

# **SUPPORT TO NATIONAL PLANNING CAPACITY BUILDING AND GREATER KAMPALA METROPOLITAN AREA (GKMA) ECONOMIC DEVELOPMENT PROJECT (GRANT NO. TF0B1265)**

## **STAKEHOLDER ENGAGEMENT PLAN**

### **1. Introduction- project back ground**

As part of the support to implement Government programmes, the World Bank- DFID Trust Fund is supporting two project sub components under the National Planning Authority. The project sub components are: Support to National Spatial Planning Capacity Building (SPACB) and Support to Greater Kampala Metropolitan Area (GKMA) Economic Development which have been combined under one component “*Support to National Planning Capacity Building and Greater Kampala Metropolitan Area Economic Development*”- Grant No. TF0B1265. The overall objective of Stakeholder Engagement Plan (SEP) is to achieve transparency in decision making, gather input from the key stakeholders, secure their support of the decisions taken and ensure smooth implementation of the project.

### **2. Sub Component 1: Project Description - Support to The National Spatial Planning Capacity Building (SPACB)**

The Second National Development Plan (NDPII) underscores inadequate spatial analysis and representation of plans as a binding constraint to Uganda’s development planning. The Plan identifies substantial weaknesses in strategic and implementation planning and public investment management leading to poor absorption of funds. In the NDP I, strategic planned interventions were not adequately analyzed and spatially represented, which translated into low levels of the country’s competitiveness. In particular, in the display of NDP I, infrastructure plans did not connect to areas of high resource potential, and there was inadequate spatial integration of transport and modal connectivity

The need for spatial planning in the country cannot be over emphasized. Given the limited resources in the country, amidst a rapid annual growth rate of 3% and a high urbanization rate of 21% (UBOS, 2016), there is increasing pressure placed on land and other resources. And yet the resources are not well planned and optimally utilized in a sustainable manner due to limited use of tools for spatial mapping and analysis. This has in turn led to duplication and wastage.

The fundamental challenges that have hindered the development of spatial planning in the country are embedded, to a large extent, in the quality, quantity and format of spatial data, which is an essential input in spatial planning. Spatial data is an essential input for planning and management of resources. However, the programs and processes for the collection, storage, accessibility and utilization of spatial data have been uncoordinated among MDAs, and between MDAs and the

private sector. Studies undertaken by government about streamlining data collection and utilization reveal widespread duplications and inconsistencies in spatial datasets. The studies conclude that government is making heavy losses through duplications in capture and maintenance of inconsistent spatial datasets and hence the need for a framework to streamline the processes and procedures for easy accessibility and utilization.

There are also existing capacity gaps in development planning in the country, need to be addressed in order to achieve national development goals. These gaps among others include: limited skills in spatial planning, project development and appraisal, procurement planning, economic modeling, policy analysis, impact evaluations, structuring and negotiating PPPs, budget evaluations, public sector budgeting, ICT and GIS equipment and software use, among others. The importance of integrated and coordinated planning facilitated through uptake of spatial planning is the key driver to deliver the intended results and outcomes. This project is timely, coming at a time when the NPA is in the process of developing the third National Development Plan (NDP III) that will run from 2021-2025.

The overall objective of SPACB is to develop the national spatial planning capacity for integrated development planning so as to accelerate socio-economic transformation in Uganda. Specifically, the project objectives are to:

- i) Publicize and raise awareness of the Uganda Spatial Data Infrastructure (UGSDI),
- ii) Develop and adopt standards that will guide spatial data capture, storage, analysis and output,
- iii) Coordinate spatial data use and sharing for consolidation, and integrated planning and,
- iv) Build institutional capacity in spatial data analysis and use

The SPACB Sub component covers: Developing a Communication strategy to guide the communication and awareness processes of the UGSDI, Developing a Standards Manual to describe spatial data specifications for the spatial data collecting agencies; Publishing the developed standards in conjunction with the Uganda National Bureau of Standards; Developing and maintaining a web portal for dissemination of spatial data with links for data from various MDAs/LGs; Supporting the functionality of the GIS Unit at NPA as a clearing house for coordination and convergence of spatial data for integrated planning, Training 120 Planners within 40 MDAs and 25 LGs (Physical Planners at Districts, Municipalities and cities)<sup>1</sup> in Spatial Planning and geo-spatial technologies, and Equipping 40 MDAs and 25 LGs with GIS capacity through provision of equipment and associated software for improved efficiency in GIS analysis and mapping.

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<sup>1</sup> List of MDAs and LGs is attached in Annex 1

### **3. Sub Component 2: Project Description - Greater Kampala Metropolitan Area (GKMA) Economic Development**

The World Bank conducted a Study on Local Economic Development (LED) in the Greater Kampala Metropolitan Area (GKMA) in 2017 and the Report “*From Regulators to Facilitators: Role of City Governments in the Economic Development of Greater Kampala*” highlighted the need for GKMA Subnational Governments to diversify from regulators of businesses to facilitators or enablers in order to boost private sector growth and job creation. In particular, the Study made three (3) key recommendations: (i) investment in economic infrastructure and land use management to encourage economic density and agglomeration economies; (ii) support to formal and informal enterprises to improve productivity and the transition to better quality jobs; and (iii) coordination of GKMA institutions to effectively facilitate job creation and economic growth.

GKMA comprises Kampala Capital City, neighboring Districts of Mpigi, Wakiso and Mukono and Municipalities of Nansana, Kira, Mukono, Makindye-Ssabagabo and Entebbe. To implement coordinated economic development of GKMA, the NPA using her mandate of producing comprehensive and integrated development plans for the Country used a multi-sector inclusive approach involving all relevant stakeholders to coordinate the development of the GKMA Economic Development Strategy. The main focus of the Strategy is to foster inter-jurisdictional collaboration in order to create united efforts towards job creation, improved livability and sustainable development in GKMA.

The *Support to GKMA Economic Development Project* sub-component aims to contribute to the aspirations of the GKMA Economic Development Strategy. The project recognizes the five strategic objectives of the Strategy from which its priority focus has been drawn. To this end, the five strategic objectives of the Strategy are to:

- i) Establish Competitive Economic Infrastructure.
- ii) Conserve and Protect Environmental Assets.
- iii) Business support to transform the informal sector, the youth and economic cluster growth.
- iv) Establish a unique center for tourism.
- v) Effective City and Local Government service delivery.

In this regard, the *Support to GKMA Economic Development Project* creates an opportunity to fast-track major preliminary issues that are critical to the successful implementation of the Strategy. These include: Capacity building for GKMA Government institutions and other key stakeholders in selected strategic thematic areas, Feasibility study for the Greater Kampala Tourism Circuit project and developing a Report and guidelines for land banking to ensure harmonized land acquisition for government projects like the infrastructure corridors.

#### **1. Brief Summary of Previous Stakeholder Engagement Activities**

**Sub Component 1.** The following previous stakeholder engagement activities have been carried out.

A feasibility study undertaken in 2011 by GIC/ESRI Canada and supported by the International Bank for Reconstruction and Development /The World Bank<sup>2</sup> identified the various uncoordinated, scattered and duplicated efforts in spatial data capture and recommended the establishment of a National Spatial Data Infrastructure. The study advised Government of Uganda on approaches and actions for development of a framework to share spatial data in Uganda. Since then, a number of similar studies undertaken have provided similar recommendations. The Office of the Prime Minister identified NPA to be the lead agency for the development and implementation of this initiative of UGSDI. NPA was tasked to provide stronger support at policy level and ensure that the SDI concept is understood and supported within the governmental and parliamentary spheres (political advocacy), and that the Government is providing the required financial resources, and helping to mobilize the external ones (financial advocacy and provision). The NPA was also tasked to play a Secretariat role, facilitate administratively the functioning of the SDI, provide office space and related facilities for its operation, undertake the networking management functions and linkage with other global or national thematic SDI initiatives.

