UNITY AND EFFICIENCY

Integration of Uganda Local Authorities in the European Cooperation Programming Process

2021-2027

ANALYTICAL REPORT

Commission européenne

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United Cities and Local Governments of Africa
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ANALYTICAL REPORT ON

INTEGRATION OF LOCAL AUTHORITIES IN THE EUROPEAN COOPERATION PROGRAMMING PROCESS 2021-2027

PRESENTED TO

UNITED CITIES AND LOCAL GOVERNMENTS AFRICA (UCLGA)
RABAT, KINGDOM OF MOROCCO

On behalf of the National Associations;
UGANDA LOCAL GOVERNMENT ASSOCIATION (ULGA)
URBAN AUTHORITIES ASSOCIATION OG UGANDA (UAAU)

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Submission Note

In this note, I wish to formally submit the 2nd output "**Analytical Report"** which focused mainly around the state of the country's journey and experience of the decentralization process in the perspective for the localization and territorializing of national and sectoral policies and programs. This is the last output under the service contract signed at the beginning of July 2020 between me (the consultant) and the Secretary General (SG) of United Cities and Local Governments of Africa (UCLG AFRICA). Under the service contract terms and conditions for executing the assignment were defined for the consultant; to carry out the assignment on behalf of UCLG AFRICA in its mission of preparation of Local Authorities and their National Associations to be integrated in the European Cooperation Programming Process 2021-2027**.** It can now be used at the next stage to get the two key outputs expected from the seminar of the members of the national associations of local authorities as per the concept note and theToR.

This output has been guided and reviewed by the focal person for UCLG Africa in the region of East Africa and the SG of ULGA whose validation letters are accompanying this report. I am grateful to the following institutions for responding to my requests and for sharing key documents that fed into this report; EUD in Uganda, Ministry of Finance Planning and Economic Development (MoFPED) - National Authorizing Officer (NAO) and National Planning Authority (NPA) Ministry of Local Government (MoLG) – projects Coordination office, Local Council Development, and Local Government finance Commission (LGFC), Office of the Prime Minister (OPM) M&E Department, UNCDF- Development initiative for Northern Uganda (DINU); the national Associations of Local Authorities: ULGA and UAAU.

Yours faithfully

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Consultant

ACRYONMS

AAP	Annual Action Plan
ACODE	Advocated Coalition for Development and Environment
ACP	Africa Caribbean and Pacific
AGM	Annual General Meeting
BCC	Budget Call Circular
CAO	Chief Administrative Officer
CoC	Certificate of Compliance
CSOs	Civil Society Organizations
DDEG	Discretionary Development Equalization Grant
DINU	Development Initiatives for Northern Uganda
DLG	District Local Government
DP	Decentralization Policy
DSC	District Service Commission
DSPF	Decentralization Strategic Plan Framework
EU	European Union
EUD	European Union Delegation
FDS	Fiscal Decentralization Strategy
GAPAR	Government Annual Performance Report
GKMA	Greater Kampala Metropolitan Area
GoU	Government of Uganda
ICT	Information, Communication and Technology
IFMIS	Integrated Financial Management System
IGFTs	Inter-Governmental Fiscal Transfer System
ILO	International Labour Organisarion
IPPS	Integrated Personnel Payroll System
JARD	Joint Annual review on Decentralization
JICA	Japan International Corporation Agency
JLOS	Justice Law and order Sector
KCCA	Kampala City Capital Authority
KCCA	Kampala City Council Authority
LED	Local Economic Development
LG	Local Government
LGPA	Local Government Performance Assessment
LGSSP	Local Government Strategic investment Plan
LLG	Lowe Local Government
MAAIF	Ministry of Agriculture animal Industry and Fisheries
MC	Municipal Council
MDAs	Ministries Departments and Agencies
MoFPED	Ministry of Finance Planning and Economic Development
MoLG	Ministry of Local Government
MoPS	Ministry of Public Service
NDP	National Development Plan

NPA	National Planning Authority
OBT	Output Budgeting Tool
OPM	Office of the Prime Minister
PBS	Programme Budgeting System
PFM	Public Finance Management
PFMA	Public Finance Management Act
PIN	National Indicative Program
PSC	public Service Commission
R&D	Research and Development
SDGs	Sustainable Development Goals
STA	Single Treasury Account
SWOT	strength Weaknesses Opportunities and Threats
TC	Town Council
UAAU	Urban Authorities Association of Uganda
UAAU	Urban Authorities Association of Uganda
UIA	Uganda Investment Authority
ULGA	Uganda Local Governments Association
UN	United Nations
UNCDF	United Nations Capital Development Fund
URA	Uganda Revenue Authority
URBS	Uganda Registration Services Bureau

INTRODUCTION

This report is an Analysis of the Political Economy of Uganda aimed at examining the feasibility of the new EU political agenda based on Local Authorities in the country and providing strategic answers to the 3 questions in the ToRs that will feed into the **Integration of Local Authorities in the European Cooperation Programming Process 2021-2027.** The analysis also not only looked at the national situation for national development policy but also the global situation in relation to SDGs.

The 3 questions that built this report were:

To what extent has there been an evolution at central government level in terms of moving towards a "territorialization" of core national plans and (sectoral) public policies? Reason for central government doing it, how solid is this national commitment to integrate the spatial dimension and recognize that territories have different needs? Whether this has been translated into clear plans, policies and implementation processes? The existing national funding mechanisms foreseen to ensure effective territorialization of core public policies?

To what extent does central government consider LAs as a "development actor" in its own right and an essential partner to be associated in these territorialized public policies (including for the SDGs or the Nationally Determined Contributions for the Paris Agreement)? Or are subnational authorities merely seen as subordinated "implementing agencies" of centrally conceived and steered national policies?

To what extent does central government recognize the added value of territorial approaches to local development spearheaded by the LAs on the basis of their "general mandate"? Do they acknowledge that LAS have not only a role in helping to implement national (territorialized) policies but that they should also act as a catalyst of bottom-up processes of territorial development by developing partnerships with all relevant local actors (private sector, civil society, etc.)? To this end, the consultant assessed: i) the opportunities and constraints created by the decentralisation reforms. Established whether it is a development-friendly national decentralization policy, and one of the building blocks of a national strategy for territorial development, whether it provides a necessary foundation for it.

The added value of the assessment was to identify the opportunities and/or constraints created by the decentralization system for the empowerment of local authorities as developmental actors in their own right. (ii) The extent to which national development policy supports place-based, territorial development and the role of local authorities in promoting it. The consultant went beyond a diagnostic of the prospects of territorial development, assessing the opportunities created (or not) by decentralization reforms. By definition, if 'territorial development' is understood as the difference that empowered sub-national authorities can make, decentralization may generate it only if the central government is also committed to 'place-based' (as opposed to 'spatially blind') policy making. To that end the analysis looked not only at the country's decentralization policy, but also at a) whether and how it interacts with the national urban, rural and regional development policies and b) the role these national (urban, rural and regional) policies give to sub-national authorities in their design and implementation.

1.0.1 THE GLOBAL AND NATIONAL DEVELOPMENT POLICY

1.0.2 Sustainable Development Goals

In 2015, The United Nations General Assembly adopted the new development agenda 2030, which defines the challenges and objectives of sustainable development. The implementation of the agenda is guided by 17 SDGs.

The new goals, along with the broader sustainability agenda, address the root causes of poverty, the inter-connected nature of both challenges and solution, and the universal need for development that works for all people.

A look at the 17 SDGs, it is realized that they are not sector specific but cut across a number of sectors. The Uganda's decentralized approach comes handy as it's not limited to a specific sector but drives all sectors at the local level.

Box I: Sustainable Development Goals

Goal 1: No poverty
Goal 2: Zero hunger
Goal 3: Good health and well-being
Goal 4: Quality Education
Goal 5: Gender Equality
Goal 6: Clean water and Sanitation
Goal 7: Affordable and clean energy
Goal 8: Decent work and economic growth
Goal 9: Industry, innovation and infrastructure
Goal 10: Reduced inequalities
Goal 11: Sustainable cities and communities
Goal 12: Responsible consumption and production
Goal 13: Climate action
Goal 14: Life below water
Goal 15: Life on land
Goal 16: Peace, justice and strong institutions
Goal 17: Partnerships

Service delivery in Uganda is based at local level thus Local Governments (LGs) serves as a vehicle through which these SDGs can be realized. However, this requires localization of the SDGs not only in the Country's planning framework but also adapted to suit the local needs.

Majority of these SDGs are best tackled at the LG level because it's not only the level of government which is mandated with primary delivery of social service but it is also the level of government that is closest to the people and where local needs are felt expressed and tackled. It is the level of government where poverty and inequalities are tackled, where health and education are provided, where eco- systems are protected and where human rights are guaranteed.

LGs can spearhead implementation of SDGs through skewing their development plans and budgets towards attainment of the SDGs ambitions. They are also well placed to raise awareness about the importance of the SDGs. Locally elected leaders have a democratic mandate to lead local development and can be held accountable by citizens if they fail to do so.

According the Kampala declaration on developmental LG; LGs are key players and play a major role in implementing, and monitoring SDGs and therefore have the responsibility for setting local/sub-national targets and indicators and overseeing their realization.

Uganda has sufficient policy frameworks to support implementation of SDGs through vision 2040, a set of National Development Plans (NDP) issued every after 5 years, an SDG coordination framework and National Standard Framework (UNDP 2019 Uganda SDG Gap Analysis).

The role of ULGA should be to engage in raising awareness of their members on SDGs and help the members localize SDGs and reflection of SDG targets in their development plans. LGs should be supported to develop the SDG data book detailing the status of LGs in achieving SDG targets.

1.2 National Development Framework

The current national development framework on sustainable development and socioeconomic transformation is directed by Vision 2040. The overall aim of Vision 2040 is to transform the Country from a peasant to modern prosperous country by 2040. The targets of this vision are realized through the National Development Plan (NDP) and these inevitably contribute to the achievement of the SDGs.

Previously the National planning framework was guided by the priorities under the Poverty Eradication Action Plan (PEAP). Following the review of the national planning framework, the National Development Plan, a 10 year planning framework based on long term perspective was introduced.

Formulation of NDP II (that ended on June 30th 2020) coincided with the deliberation and adoption of the 2030 agenda which facilitated integration of SDGs in the plan. An assessment by National Planning Authority (NPA) indicated that NDP II has integrated 69% of the SDGs (the detailed assessment provided under Annex I of this report).

