPORTUNITIES	THREATS	PIORITIES
REGULATORY AND INSTITUTIONAL FRAMEWORK				
<p>Conducive political environment.</p> <p>Supporting infrastructure.</p> <p>By- laws and regulations which promote development.</p> <p>Existence of diverse human resource that can be exploited.</p>	<p>Laxity in enforcing laws.</p> <p>Shortage of staff.</p> <p>Poor reporting and information flow.</p> <p>Limited number of agriculture extension workers.</p> <p>Inadequate resources.</p> <p>Corruption and lack of transparency in the use of funds allocated for the implementation of local economic development policies.</p>	<p>Government strategic intervention through the National Agricultural Advisory Services.</p> <p>Presidential initiative against poverty and hunger.</p> <p>Existence of political will.</p> <p>Mbarara is the gate way to the Great Lakes Region.</p> <p>Availability of land for development.</p>	<p>Political interference has affected local revenue collection.</p> <p>Unreliable power which has affected the productivity of businesses.</p> <p>Rising unemployment.</p> <p>Price fluctuation, especially among agricultural products.</p> <p>Population pressure due to rural urban migration.</p>	<p>Exposition studies, workshops and capacity building on public accountability and transparency.</p>
RESOURCE MOBILIZATION				
<p>Availability of micro-finance institutions.</p> <p>Availability of labour.</p> <p>Supportive development partners.</p>	<p>Low capital base for urban farmers.</p> <p>High level of illiteracy among women who are involved in agriculture.</p> <p>Poor saving culture among traders.</p> <p>Poor financial management skills among traders.</p> <p>High illiteracy levels.</p> <p>High interest rates in finance institutions which limits the potential for acquisition of loans.</p>	<p>High market potential for agricultural products in Mbarara Municipality and other neighbouring towns.</p> <p>Large resident population.</p>	<p>Abolition of graduated tax amidst dwindling Government revenue</p>	<p>Capacity building among communities on importance of local economic development..</p>
PERFORMANCE AND ACCOUNTABILITY				
<p>Active private sector.</p>	<p>Mbarara Municipal Council does not fully utilize the community's potential.</p>	<p>Exploiting and actively engaging the community in development activities.</p>	<p>HIV/AIDS Prevalence and its negative impact on the economy.</p>	

LOCAL ECONOMIC DEVELOPMENT N°1	Project proposal
	Exposition Studies, Workshops, and Capacity Building on Public Accountability and Transparency

LOCATION: Mbarara Municipal Council.

DURATION: 12 months.

BENEFICIARIES: Mbarara Municipal Council.

IMPLEMENTING AGENCY: Mbarara Municipal Council and Local Communities.

TOTAL PLANNED EXPENDITURE: USD 65,000.

OBJECTIVES:

- (1) To allow sharing experiences with other urban authorities through the workshops and exposition studies.
- (2) Build capacity on public accountability and transparency.

FEASIBILITY STUDY: The idea came up during the Participatory Slum Upgrading Programme consultative workshops with stakeholders.

PLAN OF OPERATION: Priority areas and sectors will be identified and appraised to benefit from the training. It will be done in phases.

MONITORING REPORTS: Technical Staff and Councillors.