Some of the key stakeholders involved include, Office of the Prime Minister, Ministry of Lands, Housing and Urban Development (MLHUD), Ministry of Works and Transport, Ministry of Information and Communication Technology, Ministry of Local Government, Ministry of Energy and Mineral Development, Ministry of Finance, Planning and Economic Development, Urban Authorities, National Planning Authority, Uganda Bureau of Statistics, National Environmental Management Authority, National Water and Sewerage Corporation, Makerere University School

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<sup>2</sup> GIC/ESRI Canada (2011). Feasibility Study for a National Spatial Data Infrastructure in Uganda. Washington, D.C.: *infoDev* / World Bank. Available at <http://www.infodiv.org/publications>.

of the Built Environment and other MDAs. Specifically, the table below presents the MDAs and NGOs engaged in data collection on UGSDI.

**Table 1: MDAs and NGOs Respondents According to Production of Core Data Sets**

Department of Lands, Physical Planning Department	Main Focus
Department of Lands, Surveys and Mapping	Main Focus
Department of Livestock and Entomology	Supporting
Department of Urban Development	Main Focus
Geological Surveys and Mines Department	Supporting
Ministry of Agriculture, Animal Industry and Fisheries	Supporting
Ministry of Education	Main Focus
Ministry of Energy	Supporting
Ministry of Health	Main Focus
Ministry of Local Government	Supporting
Ministry of Works and Transport	Main Focus
National Water and Sewerage Corporation	Main Focus
Natural Forestry Authority	Main Focus
Petroleum Exploration and Production Department	Supporting
Rural Electrification Agency	Supporting
Uganda Bureau of Statistics	Supporting
United Nations Office for the Coordination of Humanitarian Affairs	Peripheral

*Source: GIC/ESRI Canada (2011). Feasibility Study for a National Spatial Data Infrastructure in Uganda. Washington, D.C.: infoDev / World Bank. Available at <http://www.infodev.org/publications>.*

In preparation for the capacity building, a training needs assessment was undertaken in November/December 2020 in selected MDAs, districts and urban authorities. The target category were the Physical Planners, Economic Planners, Town Clerks and Chief Administrative Officers the purpose was to establish the level of skills and competencies regarding the use of GIS and spatial analytics. The selected MDA, districts and urban authorities are attached as Annex1.

From the training needs assessment, it emerged that there are indeed capacity gaps with respect to skills and retooling. Based on the training needs assessment findings, a Training for Planners course curriculum was designed by the School of the Built Environment, Makerere University. The training has since started and to date one group has so far been trained and the second set of training is currently being undertaken in Entebbe. The list of those trained under the first group is attached as Annex 2.

**Sub Component 2.** The following previous stakeholder engagement activities have been carried out.

The *Support to GKMA Economic Development Project Sub-component* is the result of a comprehensive process undertaken by NPA in partnership with World Bank, Ministry of Kampala Capital City and Metropolitan Affairs (MKCCA&MA), Ministry of Local Government (MoLG), Ministry of Lands Housing and Urban Development (MoLHUD), KCCA, Mukono, Wakiso and Mpigi including their Urban Authorities of Nansana, Kira, Makindye-Ssabagabo, Mukono and Entebbe. The said institutions were crucial in coming up with the Greater Kampala Economic Development Strategy and the preparatory activities for the successful implementation of the Strategy. The process drew from the insight and expertise of a wide-variety of individuals in order to ensure that the various priorities and expectations of the community within GKMA and beyond are captured and aligned, thus strengthening synergies. A number of consultations were held on the Strategy, including presentation of the Strategy to the Presidential Economic Council (PEC) on 24<sup>th</sup> May 2018. Other consultations held include:

- i) Consultations with KCCA and the Local Governments in GKMA resulting in formation of the GKMA Planners ‘committee,
- ii) Consultations with Mayors of local authorities in GKMA,
- iii) Consultations with Members of Parliament, Committee on Physical Infrastructure
- iv) Consultations with key Ministries, including Ministry of Kampala Capital City and Metropolitan Affairs, Ministry of Lands, Housing and Urban Development, Ministry of Local Government, and liaison with Ministry of Tourism, Wildlife and Antiquities,
- v) Consultations with Cabinet, and presentation of Cabinet information paper no. **CT (2018)40** of March 5, 2018

The GKMA Planners Committee was crucial in the development of the: (i) ToRs for consultancy services for capacity building of GKMA institutions in identified thematic areas, (ii) consultancy services for preparing report and guidelines on the land banking and (iii) consultancy services for preparing for undertaking feasibility study for greater Kampala tourism circuit project. The list of the GKMA Planners Committee is attached as Annex 3.

Other specific consultations for the *Support to GKMA Economic Development Project Sub-component*, took place during the Covid-19 lock down period (March 25, 2020 - April 8, 2020) which could not facilitate face to face meetings. The following individuals were consulted using phone calls and zoom meeting application.

No.	Institution	Name and Position
1.	Ministry of Kampala Capital City and Metropolitan Affairs	Edemachu Monica Ejua - Under Secretary
2.	Ministry of Local Government	Issa Gumonye – Assistant Commissioner, Urban Administration Ronald Mbala -Senior Urban Officer
3.	Ministry of Lands, Housing and Urban Development	Vincent Byendaimira- Director Physical Planning and Urban Development Joseph Walter Pade -Commissioner Urban Development

		Emmanuel Matua- Senior Physical Planner
		David Kasimbazi - Senior, Urban Officer
4.	Ministry of Tourism, Wildlife and Antiquities	The Permanent Secretary
5.	Kampala Capital City Authority	Patrick Musoke (Deputy Director Strategy & Chairman, GKMA Planners' Committee)
		Edison Masereka -Manager Econ Devpt and PPP
		Aceku Philemon (member GKMA Planners' Committee)
		Enock Agwaimo (member GKMA Planners' Committee)
6.	Wakiso District	Sendegeya Henry - Ag DCAO
		Nakatudde Ruth Galabuzi -Senior Physical Planner-
7.	Mukono DLG	Jonathan Mukose- CAO
		Ntegge Kenneth
8.	Mukono Municipality	Job Kikulwe G
		Richard Mandy -Town Clerk,
		Hillary Murungi -Physical Planner
9.	Mpigi	Lucy Frances Amulen - CA
		Nsoobya Charles
10.	Makindye Ssabagabo	Lukyamuza Martia
		John. M. Senabulya -Town Clerk,
11.	Nansana Municipality	Sam Miiro Town Clerk
		Charles - Engineer
12.	Entebbe Municipality	Kirabira Geofery - Economist-
		Muyonjo Juliet – Senior Planner
13.	Kira Municipality	Dr. Kintu. A
14.	Uganda National Roads Authority (UNRA)	Edward Byaruhanga -Transport Planner
15.	National Planning Authority	Executive Director
		Joseph Tenywa-Manager, ICT
		George Bwanga- Manager, Infrastructure and Physical Planning
		Robert Mukasa- Manager, Procurement
		Thadeus Sempijja- Manager, Audit

The training on capacity building of GKMA institutions commenced on 1<sup>st</sup> February, 2021 with Local Economic Development as the thematic area. The list of participants is attached as Annex4.

