



THE REPUBLIC OF UGANDA

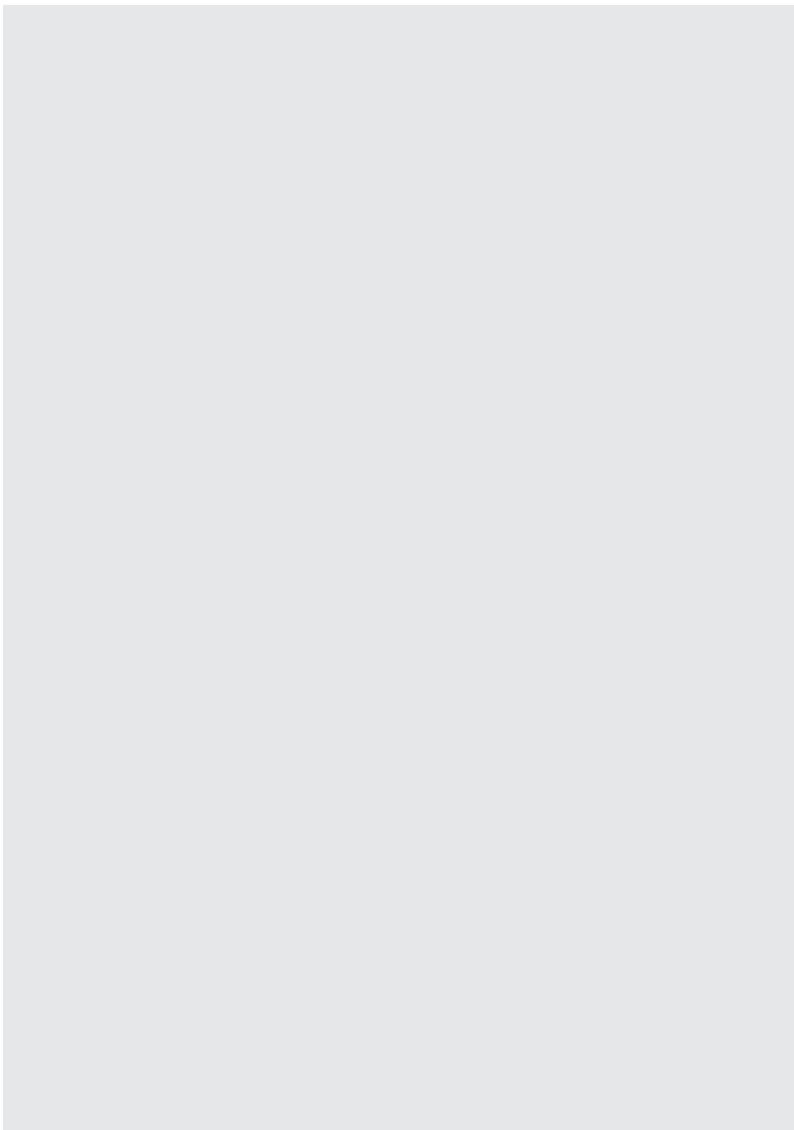
OFFICE OF THE PRESIDENT

MINISTRY OF KAMPALA CAPITAL CITY
AND METROPOLITAN AFFAIRS

GREATER KAMPALA METROPOLITAN AREA URBAN DEVELOPMENT PROGRAM

FREQUENTLY ASKED QUESTIONS







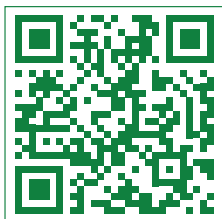
THE REPUBLIC OF UGANDA

OFFICE OF THE PRESIDENT

MINISTRY OF KAMPALA CAPITAL CITY
AND METROPOLITAN AFFAIRS

GREATER KAMPALA METROPOLITAN AREA URBAN DEVELOPMENT PROGRAM

FREQUENTLY ASKED QUESTIONS





OFFICE OF THE PRESIDENT

MINISTRY OF KAMPALA CAPITAL CITY AND METROPOLITAN AFFAIRS

GREATER KAMPALA METROPOLITAN AREA URBAN DEVELOPMENT PROGRAM

List of Acronyms

1. **DLIs:** Disbursement Linked Indicators
2. **ESIA:** Environment and Social Impact Assessment
3. **GOU:** Government of Uganda
4. **GKMA:** Greater Kampala Metropolitan Area
5. **GKMA-UDP:** Greater Kampala Metropolitan Area Urban Development Program
6. **GRC:** Grievance Redress Committee
7. **IG:** Inspectorate of Government
8. **IMC:** Inter-Ministerial Committee
9. **ISG:** Institutional Support Grant
10. **IVA:** Independent Verification Agency
11. **KCCA:** Kampala Capital City Authority
12. **LGFC:** Local Government Finance Commission
13. **MDFs:** Municipal Development Forums
14. **MDG:** Metropolitan Development Grant
15. **MoFPED:** Ministry of Finance, Planning and Economic Development
16. **MoKCC&MA:** Ministry of Kampala Capital City and Metropolitan Affairs
17. **MTEF:** Medium Term Expenditure Framework
18. **NDP:** National Development Plan
19. **OAG:** Office of the Auditor General
20. **PPDA:** Public Procurement and Disposal of Public Assets Authority
21. **PforR:** Performance for Results
22. **PTC:** Program Technical Committee
23. **PST:** Program Support Team
24. **ROW:** Right of Way

A. About the Program

A.1. What is the Greater Kampala Metropolitan Area Urban Development Program?

The Greater Kampala Metropolitan Area Urban Development Program (GKMA-UDP) is a Government of Uganda (GoU) program aimed at supporting the needs of the entities in the Greater Kampala Metropolitan Area (GKMA) towards service delivery for improved mobility and connectivity, workspaces, job creation, resilience and institutional strengthening.

A.2. Who implements/ manages the GKMA-UDP?

The Office of the President-Ministry of Kampala Capital City and Metropolitan Affairs (MoKCC&MA), coordinates the implementation of the GKMA-UDP.

The program is implemented by nine entities, namely, Kampala Capital City Authority (KCCA), Wakiso, Mukono and Mpigi district local governments and the respective

municipal local governments of Kira, Nansana, Makindye-Ssabagabo, Mukono, and Entebbe.

A.3. What are the objectives of the program?

