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**THE UGANDA URBAN EXPO AND SYMPOSIUM 5TH TO 7TH  
SEPTEMBER 2018**

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**CONFERENCE REPORT**

***THEME: BECOMING INVESTMENT READY: UNVEILING THE BUSINESS AND  
INVESTMENT POTENTIAL OF SECONDARY CITIES***



***The Chief Guest HE the Vice President of Uganda Hon. Edward Sekandi and  
other Delegates.***



**Cities Alliance**  
Cities Without Slums

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## 1.0 ACRONYMS

CA	Cities Alliance
DFID	Department for International Development
EU	European Union
GDP	Gross Domestic Product
GGGI	Green Growth Initiative
ICT	Information and Communication Technology
IOM	International Organisation for Migration
JMC	Jinja Municipal Council
KCCA	Kampala Capital City Authority
LED	Local Economic Development
MDF	Municipal Development Forum
MLHUD	Ministry of Lands, Housing and Urban Development
MoLG	Ministry of Local Government
NOC	National Organizing Committee
PPC	Public Private Cooperation
SDGs	Sustainable Development Goals
SEZ	Special Economic Zones
SME	Small and Medium Enterprise
SNF	Source of the Nile Foundation
UAAU	Urban Authorities Association of Uganda
UDB	Uganda Development Bank
UIA	Uganda Investment Authority
UN	United Nations
UNCDF	United Nations Capital Development Fund
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNHCR	United Nations High Commission for Refugees
USA	United States of America
UTB	Uganda Tourism Board

## 1.1 ACKNOWLEDGEMENT.

The National Organizing Committee (NOC) under whose general direction the Uganda Urban Expo and Symposium was organized acknowledges the support and contributions made by various institutions, during preparations and the conference that took place between September 5-7/09, 2018.

The NOC is grateful to the Uganda Civil Service College which generously hosted the conference. We are also grateful for the backing from the Ministry of Lands, Housing and Urban development, the Urban Authorities Association of Uganda (UAAU), Jinja Municipal Council (JMC), the United Nations Capital Development Fund (UNCDF), Cities Alliance (CA) in organizing the conference. We acknowledge the dedication of all the NOC members: Mr. Samuel Mabala, Chairman NOC (Director of Human Settlements, Ministry of Lands, Housing and Urban development), His Worship Majid Batambuze (Mayor Jinja Municipal Council and Chairman UAAU), Eng. Paul Kasule (Ministry of Local Government), Mr. Darling Kaswara (Secretary General, UAAU) Mr. Francis Byabagambi (Town Clerk, JMC)), Mr. Dmitry Pozhidaev (Head of Office UNCDF), M/s Jennifer Bukokhe (Programme Manager DINU-UNCDF), Mr. Joel Mundua (Governance Specialist UNCDF), M/s Joan Alupo (Communication Specialist, UNCDF) Mr. Ronald Lwabayi (Urban Expo), M/s Jacqui Namuyonga(Urban Expo) and Mr. Peter Wegulo (Events Manager).

We wish to acknowledge the input given by various stakeholders, who were consulted before the conference, namely: Private Sector Foundation of Uganda (PSFU), United Nations Development Programme (UNDP), United Nations High commissioner for Refugees (UNHCR), Cities Alliance, UN-Habitat, Urban Sector Partners' Group, International Office for Migration (IOM), Pulse Lab, European Union and the World Bank (WB), among others.

Finally, we wish to thank the dedicated team of rapporteurs comprising Stephen Bogere, Farida Namukasa, Jackie, Daphne Nabukonde, Nelson Wainaina, Earnest Nabihamba and Agnes Kyarimpa who facilitated the recording of the proceedings of the symposium

We are reminded of an ancient kernel of wisdom by Confucius, a renowned Chinese philosopher: "A journey of a thousand miles begins with a single step". We recognize the support of those listed here and many others, in this effort aimed at moving secondary cities towards realizing their investment potential.

We thank you all

## 1.2 EXECUTIVE SUMMARY

The Uganda Urban Expo and Symposium 2018 provided a forum that recognized and discussed the promotion of secondary cities as key players in ensuring livable, equitable, inclusive, secure, sustainable, resilient and smart urban areas. It also gave an opportunity to companies with products offering solutions to the enduring urban challenges, to showcase their products to a most receptive audience and potential customers.