## 2. Stakeholder identification and Analysis

### 2.1 Affected Persons

In identifying the stakeholders for the project, the criteria followed include:

- Institutions with interest in the project,
- Potential beneficiaries,
- Who might be adversely impacted,
- Who can adversely impact the project,
- Who has specialist skills that are crucial to the project.

#### Sub component 1

The stakeholders that will be affected by the SPACB trust fund project and their roles/impact are presented in the table below.

No.	Stakeholder (institutions)	Role/impact in the project
1	Ministry of Lands Housing and Urban Development	Coordination of trainings for physical planners at the local government level.
2	Ministry of Local Government	Beneficiaries of the project
3	Ministry of Finance, Planning and Economic Development	Provide co-financing and monitoring and evaluation of project activities.
4	Ministry of Information and Communication Technology	Adversely impact the project through network systems.
5	Ministry of Works and Transport	Beneficiaries of the project
6	Ministry of Energy and Mineral Development	Beneficiaries of the project
7	Uganda Bureau of Statistics	Provide advice on the policy directions of the UGSDI and development spatial data standards, consolidation and integrate
8	National Environmental Management Authority	Beneficiaries of the project
9	Urban Authorities	Beneficiaries of the project
10	National Water and Sewerage Corporation	Beneficiaries of the project
11	Makerere University School of the Built Environment	Provide specialist skills in training spatial and physical planning.
12	National Planning Authority (NPA)	Coordinate project implementation.
13	Private spatial data related consulting firms	Beneficiaries of the project
14	Spatial data clients in respective MDAs	Beneficiaries of the project



15	Development Partners	Provide technical and financial support
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## Sub component 2

The following stakeholders will be affected by the GKMA trust fund project:

No.	Stakeholder (institutions)	Role/impact in the project
1	Kampala Capital City Authority (KCCA)	Beneficiaries of the project
2	Wakiso, Mukono and Mpigi district local governments, and their respective Municipalities of Kira, Nansana, Mukono, Makindye Ssabagabo and Entebbe, including Buganda Kingdom.	Beneficiaries of the project
3	Ministry of Kampala Capital City and Metropolitan Affairs	Provide direction through coordination of the GKMA Strategy and institutions
4	Ministry of Lands, Housing and Urban Development	Prepare spatial frameworks and guidance on land banking
5	Ministry of Local Government	Provide administrative Governance through laws and guidelines regulating local government.
6	Ministry of Tourism, Wildlife and Antiquities	Support the project by influencing the tourism products to be developed in the GKMA tourism circuit.
7	Ministry of Finance, Planning and Economic Development	Adversely impact the project through co-financing, monitoring and evaluation of project activities.
8	National Planning Authority	Support the project as secretariat and coordinator of project implementation.
9	Civil Society Organizations: Shelter and Settlements Alternatives: Uganda Human Settlements Network (SSA:UHSNET), Uganda Land Alliance	Guide and act as the voice for those who might be adversely impacted by the project
10	Non-Governmental Organizations: LANDnet Uganda, ACTogether Uganda	Guide and act as the voice for those who might be adversely impacted by the project
11	Development Partners	Adversely impact the project through technical and financial support.
12	Community members	Adversely affected the project due to misunderstanding of the project aims.

## 2.2 Disadvantaged/vulnerable groups

Disadvantaged and vulnerable groups are the individuals, communities, organizations or institutions that might be adversely negatively impacted or disadvantaged by the project activities or may not equally enjoy the benefits of the project as intended.

### Sub component 1

The project targets Government agencies and as such there are no disadvantaged/ vulnerable groups. However, the MDAs and Local Governments that will not be covered under this project, arrangements will be made by Government to build their capacities.

### Sub component 2

The project will take into consideration the needs of disadvantaged/ vulnerable groups, and enhance their participation in the project preparation process.

**Table 2: Sub Component 2: Summary of Project Stakeholder Needs**

Community	Stakeholder group	Key characteristics	Language needs	Preferred notification means (e-mail, phone, radio, letter)	Specific needs (accessibility, large print, child care, daytime meetings)
Kampala Capital City Authority, Mpigi, Wakiso, Mukono districts and their respective municipalities	Women		English, Luganda	Written information, radio, letter	Daytime meetings
	Children		English, Luganda	Written information, radio, letter	Daytime meetings
	Parents with young children	Approximately 180 households affected; 300 children.	English, Luganda	Written information, radio, letter	Daytime meetings
	Refugees	Majorly in Kampala Capital City Authority (KCCA)	English, Luganda, Swahili	Written information, radio, letter	Daytime meetings
	Persons with disabilities	Visual and, physical impairment	English, Luganda, sign language	Written information, radio, sign language interpretation	Day time meetings

The communication with different stakeholders will be through meetings using the language that is understood by the targeted audience. Notifications to the targeted stakeholders will be made prior to the meeting through radio announcement and letters.

### **3. Stakeholder Engagement Program**

#### **6.1. Purpose and timing of stakeholder engagement program**

##### **Sub Component 1**

Stakeholder engagements shall be undertaken at each key stage of the project including i) During publicising and raising awareness of the UGSDI, a communication strategy to guide the communication and awareness processes of the UGSDI will be developed with stakeholders. Coordination and Technical committees will be formed to facilitate the establishment of UGSDI, hold dissemination and advocacy meetings for the different categories of stakeholders at the national, sector and LG levels. At the national level, there will be an inter-agency steering committee comprised of MLHUD, MoFPED, MKCC&MA, MICT, MoLG, UBOS, KCCA and NPA. The committee is intended to guide overall implementation of the project. The NPA will be the secretariat. At the project sub component level, NPA has a technical committee that will oversee the implementation of the two project sub components. This committee will work with another sub committees like the steering committee to operationalize the spatial data policy, technical committee on data standards, technical committee on spatial data custodianship and the GKMA Planners committee. At the stage of development and adoption of the standards that will guide spatial data capture, storage, analysis and output, several stakeholders will be engaged. UBOS will take leading in the development of the spatial data standards to ensure proper integration and use by all the MDAs and the private development partners. Quarterly meetings for the Technical Committee on Standards will be undertaken to follow up and quality assure the standards being developed and ensure operationalization of the policy.

Several other stakeholder engagement meeting will be held inform of build institutional capacity in spatial data analysis and use. This will involve training of 120 planners at 40 MDAs and 25 LGs in Spatial Planning and geo-spatial technologies. The respective MDAs and LGs will identify the relevant officers to be trained. The training will be undertaken in Makerere University School of the Built Environment. The planning units in the 40 MDAs and 25 LGs will be equipped with GIS equipment and associated software to support GIS mapping (02 computers, 01 specialized large format printer, 02 GPS units and associated software like anti-viruses and operating systems) for improved spatial planning

##### **Sub Component 2**

Stakeholder engagements shall be undertaken at each key stage of the project. Under feasibility study for Greater Kampala Tourism Circuit, stakeholder engagements shall be carried out in 3 stages, namely: inception stage, draft documentation stage and validation of the draft project documents. The key stakeholders for feasibility study for GKMA tourism circuit include, Ministry

of Kampala Capital City and Metropolitan Affairs, Ministry Tourism Wildlife and Antiquities, Ministry of Lands Housing and Urban Development, Ministry of Finance, Planning and Economic Development GKMA institutions, Development Partners, NPA, Buganda Kingdom, Inter Religious Council of Uganda, and Community members.