The integration has been cascaded down to the LG planning framework – NPA developed and issued the refined LG planning guidelines that ensures that LG plans and budgets are aligned to NDP. The process involved development and dissemination of development planning guidelines for sectors and LGs which provided for integration of SDGs into sector and LG DPs, and with support from UNDP, NPA trained and provided technical backstopping to LGs and sector and quality assuring the development plans. Findings from the review of the Uganda's readiness to implementation of 2030 Agenda revealed identified challenges hampering integration and these include:

- Absence of detailed frameworks that sectors and LGs can use to integrated SDGs
- Building national capacity for planning and integration of SDGs
- Intensify sensitization for national ownership
- Rallying non-state actors particularly the private sectors and civil society to integrate the SDGs into their investments, programs and plans.

Introduction of NDP had consequences to LG development planning; firstly, it led to migration from development of the 3 year needs based development planning to a 5-year vision based planning which had implication on the efficacy of the annual participatory planning process, secondary it led to the introduction of issuance of certificates of compliance. Annually NPA issues a certificate of compliance of the national budget to the NDP II and MDA plans and budgets to NDP II before approval by Parliament. This ensures coherence between the budgeting and planning instruments and allocation of resources to priority areas.

The issuance of the Certificate of Compliance (CoC) is provided for by the PFMA 2015, section 13 (6) and 13 (7). The overall objective of the certificate of compliance is to ensure that development planning and budgeting frameworks are aligned for achieving Uganda Vision 2040, through the NDPs. The 2019/20 budget was rated 63% compliant to the SDG and increment from 60.9% the previous FY. On the other hand, the CoC for LG in 2019/20 FY rated LG moderately satisfactory at 64.8%. The main reasons provided for this performance were reported as follows:

❖ Most of the resources transferred to LGs (79.9%) are recurrent in nature i.e. wages as such little was left to finance other priorities;
❖ The CG transfers to LGs stood at 12.3% below the 30% NDP targets;
❖ MDAs have continued to retain funds meant for LGs for direct implementation of interventions and project functions that are devolved to LGs; and
❖ LG budgets are non-compliant on own source revenue annual targets. The own source budget performance is unsatisfactory at 37%. LGs have continued to depend more on CG transfers and not paying particular attention to achieving own local revenue targets as expected.

Annually, all accounting officers at national and LG sign a performance contract that is in line with NDP II results and targets (informed by the CoC) that guide and direct resource allocation and accountability for delivery of expected results.

ULGA should play the following role:

- Support the members (LGs) in appreciation, understanding and use of the new LG planning guidelines that have been developed during the formulation of NDP III. To ensure that LG DPs and budgets are in line with the SDGs and NDP targets. Resources allowing, ULGA should design a peer review mechanism among its members to review the respective DPs and assess their compliance to the planning guidelines.
- Advocate on behalf of the LGs for the central government (CG) to address the key issues highlighted above that affected the rating of the CoC for LGs. This could be achieved by preparing and presenting an issues paper/brief on the CoC

2.0 IMPLEMENTATION OF THE DECENTRALIZATION POLICY

2.1 Description of the Decentralisation Policy in Uganda

Uganda's Decentralization Policy framework was borne out of the desire to make LGs effective centers of local and democratic decision making for planning, implementation and management of development services. The policy intentions and processes are legally and institutionally well anchored, supported by a strong legal framework especially the 1995 Constitution of the Republic of Uganda and the Local Government Act Cap 243.

The Constitution specifies in its national objective and directive principle of the policy number II (iii), that; "the sate shall be guided by the principle of decentralization and devolution of government functions and powers to the people at appropriate levels where they can best manage and direct their affairs".

Implementation of decentralization policy is guided by the LG Act (enacted in 1997 and has undergone a series of amendment – 16 amendments, to reflect and rhyme with the dynamic nature of decentralization in Uganda).

The policy sought to meet two main goals; a) Promotion of popular participation, empower local people to make own decisions and enhance accountability and responsibility, b) Introducing effectiveness and efficiency in the generation and management of resources as well as delivery of service.

In Uganda's context, the existing legal provisions places LGs as the center pin of service delivery and the Central Government (CG) institutions are responsible for formulating policies, setting standards, issuing guidelines, sector coordination and technical supervision and backstopping. These rights are derived from Article 189 of the Constitution which stipulates that District Councils shall have responsibility for any functions and services not specified in the 6th schedule of the constitution[1].

The decentralization structure follows a LG system with the district being the highest tier in the structure, below the district there are LLGs.

Numerous studies and reviews on decentralization in Uganda (more specifically the Joint Annual Review of Decentralization – JARD) revealed a number of benefits realized from implementation of decentralization key of which was increment in delivery of social services in quantitative terms. The same studies have also presented challenges affecting implementation of the decentralization policy these challenges are discussed in detail in the proceeding sections.

The key challenge observed has been that LGs are gradually losing the capacities to direct and own service delivery within its area of jurisdiction this has been worsened by the continuous fragmentation of the existing LGs in a move to create new LGs in a move to bring appropriate services nearer to the people. This has created a number of challenges include: shrinking local revenue base, inadequate human resources, inadequate physical infrastructure especially in the

[1] The 6th schedule includes very narrow range of core CG functions e.g. defense mines and minerals, parks, immigration, justice, taxation policy, foreign affairs and policy functions.

new districts, increased, transaction costs in connection with the establishment, economically unviable districts increasing administrative overheads and creating a greater dependence of LGs to the CG.

The above challenges are threatening the existence, functionality and reputation of the LGs in Uganda. In the proceeding section the specific pillars of decentralization are discussed in details.

2.1.1 Political Decentralization

Political decentralization entails devolution of powers from the center to the LGs to enable citizens exercise their constitutional democratic right to elect leaders who would represent them in decision making organs. The decision-making organs are legally charged with the responsibility for designing, approving, overseeing and monitoring implementation of plans and budgets in defined areas of jurisdiction with the ultimate aim of ensuring delivery of effective and efficient services. Political decentralization also entails devolution of powers to local councils at lower local levels.

The LG Council is the highest political authority in the LG, these councils have both executive and legislative powers that they exercise in accordance with the Constitution. These powers are derived from Section 9 (1) of the LG Act Cap 243.

The councils are made up of councilors elected using universal adult suffrage and electoral collages (for some positions) through use of the secret ballot (as provided for in Part X of the LG Act Cap 243). The regular election (Uganda has witnessed 5 sets of local council elections) and representation of special interest groups in the councils has ensured that there is sufficient representation of the communities including the marginalized community in the councils.

Part IV of the LG Act Cap 243 provides for functions and powers of LG councils, the powers include; legislative powers, powers to make development plans and budgets based on locally determined priorities, powers to raise revenue, determining and implementing revenue raising mechanisms, and powers to appoint statutory bodies among others. However, it is important to note that these powers are exercised within the Constitution and CG ministries provide guidance to LGs when exercising these powers for instance Ministry of Finance Planning and Economic Development (MoFPED) periodically issue budget call circulars (BCC) and Indicative Planning Figures (IPF) to guide LGs during the preparation of their budgets.

LCs operate through the standing committees that assist the councils in; review of ordinance or byelaws and motions presented, scrutinizing monthly expenditure, quarterly reports, reviewing sectoral budgets and monitor and review performance of the respective sectors. This structural arrangement enhances effective participation of the council members and facilitates council operations. On the downside, many of the LGs have not been able to compose these various standing committees because of the continuous creation of LGs which has limited the number of councilors within the council. As such the available council members are not sufficient to compose these committees hence many of the councils are ran by one general purpose committee that has to receive and scrutinize reports from all sectors. This general purpose committee lacks the time and technical abilities of deliberating on all issues (that would be discussed by the various committees) this thus affects the quality of recommendations and deliberations in council and ultimately affects service delivery.

Additionally, these council members have not been effectively inducted on performance of their roles, Ministry of Local Government which is mandated to induct LCs is most of the time resource constrained and cannot delivery timely induction for example the current lot of councilors were only inducted at the end of 2018 half way through their term of office.

Councils regularly meet are required (at least 6 times in the FY) to make decisions on matters that affect their areas, and provide the much needed oversight and accountability. This has been however affected by lack of financial resources and information to enable them to make informed decisions.

In terms of financial resources, Councilors are supposed to receive a sitting allowance which should not exceed 20% of the local revenue collected in the previous year. This has affected council operations because the available local revenue is not sufficient to enable councils have the mandatory six sittings. In many districts the accounting officers have had to write to the Minister for a waiver to spend beyond the 20% threshold– hence further compromising autonomy of these councils.

On the other hand, lack of information mainly results from lack of appreciation and comprehension of the documents that councilors discuss in committees and councils. The reports submitted by the technical staff to the political leaders are at times complicated and cannot be comprehended by the political leaders with many of them lacking good formal education (no set minimum education qualifications for councilors in the elections of LG councils). Lack of minimum education standards greatly affect the overall functionality of councils because many councilors cannot read and understand guidelines and circulars form the center that are supposed to inform their decision making. Thus they end up discussing and making resolutions of key issues that they do not have sufficient appreciation and at times influenced by the technical leaders that they are supposed to supervise. Additionally, minutes and resolutions are made in English this further affects the councilors understanding and appreciation of the resolutions that they make.

Relatedly, under electoral democracy that is practiced in Uganda, it is envisaged that the elected leaders are supposed to consult their electorates to inform decision making and in turn are supposed to keep their electorates abreast of the decisions made by the councils. However, this has not been the case, mechanisms of upward and/or downward accountability are not effective and this has been worsened by laxity of the electorates to demand accountability largely resulting from ignorance of the citizen’s rights and community members no longer contribute to service delivery and hence have no incentives to demand for accountability and improved service provision. Regular elections would be a key mechanism in which the electorates demand for accountability unfortunately the election are highly influenced with direct material gains (vote buying) than on the abilities of the candidates in enabling service delivery.

There has also been a challenge in communication between the political and technical leaders. Although each sector has a secretary (political head) who is supposed to supervise the sector and provide reports the executive and to on-ward forwarding to councils. These secretaries have been found not to be very effective with many of them not able to present and defend their sector budgets and performance reports to committees and councils and in some incidences technical leaders have been found presenting sector reports to the committees and council which is very irregular.