LAND

STRENGTH	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
REGULATORY AND INSTITUTIONAL FRAMEWORK				
<p>Good Governance at all levels of the Municipality.</p> <p>Active private sector involvement in urban development.</p> <p>Existence of a Lands Department /Physical Planning Unit.</p> <p>Existence of infrastructure.</p> <p>Political stability.</p> <p>Existence of structure and detailed plans which are good starting points for proper land utilization.</p>	<p>Poor law enforcement related to land disputes.</p> <p>The Municipality has no land to allocate to the developers let alone the slum dwellers. Land belongs to the people as per the 1995 Constitution.</p> <p>Insufficient and inadequate community sensitization on land and physical planning.</p>	<p>The long awaited Physical Planning Bill has been passed by Parliament.</p> <p>The Land Act of 1998 and the Uganda Constitution of 1995 promote land use development and utilization.</p> <p>The National Land Use Policy has just been launched and can be utilized to promote proper urban development.</p> <p>Possibility of attaining a city status.</p>	<p>High interest rates in finance institutions.</p> <p>Traditional influence, especially on women's ability to own land, still exists.</p> <p>Increase in the growth of slums in the town, as well as informal business activities.</p> <p>Rapid population growth and urbanization.</p> <p>Complex land tenure systems.</p>	<p>Development and implementation of structure plan and detailed plan to guide Mbarara Municipality to develop into a well planned town.</p>
RESOURCE MOBILIZATION				
<p>Mbarara Municipal Council charges approval fees from land developers.</p> <p>Mbarara Municipal Council has a physical planning unit that is fundamental for land use planning and control.</p>	<p>Lack of financial resources to effect land compensation.</p> <p>Ignorance and limited awareness about land use and planning by the community.</p>	<p>Large resident population.</p> <p>Availability of room for urban expansion.</p> <p>Industrious and innovative private sector.</p> <p>Some people are willing to give out their land free.</p>	<p>Political interference has affected local revenue collection</p> <p>Poverty and Unemployment makes land unattainable to the poor.</p>	

PERFORMANCE AND ACCOUNTABILITY

<p>Building plans are approved at a subsidized cost and in a short time not exceeding two weeks after submission</p> <p>Prevalence of high pressure for development.</p> <p>Very high and competitive land Market rates in the Municipality</p> <p>The Municipality plans the land and also opens the roads where the residents agree to surrender the land without compensation.</p> <p>Existence of good physical infrastructure.</p>	<p>Inadequate personnel in the lands department especially physical planning unit. This affects development control in the Town and gives room for illegal development.</p> <p>Weak representation of the Municipality to the District Land Board.</p> <p>Difficulty to obtain planning data due to lack of equipment like GPS, computer etc in the planning unit.</p> <p>Illiteracy and ignorance of section of the population on issues of land ownership as wells their rights</p>	<p>Relatively good physical Infrastructure (Motorable road net work).</p> <p>Existence of the District Land Tribunal to respond to land disputes.</p>	<p>Political interference and lack of transparency and accountability in service delivery.</p> <p>Inadequate and weak policies.</p>	
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LAND N°1	Project proposal
	Development of a Structure and a Detailed Plan for Mbarara Municipal Council

LOCATION: Mbarara Municipal Council.

DURATION: 12 months.

BENEFICIARIES: Members of the Community.

IMPLEMENTING AGENCY: Mbarara Municipal Council and Local Communities.

TOTAL PLANNED EXPENDITURE: USD 40,000

BACKGROUND: Mbarara is fast urbanizing. However, in the absence of planned developments, urban centres are instead becoming centres of disorder, poverty, environmental degradation, and social decadence among other undesirable consequences. Therefore, there is need for integration of physical planning with social, economic and environment planning to allow proper land use management.

OBJECTIVES: To prepare urban structures and action area detailed plans to guide physical development of the town.

FEASIBILITY STUDY: During the consultative workshop in Mbarara, stakeholders proposed that a structure plan and action area detailed plans be prepared for the Municipality.

PLAN OF OPERATION: Participatory process through wider community involvement by the contractor who shall be selected to do the assignment.