Under land banking component, stakeholder engagements will be carried out in 3 stages, namely: inception stage, draft documentation stage and validation of the draft report and guidelines. The key stakeholders for the land banking guidelines include, Ministry of Lands Housing and Urban Development, Ministry of Local Government, Ministry of Kampala Capital City and Metropolitan Affairs, Ministry of Finance, Planning and Economic Development, Development Partners, and NPA, Buganda Kingdom, Inter Religious Council of Uganda, and Community members.

The venue for the engagements has been identified. All engagements shall be carried out in the form of meetings. Each meeting shall take place in one working day. The purpose of the engagements is to solicit input. The views of the participants are valuable and shall inform the final report and guidelines on land banking and also the project documents for the Tourism Circuit Project.

## **6.2. Proposed strategy for information disclosure**

Information during stakeholder engagements shall be disclosed through appropriate software for illustration. Emphasis shall be placed on examples as opposed to theory. The use of internationally recognised competitive models in the meetings shall be employed and a non-technical summary of how final documents and reports are presented shall be displayed. The disclosure channels will be including providing progress reports to different stakeholder, meetings and uploading information on NPA and other relevant MDAs and the World Bank website.

## **6.3. Proposed strategy for consultation**

### **Sub Component 1**

The support to the National Spatial Planning Capacity Building (SPACB) aims to develop the national spatial planning capacity for integrated development planning so as to accelerate socio-economic transformation in Uganda. This is to be achieved through publicizing and raise awareness on spatial data infrastructure and institutional capacity building. To attain this, different stakeholder engagement plans are required. The proposed method for the stakeholder engagements is media, workshops, seminars, conferences and meetings, and trainings. The media will be used to reach out and disseminate information to the general public about the spatial data policy. Workshops, seminars, conferences and meetings will be used while engaging with MDAs and other government institutions, development partners and private spatial data users like consultancy firms. Engagement through trainings will be used for the selected 120 planners at 40 MDAs and 25 LGs that will be trained in Spatial Planning and geo-spatial technologies.

### **Sub Component 2**

The support to GKMA Economic Development Project sub-component aims to contribute to the aspirations of the GKMA Economic Development Strategy. To achieve effective participation and stakeholder buy-in, the three major activities under this sub component (capacity building; preparation of report and guidelines on land banking, and GKMA tourism circuit feasibility study) require different ways of stakeholder engagement. The proposed method for the stakeholder engagements is meetings, workshops, seminars and trainings. Meetings, workshops and seminars will be used while engaging with MDAs and other government institutions, development partners and other key stakeholders like cultural institutions. Engagement through, will be used for the selected 43 GKMA planners that will be trained in the six selected thematic areas of (i) Investment appraisal and preparation of project documents; (ii) Infrastructure design, project costing and plan preparation; (iii) Public Private Partnerships (PPP) negotiation and report preparation; and, (iv) Local Economic Development (LED); (v) Capital Investment Planning, and (vi) HDM 4 Model.

#### **6.4. Proposed strategy to incorporate the view of vulnerable groups**

The views of the vulnerable or disadvantaged groups will be sought during the consultation process. Based on stakeholder mapping and engagement plan, an appropriate method will be determined to solicit for their views. This will include meetings, interviews, focus group discussions among others. The vulnerable groups may include women heading households, elderly, persons with disabilities and the local community in the planned development area. In the process of capturing their views, effort will be made to minimize the potential for community exposure to communicable diseases in the COVID-19 context by following the SOPs Engaging the vulnerable groups in the process will ensure that individuals or groups who, because of their particular circumstances, may be disadvantaged or vulnerable, have access to the development benefits resulting from the project.

#### **6.5 Review of Comments**

The comments received from the stakeholders regarding the project activities at different stages will be reviewed and incorporated in the project design. Documentation on consideration of the comments will be done at all stages. Feedback on the consideration of the comments shall be communicated to the stakeholders through meetings and reports at all stages. The secretariat will take lead in ensuring the consideration of the stakeholder comments and dissemination of the feedback.

### **4. Resources and Responsibilities for implementing stakeholder engagement activities**

The NPA Project Committee led by the Project Manager will be responsible for ensuring that the procured consults for the different project activities undertake the required stakeholder consultations. The Executive Director of NPA will play the oversight role.

#### **7.1. Resources**

The resources for implementing the stakeholder engagements have been allocated and procurements identified. In case of any further comments or questions about the project or the

consultation process, the contact person is **Mr. Joseph Tenywa**, Manager ICT, NPA, email, [joseph.tenywa@npa.go.ug](mailto:joseph.tenywa@npa.go.ug); phone +256772553920/+256702 200813.

## **7.2. Management functions and responsibilities**

The stakeholder engagement activities shall be mainstreamed in the implementation of this project following a multi-sectoral approach to planning, budgeting and implementation. The mandate of NPA to produce comprehensive and integrated development plans for the Country gives it the support of Government and the convening power to bring together all the collaborating institutions on this project. The Executive Director (ED), NPA, will oversee the overall execution of the project as the Task Manager, assisted by NPA Management Team. Technical officers in the Infrastructure and Physical Planning Department, Ministry of Lands Housing and Urban Development, the GKMA Planners' Committee will continue to support the coordination, planning and implementation of the project.

## **8. Monitoring and Reporting**

### **8.1. Involvement of stakeholders in monitoring activities**

#### **Sub Component 1**

The project Monitoring and Evaluation Framework entails the project goal, outcomes, outputs and corresponding indicators. The framework will enable assessment of progress towards realization of envisaged results and facilitate reporting of performance. Results from evaluations will be used to inform design of subsequent project phases and future projects.

- (i) The NPA Management Committee will provide policy guidance during the implementation of the various strategic actions to realize the set objectives.
- (ii) The project will be subjected to quarterly performance review meetings convened by NPA and subsequent submission of reports to the Joint Advisory Committee (JAC) and the Technical Management Committee
- (iii) The various government institutions participating in this project will report progress on a quarterly basis on implementation of the activities assigned.
- (iv) NPA shall prepare annual performance reports for presentation to the JAC and the NPA Executive Board. The annual reports shall be published and disseminated to all stakeholders.
- (v) There shall be an end of term project evaluation to determine the continued relevance of the project, extent to which objectives have been realized and identify any challenges hindering achievement of the objectives. The recommendations of the end of term evaluations shall inform the next phase of the project. The end-of project evaluations will be undertaken by independent consultants commissioned by NPA.
- (vi) The NPA Executive Board will provide policy guidance during the implementation of the various strategic actions to realize the set objectives. The project will be subjected to continuous monitoring and quarterly performance review meetings convened by NPA and subsequent submission of reports to the Trust Fund Joint Advisory Committee, and Technical

Management Committee. The various government institutions involved in the implementation of this project will report progress on implementation of the project activities on a quarterly basis for presentation to the MFPED and other stakeholders.