The theme of The Urban Expo 2018; **“Becoming investment ready: Unveiling the business and investment potential of secondary cities”** was chosen in order to stress that secondary cities must be investment-ready to fully realize their business and investment potential. Investment readiness is defined as the demonstrated capacity of a city to prime itself towards the needs of external investors, by providing a credible and efficient framework and process for external investment, coupled with a development pipeline of bankable propositions and opportunities that meet the specific process, asset, scale, and risk management requirements of the investors.

The major objectives of the Expo and Symposium were:

- 1) A platform for discussion of the process of secondary cities becoming investment-ready and the key system areas where relevant changes need to take place;
- 2) Promotion of the role of secondary cities in the economic development of countries and their role in fostering equitable economic development;
- 3) Unveil the investment potential and business opportunities abound in the secondary cities;
- 4) Provide a platform to local, regional and international companies with innovative, efficient and cost-effective products offering solutions to urban challenges to exhibit and interface with potential municipality customers; and
- 5) Provide platform for discussion of crosscutting and emerging issues including the Sustainable Development Goals and the migration to cities – their impact on investments in secondary cities.

The 2018 Urban Expo in Jinja was organized in three main strands:

**(i) The Indoor Symposium:** It run for three days from September 5 to 7, 2018. It provided practical guidance to cities on how to become investment-ready and how to unlock the various potentials for investment and business promotion. The symposium, among other things, discussed the challenges and solutions to secondary cities becoming investment ready and how city systems should be improved and upgraded to make this possible.

The indoor symposium program was built around an emerging understanding of the investment potential in secondary cities. Held for the course of three days, it included a combination of one plenary session and 9 breakaway (concurrent) sessions focusing

on the following four topics:(i) **Identifying Business and Investment Opportunities** (ii) **Creating Business and Investment Opportunities** (iii) **Communicating Business and Investment Opportunities** and (vi) **Executing Investments**. Each of these four concurrent topics was supported by an introductory plenary session. All power-point presentations and notes from individual sessions are in annex 4..

**(ii) The Exhibition:** It ran for three days from September 5th-7th, 2018. The exhibition was organized in tents, outdoors. Participating cities, municipalities, organizations and companies each had a booth/stall in the venue grounds to exhibit their works and products and provided information to visitors. The exhibition showcased a wide range of innovative urban solutions/products. The exhibited products were logically linked to the symposium topics to practically illustrate the theme.

**(iii) Field and Site Visits:** During the expo, participants got the opportunity to visit some projects and tourism sites aligned to the theme. Guided tours were organized on September 7, 2018.

As the result of a compilation and analysis of the discussions during the symposium, some undertakings emerged in terms of follow-up steps that secondary cities are to implement. This was the **“Jinja Declaration”**. It provided general recommendations. They emerged from the wealth of substantive debates held during the three days long symposium in Jinja Municipality, around which a substantial consensus was reached.

## **2.0. OPENING CEREMONY OF THE INAUGURAL URBAN EXPO IN UGANDA**

This session included the following: welcome remarks by the chairperson for the Uganda Urban Expo and Symposium 2018 organizing committee, His Worship the Mayor - Jinja MC/the Chairperson UAAU, the Chairperson for Urban Development Partners, the Minister of State for Urban Development-MLHUD and the Vice President, who represented the President of the Republic of Uganda, as the guest of honour at the function.

### **2.1 WELCOME REMARKS BY THE CHAIRPERSON FOR THE UGANDA URBAN EXPO AND SYMPOSIUM ORGANIZING COMMITTEE (MR. MABALA SAMUEL)**

The chairman of the National Organizing Committee welcomed participants to the first ever 2018 Uganda Urban Expo and Symposium and thanked the international delegates for honouring their invitation to the symposium.



He recognized delegates from India, Turkey, Somalia, South Africa, Kenya, Tanzania, Sweden, Malaysia, South Korea, China, Austria among others, in addition to local participants from the different institutions and secondary cities in Uganda.

He noted that Jinja Municipal Council (JMC) was selected to host the 2018 Uganda Expo and Symposium mainly because of its investment potentials that were portrayed within the Municipality, which would also provide case studies on some of the topics that were discussed in the course of the five days, such as tourism potential and industrialization, among others.

He encouraged all secondary cities to develop costed strategic investment plans and to share them with the various delegates and also hold bi-lateral talks on business/entrepreneurship.

He noted that Municipalities are faced with challenges of inadequate investment. He also noted that push factors to urban development have been hindered by high poverty levels and the lack of technical knowledge for investment.