There have been efforts for nation state agencies to conduct assessment of the performance of councils most prominently in the Annual Local Government Performance Assessment (LG PA) conducted by the Office of the Prime Minister (OPM) however; there are no direct sanctions and rewards for poor or good individual performance of the respective council members. The rewards and sanctions implemented affect the whole LG entity and not the individuals concerned.

There has also been a LG performance scored card implemented by ACODE that seeks to assess the performance of the political leaders however apart from the mentions and shame of the best and worst performers there are not direct rewards and sanctions that would awake these leaders.

Key action points to be taken forward by ULGA:

- Facilitate down ward accountability through networking with OPMS to organize effective barazas in which the leaders provide social accountability to their electorates.
- As the Country is preparing for the next round of LC elections, ULGA should embark on the process of working with MoLG to update the existing Standard Rules of Procedure and support the upcoming LCs to adopt and customize them to their local needs.
- Experience has shown that the turnover of LC leaders is very high over 70%, thus ULGA should work with MoLG to induct LCs as soon as they assume office to ensure that the resolutions made by the Councils are lawful.
- Relatedly when the new leaders (LC V) assume office, they should be supported on how to strengthen their leadership skills. They should be helped to formulate their immediate actions point that are achievable within the 1st 100 days as a social contract with their electorates. These commitments should be disseminated to the communities through the barazas and inform the State of the LG address.

2.1.2 Administrative Decentralisation:

Legal Notice No. 1 of 1994 introduced a separate personnel system for LGs based on this a few pilot LGs (like Rakai) were supported to compose the District Service Commissions (DSC). The separate personnel system was entrenched under Article 198 of the 1995 Constitution that provided for establishment of the DSC in each district to undertake a core of Human Resource Management (HRM) functions in the district and related LLG including hiring, disciplining and dismissal of all staff within the LG.

Part VI, Section 54 of the LG Act Cap 243 provides for establishment of the district service commission. Article 55 of the same Act provides the functions of the DSC that include; powers to appoint persons to hold or act in any office in the service of the LG. The rationale behind administrative decentralization was to ensure that the technical staff are fully accountable to the council. However, under the same Article the powers to appoint and discipline the Chief and Deputy Chief Administrative Officer are centralized. Appointment of the accounting officers by the CG cut the most crucial link between the elected council and LG staff and weakened local control as services delivery end up being directed by the center (the appointing authority) and may weaken the drive to generate more permanent solutions. The above notwithstanding the LG Act cleared this under section 67 (1) where is stated that the CAO shall be responsible to and subject to the general directions of the chairperson and the district council.

Other challenges hampering administrative decentralization have included; localization of public service where recruitment in many of the LGs is greatly influenced by the origin of the candidates. In some LGs some positions are ring fenced for the "sons-of-the-soil" and they have kept post holders in acting capacities as they are waiting for them to attain requisite qualification that suit the posts under consideration. This is one of the main reasons why many key staff positions are left vacant. It has also affected disciplinary measures when the son-of-the-soil errors because they are protected by their community which has greatly complicated the work of the CAOS who in many cases do not work in their areas of origin.

Additionally, most of the LGs have failed to attract and recruit key staff in their districts most especially in hard to reach and stay districts of Uganda. Findings from the 2 previous annual LG performance assessment exercise indicated continue poor performance of LG in filling head of department position (refer to the figure below). For the second consecutive year this has been the worst poorly performed performance indicator. The district staffing structures are not fully filled and operate as low as 13% for some new districts. Some districts have attributed this to wage bills ceilings and restrictions by MoPS that require prior sanctions (permission to fill vacant positions). Despite LGs being empowered to establish their own staffing structure and the powers to appoint, discipline and promote staff under them and are exclusively vested in the DSC that are appointed by the LGs. In practice it is the responsibility of Ministry of Public Service (MoPS) to set the overall staff structures, make recommendations on standard structure, approve staff requests and the specific number of staff on each LG payroll on an annual basis, and sets pay scales. LGs can only request specific customization of standard structure and have some mandate for development of local incentive schemes to top up basic salaries but in reality this discretion is limited by resource constraints (Tidemand, 2017)

Figure 1: Worst Performing Indicators under LG PA

Worst performing area in LGPA (2017/18)	Performance indicator	Performance in FY 2017/18	Performance in FY 2018/19
1	LG has filled all Heads of Department positions substantively	2% (3 LGs)[5]	3% (5 LGs)[6]
2	100%ofthestaffthatretiredduringthe previous FY have accessed the pension payroll not later than two months' after retirement	9% (12 LGs)	5% (7LGs)
3	LG has clearly labelled all works projects for the current FY	7% (9LGs)	12% (17LGs)

4	Evidence that all projects are implemented on land where LGs have proper ownership p(e.g. Land title agreements etc.)	25% (34 LGs)	47% (67 LGs)
5	Functional physical planning committee in place that considers new investments on time	27% (37 LGs)	62% (97 LGs)

Source National Synthesis report on LG Performance Assessment Report – FY 2018/19

The President with approval of the parliament appoints the Public Service Commission (PSC). The PSC is responsible for the appointment and disciplining CG staff but also has responsibilities regarding LGs; it approves the district council appointment of members of their DSC in order to ensure that the minimum qualification is achieved. It guides and coordinates DSCs – by issuance of guidelines, filed visits and organization of some training. It hears grievances from personnel appointed by DSC and it reviews the terms and conditions of public service and recommends to the Government on adjustments.

2.1.3 Fiscal Decentralisation

The constitution and the LG Act allow LG to collect revenue from a number of specified sources, formulate plans and budgets, allocate expenditure and make investments in a wide range of services. These powers and financial provisions are detailed in Part VIII of the LG Act Cap 243. The fifth schedule of the LG Act further elaborates the revenue and financial and accounting regulations for example powers to levy taxes.

Fiscal decentralization in Uganda as elaborated in the Fiscal Decentralization Strategy (FDS), Decentralization Policy Strategic Framework (DPSF) and Local Government Sector Investment Plan (LGSIP).

FDS was intended to improve LG funding available for LG mandatory functions, strengthen the targeting of funding to the most needed areas, improve objectivity and transparency in the allocation of resources, increase LG autonomy and flexibility in utilization of funding, improve LG own resources, increasing funding transferred to LLG, strengthen the downward accountability and financial management, reporting, monitoring and auditing with the aim to move towards an efficient, accountable and sustainable system of LG service delivery (JICA, 2008). It sought to establish the system of discretionary development grants, with procedures to promote good performance, improved planning and budgeting systems, emerging reforms in the allocation criteria, and LG flexibility on the conditional grant schemes, and establishment of institutional framework for budget dialogue between CG and LG through various committees.

Numerous reviews of decentralization in Uganda appreciated the achievements attained through FDS for example in streamlining the budgeting and reporting processes. However, it has been faulted on the failure to increase LG autonomy, and rationalizing the number of grants. The number of grants continued to increase with bulk of social services continuing to be delivered through use of conditional grants.

Key action points to be taken forward by ULGA.

- Lobbying for increased wage allocations to LGs to enable them fill the vacant positions;
- Supporting LGs with legal mechanisms that allow for filling vacant posts for example through secondments from ministries, accelerated promotions among other mechanisms;
- Lobbying for relaxing in conditions for some positions, for example many positions have remained vacant in majority of LGs for years because candidates cannot be gotten for instance the position of the District Engineer that requires a registered engineer, the registered engineers in the country as quite few and already well placed to work in LG. Other positions include the District Natural Resources Officers that requires someone who has served at a Principle level for years yet this position doesn't exist in the LG civil service.
- Lobbying for joint recruitment of some key staff positions where the LGs have continuously failed to attract candidates. In the past this method was used to fill the position of the procurement officers and it was effective.

2.1.3.1 Local Government Financing

Intergovernmental Fiscal Transfers:

Government of Uganda provides a number of grants to LGs and these include:

a) Unconditional grants; these are grants paid to LGs to run decentralized services, in LGs this is the money that is used to finance the bulk of the recurrent expenditures.

b) Conditional grant; these are monies given to LG to finance programmes agreed upon between the LG and CG and expended in accordance with the conditions agreed upon. There are a number of sector conditional grants to mainly finance NDP priorities. These grants come with planning and budgeting guidelines to guide the LG in utilization of these grant. The guidelines leave very limited local discretion and thus prevents LGs to respond adequately to local needs and priorities. Annually LG are assessed on their compliance to budgeting guidelines (dimension 1a of the LG PA) and once the guidelines are not complied to the performance contract of the respective accounting officer may not be signed thus no monies remitted to that LG.

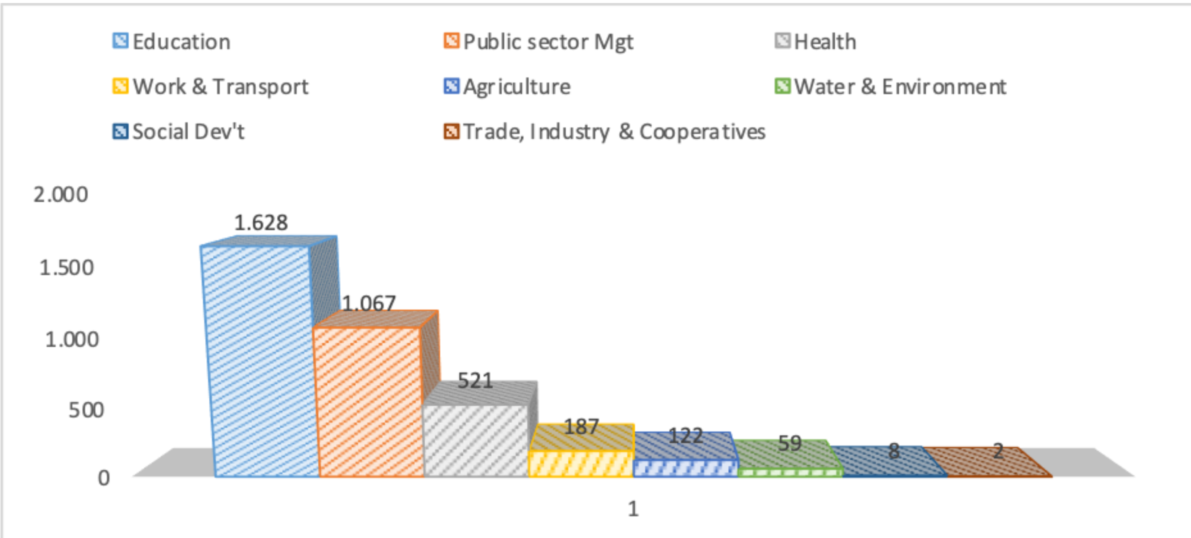
c) Equalization grant; money paid to LG for giving subsidies or special provisions for the least developed districts

Development activity financing is financed through: a) DDEG (consolidation of the various equalization grants) 65% of this is earmarked for LLGs, and b) Sector conditional development grants, earmarked for sector development activities and are exclusively managed at the HLG level effectively undermining LLG involvement in the planning process

Although the has been a declining performance of LG budget as a share of the national budget from a peak of 21.8% in 2007/08 to 12.7% in 2017/18 and to 11% in 2019/20, IGFTs systems still finance approximately 95% of LG budgets. Implying the LG finances has drastically reduced in real terms over the years this decline has been more vivid in the none wage and development grant while the wage has more all less remained constant

In 2019/20 budget, the government allocated UGX 3.6 trillion (11%) of the National budget inclusive of domestic arrears and appropriation-in-aid to LG programmes. Majority of this funding 86% finances recurrent expenditures and less than 14% is allocated for the development.