DISASTER RISKS

STRENGTH	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
INSTITUTIONAL AND REGULATORY FRAMEWORK				
<p>Presence of by-laws and regulations relating to public safety and disaster risk management.</p> <p>The Municipal Council insists that all buildings must have approved plans. Plans are approved within two weeks after submission.</p> <p>Plans in the slums areas are approved at a subsidized cost.</p> <p>Fuel service stations are no longer constructed within the town centre in efforts to reduce fire incidents in the congested areas.</p>	<p>Inadequate man power and equipment to monitor and enforce disaster by-laws.</p> <p>Poor security/street lighting in the town.</p> <p>Lack of an efficient internal communication system in Mbarara Municipal Council.</p> <p>Lack of mechanical workshop.</p> <p>Limited road network due to rapid urban expansion and inadequate planning.</p> <p>Weak enforcement and implementation system.</p>	<p>The National Platform on Disaster Risk Reduction and Management is in place to facilitate the implementation of Disaster Risk Reduction and Management in Uganda.</p> <p>The National Roads Act, the Public Health Act and the Constitution are all pro human safety.</p> <p>Mbarara hosts the Uganda Red Cross Regional Centres as well as the Regional Police Headquarters for Western Uganda.</p>	<p>Weak law enforcement and implementation nationally.</p> <p>Growing number of women and children involved in the informal sector.</p> <p>Poverty and unemployment makes poor people vulnerable to disasters.</p> <p>Growing number of informal sector activities and industrial activities which do not have proper approval.</p> <p>Poor working conditions for employees in Mbarara's industries.</p> <p>Rapid population explosion and urbanization.</p>	<p>Capacity building in urban disaster preparedness and management.</p>
RESOURCE MOBILIZATION				
<p>Relatively stable economy.</p> <p>Savings and Credit Cooperatives and banks have increased in number.</p>	<p>Insufficient road equipment and tools.</p>	<p>The growing Number of development and humanitarian organizations involved in disaster risk reduction and management.</p>	<p>Failure by special interest groups (women, People Living with Disabilities, and the youth) to access funding from the centre.</p> <p>Low participation and support by politicians and leaders for disaster risk reduction issues.</p>	
PERFORMANCE AND ACCOUNTABILITY				
<p>A Basic Urban Services and Community Development Department is available at the Municipality.</p> <p>Community policing in liaison with the security organs and the Mbarara Municipal Council is underway.</p>	<p>Poor communication and coordination of activities between departments and institutions like the police.</p> <p>Poor condition of roads which has increased the number of road accidents.</p>	<p>The enabling environment and freedom of expression as provided by the constitution.</p>	<p>Overspeeding and overloading in public vehicles is common practice.</p> <p>Poor response by police in the case of emergencies.</p> <p>Delay in processing files for suspects.</p>	

Project proposal

Capacity Building in Urban Disaster Preparedness and Management

Title: Capacity Building in Urban Disaster Preparedness and Management

Location: Mbarara Municipal Council.

Duration: 12 months.

Beneficiaries: Communities in Mbarara.

Implementing Agency: Mbarara Municipal Council.

Total Planned Expenditure: USD 30,000

Background: The Municipality does not have focused disaster risk prevention measures and programs. Limited funds and human resources are key challenges affecting the ability of the Municipality to implement disaster risk reduction and management efforts. The Community Services Department handles disaster risk reduction and management activities; however, the department does not have adequate funds and lacks qualified personnel. Hospitals and most public health facilities lack adequate equipment and staff to handle disaster victims when disasters occur.

Objectives: To build the local capacity to respond to urban disaster risks.

Feasibility Study: The feasibility study was carried out at inception and during the Participatory Slum Upgrading Programme consultative workshop in Mbarara Municipality.

Plan of Operation: Implemented in phases.