## **Sub Component 2**

The NPA has got a Monitoring and Evaluation Department that will oversee the day today undertakings of the project activities and delivery of outputs, working together with the NPA Project Technical Team, and the GKMA Planners Committee. Project stakeholders (including affected communities) shall be encouraged to provide information on the project, submitting the same to the Executive Director, NPA, who is the overall head of the M&E unit. The NPA Project Management Team will provide policy guidance during the implementation of the project. NPA shall prepare progress reports for presentation to the Executive Board, and subsequently to the TMC and JAC. The annual reports shall be published and disseminated to all metro subnational Governments and other key GKMA stakeholders.

### **8.2. Reporting back to stakeholder groups**

The results of stakeholder engagement activities will be reported back to both affected stakeholders and broader stakeholder groups within one month following the stakeholder engagement activity. The monthly reports will feed into the quarterly meetings and reports. Feedback shall be communicated to the stakeholders.

#### **Workers' grievance redress mechanisms:**

NPA shall establish, document, maintain, and operate a grievance mechanism for the consultants as described in the Labor Management Procedures (LMP). Continued engagement with the consultants through meetings will help clarify on issues and mitigate potential grievances. The Project Manager together with the NPA Project Committee will take lead in negotiations and resolving the grievances of the project consultants. The Executive Director of NPA will give the overall strategic guidance on appeals if the parties fail to agree.

#### **Community grievance redress mechanisms:**

The project does not have likely grievances from the community/persons in the project area since it does not involve land acquisition and construction works. In case the grievances arise from the community/ persons in the project area, NPA will be responsible for documenting such grievances, discuss and resolve them with the consultants, relevant MDAs, Development Partners and the affected community in order to get the way forward. Feedback on how the grievances are resolved will be given to the affected parties in writing.

#### **Grievance redress procedures:**

The aggrieved shall lodge a complaint to the Project Manager **Mr. Joseph Tenywa, Manager ICT, NPA, email, joseph.tenywa@npa.go.ug phone +256772553920/+256702 200813**. The physical address is: National Planning Authority 17A Clement Hill Road P.O. Box 21434 Kampala Uganda.

Once the grievance is received, it shall be recorded in a grievance logbook. The Project Manager shall inform the project implementing team of the grievances lodged. The Project Manager shall cause meetings between the aggrieved parties and those concerned on the matter raised to discuss and resolve the issues amicably. A record of the meetings and resolutions reached shall be taken. In case of failure to agree, the matter shall be referred to the Executive Director National Planning Authority for his guidance. In case the Executive Director fails to resolve the matter, the aggrieved party can seek legal redress. All stakeholders shall be updated in writing by the Project Manager on the nature of grievances and how they have been addressed.



**Table 3: Sub Component 1: Implementation Roles and Stakeholders**

<b>s/n</b>	<b>Institution</b>	<b>Role</b>	<b>Composition</b>
1	NPA	<ul style="list-style-type: none"> <li>a. Secretariat to the Project</li> <li>b. Coordination of project implementation</li> <li>c. Regularly monitor, evaluate and report progress to the Trust Fund Joint Advisory Committee (JAC), and Technical Management Committee (TMC).</li> <li>d. Implement certain components of the project</li> <li>e. Manage project procurements, financial resources in accordance with Government of Uganda laws</li> </ul>	ED NPA, Project team
3	Ministry of Finance, Planning and Economic Development (MoFPED)	<ul style="list-style-type: none"> <li>a. Project co-financing</li> <li>b. Monitoring and evaluation of project activities on behalf of Government</li> </ul>	PPP unit, PIMs unit, Budget directorate, NPA project team
4	Ministry of Lands, Housing and Urban Development (MLHUD)	<ul style="list-style-type: none"> <li>a. Coordination of trainings for physical planners at the LGs level</li> </ul>	MLHUD – Directorate of Physical Planning NPA
5	Sectors, MDAs & LGs	<ul style="list-style-type: none"> <li>a. Participate in the trainings</li> <li>b. Provide regular reports on project progress</li> </ul>	All Sectors, MDAs & LGs, NPA
6	Development Partners	<ul style="list-style-type: none"> <li>a. Provide project technical support</li> <li>b. Provide project financing</li> </ul>	Trust Fund Joint Advisory Committee (JAC), and Technical Management Committee (TMC).
7	Makerere University, School of the Built Environment	<ul style="list-style-type: none"> <li>a. Conduct tailor made courses in spatial and physical planning</li> <li>b. Provide technical guidance on relevant training</li> <li>c. Be resource persons at the training workshops/seminars</li> </ul>	MUK School of the Built Environment
8	Uganda Bureau of Statistics (UBOS)	<ul style="list-style-type: none"> <li>a. Advise on the policy directions of the UGSDI as a member of the Governing Council</li> <li>b. Develop spatial data Standards for use in collecting data by MDAs</li> </ul>	UBOS NPA MUK School of the Built Environment

**Table 4: Sub Component 2: Implementation Roles and Stakeholders**

No.	Project Component/ Activities	Lead Institution	Implementation Role	Institutional Composition
1.	<p>Build Capacity for GKMA Government institutions and key stakeholders, including: Ministry of Kampala Capital City and Metropolitan Affairs, Ministry of Lands, Housing and Urban Development (MLHUD), Ministry of Local Government (MoLG), Ministry of Finance. Planning and Economic Development (MFPED), Ministry of Tourism, Wildlife and Antiquities, Kampala Capital City Authority (KCCA), Metro Districts (Wakiso, Mukono, Mpigi), and their respective Municipalities of Kira, Nansana, Mukono, Makindye Ssabagabo and Entebbe, NPA, and other key stakeholders in the identified areas: (i) Investment appraisal and preparation of project documents; (ii) Infrastructure design, project costing and plan preparation; (iii) Public Private Partnerships (PPP) negotiation and report preparation; and, (iv) Local Economic Development planning and strategy formulation, ahead of implementation of the GKMA Strategy.</p> <ul style="list-style-type: none"> <li>- Mobilization of GKMA Planners committee.</li> <li>- Identification of relevant courses and themes.</li> <li>- Partnering with an international/ national centre of excellence to deliver training in the identified strategic themes.</li> <li>- Securing of training venue/hotel.</li> <li>- Conduct training in the identified thematic areas.</li> <li>- Train three (3) key staff on LED to deliver on the report of the consultant and, particularly support GKMA entities in delivering atleast one prioritized pre-feasibility study.</li> <li>- Sharing of all training materials by trainers.</li> <li>- Preparation of the training report.</li> <li>- Preparing atleast one prioritised pre-feasibility study by each GKMA entity.</li> </ul>	NPA	<ul style="list-style-type: none"> <li>• Project Secretariat</li> <li>• Coordination of stakeholders and all project activities.</li> <li>• Regularly monitor and report progress for the approval of the Joint Advisory Committee (JAC) and the Technical Management Committee (TMC) of the Trust fund.</li> <li>• Manage project procurements, financial resources in accordance with the relevant laws and procedures.</li> </ul>	NPA, MLHUD, MKCC&MA, KCCA, Metro Districts and Municipal Local Governments MoFPED, MTWA
		MDAs and Metro Districts and Municipal LGs	<ul style="list-style-type: none"> <li>• Participate in identification of relevant courses for training</li> <li>• Participate in the training.</li> <li>• Provide regular reports on project progress</li> <li>• Prepare at least one priority pre-feasibility study after the training under the guidance of NPA</li> </ul>	NPA, MLHUD, MKCC&MA, KCCA, Metro Districts and Municipal LGs
		Development Partners	<ul style="list-style-type: none"> <li>• Provide project technical support</li> <li>• Provide project financing, support and management.</li> </ul>	Urban Development Partners Group (UDPG)
		Training Institution	<ul style="list-style-type: none"> <li>• Develop training materials and models in excel or appropriate software for illustration.</li> <li>• Carry out the training using internationally recognized competitive models</li> <li>• Provide all utilized and other relevant material in both soft and hard copy</li> <li>• Procure HDM4 Model Software license for use during training and hand over to NPA after the training.</li> <li>• Procure Microsoft license and hand to NPA after the training.</li> <li>• Share Models and Reference material used in the training to all participants</li> <li>• Preparation of Training Report (soft and hard copy)</li> </ul>	Training Institution