He took participants through the three-3 days' program, as well as the different sessions on different topics and session chairpersons and panelists.

At the end of the symposium, the participants were tasked to come up with the Jinja Declaration that highlighted commitments from the symposium meeting, which would be agreed upon.

## 2.2 REMARKS BY HIS WORSHIP THE MAYOR - JINJA MC/CHAIRPERSON FOR UAAU (MR. MAJID BATAMBUZE)



His worship the Mayor of Jinja Municipality, Majid Batambuze welcomed participants and underscored the urgent need to review the urbanization process in Uganda. He hoped that by the end of the symposium and expo, a number of commitments and recommendations would have been generated for action/implementation.

He emphasized the following;

- ❖ The Creation of a link and urbanization and economic development i.e. a correlation between urbanization and development through increasing location value and agglomeration in order to benefit from economies of scale.
- ❖ Focus on not only the capital city, but also secondary cities as engines of growth thereby reducing rural-urban migration.
- ❖ Need for balanced development between the capital city and secondary cities to eliminate situations of pressure on the capital cities by increasing investments in secondary cities.
- ❖ Reduction/elimination of one-sided development, through;
  - Linking different urban areas/towns,
  - Providing employment opportunities,
  - Harnessing available business potentials/opportunities in such urban areas.

He noted that different Municipalities have been invited to share their urbanization best practices and innovations through the exhibition on:

- ❖ Housing solutions and affordability,
- ❖ Energy solutions for urban areas,
- ❖ Smart technologies for this era,
- ❖ Garbage management and recycling solutions i.e. waste to energy,
- ❖ Among others.

He disclosed that Jinja Municipality is working on increasing connectivity. However, the process was encountering financing challenges that require increased municipal funding through government support and external funding.

### **2.3 REMARKS BY THE CHAIRPERSON FOR URBAN DEVELOPMENT PARTNERS GROUP (PAUL TANNER-DFID).**



The chairman of the Urban Development Partners Group (UDPG), Mr. Paul Turner expressed gratitude for being invited to the first ever urban expo and symposium in Uganda to discuss the role of secondary cities in economic development.

He said that it was an opportune time to renew contacts and discuss problems of mutual interest with delegates on the importance of urbanization.

He noted that Africa is fast urbanizing, and cities as engines of economic growth contribute massively to the country's Gross Domestic Product (GDP). Hence, the need to support urbanization projects through more direct investments.

The Department For International Development (DFID) to which he belongs, is currently working to see how Municipalities can be supported to attract investments and create more jobs for the local population. Secondary cities need to tap into these initiatives to benefit from the offers. However, he said this can only be achieved through partnerships between government, private sector and development partners.

He concluded emphasizing that the government has a fundamental role of making secondary cities investment ready. However the investments should be geographically spread.

## 2.4 REMARKS BY MINISTER OF STATE FOR URBAN DEVELOPMENT-MLHUD (HON. ISAAC MUSUMBA)



The Hon. Minister of State for Urban Development, Mr. Isaac Musumba, welcomed participants and announced the approval by Cabinet of the National Urban Policy in June 2017 as guiding framework for development and management of urban areas. He added this was to ensure that urban areas are more attractive, productive and competitive.

Currently the Ministry of Lands, Housing and Urban Development (MLHUD) is implementing the National Urban Policy so that the country reaps the benefits of urbanization. The long-term goal of the policy is to accelerate economic growth, reduce poverty, promote equity and help the nation realize Vision 2040, which aims to make Uganda a middle-income country within two decades.

Mr. Musumba, observed that the national Vision 2040 calls for an urbanized country. It is projected that Uganda will be 30% urbanized by 2040, from 7 million currently to over 22 Million people by 2040; meaning that the urban population will increase **THREE** fold. Government is therefore in the process of developing 11 new cities to accommodate the 10 million people in Greater Kampala Metropolitan Area and 2 Million per new city by 2040 taking care of 22 million as the most feasible solution to transforming the national economy.

To develop 11 cities as planned, the government requires \$330 billion. This will translate into a \$1650Bn GDP by 2040 for a middle income country, millions of jobs, thousands of businesses and a phenomenal amount of investment opportunity for foreign funds. This presents a great opportunity for investment in Uganda to enhance the transformation to the middle-income status by 2040.