The strategic objective of the program is to enhance the institutional capacity in the Greater Kampala



OFFICE OF THE PRESIDENT

MINISTRY OF KAMPALA CAPITAL CITY AND METROPOLITAN AFFAIRS

GREATER KAMPALA METROPOLITAN AREA URBAN DEVELOPMENT PROGRAM

Metropolitan Area (GKMA) for metropolitan coordination and management and increase access to improved infrastructure and services.

Specific objectives of the program are to:

- i. Enhance mobility and accessibility in GKMA.
- ii. Foster resilience and environmental sustainability in the region.
- iii. Create workspaces, skilling centres and employment opportunities for the unemployed youth, women and economic clusters.
- iv. Enhance the capacity of the MoKCC&MA and implementing entities for improved service delivery.

A.4. Who will this program benefit?

The program promotes inclusiveness of all stakeholders and will primarily benefit residents of Kampala, Wakiso District, Mpigi District, Mukono District and the municipalities of Nansana, Makindye-Ssabagabo, Kira, Mukono, and Entebbe.

The secondary beneficiaries include the transient population beyond the GKMA, Ugandan and non-Ugandan citizens and the private sector actors both national and international.

A.5. How will the citizens benefit from the GKMA-UDP?

The citizens will benefit from establishment of markets and job-creation centres and conducive workspaces aimed at promoting economic activities and businesses. The improved roads will enhance mobility and accessibility which will support socio-economic development.

Additionally, improved drainage systems and proper physical planning will support climate resilience. Citizens are also encouraged to play a critical role in the implementation of this program by monitoring projects through the Metropolitan Development Forums (MDFs), cooperating in acquisition of right of way, avoiding gender-based violence, respecting road signs and following provided guidance such as traffic management plans in case of road diversions.

A.6. What is the institutional framework of the GKMA-UDP?

The institutional framework for implementation of the program includes the MoKCC&MA, Inter-Ministerial Committee, the Program Technical Committee, the Program Support Team and the nine implementing entities. The MoKCC&MA coordinates, monitors and ensures accountability of the program funds. The ministry undertakes feasibility studies and designs. GKMA Inter-Ministerial Committee (IMC) makes policy decisions regarding emerging policy issues on the program.



OFFICE OF THE PRESIDENT

MINISTRY OF KAMPALA CAPITAL CITY AND METROPOLITAN AFFAIRS

GREATER KAMPALA METROPOLITAN AREA URBAN DEVELOPMENT PROGRAM

The Program Technical Committee (PTC) addresses technical issues that might have impacts on the program implementation.