No.	Project Component/ Activities	Lead Institution	Implementation Role	Institutional Composition
			<ul style="list-style-type: none"> <li>• Award of certificates by the training institution/consultant.</li> </ul>	
2.	<b>Undertaking feasibility study</b> <ul style="list-style-type: none"> <li>- Procurement of consultants to undertake the study.</li> <li>- Data and information collection on the identified priority projects for study.</li> <li>- Data analysis including projections</li> <li>- Engineering and Technical analysis of projects</li> <li>- Social impact assessments</li> <li>- Environmental impact assessments</li> <li>- Financial and Economic analysis of projects</li> <li>- Conducting risk analysis</li> <li>- Economic and distributive analysis of projects</li> <li>- Preparation of draft project documents</li> <li>- Key Stakeholders engagements, including validation of the project documents.</li> <li>- Preparation of final project documents.</li> <li>- Printing and dissemination of Reports to all GKMA subnational Governments and key stakeholders.</li> </ul>	NPA	<ul style="list-style-type: none"> <li>• Project Secretariat</li> <li>• Procurement of consultants</li> <li>• Project technical support and management.</li> <li>• Coordination of key stakeholder engagements, including validation and dissemination meetings.</li> <li>• Regularly report progress for the approval of the Joint Advisory Committee (JAC) and the Technical Management Committee (TMC).</li> <li>• Manage project procurements, financial resources in accordance with Government of Uganda Laws.</li> </ul>	NPA, MTWA, MKCC&MA, MLHUD, KCCA, Metro Districts and Municipal LGs
		Development Partners	<ul style="list-style-type: none"> <li>• Provide technical support.</li> <li>• Provide project financing</li> </ul>	Urban Development Partners Group (UDPG)
3.	<b>Preparing report and guidelines on Land Banking concept</b> <ul style="list-style-type: none"> <li>- Procurement of Consultant</li> <li>- Data collection based on the priority projects.</li> <li>- Stakeholder engagements.</li> <li>- Approval of final guidelines by Minister.</li> <li>- Adoption of guidelines by Cabinet.</li> <li>- Dissemination of final guidelines.</li> </ul>	MLHUD	<ul style="list-style-type: none"> <li>• Participate in procurement process for Consultant</li> <li>• Prepare workplans and budgets for the approval of NPA and trust fund.</li> <li>• MLHUD to implement the project</li> </ul>	MLHUD, MKCC&MA, NPA, Metro Districts and Municipal LGs
4.	<b>Project Management</b> <ul style="list-style-type: none"> <li>- Monitoring and Evaluation of project activities and milestones.</li> <li>- Audit (technical audit)</li> <li>- Development of project implementation plans</li> </ul>	NPA	<ul style="list-style-type: none"> <li>- Monitoring and Evaluation of project activities and milestones.</li> <li>- Audit (technical audit)</li> </ul>	NPA, MKCC&MA, MLHUD, KCCA, Metro Districts and Municipal LGs

**Table 5: Sub Component 1: Resources Key Personnel to the Project**

No.	Key Staff Responsible	Qualification /Experience
1.	Joseph Muvawala (PhD)	Over 20 years; PhD Econ.; M.A EPM; B.A Econ.
2.	Asumani Guloba	Over 20 years; PhD Econ; M.A Econ; B.A Econ.
3.	Joseph Tenywa	Over 20 years MBA; BIS, HD-SWE; PGD-CS
4.	Eng. George Bwanga W.	Over 20 years; MSC Engineering
5.	Katungi David	13 yrs; M.A. EPM, several courses on Regional and LG planning, Urban Mgt, LED.
6.	Dhizaala Sanon Moses	Over 25 years, M.Stat, B.Stat (MUK)
7.	Muwanguzi JB Abraham	12 years; Bsc. Mec. Eng.; MSc. Mec. Eng.; Lic. Tech.; Ph.D (KTH)
8.	Jacqueline Namyalo	11 years; Msc. CS, BSc IT
9.	Musanje Andrew	10yrs; Msc IT, MCTS, BIT,HDSE (Sikkim Manipal University)
10.	Hennery Ssebukeera	7yrs; M.A. Econ, B.A. Econ (MUK)
11.	Tugume Denis	15 years; MSc. Geo-Information Science, URP &Mgt (ITC); B.A URP (MUK)
12.	Justine Arineitwe	7yrs; <i>MSc.ENR (MUK), B.URP (MUK), PGD.Mgt (UMI), Adv. ArcGIS &amp; Remote sensing (MUK) Reg, No. 145 (UIPP).</i>
13.	Sebulime Simon Peter	7yrs; MSc. QE, Bsc QE (MUK)
14.	Rita Ajiduru	BSc in Environmental Science, Technology and Management
<b>Key staff from the Ministry of Lands, Housing and Urban Development (MLHUD)</b>		
14.	Emmanuel Kaganzi,	
15.	Awuzu Wilson	
16.	Irumba Harris	
<b>Key staff from the Uganda Bureau of Standards (UBOS)</b>		
17.	Bernard Muhwezi	
<b>Key staff from the Makerere University School of the Built Environment</b>		
18.	Moses Musinguzi	25 years, PhD in GIS
19.	Lydia Mazzi Kayondo	18 yrs; PhD in GIS

**Table 4: Sub Component 2: Resources NPA Key Personnel to the Project**

No.	Key Staff Responsible	Qualification /Experience
1.	Joseph Muvawala (PhD)	Over 20 years; PhD Econ.; M.A EPM; B.A Econ.
2.	Eng. George Bwanga W.	Over 30 years; MSc; BSc (Eng.)
3.	Dhizaala Sanon Moses	Over 25 years, M.Stat, B.Stat (MUK)
4.	Katungi David	13 yrs; M.A. EPM, several courses on Regional and LG planning, Urban Mgt, LED.
5.	Joseph Tenywa	Over 20 years MBA; BIS, HD-SWE; PGD-CS
6.	Tugume Denis	15 years; MSc. Geo-Information Science, URP &Mgt; B.A URP
7.	Muwanguzi JB Abraham	12 years; Mec. Eng.; MSc. Mec. Eng.; Lic. Tech.; Ph.D (KTH)
8.	Hennery Ssebukeera	7yrs; M.A. Econ, B.A. Econ (MUK)
9.	Evelyn Manyiraho	9 yrs, <i>MSc. Trspt Plg &amp; Eng. (Univ. Leeds), BSc. Civ. (MUK).</i>
10.	Justine Arineitwe	7yrs; <i>MSc.ENR (MUK), B.URP (MUK), PGD.Mgt (UMI), Adv. ArcGIS &amp; Remote sensing (MUK) Reg, No. 145 (UIPP).</i>
11.	Sebulime Simon Peter	7yrs; MSc. QE, DITRA, Bsc QE (MUK)