On the Urban Expo, Mr. Musumba revealed it was organized to highlight the potential opportunities that exist in urban areas and to focus on how to make the secondary cities investment ready by unveiling their business and investment potential.

He said it was therefore imperative for the Government in partnership with development partners and the private sector to focus on organizing Uganda's urbanization opportunities and make it attractive to large institutional investors who can take advantage of the business and investment opportunities on offer. He

expressed the need for innovative financing mechanisms, crucial if these opportunities are to be translated into reality.

## 2.5 REMARKS BY THE REPRESENTATIVE TO THE PRESIDENT OF THE REPUBLIC OF UGANDA



The Guest of Honour, Mr Edward Sekandi, thanked the Urban Authorities Association of Uganda (UAAU), the Ministry of Lands Housing and Urban Development (MLHUD), Jinja Municipality, Development Partners and other stakeholders in the Urban Development Sector for coming up with the inaugural Uganda Urban Expo 2018.

He noted that Article 197 of the 1995 Constitution made explicit the autonomy of urban authorities and established a fully-fledged Ministry for Urban Development and has since formulated the National Urban Policy. He was optimistic that the urban policy will guide orderly urban Development.

He emphasized that the theme for the Urban Expo and Symposium is **“Becoming investment ready: Unveiling the business and investment potential of secondary cities”** is indeed in line with the central theme of the 2016-2021 NRM manifesto: **“Taking Uganda to Modernity through Job-creation and Inclusive Development”**.

He reiterated government commitment to support secondary cities with the view of freeing Kampala from the current pressure for land and other social amenities.

Quoting the former United Nations (UN) Secretary General Mr. Ban Ki Moon, **“the battle for Sustainable development will either be won or lost in Cities”**, he pledged government commitment to progressively increase financing of the urban sector in order to prepare cities and towns as attractive destinations for investment

He urged the relevant authorities to mobilize the communities to take advantage of the economic infrastructure being put in place to transform the livelihoods of the urban population. He also unveiled plans to support the growing informal sector in the urban areas in the form of evening food vendors, boda boda riders, welders, washing bays among others.

He expressed government support for the Uganda Urban Expo with both human and financial resources and requested that it should rotate throughout the country so that the benefits can be cascaded to other regions on an annual basis.

He renewed government commitment to fulfill the pledges to UAAU based on the requests they made when they met with H.E the President in Masaka in November 2017.

### 3.0 INTRODUCTION

There has been a deliberate policy in Africa to extensively develop capital cities as the seat of government, industrial hub and central business district. This state of affairs has exacerbated urban immigration, population booms, resulting in congestion, pollution, overpopulation, proliferation of slums, and haphazard developments consequently creating a nightmare for city managers and planners.

Unfortunately, the deliberate focus on the major capital cities has been at the expense of the secondary cities; yet they too can undoubtedly play a big role in the socio-economic development of a country. They are teeming with immense business and investment opportunities which are under exploited. But if supported, they can play a great role in creating employment, uplifting the living standards of people, taming rural urban migration and creating balanced and equitable development.

The Uganda Urban Expo and Symposium 2018 provided a forum for discussion and also for the recognition and promotion of secondary cities as key players in ensuring livable, equitable, inclusive, secure, sustainable, resilient and smart urban areas. It also gave an opportunity to companies with products offering solutions to the enduring urban challenges to showcase them to a most receptive audience and potential customers.

The theme of the urban expo 2018: **“Becoming investment ready: Unveiling the business and investment potential of secondary cities”** was chosen to stress that secondary cities must be investment-ready to fully realize their business and investment potential. Investment readiness is defined as the demonstrated capacity of a city to prime itself towards the needs of external investors, by providing a credible and efficient framework and process for external investment, coupled with a development pipeline of bankable propositions and opportunities that meet the specific process, asset, scale, and risk management requirements of the investors.

Investment-ready cities cultivate a reliable supply of opportunities for inbound capital. To accomplish this, they prepare the opportunities and assets to meet investor funding demands and risk/scale appetites, and seek to understand how different forms of investment capital need to be structured. **There are four areas in which secondary cities need to develop a strong capacity to qualify as investment-ready and fully realize their business and investment potential**

- a). Opportunities for business and investment should be properly analyzed and reliably identified.
- b). Opportunities for business and investment should be proactively created and encouraged.

c). Opportunities for business and investment should be properly presented and communicated.

d). Business and investment opportunities should be converted into bankable projects and executed.