Figure 2: Proposed 2019/20 National Budget Allocation for LG Programmes (UGX Bns)



Source: Ggoobi et al (2019): Financing LG in Uganda.

From the figure above, education, public sector management and health took the lions share because of the large wage bill component of teacher, LG staff and health workers.

A very big proportion of the sector budgets are retained at the ministries despite devolving responsibilities to LGs. The Auditor General's report 2016, reported that the MDA retained the biggest proportion of the sector budget the report mentioned that water and environment, works and transport, agriculture and health on average retained 80% of the sector allocations at the center

As mentioned earlier, each grant was introduced with its own conditions and management framework which led to excessive reporting requirements. Recent reforms (discussed in the proceeding section) supporting the consolidation of grants have also introduced harmonized grant and budgeting guidelines for each sector covering all grants in the sector.

Annually, the fiscal decentralization framework provides a window for negotiations between LG representatives and the responsible sector ministries on the size and utilization of the grants facilitated by LGFC. However, these negotiations have not been very effective because; a) they are held very late in the planning process to inform formulation of the IPFs, and b) there no formal sanctions to compel either of the parties to abide by the resolutions hence many times recommendations are not implemented.

Key action points to be taken forward by ULGA

- Using the available literature lobby for increment in the contribution of LG budget on the national budget,
- Lobby for reduced direct implementation of projects by CG agencies at LG level
- Reinvigorate the Uganda LGs negotiating and advocacy team to ensure that the negotiations are made timely and resolutions implemented.

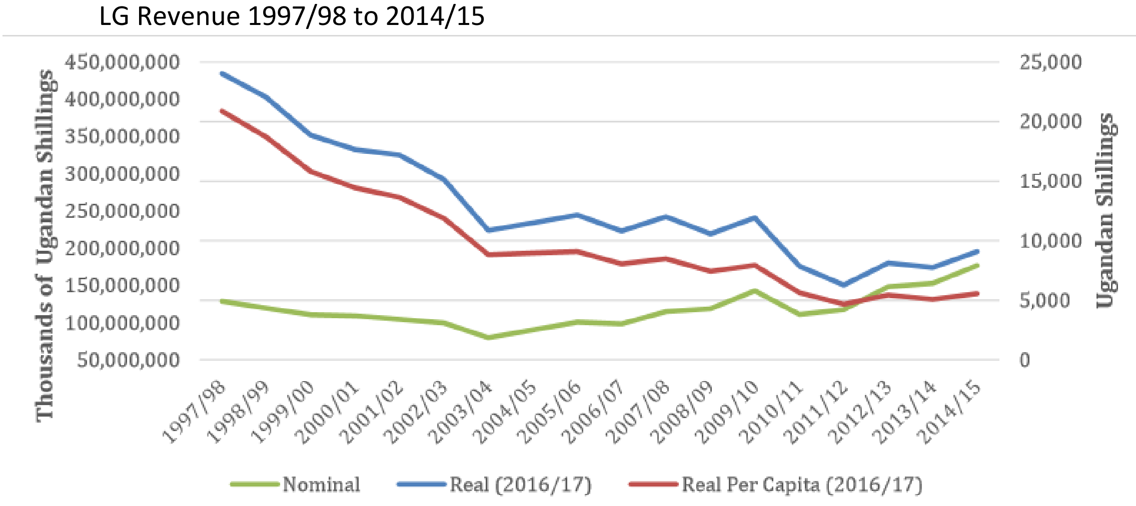
Local Government revenue:

Article 191 of the Constitution provides LGs the authority to levy and collect revenues. The source of LG revenues and basis for their estimation and collection is granted by the LG Act specifically the fifth schedule. The most common taxes collected are the; property taxes, Local Service Tax (LST) and Hotel Tax (HT) this is supplemented with a number of user fees and charges.

Since the commencement of decentralization, LG revenue has increased very little in nominal terms and declined dramatically in real terms. Currently local revenue only contributes approximately 3% for DLG budgets and 7% for TCs and MC budgets.

In terms of the trend analysis, In 2015/16-17 LG local revenue fell from approximately 450 trillion shillings to approximately 200 trillion over the period from 1997/98 to 2014/15 (Tidemand, 2017) as shown in the figure below.

LG Revenue 1997/98 to 2014/15



Source: LGFC Fiscal decentralization architecture study

The main reasons for the declining percentage contribution of local revenue on the total LG budget include; under exploitation of alternative sources of revenue, contradictory political pronouncements (for example ban on sell of fish and timber and suspension of payment of levies for public passenger transport vehicles) and lack of incentives and capacity to enhance local revenue collections.

Key action points to be taken forward by ULGA

- Supporting LG to develop and implement Local Revenue enhancement plans
- Advocate against counterproductive political pronouncements

2.1.3.2 Public Finance Management Reforms

Over the years GoU has pursued a number of PFM reforms that are aimed at increasing compliance with rules and regulations, transparency in the use public resources and reducing the opportunities for corruption. Key among the reforms have included:

A. <u>Consolidation of grants to the LGs</u>

In order to reduce the cost of administration and strengthening accountability systems, the grants to LG were reduced from 56 to 23, the plan is to have a maximum of three grants for each sector i.e. i.e. wage, non-wage and development.

This was followed with the revision of the grant allocation formulae based on the principle of simplicity, transparency, equity, exogeneity and predictability. This also included consolidating and redesigning discretionary development transfers (LGMSD, PRDP, LRDP, USMID and Equalization Grant) into DDEG.

B. <u>Roll out of the Integrated Financial Management Systems (IFMS)</u>

Most of the LGs have been enrolled of IFMS (by 2017/18 133 LGs had been enrolled). Introduction of IFMS has helped improvement in management of government expenditures through the commitment control system ensuring that entities do not spend beyond their appropriated budgets. The system facilitates financial reporting because the reports are generated instantly from the system.

There has been reported challenges of the system failures especially at peak periods which affects absorption and implementation of activities. The reports generated from the system do not provide elaborate narratives that can inform discussion and review by councils.

C. <u>Introduction of the Single Treasury Account (STA)</u>

Introduction of the STA has reduced on misappropriation of government funds by closing idle and dormant accounts which required lots of supervision and hence a breeding ground for corruption. The warranting process has reduced to three from seven days.

However, there are challenges with absorption of donor funds with some donors insisting on having a dedicated account for their funds for easy monitoring and supervision.

D. <u>Decentralization of the government payroll,</u>

There has been introduction of the Integrated Personnel Payroll System (IPPS) that has improved efficiency and effectiveness of management of the payroll in terms of identifying man power gaps and staff to be retired. Payment of staff salaries is on time as required by law and this has enhanced motivation at work.

E. Strengthening the legal framework, improving budget formulation, implementation and monitoring by use of Output Budget Tool (OBT)

Government has transitioned from OBT to Programme Budgeting System (PBS) to facilitate linkage between inputs, outputs and outcome which has greatly improved LG planning towards achievement of outcomes in given timelines.

There challenges with the networks and technical glitches with the system including freezing out especially at peak times and lack of timely on-spot technical support. This has been worsened by posting information on wrong votes especially for new districts and mother districts.

F. Increasing budget transparency and dissemination of budget information

To improve budget transparency, the fund releases are currently disseminated in national papers. MoFPED designed the budget website (www.budget.go.ug) a one stop center for all budget information. This website allows for receipt of comments and feedback from the communities. However, there is still inadequate appreciation of the website, many would be beneficiaries have not taken it up and follow up of comments is still poor.

G. Direct transfer of funds to service delivery units

Since 2013/14, MoFPED has been transferring funds directly to town councils and schools this has reduced delays and misappropriation of funds by some accounting officers but has also affected accountability between the service delivery units and the accounting officers.

H. The sweep back of funds at year end

The sweep back of funds collected under local revenue for which warrants have to be raised and approved by the Accountant General has led to loss of revenue of the LGs, the warranting process discourages the local revenue collections efforts.

2.4.4 Central Government Oversight

The LG Act Cap 243 section 95 states that the ministry responsible for LGs shall be responsible for the guidance, inspection, monitoring and coordination of LG to ensure compliance with provision of the LG Act and any other law. Section 96 further elaborates that for the purpose of ensuring implementation of national policies and adherence to performance standards on the part of the LGs, ministries shall inspect, monitor and where necessary offer technical advice, support supervision and training within their respective sectors. MoLG working with other ministries has been coordinating and providing mentoring support to LG.

The capacity gaps that require mentoring and support are identified from among others: the LG PA where; a) 20 poorly performing LGs are identified and supported and b) poorly thematic performing performance areas; routine inspections, monitoring visits, sector reviews and reports as well as demand from the affected LGs. The main form of capacity building is through implementation of PIPS that may involve; a) issuance of guidelines and circulars, b) providing tailored hands on support and organizing performance improvement clinics mainly for the thematic performance gaps.

There have been challenges in delivery of the PIPs including; late delivery of PIPs sometimes attributed to delayed release of LG PA results, unavailability of the LG PA task force members when they are needed, in adequate follow ups on the districts.