**ANNEX1: LIST OF MDAs, DISTRICTS AND URBAN AUTHORITIES SELECTED FOR GIS AND SPATIAL DATA TRAINING**

Selection Criteria for MDAs:

1. Priority sector of Government
2. Active producer or user of statistical or geographical information
3. Mandate related to national development planning
4. Established and staffed planning unit with trainable personnel

Selection Criteria for Local Governments (LGs)

1. Regional balance
2. Not a beneficiary of the Uganda Support to Municipal Infrastructure Development Program (USMID) Project
3. New cities

S/N	Region	Institutions/Local Government/Cities
1	<b>Central</b> - MDAs	National Planning Authority (NPA)
2		Uganda Electricity Transmission Company Ltd
3		Uganda Electricity Generation Company Ltd
4		Petroleum Authority of Uganda (PAU)
5		National Forestry Authority
6		Department of Urban Development-Ministry of Lands, Housing & Urban Development (MoLHUD)
7		Uganda Bureau of Statistics (UBOS)
8		Department of Crop Production- Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)
9		OPM
10	LGs	Mukono Municipality
11		Kira Municipality
12		Nansana Municipality
13		Makindye- Ssabagabo Municipality
14		Mityana Municipality
15		Mubende Municipality
16		Masaka City
17		Kampala Capital City Authority
1	<b>Eastern</b> - MDAs	Department of Physical Planning-Ministry of Lands, Housing & Urban Development (MoLHUD)
2		Department of Planning and Quality-Ministry of Lands, Housing & Urban Development Assurance (MoLHUD)
3		Uganda National Meteorological Authority
4		Department of Crop Production (MAAIF)
5		Department of Agricultural Infrastructure, Mechanization and Water for Agricultural Production (DAIMWAP)
6		Ministry of Local Government (MoLG)
7		Ministry of Tourism Wildlife and Antiquities (MTWA)

8		Directorate of Geological Survey and Mines - Ministry of Energy and Mineral Development (MoEMD)
9		Department of Planning-Ministry of Health (MoH)
10	LGs	Kapchorwa Municipality
11		Njeru Municipality
12		Lugazi Municipality
13		Iganga Municipality
14		Kumi Municipality
15		Bugiri Municipality
16		Mbale City
17		Jinja City
1	<b>Western - MDAs</b>	Water of Water and Environment (MWE)
2		Directorate of Energy Resources Development – Ministry of Energy and Mineral Development (MoEMD)
3		Department of Housing Development and Estates Management -(MoLHUD)
4		Uganda Wildlife Authority
5		Department of Disaster Preparedness and Management - OPM
6		Ministry of Works and Transport
7		Department of Planning-Ministry of Education and Sports
8		National Information Technology Authority-Uganda (NITA - U)
9	LGs	Ibanda Municipality
10		Kisoro Municipality
11		Sheema Municipality
12		Rukungiri Municipality
13		Bushenyi Municipality
14		Ishaka Municipality
15		Masindi Municipality
16		Mbarara City
17	Fort Portal City	
1	<b>Northern - MDAs</b>	Department of Agricultural Planning and Development (MAAIF)
2		Uganda Investment Authority
3		Ministry of Finance, Planning and Economic Development (MoFPED)
4		Ministry of Science, Technology & Innovation (MoSTI)
5		Public Universities and other tertiary institutions
6		Ministry of Information and Communications Technology and National Guidance
7		Climate Change Department (MWE)
8		National Agricultural Research Organization (NARO)
9		Uganda Police Force (UPF)
10		Uganda Industrial Research Institute
11		Department of Surveys and Mapping-Ministry of Lands, Housing & Urban Development (MoLHUD)
12	LGs	Koboko Municipality
13		Apac Municipality
14		Kotido Municipality
15		Nebbi Municipality
16		Arua City
17	Gulu City	

**ANNEX2: LIST OF PARTICIPANTS TRAINED IN SPATIAL PLANNING AT THE CIVIL SERVICE COLLEGE, JINJA (8-12 FEB 2021)**

<b>Sn</b>	<b>Name</b>	<b>Title</b>	<b>Institution/ District</b>
1.	Kongai Marion	Environmental Officer	Kumi MC
2.	Ssesamba Matia	IT Officer	Njeru MC
3.	Muloma Samuel	SAO	MAAIF
4.	Muyama Eunice	Physical Planner	Mbale City
5.	Okurut Charles	Sen. Heath Officer	Min. of Health
6.	Nakibuuka Irene Lydia	Ag. Sen. Physical Planner	Bugiri MC
7.	Mutebi Ronald	Economic Planner	Kapchorwa MC
8.	Ssempewo Mark	Economist	MLHUD
9.	Etyang Julius Obita	Physical Planner	Kapchorwa
10.	Peace Nakembo H.	Sen. Policy Analyst	MLHUD
11.	Ahumuza Samuel	Economist	MoLG
12.	Lumama Abel Kayemba	Physical Planner	MLHUD
13.	Matua Emmanuel	Physical Planner	MLHUD
14.	Eibu Vincent	Planner	Kumi MC
15.	Mulombo Yusuf	Sen. Planner	Njeru MC
16.	Wotsomu John Moses	Sen. Planner	Mbale City
17.	Matumi John	PAO	MAAIF
18.	Wandira Constantine	Physical Planner	Iganga MC
19.	Biruru Jonah	IT Officer	Iganga MC
20.	Mulondo Azam S.Swaliki	Planner	Bugiri MC
21.	Kayongo Christine	Sen. Economic Planner	Jinja City
22.	Namanya Didacus	Health Geographer	MOH
23.	Namuyanja Florence	Economic Planner	Lugazi MC
24.	Mwebe Joyce	Sen. Physical Planner	Lugazi MC
25.	Nampendho Charles	Sen. Physical Planner	Jinja City
26.	Joseph Tenywa	Ag. Director	NPA
27.	Thadeus Ssempijja	Manager, Audit	NPA
28.	Rita Ajidiru	GIS Officer	NPA
29.	Aidah N. Kasule	Admin. Secretary	NPA
30.	Rapheal Wangalwa	Lecturer	Mbarara University
31.	Allan Mazimwe	Facilitator	Makerere University
32.	Nyanzi Sulamani	Head Finance	NPA
33.	Kateregga Geofrey	Trainee	NPA
34.	Dr Musinguzi Moses	Facilitator	Makerere University