SAFETY

STRENGTH	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
INSTITUTIONAL AND REGULATORY FRAMEWORK				
<p>Existence of Community Services Department in Mbarara Municipal Council.</p> <p>Existence of by-laws and regulations relating to public safety and disaster risk management.</p> <p>Existence of political will to deal with safety issues.</p>	<p>Poor street lighting in the town.</p> <p>Political interference hampers the efforts of the Municipal Council in handling security and safety issues.</p> <p>Insufficient safety equipment and services in Mbarara Municipal Council.</p>	<p>Existence of urban safety laws, policies and regulations embedded in the constitution.</p> <p>Existence of Non-Governmental and Community Based Organizations involved in urban safety initiatives in Mbarara.</p> <p>Mbarara Municipal Council is a regional, administrative and civil centre for the western region of Uganda, and accommodates the Regional Police Headquarters, the Regional Referral Hospital, and Uganda Red Cross.</p>	<p>A lot of crimes in Mbarara go unreported, mainly due to fear and ignorance by the public of their rights.</p> <p>High incidences of road accidents in the Municipality.</p> <p>Growing number of children who are forced to work and earn a living.</p> <p>Poor working conditions in the industries.</p>	<p>Street lighting of the town</p>
RESOURCE MOBILIZATION				
<p>The Government has allocated funds for the improvement of safety in the Municipality.</p>	<p>Political interference and lack of transparency in the allocation of funds meant for the improvement of urban safety.</p>	<p>Availability of donor funds for urban safety initiatives.</p>	<p>Poverty and unemployment prevents the poor from actively contributing to public safety and security.</p>	
PERFORMANCE AND ACCOUNTABILITY				
<p>Mbarara Municipal Council has a large human resource pool.</p>	<p>A lot of money and resources are spent on payment of wages and salaries of staff.</p> <p>Poor street lighting in the town.</p> <p>Community participation and involvement in Municipal safety issues is low due to limited sensitization and awareness.</p>	<p>Reduced expenditure for public funds.</p>	<p>Inadequate funding from the central government.</p> <p>Embezzlement and misuse of public funds.</p>	

SAFETY
N°1

Project proposal

Street Lighting Project

LOCATION: Mbarara Municipal Council

DURATION: 8 months.

BENEFICIARIES: Community.

TITLE: Street Light Repairs.

IMPLEMENTING AGENCY: Mbarara Municipal Council.

TOTAL PLANNED EXPENDITURE: USD 50,000

BACKGROUND: There is poor infrastructure related to lighting in the Municipality which has created insecurity. Power was disconnected by UMEME, the final distributor of power to Mbarara, due to none payment of power bills by Mbarara Municipal Council.

OBJECTIVES: To have well lit towns and streets.

FUNDING SOURCE: Local revenue,

FEASIBILITY STUDY: The study was carried out at inception and further deliberated upon during the consultative workshop in Mbarara.

PLAN OF OPERATION: A local contractor will be hired to carry out the street light rehabilitation.

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Nyamitanga Division Council Approved Estimates of Revenue and Expenditure Recurrent (Recurrent and Capital, 2009-2010)

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ACRONYMS:

ACP	Aids Control Program	MMC	Mbarara Municipal Council
AIDS	Acquired Immune Deficiency Syndrome	MDG	Millennium Development Goals
AMICALL	Alliance of Mayors Initiative for community Action on Aids at the Local Level	MoLHUD	Ministry of Lands Housing and Urban Development
BUS	Basic Urban Services	NW \$ SC	National Water and Sewerage Corporation
CBD	Central Business District	NGO	Non Governmental Organization
CBO	Community Based Organizations	NAADS	National Agricultural Advisor Services
CAO	Chief Administrative Officer	NEMA	National Environmental Management Authority
CSO	Civil Society Organizations	PSUP	Participatory Slum Upgrading Programme
CHAI	Community HIV/AIDS Initiatives	PWD	Persons Living with Disabilities
DPT	Department	PEAP	Poverty Eradication Action Plan
FBO	Faith Based Organizations	PLH	People Living with HIV/AIDS
GISO	Gombolora Internal Security Officer	R.P.C S/W	Regional Police Commander South Western Uganda
GPS	Global Positioning System	SWOT	Strength Weaknesses Opportunities and Threats
HIV	Human Immune Deficiency Virus	SACCOs	Savings And Credit Cooperatives Organization
LC	Local Council	UPE	Universal Primary Education
LGDP	Local Government Development Program	UNHCR	United Nations High Commission for Refuges
TPC	Technical Planning Committee	UNDP	United Nations Development Programme
TASO	The Aids Support Organization	UWESO	Uganda Women's Efforts to Save Orphans
LED	Local Economic Development		
LDUs	Local Defense Units		