The Program Support Team is responsible for coordination, supervision, and management of the program as part of the ministry team.

The GKMA entities are responsible for planning, budgeting, implementing, and reporting on the program.

A.7. What are the planning frameworks on which the program is aligned?

The program is aligned with the Government of Uganda Vision 2040, the National Development Plan III (2020/21 - 2024/25), the Greater Kampala Metropolitan Area Economic Development Strategy (2020-2030), the National Urban Policy (2017), Uganda's National Climate Change Policy (2015), Green Growth Strategy (2017/18 - 2030/31) and the Sustainable Development Goals (2015-2030).

A.8. What is the Metropolitan Development Grant?

The Metropolitan Development Grant (MDG) is a fund that supports implementing entities to plan and construct or rehabilitate urban resilient transport, drainage, and local economic development infrastructure.

The MDG covers metropolitan infrastructure and services in the

nine entities. The grant supports achievement of Result Area 2, which is improved access to infrastructure and services.

A.9. What pillars are supported by the MDG?

The pillars supported by the MDG are:

Pillar 1: Mobility and Accessibility.

Pillar 2: Resilience and Environment.

Pillar 3: Workspace and Job Creation.

A.10. What is the Institutional Support Grant to MoKCC&MA?

The Institutional Support Grant (ISG) for the MoKCC&MA is a fund used to enhance the ministry's coordination, capacity building and oversight role in the metropolitan area. The fund is also used for feasibility studies and designs.

A.11. What is the Institutional Support Grant (ISG) for the entities?

The Institutional Support Grant (ISG) for the entities is a fund used to support effective city and local government service delivery.



OFFICE OF THE PRESIDENT

MINISTRY OF KAMPALA CAPITAL CITY AND METROPOLITAN AFFAIRS

GREATER KAMPALA METROPOLITAN AREA URBAN DEVELOPMENT PROGRAM

GKMA implementing entities use their ISG to majorly finance innovations, planning and climate change mitigation measures. The ISG is also used to support human resource development, facilitate retooling, build institutional capacity and strengthen systems related to metropolitan management activities.

The activities to be funded by the ISG do not only improve the performance of the GKMA implementing entities but also enable them to meet the Program's Disbursement Linked Results (DLRs) – and thus qualify for larger Metropolitan Development Grants (MDGs).

A.12. What is the source of financing for the GKMA-UDP?

The program is jointly financed by Government of Uganda, (USD 571.31M), the World Bank (USD 566M) and the French Development Agency (USD 42.66M).

A.13. What is the PforR model of operation?

Program implementation is based on Performance for Results (PforR) financing modality where the actual size of the funds must be earned through the performance of the implementing entities on meeting the Disbursement Linked Indicators based on the annual performance assessment.

A.14. What are Disbursement Linked Indicators (DLIs)?

DLIs are indicators designed to measure the performance and achievements of the program results. DLIs and their credible verification protocols will determine the earned amount by each implementing entity. They are attached to pre-determined minimum conditions for accessing funds to implement the GKMA-UDP. DLIs guide in determining how much money each entity has earned as determined by the independent verification agency. This, therefore, triggers distribution of funds to the MoKCC&MA and the GKMA implementing entities. The indicators also help in determining the level of improvement or decline in performance.

Physical Outputs

The expected outputs under this program include; upgraded/reconstructed roads , widened drainage channels, signalized junctions, constructed or expanded markets and restored wetlands.



B. Road Construction

B.1. How did this program choose which roads to construct?

Roads were selected during the program design, with priority given to roads that demonstrated interconnectivity among local governments and capability of reducing traffic jam on the main highways. Their linkage to economic growth centres was also used as a parameter. Selection of road projects followed the Compass Model. The stakeholders involved in this process included the cabinet, MoFPED, the World Bank, the National Planning Authority, implementing entities, and the Technical Planning Committee at MoKCC&MA.

B.2. What is the Compass Model?

The Compass Model is a method used to ensure connectivity between the various compass directions of Kampala. In effect, roads that facilitate transport/movement from north-south-west-east of the city, without going through the Kampala City Centre are selected.

B.3. What is the total number of kilometers that will be covered under the GKMA-UDP road projects?

GKMA-UDP will cover 391 kilometers. The roads that will be constructed during the financial year 2024/25 are shown in the table below.