To compliment government institutions, Uganda Local Government Association (ULGA) the association of LGs and the Urban Authorities Association of Uganda (UAAU) the association of urban councils have been advocates and negotiators with CG on behalf of member LGs particularly on budget and policies.

3.0 Implementation of European Union (EU) Cooperation

The current European Union cooperation in Uganda is based on the EUACP Cotonou Partnership Agreement (CPA) signed on 23rd June 2000 with an anticipated closure for February 2020 – the closure has been extended to end of December 2020 (Decision No. 3/2019).The objectives of the partnership are to; reduce poverty towards its eradication, promote sustainable economic, cultural and social development of the partner countries, and help the progressive integration of their respective economies into the World economies.

To actualize the CPA, GoU and EU formulated a multi-year National Indicative Program (NIP) to guide implementation of EU intervention in the Country (signed on 17th Dec 2014). The NIP focuses on three sectors; a) Transport and infrastructure (EUR 230m), b) Food security and agriculture (EUR 130m), and Good governance (EUR 168m). Additional support includes; civil society funding (EUR 25m), National Authorizing Officer and Technical cooperation facility (EUR 25m). The table below presents the sector with the available funding attached to each sector.

Table 1: Financial Overview (indicative amounts)

Transport Infrastructures:	150 - 230 M €	(40 % of total)
Food Security and Agriculture:	100 - 130 M €	(22.5 % of total)
Good Governance:	100 - 168 M €	(29 % of total)
Measures in favour of civil society	25 M €	(4.25 % of total)
Support to the National Authorizing Officer and Technical Cooperation Facility	25 M €	(4.25 % of total)
	==========	
Total amount	578 M €	

Source: National Indicative Programme

The sectors were chosen based on their consistency and complementarity with the support that the country is able to receive from the Regional Indicative Programme (RIP). The NIP provides for integration of the regional activities into the national programmes. More importantly the allocations are in line with the strategic direction of NDP II to guiding framework for Uganda's development.

Strategic Direction of NDP II.

The goal of NDP II is to attain a middle-income status by 2020. Through attainment of the following objectives:

a) Increasing sustainable production, productivity and value addition in key growth opportunities;
b) Increasing stock and quality of strategic infrastructure to accelerate the country's competitiveness;
c) Enhancing human capital development; and
d) Strengthening mechanisms for quality, effective and efficient service delivery

Review of the above NDP II strategic objectives, it is evident that the prioritized sectors under NIP appropriate fit into the NDP II strategic objective most especially objectives; a, b and d of NDP II above. It is important to note that the process of developing NDP II was highly participatory exercises bringing together key experts through their sector technical teams, MDA and LGs, CSOs, private sector foundation, academia, bi and multilateral development agencies. The implication is that NDP II is representative of the aspiration of the peoples of Uganda. By NIP appropriately rhyming with NDP II implies that the aspiration of the peoples of Uganda are reflected in the NIP.

Annually, EU with the GoU agree on the Annual Action Programme (AAP) to actualize the NIP.

The adjacent table provides the planned activities in the 2016 AAP.

In 2019, the proposed actions focus on:

- Improvement of the business environment and investment climate for Uganda green economy – EUR 45,000,000;
- Technical support program II – EUR 7,900,000; and
- Fiscal decentralization and service delivery – EUR 41,300,000 contributes to attainment of SDG 5,8,10 and 16 builds on lessons 1st and mid-term review of NDP

Development initiative for Northern Uganda (DINU)	**EUR 132 800 000**
Support to Uganda's Financial Management and Accountability Programme (FINMAP)	**EUR 8 000 000**
Civil Society in Uganda Support Programme (CUSP)	**EUR 25 000 000**
Institutional Capacity Building for the Transport Sector in Uganda	**EUR 12 000 000**
Developing a Market - Oriented and Environmentally Sustainable Beef Meat Industry in Uganda	**EUR 15 000 000**
Promoting Environmentally Sustainable Commercial Aquaculture in Uganda	**EUR 10 000 000**
Uganda Technical Support Programme (TSP) 1	**EUR 12 100 000**
Support to Further Development of the Northern Corridor Road Axis in Uganda- Kampala-Jinja Expressway	**EUR 60 000 000**
Total EU Contribution to the Programme	**EUR 274 900 000**

Source: AAP 2016

Implementation of EU interventions follow government systems and structures both at National and Local Government level with specific targeted allocations towards supporting the National Authorizing Office (r) (NAO) and systems strengthening both at National and local level.

Key action points to be taken forward by ULGA

- Output 3.3 of DINU project document elaborates actions intended to strengthen the capacity of association of LGs through structured partnerships with relevant MDAS. Under this output specific activities are highlighted (From activity 3.3.1 to 3.3.3). These actions provide useful and clear guidance for future ULGA interventions under the 11th EDF and inform the post EUACP Cotonou Agenda.

Other key stakeholders involved in the implementation include the following:

- Country level; respective MDAs coordinated by OPM including respective sector ministries, ULGA, UAAU, CSOs, private sector associations, media, bi and multilateral aid agencies, UN agencies; and Local level partners; LGs and their bodies, CSOs and media, Private sector, UN regional offices.

The mid-term review of the implementation of the current NIP found all the priorities and outputs are on course and local authorities and central government are not in conflict in any way.

- On promoting development and resilience as an incentive for stability in the fragile regions of Northern Uganda and Karamoja region, capacity of LGs to deliver effective and sustainable services in the livelihoods sector has been raised, enhanced mother and child nutrition, food production and accessibility is steadily increasing.
- On inclusive growth in agriculture through value chain support; there has been significant increase in the exports of the target products, MDAs role like MAAIF's role in creating a good agribusiness environment is increasing though behind schedule.
- On the green economy through sustainable utilization of natural resources and increased resilience to climate change; there are functional systems introduced for collection and verification of baseline data for environment and natural resources (ENR) sector performance measurement framework and for analysis and quality assurance and updating. Stressed strengthening of interface and strong coordination between MDAs, the LAs, private sector and civil society.
- On Good governance: strengthen the function of the state in its financial, democratic and social accountability, with particular emphasis on sound public financial management. There has been little increase on domestic resources mobilization; however, there has been enhancement on budget credibility, transparency and comprehensiveness with predictability and control in execution. There is noticeable improvement in PFM compliance, procurement, audit and public sector management where % of clean audit reports (CG, LG, and statutory bodies) % increase of procurement contracts whose (vfm) value audits were rated satisfactory.
- On support to oversight and control functions over the executive; despite the low level of resources available to oversight bodies and the review noted improved cooperation, independence, efficiency, transparency and capacity of key oversight mechanisms and institutions, both at central and local level. The review noted challenges in meeting indicators on corruption and rule of law, democracy

and human rights, engaging civil society and media, unsatisfactory performance of key JLOS institutions: unsatisfactory case disposal rate, backlog reduction, increasing level of public mistrust of JLOS institutions among others.

4.0 SWOT ANALYSIS OF NATIONAL ASSOCIATIONS FOR LOCAL AUTHORITIES IN UGANDA

4.1 UGANDA LOCAL GOVERNMENTS ASSOCIATION SWOT ANALYSIS

Strength	***Weakness***
• Large constituency 134 districts LGs and over 800 LLGs in Uganda[2], represented by all District Chairpersons, District Speakers Chief Administrative Officers and Sub County Chairpersons, which guarantees inclusiveness of the voice of local governments in the national policy and development agenda • Existence of an elaborate structure formed by different committees supported by a strong secretariat, which allows for participation in decision making through definite electoral and appointment processes • Existence and functional for over 22 years starting as Uganda Local Authorities Association (ULAA) and ULGA in 2004, and facilitated with well laid down operational policies, which provides the required leverage in terms of experience and acceptance as active partner in the Lg development agenda at National, regional and International levels as the representative voice of Local Governments • Developed a brand supported by key investments assets like its own ULGA House that accommodates the Secretariat, which is equally fairly equipped/tooled to deliver on the Association's mandate • Availability of funding from EU/UNCDF to support implementation of DINU programme-	• Funding uncertainties due to fluctuation of membership subscriptions and development partner support. E.g. Contributions (in form of subscriptions) from members is continuously declining (standing at only 14.7% realization[3]) leading to dependence on mainly donors/development partners. This funding is not sustainable in the long run and affects the association activities that may not be in line with the funding agency priorities. • Weak mechanisms for effective membership mobilization and active involvement in ULGA programs. The operationalization of the Regional outreach administrative structures faces limitations resulting from inadequate staff and budget to invest in relevant interventions. • ULGA continues to struggle with the effective implementation of its Communication strategy which limits its proper visibility especially at the local levels. • 50% of the 21 staff provided in the structure are present, presenting challenges for effective service delivery. • There is need for ULGA to put in place human resources development planning mechanism and integrate skills acquired in training into the work environment. ULGA also needs to embrace an internal assessment system that

[2] ULGA Strategic Corporate Plan 2015/16 – 2019/20
[3] Executive report presented to the 24th AGM held in Moroto on 18th Feb 2019.

this has helped bridge the funding gap partnerships with Civil Society entities like ACODE, NGO Forum and Action Aid Uganda.	rewards people and helps to keep them in the organisation with opportunities for on-going learning, career development, and advancement.
Opportunities • Formulation of the Local Government Sector provides an avenue in which issues affecting LGs (member of ULGA) can present, discuss and resolve issues affecting the sector. • Support and committed partnership of the Ministry of Local Government, which has now made provision for a Subvention to ULGA. • Interest from many development agencies that are willing to work with LGs through their Association e.g. Democratic Governance Facility, and VNG International IDEAL Programme, which are in the pipeline for implementation within the calendar year 2020. • Opportunity to position itself as a co-ordination platform for non-state actors' interventions in the Local Government space to ensure efficient utilization of resources for the maximum benefit by and for all its member Local Governments • Existence of the LG Consultancy group, would help to not only help generate income for the association but also help reduce on the costs of procuring consultancy services. This consulting group needs to be funded and reactivated • Redefinition of its agenda and strategy with the evolution of the Cities and Urban Development agenda • Global and Regional Policy frameworks that profile Local Governments as the center for development co-operation and effective service delivery	***Threats*** • Recentralization • The emerging phenomenon of the City that holds implications on future of ULGA's membership – cities result in the continued redefinition of and dwarfing of the District • Staff turn over • Existence/ Emergence of splinter groupings and entities that disunite the voice of Local Governments i.e. ULGA, UAAU, District Speakers, ALGAOU, and now Sub County Chairpersons • Competition form Civil Society and Non-State Actors that fill the vacuum otherwise not filled by ULGA and yet rightly falls under ULGA's mandate e.g. ACODE a research and think tank has leveraged from the ULGA partnership to cross into the advocacy capacity building for local Government space, and so has CSBAG.