The Uganda Urban expo 2018 was thus organized to provide a practical oriented platform for discussions and sharing experiences on how secondary cities can reposition to unlock their investment and business potentials for equitable economic growth.

#### **4.0 PURPOSE OF THE URBAN EXPO**

The purpose of this urban expo was to spotlight the investment potential of cities and the role of secondary cities in shaping an effective and responsible business environment that enables firms to grow. The Expo provided a platform for the entire urban fraternity, potential urban development partners, the private sector, the academia, government institutions, civil society to debate and exchange knowledge, experiences and tools for enhancing the role of secondary cities for promoting urban economic growth.

The Uganda Urban Expo is a flagship of the Ministry of Lands, Housing and Urban Development and the Urban Authorities Association of Uganda

#### **5.0 GOAL OF THE URBAN EXPO AND SYMPOSIUM.**

The overarching goal of the expo is to promote and emphasize the important role of secondary cities in the socioeconomic development of a country. The expo was designed to influence policy makers, development partners and other stakeholders to support secondary cities with commensurate financial resources, devolved fiscal empowerment, infrastructure development and relevant capacity building to help them to become investment ready.

#### **6.0 OBJECTIVES OF THE UGANDA URBAN EXPO AND SYMPOSIUM**

The major objectives of the Expo and Symposium were:

- 6) Provide a platform to discuss the process of secondary cities becoming investment-ready and the key system areas where relevant changes need to take place;
- 7) Promotion of secondary cities in the economic development of countries and their role in fostering equitable economic development;
- 8) Unveil the investment potential and business opportunities that abound in secondary cities;
- 9) Provide a platform to local, regional and international companies with innovative, efficient and cost-effective products offering solutions to urban challenges to exhibit and interface with potential municipality customers; and

10) Provide a platform to discuss crosscutting and emerging issues including the Sustainable Development Goals and the migration to cities – their impact on investments in secondary cities.

**7.0 ORGANIZATION OF THE URBAN EXPO**

The expo was organized and supported by: the Urban Authorities Association of Uganda (UAAU) and Jinja Municipal Council (JMC) in partnerships with the Ministry of Lands, Housing and Urban Development (MLHUD), Ministry of Local Government (MoLG), Uganda National Chamber of Commerce and Industry (UNCCI), Uganda Investment Authority (UIA), the United Nations Capital Development Fund (UNCDF), Cities Alliance-CA and Source of the Nile Foundation (SNF).

The 2018 Urban Expo in Jinja was organized in three main strands namely: the Indoor Symposium, the Exhibition and Site Visits.

**7.1 THE INDOOR SYMPOSIUM:**

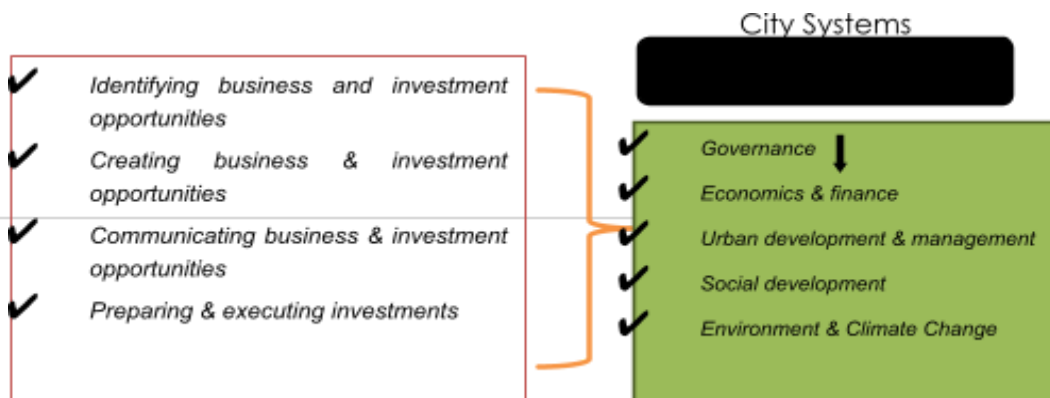


Mr. Dmitry of UNCDF making a presentation



Participants during the plenary

The symposium ran for three days from September 5 to 7, 2018. It provided practical guidance to cities on how to become investment ready and how to unlock the various potentials for investment and business promotion. The symposium among other things discussed challenges and solutions to becoming investment ready and how city systems should be improved and upgraded to make this possible as shown in figure below:



The symposium also provided a platform for bringing together existing and potential urban development partners, the private sector, the academia, government institutions, civil society and the entire urban fraternity to debate and exchange knowledge, experiences and tools for enhancing the role of secondary cities in promoting economic development. The symposium began with a plenary session delving into the major theme of exploring the meaning of investment ready cities; leveraging the business and investment potential of secondary cities for local and national development.