List of roads ready to be advertised for construction in FY 2024/25		
Entity	Road names [and length]	
Kampala Capital City Authority [21.1Km]	• Ben Kiwanuka	[1.4Km]
	• Rashid Khamis,	[0.8Km]
	• Old Kampala Ring/Matia Mulumba	[1.2Km]
	• Muganzilwaza	[0.54]
	• Mukalazi Roads	[1.0Km]
	• Kira Road	[5.0Km- Dual]
	• Katalemwa Road	[1.1Km]
	• Kigobe Road	[1.7Km]
	• Bemba Road	[0.86Km]
	• Kyebando 34x	[1.3Km]
	• Nsambya Estate Road	[1.9Km]
	• Cape Villas/Wavamuno	[2.8Km]
	• Ntake Road Master	[1.7Km]



OFFICE OF THE PRESIDENT

MINISTRY OF KAMPALA CAPITAL CITY AND METROPOLITAN AFFAIRS

GREATER KAMPALA METROPOLITAN AREA URBAN DEVELOPMENT PROGRAM

List of roads ready to be advertised for construction in FY 2024/25

Entity	Road names [and length]
Nansana Municipality [12.81Km]	- Nansana – Wamala Katooke [4.87Km] - Maganjo Jinja Kalori Link [1.1Km] - Katooke-Nabweru Link [2.74Km] - New Era – Lugoba Link [0.80Km] - Nansana – Nabweru [1.66Km] - Nabweru Kazo Central Link [1.64km]
Makindye Ssabagabo Municipality [10.1Km]	- Lubugumu-Busabala Link 1 [2.3km] - Lubugumu-Busabala Link 2 [1.2Km] - Lubugumu-Busabala Link 3 [0.5km] - Lubugumu-Kakora [1.0Km] - Kibutika Road [2.9Km] - Kibutika Road 2/ Municipal Road [1.0km] - Namasuba Para Link [0.6Km] - Nakayenga Road [0.6Km]
Wakiso District [29.4km]	- Kisozi- Kitemu+ Nagalabi spur [7.0Km] - Bweya- Namulanda + links [9.5Km] - Bukasa- Sentema-Kakiri [12.9Km]
Entebbe Municipality [3.5km]	Kitooro-Kiwafu12- Nakiwogo-Road [3.5Km]

List of roads ready to be advertised for construction in FY 2024/25	
Entity	Road names [and length]
Mpigi [15.6Km]	Mpigi-Muduuma [15.6Km]
Total length	92.51Km
Mukono DLG	Ntenjeru- Buule [18.5Km]

B.4. Our road was approved for construction. When will work start?

Once approved, designs are drawn, people with properties in the road corridor are engaged, agreements are reached, a road contractor is competitively selected, and construction starts. The start of construction is determined by how smoothly and quickly the above processes are handled.

B.5. What will happen to the utilities in the planned road project sites?

Utilities, such as mobile telecom service ducts, electricity connecting poles and lines, national water and sewerage connecting pipes, among others, that are affected by the GKMA-UDP road and market projects shall be relocated in close collaboration with the Uganda Communications



OFFICE OF THE PRESIDENT

MINISTRY OF KAMPALA CAPITAL CITY AND METROPOLITAN AFFAIRS

GREATER KAMPALA METROPOLITAN AREA URBAN DEVELOPMENT PROGRAM

Commission, utility companies, implementing entities and the Ministry of Kampala Capital City and Metropolitan Affairs.

B.6. How do I know whether the road or market in my area is part of the program?

Detailed information on the GKMA-UDP road and market projects may be accessed through various communication channels, including the Metropolitan Development Forums (MDFs), notice boards at the implementing municipal councils and district local governments, the program website and online media. Website: www.gkma.op.go.ug, LinkedIn: <https://www.linkedin.com/in/gkma-urban-development-program/> X.Com: <https://x.com/GKMAUrbanDev>

Information on whether your community road or market is part of the program may also be got from your GKMA-UDP respective district/ municipal/ city focal person listed at the end of this booklet.

B.7. What are MDFs and what is their role?

MDFs are Metropolitan Development Forums. They are voluntary, non-partisan platforms established at the entity level for all stakeholders in the program area to meet once every two months so as to exchange views, debate priorities and agree on matters related to their community development.

B.8. Who are the key actors in the MDFs?