4.2 URBAN AUTHORITIES ASSOCIATION OF UGANDA SWOT ANALYSIS

Strength • UAAU is Legally registered as a company limited by guarantee and with the NGO board; • UAAU has been in existence and functional for over 60 years (since 1959); • Existence of a functional governance structure formed by different committees supported by a strong Secretariat; • Large membership that include 8 Cities, 34 Municipalities, 100 Municipal Division Councils, 19 City Divisions and 587 Town Councils; • Good representation from the above membership that bring together all Mayors, Speakers, Town Clerks and Finance Officers; • Presence of a team of urban practitioners who keep on working with the Secretariat to represent, answer, prepare position papers for lobbing Central Government and Development Partners; • It is a strong advocacy voice for urban authorities in Uganda; • Has qualified and committed staff; • Availability currently of funding from EU/UNCDF to support implementation of DINU programme (for northern Uganda LAs)- this has helped to bridge the funding gap; • Cordial working relationship with Central Government, the Development Partners and the sister Association ULGA (an association of District Local Governments). • The member urban authorities appreciate capacity building support that UAAU provides. There is evidence that the capacity building has yielded desired results overtime;	***Weakness*** • Has no permanent home in any of the cities or municipalities. Has since inception been given offices in Kampala City Council building on mutual understanding and strong support of the mayor. • 40% of the staff provided in the structure is presently filled. • Contributions (in form of subscriptions) from membership are continuously declining leading to dependence on donors. • The funding available from the membership contribution is not enough for UAAU's planned activities effectively. • Lack of visibility in the intra- agencies. The many things the Association does are not well known, appreciated, not popularized as the docket of Information Officer/PRO is vacant. • There is little publication of works by the Association as the research desk and PRO are not well funded • Limited implementation of advocacy strategy. • Limited understanding of urban leaders of the "urban concept" • Lack of a clear mechanism of supporting urban Authorities to raise local revenue sustainably
Opportunities • High urbanization growth rate the country is experiencing, can together with central government harness growth of Towns and Cities; • Existence of the decentralization sector provides an avenue in which urban issues (affecting UAAU membership) can be presented, discussed and resolve issues affecting the sector; • Existence of investors and many potential	***Threats*** • High turnover of staff mainly resulting from late or none payment of salaries (staff having outstanding arrears of up to 6 months of unpaid salaries); • The number of current Development Partners supporting UAAU are limited. Hence currently there is limited resource envelope both from domestic and development partners. UAAU has no long-term guarantees for funding; • Operations depend on available funds (envelop size)

development agencies that are willing to work with urban councils locally and abroad through UAAU; • ICT is expanding and extending to member councils and it is providing lots of opportunities; • Existence of member urban authorities with a range of abilities, interests, and capacities widespread across the country and in the region provide opportunity for peer to peer support. • There is unprecedented paradigm shift to urban issues worldwide. In other words, there is re-orientation of focus from rural to urban agenda.	rather than the other way around. Soliciting of funds based on need has not yet taken root. • Continuity and sustainability remain an issue, due to lack of a strong operational funding mechanism in place. • Failure to attract and maintain high caliber staff to man departments such as: Research, Planning & Policy analysis, IT, PRO and Gender.

4.3 Other critical Issues for the National Associations of LAs

- Both ULGA and UAAU members have over the year's experienced little increase on domestic resources mobilization. According to the previous reports of the LG annual performance FYs 2016/17, 2017/18 and 2018/19. Revenue mobilization thematic area has consistently posted low overall performance with only 51% of the maximum score obtained. The worst performing areas were the actual result of efforts in this area, namely increase in Own Source Revenue (OSR), this was not met by majority of LGs in all LGPAs above.[4]

- Local Governments in Uganda have not embraced private financing of public infrastructure under the pressures of urbanization and fiscal stress due to limitations in the Public Finance Management Act (like municipal bonds, and development banks). Municipal development has been largely done by donors/WB. The Associations continue to advocate for local municipal development funds or capital market access as critical and more especially in light of the Local economic Development policy approach. With the creation of new cities in Uganda, long term city and municipal credit markets has to be embarked on seriously by, central government, private sector and donors. Urban financing devoid of market development will create unsustainable municipalities and cities.

- Local governments lack capacity to develop demand-side capabilities in project preparation and development to engage in financial innovations to be able to build durable municipal markets. Yet the seeds sowed for market creation can grow only if both demand-and supply- side factors are developed in tandem, so that the debt funds mobilized are deployed promptly in productive projects.

- The NALAs are facing challenges in building capacity of their members to promote and develop resilience as an incentive for stability in the fragile regions of Northern Uganda and Karamoja region. Majority of interventions are supply driven by central government and development partners. The LGs have not developed capacity and incentives for delivering effective and sustainable services in the livelihoods sector, food production, nutrition, environment and climate change.

[4] LGPA reports FYs 2016/17, 2017/18 2018/19.

- Inadequacy in the fiscal transfer system, NALAs have raised a number of concerns on fiscal transfer system. Let us look at adequacy, elasticity and stability as critical; the total level of resources transferred to local governments needs for years has not been matching the responsibilities assigned, and this affects the vertical balance. Transfer amounts has been adjusted annually to reflect inflation and demographic changes to ensure real per capita resources are maintained; where the economy is growing, transfers have not also reflected the real growth.

- Deepening understanding of fiscal management in LAs is crucial to successful implementation of delegated functions. Over the years, Government of Uganda has introduced a number of reforms and innovations to strengthen fiscal discipline and achieve macro-economic stability key among these are the fiscal rules and responsibility laws; fiscal risk management; medium term fiscal frameworks; and changes to coverage and timing of fiscal reporting. The technical staff understands these reforms but central government and development partners have not done enough to support the elected officials to understand these fiscal reforms. They are just passengers in a fiscal reform bus.

- Funding the NALAs has not featured as essential for the sustainable development and growth of LGs in Uganda. Yet the national associations experience declining revenues from members and general financial stress. The purpose and mandate of NALAs notwithstanding, there needs to be regular fund for secretariats of these national associations so that their capacities are built which later can be used to develop capacities of LGs in a cascading manner. But funding should not be coming from central government rather it should come from development partners

- Environment and climate change remain only but an area that is equally driven by Central Government and a lot needs to be done in terms of local policy formulation and community incentives and capacity building for change. This area in principle remains affected by scarcity of investments in alternative energy innovations as well as the low Local Government budget provisions

- Over costing of service delivery resulting from the absence of standard service delivery costs, an area that ULGA had been working on for a long time as part of its advocacy agenda, remains an issue that I unattractive to increased investments at Local Government level. The NALAS partnering with Central Government, need to develop partnerships to improve investments in research and ensure that local government service delivery is informed by critical standards that cut across the service delivery divide to improve accountability if meaningful partnerships are to be promoted.

- Key capacity constraints around strengthening the oversight function of Local Government organs of Council remains of notable interest to the NALAS and their members. This comes with the establishment of harmonized and co-ordination systems between the Local Governments ad Central Government, provision of adequate resource inputs in terms of functional and operational LG structures of accountability in place, human resource skills, and tools necessary for efficiencies to be realized but also adequate finances to facilitate the roles of the Councillors when it comes to meeting the basic facilitation and reasonable remuneration requirements.

4.4 Policy Recommendations

The following Policy recommendations are informed by the review of existing reports on the performance of Decentralization In Uganda over the years undertaken during the assignment of which are key position papers developed by ULGA over the last two Financial Years:

4.4.1. Transfer real power to Local Governments and thus reduce the workload of remote under-resourced central officials

a) Ministry of Local Government, Local Government Finance Commission, ULGA and UAAU should lobby for the re-alignment of central-local relations with the Constitution, the Local Governments Act and the Fiscal Decentralization Strategy.

b) Government of Uganda should adopt the WoG approach with Local Governments and other stakeholders to achieve better results.

c) Ministry of Local Government, Local Government Finance Commission, ULGA & UAAU should work together to streamline the Local G system towards Devolution. Emphasis should be placed on:

i) Raising national budgetary allocations to LGs to over 25%; and,

ii) Building the capacity of LGs so that they can perform their functions effectively

Success on these issues will require building effective coalitions with other key stakeholders.

4.4.2. Bring Political and Administrative Control Over Services to the Point Where They Are Actually Delivered, and Thereby Improve Accountability and Effectiveness, and Promote People's Feeling Of 'Ownership' Of Programmes and Projects Executed In Their Localities

One of the important pillars of the effective local governance is the premise of monitoring the performance of local government councils and providing information about their performance to the electorate. The expectation is that citizens should demand for accountability from their local elected officials. LGs are still bedeviled with poor monitoring of service delivery by elected leaders. Districts often lack funds to facilitate monitoring and supervision necessary for prevention of shoddy work and leakage of funds. Supervision and monitoring the performance of duty bearers by elected leaders is essential to improved service delivery. Unfortunately, there is inadequate local revenue to finance effective and sustained monitoring of service delivery units. Many elected leaders, especially councilors, have perennial complaints regarding the lack of adequate facilitation to carry out monitoring of local development and service delivery.

The traditional view of local government is that the only role for citizens is to vote in elections in every five years and pay their local taxes is being increasingly challenged. Citizens expect to have a greater say in the running of services that affect them. They are dissatisfied by the lack of accountability of those they have elected for the taxes they have levied and other resources they have used. And in many countries, they are concerned about the level of corruption in local governments. Elections are, of course, a key mechanism of accountability for local government. But elections are very basic instrument of choice. Manifestos, if they offer anything at all clearly, offer a package of generalized policies. Elections are often fought on the basis of personalities or ethnic identities. Electoral practices are often not inclusive (first-past-the-post elections tend to marginalize women and minority groups as well as the poor) and open to abuse. Once elected, councilors may make decisions behind closed doors, without any opportunities for participation by others or accountability to citizens until the next election. Local level political processes are often dominated by local elites, who may be able to rely on patronage networks to ensure their re-election. And there is little information available on which to judge the performance of those who have been elected.