Afterwards, the focus was on the different session topics which provided practical solutions and discussions on how secondary cities, private sector, central governments, development partners, the academia, the civil society can partner to unlock the investment potential of secondary cities and make them investment ready to foster equitable economic growth.

#### **7.1.1 The presentations:**

**Keynote Address:** Investment Ready Cities: Tapping into business and Investment Potential of Secondary Cities for Local and National Development by UNECA.

#### **PRESENTATION TOPIC I: IDENTIFYING BUSINESS AND INVESTMENT OPPORTUNITIES.**

**Presentation I:** From Global Agendas for Cities to Local Action: Enabling business and investments for equitable economic growth in secondary cities, by Cities Alliance

**Presentation II:** Integrated spatial Development planning for structural transformation and Investment Promotion. (UN-Habitat)

**Presentation III:** Application of big Data and other Digital Technologies for Urban Planning and Development (by PULSE LAB-Kampala, Makerere University,

#### **PRESENTATION TOPIC II: CREATING BUSINESS AND INVESTMENT OPPORTUNITIES**

**Presentation IV:** Local Government Reforms to become Investment ready: From Public spenders to Investment Mobilizes by UNDP).

**Presentation V:** Rural Migrants and Refugees: A burden or an Investment Opportunity? by IOM/UNHCR.

#### **PRESENTATION TOPIC III: COMMUNICATING BUSINESS AND INVESTMENT OPPORTUNITIES**

**Presentation VI:** Reaching out to Capital and debt markets for equitable development: Do we speak the same language? UNCDF.

**Presentation VII:** Building attractive cities that create jobs and Investments: What should secondary cities do differently? (Skelleftea Municipal Council Sweden)

## PRESENTATION TOPIC IV: EXECUTING INVESTMENTS

**Presentation VIII:** Unveiling Tourism Potential in Secondary Cities by UTB.

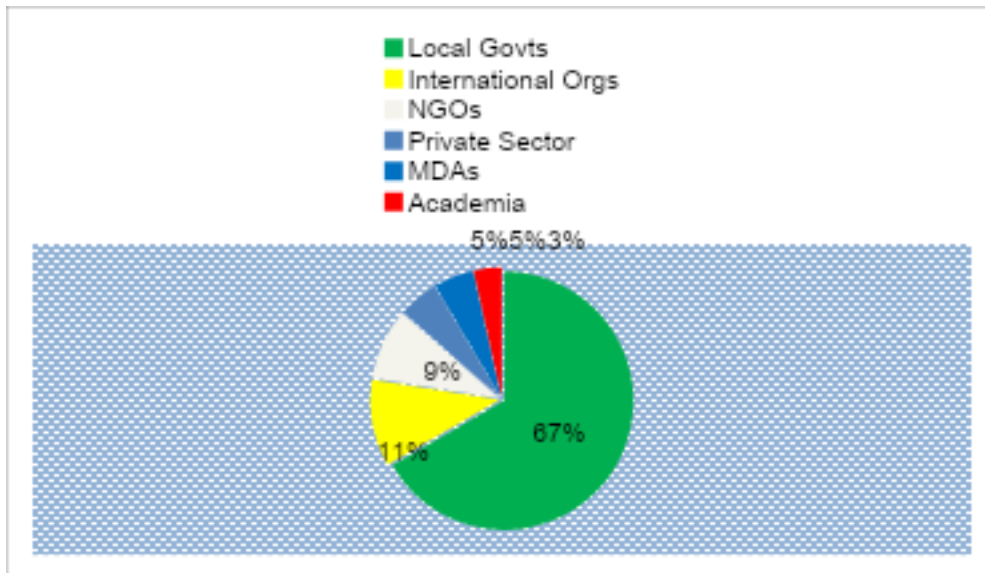
**Presentation IX:** Public – Private Cooperation: With whom, how and for what objective by UNDP

**Presentation X:** Creating new Investment Opportunities in Secondary Cities through a green economy by (Global Green Growth Institute).