All citizens in an entity should work with the Metropolitan Development Forum to ensure development of their area. Members of the MDFs include political leaders, technical officers and other non-state actors. However, the democratically elected executive committee members of MDFs are generally non-partisan and these include representatives from private sector, non-government organizations, media, cultural and religious institutions, business community and other stakeholders in development at metropolitan level. Overall, the political and technical actors complement each other for purposes of development in the entities and improved service delivery.

B.9. Who should I inform about any malpractice concerning construction and/or maintenance works along roads under this program?

Cases of malpractice on GKMA-UDP-related projects should be reported to the Grievance Redress Committees (GRCs), Metropolitan Development Forums (MDFs), local leaders and Office of the President - Ministry of Kampala Capital City and Metropolitan Affairs.



C. Construction of Markets and Skilling Centres

C.1. How are markets and work spaces to be constructed in the entities chosen?

The criteria for markets to be developed, but were not limited to, a clear demand and viability analysis in terms of ability to create jobs and generate revenue for the local government. However, the land on which the market is to be built must belong to the implementing government entity and not the private sector. The work spaces and job creation centres to be constructed will be demand-driven, basing on the presence of vendors and local business communities in the locality, ready to use the structures.

C.2. Won't the markets become unaffordable for the current users?

The process for determining the prices of market stalls shall be determined by the leadership of the market through a set of comprehensive analysis of the size, affordable price that vendors afford to pay, revenue projection and customers buying motives in consultation with the respective local government.

This will be guided by the provisions in the Markets Act 2023.

C.3. Where will the current market users operate from during construction?

In consultation with the vendors, before actual works start, temporary relocation sites shall be identified by the implementing entity and equipped for use until market redevelopment is undertaken. All potential market users will be registered and allocated the spaces accordingly.

C.4. How will market stalls be allocated?

The markets to be constructed shall be for the current and future users. In accordance with section 21 of the Markets Act 2023, the market allocation committee will ensure that there is equitable distribution of decent workspaces.

The committee will give priority to already existing registered vendors in the market. The vendors will be registered before the market designs and construction can begin.

C.5. What kind of skilling centres are expected to be set up?

Entities will prioritize the development of skilling centres especially for the youth. These centres can be used to train youth in practical skills such as carpentry, construction, tailoring, hair dressing, motor repairs, and others. These are useful in promoting skills for self-employment and job creation.



OFFICE OF THE PRESIDENT

MINISTRY OF KAMPALA CAPITAL CITY AND METROPOLITAN AFFAIRS

GREATER KAMPALA METROPOLITAN AREA URBAN DEVELOPMENT PROGRAM

List of markets, skilling centres and eco-tourism sites on the Program;

- Kame valley market-Mukono Municipal Council
- Kireka market-Kira Municipal Council
- Nansana market-Nansana Municipal Council
- Wakiso Central Market-wakiso District Local Government
- Bulaga market-wakiso District Local Government
- Kawuku market-wakiso District Local Government
- Entebbe Fish market-Entebbe Municipal Council
- Ggaba Market-Kampala Capital City Authority
- USAFI market-Kampala Capital City Authority
- Mpigi Central Market-Mpigi District Local Government
- Kyetume Slaughter Slab / Skilling Centre-Mukono District Local Government
- Seguku Skilling Centre-Makindye-Sabagabo Municipal Council
- Kamyokya market-Kampala Capital City Authority
- Makanaga Eco-tourism site-Mpigi District Local Government
- Katonga Polytechnic Skilling Centre-Mpigi District Local Government

D. Environmental Impact/ Climate Resilience

D.1. What is the procedure for addressing environmental and social concerns which are likely to arise or are arising from the program activities?

Environmental and Social Impact Assessment (ESIA) is a standard and statutory requirement to identify the potential impact and risks from the implementation of the program. This is consistent with the provisions of the National Environment Act 2019, and the World Bank Environmental and Social Framework.

D.2. How are environmental safeguards catered for in the procurement cycle?