Thus, the range of choice is highly constrained, occurs only infrequently (typically, once every five years) and with little information available. Consequently, for decisions on more specific issues, other mechanisms of participation are needed.

The following therefore are key critical interventions for advocacy:

1. Local Government councillors and citizens should be given appropriate training on ‘’value for money’’ verification of local service delivery interventions so that they can recognize and report shoddy work and also be facilitated with adequate resources in order for them to meet their unique responsibilities as enshrined in the Local Government Act.

2. There is also the need for the development of programmatic political parties, with clear policies and manifestos, as well as for more inclusive political processes at local level.

3. Because of the limitations of representative democracy, more direct participation of citizens is needed. This particularly is the case when dealing with detailed issues-proposals for particular developments or the management of health centers, schools, which cannot be handled through the broad manifestos of political parties at infrequent elections. These participatory mechanisms can be explored more: Public meetings/ barazas, consultation exercise, opinion surveys, formal grievance procedure, Ombudsman and appeals procedures, as well as participatory budgeting (PB).

4. Democratic local governance requires accountability in a number of directions:

- Horizontally- of the executive to the elected representatives

- Downwards- of the elected representatives to the citizens
- Upwards- of local governments to central government, particularly for the use of funds.

The following will be important strengthen in achieving local accountability:

1. Mechanisms for reporting by the executive to the elected council;
2. Publication of information about local government performance to citizens, in an understandable form;
3. Preparation, approval and publication of budgets, showing the proposed use of resources;
4. Preparation, approval and publication of accounts in a timely manner, showing the actual use of money;
5. Auditing of accounts and publication of auditors' reports. (taking action of recommendations of the AG's report)

4.4.3. Free Local Managers from Central Government Constraints and Enable Them to Develop Effective and Sustainable Organizational Structures that are Tailored to Local Circumstances

Ministry of Local Government, ULGA and UAAU should lobby the Presidency and Cabinet to reposition and re-declare effective operation of Local Governmentss a matter of national strategic importance. This recommendation is premised on the arguments below.

Basing on years of Local Government assessments, it has been demonstrated that Decentralization is a viable mechanism for building local democracy and delivering services to the citizens. Unfortunately, over time, there have been steady and increasing cases of recentralization with the Centre blaming it on deficiencies in decentralization. After experiencing decentralization in Uganda for some time, there is some resistance at the Centre of it by some technical people who feel threatened by loss of power and resources. These technocrats have worked hard to frustrate and undermine decentralization and prove that it can work. In most cases, these technocrats are behind efforts to recentralize certain functions from the local governments. Instead of recentralizing, government should address identified capacity limitations of local governments.

In the management of finances at a local government level, a number of roles have not been fully decentralized and some have been recentralized. For example, recruitment of primary teachers was left to the local governments, the management of the payroll remains a centralized function. As such, there are concerns from district officials about how to hold teachers accountable since they have no authority over the payment systems. In fact, district officials complain about the non-existent authority line between the district and secondary schools, which directly report to the Centre.

There has also been recentralization of some roles and funds as part of central government measures to improve effectiveness and efficiency as well as accountability in the public financial system. In view of this, any identified deficiencies should be tackled by building the capacity of local governments rather than diluting their authority through recentralization of roles with their attendant offices. It is recommended that government reviews the recentralization functions with a view of returning them to local governments and concentrate on capacity building.

Government should also consider putting a stop on uplifting Rural Growth Centers (RGC) to Town Councils and Town Councils to Municipal Councils in the absence of capabilities for adequate and appropriate resourcing to ensure functionality and effectiveness. Creation of more administrative units continues to remain a burden on the national Budget in its current outlook, and does not attract local investments that translate into avenues for local revenue generation. Since Uganda is a Physical Planning area, let Local Governments perform functions including physical planning, promotion area action plans, promote industrialization, job creation, poverty reduction and improved economic growth, besides organized settlements and housing. In long run urbanization will come gradually as a strong catalyst to combating the effects of climate change and creating an integrated, prosperous, stable and peaceful environment for productivity and wealth creation in the country.

4.4.4. Improve Financial Accountability and Responsibility by Establishing a Clear Link Between Payment of Taxes and Provision of Services.

It is well known that Audit and Inspection offer complementary roles in improving service delivery by local governments. Traditionally in Uganda, inspectors of government services were concerned with professional standards (e.g. in hospitals, prisons and schools) covering aspects of costs and with financial regularity and probity. There has been a shift where it is established that increasingly, both are now concerned with issues of performance and appropriate management structures. Thus, there is a possibility of overlap. In local government, the potential for undesirable overlap is limited by the fact that the Auditor General is also responsible for inspecting most services: important expectations are schools, hospitals and other services.

Local Government must be supported to undertake proper auditing. Auditing needs to be concerned not just with probity, but also with performance in the use of public funds: whether resources were used effectively to achieve agreed objectives and efficiently (making the best use of resources). The audit efforts should project the key desired results of minimizing the costs of inputs for a given outputs, maximizing outcomes for a given input and having in place the appropriate mix of inputs and outputs or outcomes.

In addition, it must also be noted that although Uganda has over twenty (20) years of experience of various forms of decentralization as espoused in local governance, the extent of public participation both in local planning and in holding local politicians to account remains inconsistent. To strengthen accountability at the local governance level, it is necessary to have a civically competent citizenry equipped with the knowledge and tools of civic engagement. Moreover, local government officials need to have the resources needed to engage with their constituents.

Therefore, in terms of policy advocacy interventions, it is critical for the following to be undertaken:

i. Advocate for strengthening Local Government financial management processes, Internal Audit Units, Procurement and Disposal Units and Pubic Accounts Committees, and Monitoring and Evaluation mechanisms.
ii. Continue to advocate for a minimum level of education for District and Municipality Councillors to be set at ordinary level Certificate of Education to enable them to internalize the budget and interpret financial statements.
iii. Councillors should undergo continuous training on budgeting and interpretation of financial statements, mechanisms for enforcing adherence to Financial and Accounting Regulations should be strengthened; and, citizens should be continuously sensitized on following up how their resources are being utilized by their LGs.
iv. Government invests in creating civic awareness of citizens in order to hold elected leaders and the technical staff accountable.
v. Checking the adequacy of local governments' management arrangements for delivery of economy, efficiency, effectiveness and checking whether best practice recommendations are being followed.
vi. National Associations of local Governments policy advocacy be supported to cover working with Auditors on conducting national studies on best practice in Locla Governments, publishing papers on management performance, collating national data on best value performance indicators, verifying performance indicators at the local level and auditing the best value performance plans of local governments

4.4.5 Improve the Capacity of Local Governments to Plan, Finance and Manage the Delivery of Services

In order for local governments to execute their mandates as provided for in the decentralization policy, including localized planning and provision of service delivery, local governments require adequate resources. It is recommended that government considers and prioritizes adequate financing of local governments as an affirmative action. While it is important for the government to plan for the whole country. Some districts have unique challenges and needs.

The transition from the earlier poverty focus of the 1990-2000 under the Poverty Eradication Action Plan (PEAP) to the current Vision 2040 that aims the country at attaining upper middle-income status by 2040 was not alignment properly. As a result, two national planning frameworks appear to be running in parallel:
i) the 'bottom-up' planning process at LG level with a heavy focus on service delivery; and
ii) the long perspective national planning process under which national priorities are set at the centre and cascaded downwards, with emphasis on investment in strategic enablers for rapid growth (e.g. power/energy, infrastructure, etc.).

This creates confusion and frustration at local level when their priorities generated from participatory planning are ignored year after year.

In addition to the above policy issue, Government's Sector Budget support approach requires individual sectors to agree with development partners on 'undertakings' to be carried out over an agreed planning period, with the lead sector ministry taking overall responsibility for ensuring that those commitments are met. Often, sector lead ministries cite lack of capacity in target Local Governments (e.g. incomplete structures and qualified personnel) as justification for holding on to the funds and carrying out the programmes/ projects themselves. Ministry of Finance, Plannng and Economic Development and Ministry of Public Service repeatedly argue that there is no money for implementing the structures approved for Local Governments, which perpetuates the problem.

Adequate Local Government financing, is very critical for the effective performance of local governments. Although the amount of funds allocated to local governments in national budget has been increasing in nominal terms, the level of funding remains far below the required level to meet service delivery needs. There is concern that the share of budget accruing to local governments continues to reduce amidst a rapidly increasing resource envelope. This is not surprising given that highly centralized sectors such as infrastructure and energy dominate the budget. Furthermore, the budget ceiling on local governments set by the center limits their capabilities to address critical and special needs in their jurisdictions, and respond to the citizens' demands.

Across, local governments continue to be constrained by inadequate local revenue generation. Local revenue is important for not only according greater discretion by local governments but it also supplements the central government transfers and donor contributions. The biggest proportion of funds that districts can access is from the central government releases, most of which are conditional. The conditional central government transfers makes addressing local issues difficult. This in the long-run erodes the confidence that the citizens have in local governments and decentralization. While local revenue is associated with greater discretion and flexibility, districts persistently perform poorly on its collection. The most important sources of local revenue for districts tend to be property related charges, user charges, business licenses and Local Service Tax (LST), which are by far menial in terms of ranking in enough funds to efficiently and effectively run a district. The solution to the low revenue generation conundrum is to review the entire fiscal decentralization system, including the allocation of taxes between central government and local governments.

Therefore, as a matter for Policy Advocacy:

i. Ministry of Local Government, ULGA and UAAU should lobby the President to declare optimal performance of Local Governments as matter of national strategic importance. This will ensure that Local Governments are effectively supported, including enabling them to implement their approved structures. If LGs have adequate capacity for implementing programmes and projects at their level, government as a whole will be more coherent and citizens will benefit more from development and service delivery interventions executed in their behalf.

ii. It is also recommended that some of the funding should not be conditional but flexible to allow local governments to prioritize their key strategic areas of investment. This way, local governments will be able to undertake localized planning and perform their other mandates better, as was envisaged by the decentralized policy.