### 7.1.2 Participation

The Urban Expo 2018 attracted over 300 participants from Uganda and international delegates from ten other countries. They were from: Uganda, Kenya, Tanzania, Somalia, South Africa, Malaysia, India, Pakistan, Turkey, United Kingdom (UK), European Union (EU) Countries and the United States of America (USA). Information on participants by Country, gender and within Uganda by Municipality/organization is contained in annex iv.

Figure 1 shows the percentage sectoral participation in the symposium



## 6.2. THE EXHIBITION:



Uganda Revenue Authority their portfolio at the Exhibition ground



Kakira Sugar Works exhibiting their products



The Vice President being entertained at the exhibition ground



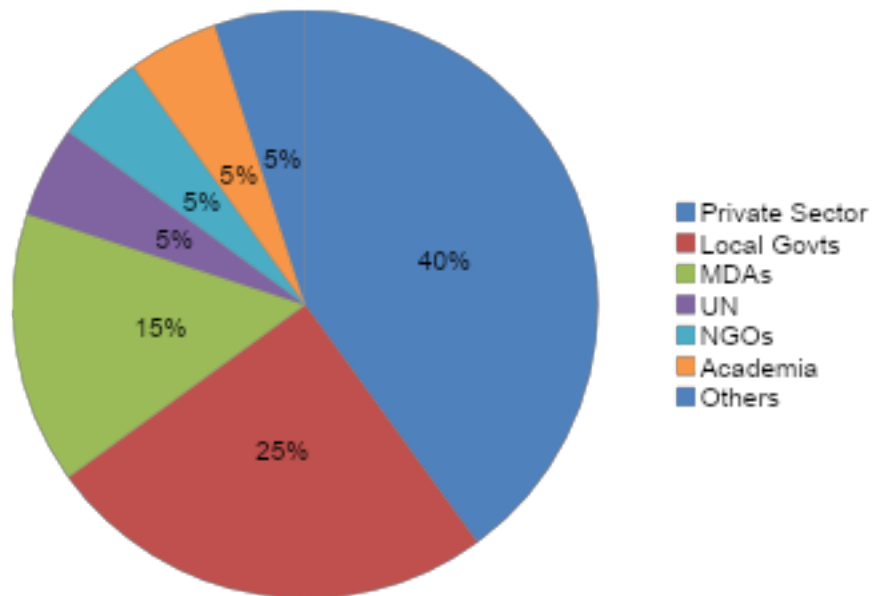
Ministry of Lands, Housing and Urban Development exhibiting the physical development plans

The Expo exhibition ran for five days from September 5 -7, 2018. It was organized in tents, outdoors. Participating cities, municipalities, organizations and companies were each allocated a booth/stall to exhibit their works and products and provided information to visitors. 100 booths were reserved for cities, municipalities and organizations, while 300 booths were earmarked for private companies to showcase a wide range of innovative urban solutions/products. The products exhibited were logically linked to the symposium topics to practically illustrate the theme: Becoming Investment ready: Unveiling the business and investment potential of secondary cities. The exhibition presented some of the following themes among others:

- ✓ Advanced planning models and approaches for resilient and vibrant cities; specific planning tools and soft-wares for sector planning;
- ✓ Promotional and communication materials customized to specific business interests and other stakeholders;
- ✓ Examples of successful outreach campaigns and investment mobilization events;
- ✓ models for effective interaction mechanisms and platforms to engage with businesses locally, nationally and internationally

A total of 20 companies/ institutions participated in the exhibition and close to 600 people visited the exhibition stalls. Details of the companies and number of visitors per stall is in annex 3.

Figure 3 shows the sectoral representation in the exhibition



### 6.3. FIELD AND SITE VISITS:



Figure shows Lake Victoria

During the expo, participants got the opportunity to visit some of the projects and tourism sites aligned to the urban expo theme. Guided tours were organized on September 7, 2018. Some of the sites visited included:

- ✓ Cultural Heritage and Urban Development: Visit of Busoga Kingdom palace;
- ✓ Jinja Industrial area on the role of secondary cities in creating an enabling environment to support manufacturing industry and business growth;
- ✓ Kibuga Mbaata on improving living conditions for the urban poor.
- ✓ Source of the Nile and Navigating the Nile and, the riveting Itanda falls, boat cruises on the expansive Lake Victoria. etc.

This was organized for those that wished to spice up their attendance with a little tourism and fanfare.