The program is pursuing the principles of sustainable public procurement (SPP) to ensure environmental and social safeguards. The six key principles are:

1. SPP is good public procurement;
2. SPP implementation needs leadership
3. SPP contributes to broad policy goals;



OFFICE OF THE PRESIDENT

MINISTRY OF KAMPALA CAPITAL CITY AND METROPOLITAN AFFAIRS

GREATER KAMPALA METROPOLITAN AREA URBAN DEVELOPMENT PROGRAM

4. SPP respects stakeholder interests and builds on stakeholder engagement;
5. SPP implements sound organisational management principles
6. SPP monitors its outputs and outcomes

Promotion of enhanced environmental and social safeguards in the bidding documents is a critical platform for sustainable procurement. This has included integrating E&S aspects such as management strategies and implementation plans, Environmental, Social, Health and Safety (ESHS) Code of Conduct, and declaration of the bidders' previous performance in E&S, and integration of E&S in the Bills of Quantities, among others.

D.3. What is the role of stakeholders in Environmental and Social Impact Assessments?

The preparation of ESIA is participatory, involving active stakeholder engagements. Any concerns on environmental and social impacts and risks relating to the program activities can therefore be raised during the ESIA process.

During implementation, the various E&S impacts and risks will be addressed with close monitoring by the implementing entities.

E. Complaints and Grievances

E.1. What is the procedure of registering a complaint or concern on the GKMA-UDP activities?

The Greater Kampala Metropolitan Area Urban Development Program (GKMA-UDP) features a grievance redress mechanism (GRM) to ensure prompt resolution of grievances. The GRM includes procedures at the Ministry of Kampala Capital City and Metropolitan Affairs (MoKCC&MA), district local governments, municipalities, and project sites. Grievance Redress Committees (GRCs) at these levels are tasked with receiving, evaluating, investigating, and resolving complaints. Complainants can also channel their complaints through any local leaders or members of Metropolitan Development Forums (MDFs).

E.2. How are the GRCs structured?

Project site-level GRCs are divided into contractor and community committees. The contractor GRC consists of the contractor's workforce representatives, while the community GRC includes residents, affected individuals, opinion leaders, and a Metropolitan Development Forum



OFFICE OF THE PRESIDENT

MINISTRY OF KAMPALA CAPITAL CITY AND METROPOLITAN AFFAIRS

GREATER KAMPALA METROPOLITAN AREA URBAN DEVELOPMENT PROGRAM

(MDF) member. The GRC secretary is responsible for recording complaints in the grievance logbook.

E.3. How are grievances handled at different stages?

Grievances manageable at the project site level will be addressed by the GRC, which will assess and investigate the issue. If resolved to the aggrieved party's satisfaction, it will be closed and signed off. Grievances beyond this scope will either be referred to the entity level (district/municipality) GRC for further action or to the police in cases of a criminal nature such as assault, rape, defilement, theft, etc.

At the entity level, the Community Development Officer (CDO) will register grievances escalated from the contractor/community committees. If the entity GRC's investigation satisfies the aggrieved party, the issue will be closed and signed off. Otherwise, it will be escalated to the MoKCC&MA. Where necessary, the MoKCC&MA will collaborate with funders or other government agencies to resolve the issue.

Project site GRC members and local leaders serve as a point of contact for all stakeholders, particularly the affected communities and individuals. Stakeholders may approach them to ask questions or obtain information about the program.

A person or groups of people shall register their complaint(s) with Grievance Redress Committees (GRCs) nearest to them. These GRCs shall be at community level, contractor level,

municipal level and district level. Names and contacts of GRCs are publicized on noticeboards of the entities, places of worship, schools, markets and through public radios and community gatherings.

E.4. Who can I talk to about my land or property that is located along the road or drainage which is going to be constructed?

In case of any enquiries on your land or property along the road and drainage sites that will potentially be affected by GKMA-UDP related works, you may contact the Community Development Officer (CDO) in your district/ municipality for assistance.

E.5. I work for a construction firm which is implementing works on GKMA-UDP. Who should I talk to about some challenges at my work?

If you have challenges at your work with a construction firm that is implementing works under GKMA-UDP, you may talk to the contractors' Grievance Redress Committee (GRC), the Workers' Council or the District/Municipal Probation Officer.

E.6. How will I be compensated for the land that I will give up for construction?