MBARARA MUNICIPALITY CONSULTATION STAKEHOLDERS LIST

3RD -7TH MAY 2010

S/N	Name	Organization	Designation
01	Ahimbisibwe Innocent.	Mbarara Municipal Council	P.A.T.C
02	Nsubuga Richard	Uganda Red Cross	B.C
03	Banduga Moses	Makerere University	Association Consultant
04	Zabali Flavia Musisi	Makerere University	Field Assistant
05	Tigefeera Betty	Mbarara Municipal Council	Secretary for Finance
06	Mugabi Anne	Mbarara Municipal Council	Secretary Social Services
07	Haji Barious Issa	Mbarara Municipal Council	D/Mayor/Sec.Production
08	Hallati Nabayunga Safina	Mbarara Municipal Council	Sec/Community Development
09	Wilson Tumwine	Mbarara Municipal Council	Mayor
10	David Kigenyi-Naluwailo	Mbarara Municipal Council	Town Clerk
11	Kabegambire Julius	Mbarara Municipal Council	Treasurer
12	Tumwebaze Enuice	Mbarara Municipal Council	Principal Community Development Officer
13	Kamamagira Patrick	Mbarara Municipal Council	Senior Planner/Focal Person
14	Magara Silver	Mbarara Municipal Council	District Education Officer
15	Tumwebaze Herbert	Mbarara Municipal Council	Mbarara Municipal Engineer
16	Mukasa Hussein	Kamukuzi Div Council	Secretary Works
17	Teth K. Kaganzya	Kamukuzi Div Council	Speaker Mbarara Municipal Council
18	Baitwababo Geraldine	Kamukuzi Div Council	Senior Assistant Town Clerk
19	Thuryamureeba James	Nyamitanga Div Council	Senior Assistant Town Clerk
20	Kiconco Miriam	Mbarara Municipal Council	Physical Planner
21	Kato Alex	Local Resident -Kijungu	Boda Boda -Lugazi
22	Namusoke Meddy	Local Resident -Kijungu	Market Vendor Nyamityobora
23	Magaba Deborah	Local Resident- Kijungu	Market Vendor Nyamityobora
24	Katushabe Annet	Local Resident- Kijungu	Market Vendor Nyamityobora
25	Twongirwe Caroline	Local Resident -Kijungu	Market Vendor Nyamityobora
26	Na'bs Zubie	Local Resident- Kijungu	Market Vendor Nyamityobora
27	Tusingwire Michael	Local Resident- Kijungu	Market Vendor Nyamityobora
28	Nabasa Lydia	Local Resident- Kijungu	Market Vendor Nyamityobora
29	Nuwahereza Predith	Local Resident- Kijungu	Market Vendor Nyamityobora
30	Katurabe A	Local Resident- Kijungu	LCI C/Person
31	Nagasha Joyde	Taso Mbarara	C/ Manager
32	Sp. Otim Raymon	Police S/W Mbarara	R.P.C S/W
33	Aryatuha Dorah	Mbarara Municipal Council	S.P.O
34	Tumwebaze Herbert	Mbarara Municipal Council	Environment Office
35	LC 5 – Chairman	Mbarara District	District C/Person
36	Bulyeniku Simon	Kamukuzi Division	Health Officer
37	Tumusiime Jackson	Bwebikoona Village	Resident
38	Byomukama Johnson	Uganda Red Cross Society	Regional Programme Officer
39	Karuhanga John	Mbarara District	Register of Titles
40	Baineki Jovia	Mbarara Municipal Council	Record Assistant
41	Muhwezi Ben	Mbarara District Lands and Surveys Dept	Cartographer

42	Malinde K	Kajogu	Local Resident
43	Nasozi Janet	Kishechili Cell	Resident
44	Lubega Baadi	Biafra Cell	V. C/Person LC I
45	Tuhimbise Moses	Biafra Cell	Gen. Sec LC I
46	Muwanda B	Biafra Cell	Resident
47	Kamuhwere Elias	Biafra Cell	Afande LC I
48	Kazibwe Hussein	Biafra Cell	Secretary for Defence

Source: Mbarara Municipality field survey/ consultative meeting

MBARARA URBAN PROFILE

The Mbarara 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.

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