### ANNEX3: LIST OF MEMBERS OF THE GKMA PLANNERS' COMMITTEE

No.	Name	Title	GKMA Institution/MDAs
1.	Patrick Musoke	Ag. Director, Strategy Management /Chairman	KCCA
2.	Enock Agwaimo	Strategy Dev't Officer	KCCA
3.	Philemon Aceku	Strategy Dev't Officer	KCCA
4.	Lukyamuzi Matia	Physical Planner	Makindye Ssabagabo
5.	Eng. Sam Mwesigwa	District Engineer	Wakiso District
6.	Ruth Nakatudde	Principal Physical Planner	Wakiso District
7.	Ntegge Kenneth	Economic Planner	Mukono District
8.	Ssebaduka Collins	Physical Planner	Mukono District
9.	Nsoobya Charles	Economic Planner	Mpigi District
10.	Sitenda Mugalu	Physical Planner	Mpigi District
11.	Yvonne Keinembabazi	Transport Economist	UNRA
12.	Job Kikulwe	Economic Planner	Mukono Mc
13.	Juliet Muyonjo	Senior Economic Planner	Entebbe Mc
14.	Miir Samuel	Senior Economic Planner	Nansana Mc
15.	Dr Kintu Abubaker	Commercial Services,	Kira Mc
16.	Eng. George Bwanga	Manager Infrastructure, Industry and Physical Planning	NPA
17.	Denis Tugume	Senior Planner, Physical and Spatial Planning	NPA
18.	Justine Arineitwe	Planner, Urban Development and Housing	NPA
19.	Anguzu Richard	Ag AC M&E	MLHUD
20.	Jackie Kemigisha	Principal Urban Officer	MoLG
21.	Edward Byaruhanga	Manager, Transport Planning	UNRA
22.	Abel Ajalu	G.T. Works & Transport	NPA
23.	Deo Kiryowa	Economist, KCCA	KCCA
24.	Monica Ademachu	Undersecretary	Ministry of Kampala Capital City and Metropolitan Affairs
25.	Mukiibi Edward	Senior economic planner	Makindye Ssabagabo
26.	Gulooba rogers	Senior Planner	Kira MC
27.	Murungi Hillary	Senior physical planer	Mukono



**ANNEX 4: LIST OF PARTICIPANTS BEING TRAINED UNDER THE GREATER KAMPALA METROPOLITAN AREA CAPACITY BUILDING SUBCOMPONENT**

No	Participant	Designation	Local Gov't/MDA
1	Kamoga Hamza	Physical Planner	Mukono District
2	Kenneth Ntege	Senior Commercial Officer	Mukono MC
3	Hillary Murungi	Senior Physical Planner	Mukono MC
4	Job Kikulwe	Senior Economic Planner	Mukono
5	Apollo Mayito	Ass. Engineering Officer	Entebbe MC
6	Juliet Muyonjo	Senior Economic Planner	Entebbe MC
7	Wilber Mukasa	Municipal Engineer	Nansana MC
8	Simon Kiguli	Senior Physical Planner	Nansana MC
9	Matia Bisirikirwa L	Senior Physical Planner	Makindye Ssabagabo MC
10	Edward Mukiibi	Senior Economic Planner	Makindye Ssabagabo MC
11	Charles Nsohya	District Planner	Mpigi District
12	Henry Lugeye	District Engineer	Mpigi District
13	Angella Nakimera E	Physical Planner	Kira MC
14	Rogers Golooba	Senior Economic Planner	Kira MC
15	Ruth Nakatudde	Senior Physical Planner	Wakiso District
16	Sam Mwesigwa D	District Engineer	Wakiso District
17	Patrick Musoke	Deputy Director Strategy	KCCA
18	Enock Agwaimo	Programme Officer PIFUND	KCCA
19	Deogratias Kiryowa	Statistician	KCCA
20	Philemon Aceku	Officer Strategy	KCCA
21	Andama Alfred	Economist	MoKCC&MA
22	Edemachu Monica Ejua	Administrative Officer	MoKCC&MA
23	Muhamed Mbaziira K	ICT Officer	MoKCC&MA
24	Richard Anguzu	Principal Economist	MoLHUD
25	Joseph Walter Pade	Commissioner Urban Development	MoLHUD
26	Jackie Kemigisha	Principal Urban Officer	MoLG
27	Newton Akiza Britin	Senior M&E Officer	MoTWA
28	Eng. Charles Mukasa D	Principal Executive Eng. Urban Roads	MoWT
29	Denis Kanyesige	Senior Staff Surveyor	MoWT
30	David Luggya	M&E Officer	MoWT
31	Davis Muhwezi	Transport Economist	UNRA
32	Moses Ochole	Highway Specialist	UNRA
33	Edward Byaruhanga	Manager-Transport Planning & Engineering	UNRA
34	Conrad Bwanga	Engineer	UNRA
35	Yvonne Keinembabazi	Engineer	UNRA
36	Daniel Kitone	Director Research and Planning	UIA
37	Rebecca Nalumu Wamono	Manager- Business Dev't & Investment Support	UFZA
38	Francis Muhumuza	Senior Economist- Project Analysis	MoFPED
39	Dr. Mukisa Ibrahim	School of Economics MUK	Makerere University
40	Tasha Balunywa	Planner Strategy	NPA
41	Abel Ajalu	GT. Works and Transport	NPA

<b>No</b>	<b>Participant</b>	<b>Designation</b>	<b>Local Gov't/MDA</b>
42	Mark Kabirizi	Planner Projects	NPA
43	Chris Nokrach	Ag. Manager Local Government	NPA
44	Justine Arineitwe	Planner Housing & Urban Development	NPA
45	Epiak William	Senior Planner M&E	NPA
46	Kenneth Mudumba	Economist	NPA
47	Evelyn Manyiraho A	Senior Planner W&T	NPA
48	Denis Tugume	Senior Planner PSP	NPA
49	Allan Kayongo	Senior Planner Research	NPA
50	Simon Peter Sebulime	Senior Planner Projects	NPA
51	Hilda Ahura B	Civil Engineer	SGR
52	Davis Anguyo M	Civil Engineer	SGR

## ANNEX 5: STAKEHOLDER ENGAGEMENT BUDGET

<b>1.3</b>	<b><i>Spatial Planning Sub Component</i></b>	<b><i>Budget in USD \$</i></b>
1.	Training and capacity Building for 120 pax drawn from 40 MDAs and 25 LGs.	169,622
2.	UGSDI policy dissemination workshop	3,774
3.	Training needs assessment	16,318
4.	Quarterly meetings for the Technical Committee on Standards	6,527
5.	Quarterly meetings of the UGSDI Steering/Technical committees	4,216
	<b>Establishment of a Clearing house at NPA</b>	0
6.	Short Course training in GIS	25,541
	<b>Sub-total (Stakeholder Engagement costs)</b>	<b>225,997</b>
<b>1.3</b>	<b><i>GKMA Sub Component</i></b>	<b><i>Budget in USD \$</i></b>
	<b>Capacity Building for GKMA Government institutions and key stakeholders in identified thematic areas.</b>	
7.	GKMA Planners' Committee Seminar to discuss roadmap, start-up activities, roles and responsibilities of the various institutions in implementing the project and ToRs for capacity building component.	1,677
8.	Training of 43 technical staff of GKMA Government institutions and key stakeholders in selected thematic areas.	109,947
	<b>Undertaking Feasibility Study for Greater Kampala Tourism Circuit Project</b>	
9.	GKMA Planners' Committee Seminar on ToRs for consultant on feasibility study.	1,677
10.	Key Stakeholders engagements, namely: review of inception report, review of draft report and validation of project documents (reports/results of the feasibility)	23,472
	<b>Preparation of Report &amp; Guidelines on Land Banking</b>	
11.	GKMA Planners' Committee to discuss ToRs for consultant to prepare report and guidelines on land banking	1,677
12.	Field visits/engagements and data collection on successful inland (Uganda) experiences on land banking	17,638
13.	Three (3) stakeholder engagements, namely: review of inception report, review of draft report and validation of the draft report and guidelines on land banking.	24,234
	<b>Sub-total (Stakeholder Engagement costs)</b>	<b>180,322</b>

**TOTAL STAKEHOLDER ENGAGEMENT BUDGET = US \$406,319.0**