The program was designed to upgrade or reconstruct/rehabilitate roads and markets with existing right of way



OFFICE OF THE PRESIDENT

MINISTRY OF KAMPALA CAPITAL CITY AND METROPOLITAN AFFAIRS

GREATER KAMPALA METROPOLITAN AREA URBAN DEVELOPMENT PROGRAM

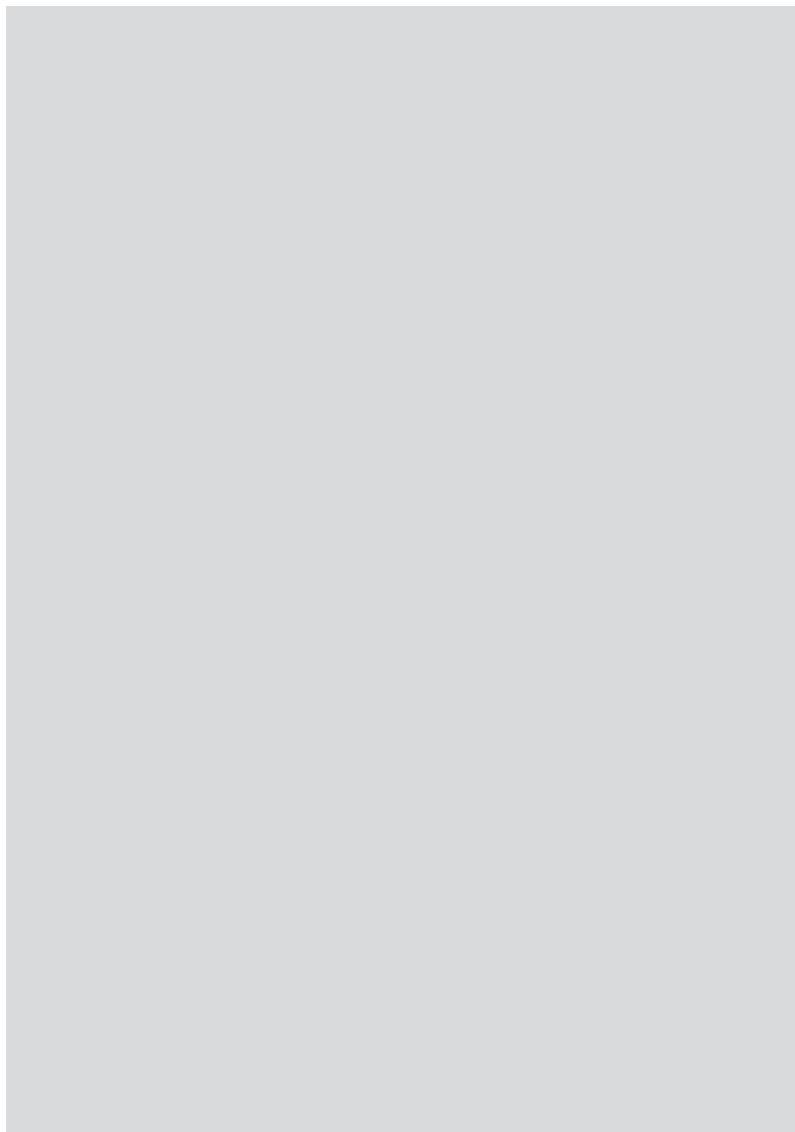
(ROW). This implies that there will be no or very minimal requirement for acquisition of private land.

Where minimal land is required, the landowners will be engaged to voluntarily donate their land to the project and sign consent forms to that effect. In the event that the property will greatly be impacted by the construction of roads and markets, restoration of the property will be undertaken.

However, when the projects are completed, the landowners and other stakeholders will enjoy numerous benefits, including appreciation of the value of their properties, conducive workspaces, improved mobility and accessibility, among other benefits.

E.7. Where can I find more information about the program?

Please contact your local leaders, the MDFs, GKMA-UDP focal person at the entity or visit the Office of the President - Ministry of Kampala Capital City and Metropolitan Affairs offices on Parliament Building, Apollo Kaggwa Road, Kampala, for information. You may access program documents and updates through the program's online channels including the Office of the President's website; www.op.go.ug, the program website: www.gkma.op.go.ug, [@GKMAUrbanDev](https://twitter.com/GKMAUrbanDev) and LinkedIn: GKMA Urban Development Program.





THE REPUBLIC OF UGANDA

OFFICE OF THE PRESIDENT

MINISTRY OF KAMPALA CAPITAL CITY AND
METROPOLITAN AFFAIRS

GREATER KAMPALA METROPOLITAN AREA URBAN DEVELOPMENT PROGRAM



 **Apollo Kaggwa Rd**
P.O. Box 7168, Kampala, Uganda
 **secretary@op.go.ug**

 **254881/6, /343926**
thekampalawewant
 **@GKMAUrbanDev**