4.4.6. Promote Local Economic Development in Order to Enhance People's Incomes and Widen the Tax Base

Local Economic Development is emphasized in the National Development Plan (NDP) as a means towards encouraging economic growth through local resources. LED is also enshrined in the Decentralization Policy strategic framework to create an enabling business environment. There is a strong need to strengthen local economic development as a means of widening the local revenue bases as well as attracting donor funding and private sector investment. Since the introduction of the policy, various interventions have take place at Local Government level that has brought to bear varied experiences. Among such interventions is the Local Government association organized the first and second capacity building conferences on LED on June 2013 and august 2016 respectively the purpose was to mobilize and generate consensus on the strategic interventions that need to be taken forward to position LGs and to promote LED as a driver for Territorial Approach to Local Development (TALD).

However to date, LED has numerous operational challenges including limited common understanding of the LED concept, unclear guidelines for governing contractual relations and the fact that some actors are more interested in serving individual or group interests, lack of clarity over the roles of central and Local Governments in promoting LED characterised by a few CAOs fronting LED while the majority just focus on traditional service delivery and slow attitudinal change among those responsible for promoting LED.

In addition to the above, Local Governments are not provided adequate funds for development expenditure. For example, in the 2020/2021 National Budget LGs were allocated UGX3.9 trillion of which 68% is for salaries. The balance of 32% it too little for development expenditure to bring about the required local transformation. While the Operation Wealth Creation Programme has made important interventions, it is just a drop in the ocean due to the huge need on the ground. It is also true that aalthough the tax bases from which Local Governments can generate revenue seem have expanded, a big problem lies in the capacity of Local Governments to collect some of those taxes e.g. royalties for mining, electricity generation, market dues, etc.

Going forward, there must be deliberate policy advocacy efforts towards the following fro the LED Policy to be of effect and relevance on Uganda's national economy:

1 Ministry of Local Government, LGFC, ULGA and UAAU should combine forces and strongly advocate for significant increases in the development expenditure provided by the Central Government to Local Governments, to enable them invest in key areas.
2 Attainment of Vision 2040 requires entrepreneurial minded Local Government leadership. Local Government leaders should be converted from being administrators (i.e. CAOs/ Town Clerks) to being Chief Executive Officers (CEOs) so that they can effectively spearhead the development of industrial hubs and sustained investments in their LGs.
3 Overcoming impediments to LED will also require several interventions, including, sensitizing all actors on the purpose and benefits of LED, developing clear guidelines on contractual relations between parties on LED, development of relevant polices/ bylaws by LGs to guide partnerships with the private sector, communities, CSOs, etc., and enhancing the capacity of Local Governmentss for driving and managing LED. This will also require mind set re-orientation and technical training.

Annex I: Status of SDG integration in NDP II

Table 1: SDG Integration in NDP II

Goal	NDP 2 Targets / Interventions
SDG 1: End poverty in all its forms everywhere	• Reduce the percentage of people living on less than $1 per day from 19.7% to 14.2 % by2020 • Increase the number of vulnerable people accessing social protection interventions from one million to three million by2020 • Increase the percentage of women accessing economic empowerment initiativesfrom12%to30%by2020 • Reducetherateofdiscriminationandmarginalizationby4%by2020 • Develop capacity for mitigation, preparedness and response to natural and human induced disasters for quality effective service delivery
SDG 2: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture	• Reduce child stunting as a percentage of under-five from 31 to25 • Increase agricultural production and productivity • Enhance consumption of diverse diets at household level • Promote commercialization of agriculture particularly amongst small holder farmers. • Strengthen ecologically sound agricultural research and climate change resilient technologies and practices • Establish and operationalize trade information centres across the country. • Establish satellite border markets across the country
SDG 3: Ensure health lives and promote well-being for all at all ages	• Reduce maternal mortality rate per 100,000 live births from 438 to 320 by2020 • Reduce infant mortality rate per 1,000 live births from 54 to 44 by2020 • Integrate reproductive health into national strategies and programs • Reduce annual outpatient department attendance to reduce malaria cases from 12,224,100 to2,600,000 • Reduce new HIV infections among adults • Establish a functional surveillance, monitoring and research system to support the prevention and control of Non-Communicable Diseases. • Design and implement a National Health Insurance scheme
SDG 4: Ensure inclusive and equitable quality education and promote life-long learning	• Increase primary to secondary school transition • Increase net secondary school completion rates • Achieve equitable access to relevant and quality education and training • Develop and implement Early Childhood Development policy framework • Expand and improve social infrastructure for all levels including water

opportunities for all	supply infrastructure, sanitation, and hand washing facilities, school physical education and community facilities • Increase adult literacy rates from the current 73% to 80 percent by2020 • Increase the number of scholarships for disadvantaged areas to enroll in higher education
SDG 5: Achieve gender equality and empower all women and girls	• Reducetherateofdiscriminationandmarginalizationby4% • Mainstream gender and rights in policies, plans, and programs in sectors and LGs • Promote formulation of gender sensitive regulatory frameworks in all sectors and LGs with a focus on emerging areas of climate change and oil and gas • Promote women economic empowerment • Promote and protect the rights of vulnerable groups-children, PWDs, older persons against abuse, exploitation, violence and neglect
SDG 6: Ensure availability and sustainable management of water and sanitation for all	• Protect and manage water catchment areas • Prepare and implement the National Irrigation Master Plan that takes into account the impacts of climate change • Increase access to safe water supply in rural areas from 65% (2012/13) to 79% and urban areas from 77% (2012/13) to 100% by 2019/20 • Increase access to improved sanitation in rural and urban areas • Increase the proportion of major polluters, abstractors regulated according to the water laws and regulations from 55% to70% • Safeguard Uganda's interests in international waters by developing a national policy and strategy for management of international waters and promoting regional cooperation for equitable and reasonable utilization of the shared water resources • Restoreandmaintaintheintegrityandfunctionalityofdegradedfragileec osystems
SDG 7: Ensure access to affordable, reliable, sustainable, and modern energy for all	• Increase%ofthepopulationwithaccesstoelectricityfrom14%to30% • Increase power generation capacity from 825MW in 2012 to 2,500MW by2020 • Promote energy efficiency through development and enforcement of standards and revamping the transmission networks to reduce technical power losses • Promote and facilitate the use of renewable energy technologies such as bio-fuels, wind, solar, improved cook stoves, and LPG at household and institutional level • Develop decentralized village-based agricultural processing centers that incorporate low-carbon sources of energy such as bio-gas digesters and solar driers
SDG 8: Promote	• Averagetargetedgrowthisabout6.3%lessthantheproposed7% • Develop and implement a policy on mandatory

sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all.	association membership for informal sector players • Develop locally manufactured goods through supporting MSMIs. • By 2020, substantially reduce the proportion of youth not in employment, education, or training by 20% • By 2020 develop and operationalize a global strategy for youth employment and implement the ILO Global Jobs Pact • Improvedecentworkcoveragefrom40%to70%by2020 • Promote decent employment opportunities and labor productivity • Improve the resilience and productive capacity of vulnerable persons for inclusive growth • Promote rights, gender equality, and women's empowerment in the development process
SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	• Prioritizes infrastructure development as a critical component to increase competitiveness and spurring growth in the country. The strategic infrastructure that the plan focuses on includes transport, energy, ICT, oil and gas, and water for production. • Construct and rehabilitate national roads and Develop and implement mechanisms to ensure that the existing and future transport infrastructure is climate change resilient • Strengthen the legal and policy environment to support industrialization • Improve the regions road, electricity and water infrastructure, as well as production skills to promote agriculture, fishing, agro-processing, light manufacturing, tourism and mining • Establish and foster a national Innovation System for proper and adequate exploration of Research and Development(R&D)outputs and • promote emerging technological needs
SDG 10: Reduce inequality within and among countries	• Enhance effective participation of the marginalized in social, economic and political activities for sustainable and equitable development. • Eliminatediscrimination,marginalizationandensurethatallpersonshave equal opportunities in accessing goods and services
SDG 11: Make cities and human settlements inclusive, safe, resilient, and sustainable	• Increase access to housing for all income groups for rental and owner occupationto7.8 million units by 2019/20 • Reduce slums and informal settlements and increase access to affordable housing finance • OperationalizethePhysicalPlanningAct,2010tosupportorderlyand sustainable development
SDG 12: Ensure	• Increase the sustainable use of Environment and Natural Resources

sustainable consumption and production patterns	• Popularize and encourage efficient and zero waste technologies and practices. • Promote sound management of hazardous chemicals and e-wastes including the establishment of modern waste management infrastructure.
SDG 13: Take urgent action to combat climate change and its impacts	• Increase automation of climate monitoring network from 10% in 2015 to 40% in2020 • Develop a National REDD+Strategy and action plan, Integrate and implement the National Climate Change Policy (NCCP) including awareness creation in all MDAs, LGs as well as CSOs and the private sector. • Increase public awareness on ENR opportunities, green economy and sustainable consumption and production practices.
SDG 14: Conserve and sustainably use the oceans, seas, and marine resources for sustainable development	• Decrease in level of pollution of large water bodies • Develop and implement ecosystem management and restoration plans; Restore the degraded fragile ecosystems (river banks, bare hills, range lands and lakeshores).
SDG 15: Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradationand halt biodiversity loss	• Increase the percentage of forest cover from 14% in 2013 to 18% in 2020 • Enhance environmental compliance to national standards from 70%in 2014 to 90% in2020 • Restore and maintain the integrity and functionality of degraded fragile ecosystems. • Increase afforestation, reforestation, adaptation and mitigate deforestation for sustainableforestry
SDG 16: Promote peaceful and inclusive societies for sustainable	• Enhance the prevention, detection, and elimination of corruption • Improve democracy and governance for increased stability and development • Promote accountability and the observance of human rights

development, provide access to justice for all, and build effective, accountable, and inclusiveinstitutions for all	• Increase community participation from 50% to 70% in the development process
SDG 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development	• Emphasis is put on domestic resource mobilization and harnessing new sources of financing beyond the traditional sources. • Strengthen Inter-Agency collaboration among agencies concerned with investment promotion i.e. UIA, KCCA, LGs, URA & URBS to design and implement a mutually beneficial comprehensive investment regime • Strengthen Project Preparation and Appraisal system • Land Acquisition Legal Frameworks • Public Service Contractual Reforms • Public Procurement Reforms • Strengthen implementation planning • Rationalize the special regional programmes • Build an education and training system that produces human resources with capacity to generate and effectively apply STI based on contemporary needs of society. • Develop and strengthen national, regional and international partnerships and networks.

Source: Review report on Uganda's readiness for implementation of the 2030 Agenda