## **8.0 EMERGING ISSUES AND RECOMMENDATIONS BY SYMPOSIUM THEMES**

The symposium program was built around an emerging understanding of the investment potential in secondary cities. It included one plenary session and 10 breakaway (concurrent) sessions focusing on the following four topics: (i) Identifying Business and Investment Opportunities, (ii) Creating Business and Investment Opportunities, (iii) Communicating Business and Investment Opportunities and (vi) Executing Investments. Each of these four concurrent topics was supported by an introductory plenary session. All power-point presentations and notes from individual sessions are in annex 4. This report will not go into the details of each of the 10 sessions, but rather will share highlights from both plenary and breakaway sessions.

### **THE OPENING KEYNOTE ADDRESS:**

**Investment Ready Cities: Tapping into business and Investment Potential of Secondary Cities for Local and National Development was made by Ms. Thokozile Ruzvidzo, Director- Social Development Policy Division, United Nations Economic Commission for Africa (UNECA)**



**Dr. Thokozile Ruzvidzo of UNECA**

The Director of Social Development Policy Division, United Nations Economic Commission for Africa (UNECA), Dr Thokozile Ruzvidzo, stressed that urban planning and management should go beyond urban boundaries to improve rural-urban connectivity through investments in better infrastructure for transportation, communication and developing supply chains to create market opportunities for rural producers, and taking into account the needs and priorities of people living in rural

areas. She called for the capacity of policy makers and change agents to be enhanced at all levels for inclusive territorial development and also to strengthen urban rural linkages.

She emphasized the integration of urbanization in national development planning and acceleration of structural transformation by harnessing rapid urban transition to promote economic diversification with a special focus on industrialization and modernization of agriculture.

She noted that secondary cities have become key nodes for production and development, financial services, ICT and information processing, job creation and other activities that have economic and social benefits especially for rural areas. They should therefore have distinct characteristics and features that are amenable to domestic and foreign direct investment. Well linked secondary cities with the requisite infrastructure are the bedrock for current and future economic growth. As investment hubs they promote agglomeration thresholds, increase market access, cost and supply of factors of production and services.

She urged the government to endeavor to achieve a balanced national urban system with a hierarchy of primary, secondary and tertiary cities that play complementary roles in building a competitive and spatially integrated national economy which is an important goal in national development planning. She said this process requires innovative governance arrangements and practices that integrate vertical and horizontal institutional collaboration and coordination.

On investments Dr. Thokozile suggested that attention should be towards a few secondary cities/towns to confine investments that generate an impact. i.e. not to over-spread investments everywhere with no adequate resources. She said special attention should be given to cities and towns, which have attractive features to priority economic sectors as contained in the national development plan. She discouraged the creation of new cities in disconnected or disadvantaged areas (growth poles) but instead, to concentrate resources in a few secondary cities for greater impact.

Dr. Thokozile called on the government to develop sustainable, coherent and complimentary economic and spatial policies and investments in favor of secondary cities. She reiterated the need to integrate spatial and economic planning to match public and private sector investments in place; to be able to meet the local economic sector priority requirements. i.e. spatial and economic planning should speak to each other. Furthermore she called for the development of in-depth assessments, thematic studies, flagship reports, including a series of urban profile reports on Urban Development elaborating country-specific policy guidance and recommendations on challenges related to secondary cities.

She expressed the need for Strategic allocation of Special Economic Zones (SEZs) as a critical factor for the development of secondary cities. Connectivity to inputs, markets and labor should be highly considered in deciding the location of SEZs.

As she wrapped up her presentation, she requested for adequate investment in basic urban services and in capacity building in secondary cities, to better harness urban growth for sustainable development.

#### **Key Recommendations from the keynote address**

- Strategically locate Special Economic Zones (SEZs) which is critical for the development of secondary cities. Connectivity to inputs, markets and labor (FOP) should be highly considered in deciding the location of SEZs.
- Develop sustainable coherent and complimentary economic and spatial policies and investments in favor of secondary cities.
- Invest in basic urban services and capacity building in secondary cities, to better harness urban growth for sustainable development.
- Develop in-depth assessments, thematic studies, flagship reports, including a series of urban profile reports on Urban Development elaborating country-specific policy guidance and recommendations on challenges related to secondary cities.
- Integrate spatial and economic planning to much public and private sector investments in place, to be able to meet the local economic sector priority requirements. i.e. spatial and economic planning should speak to each other.

(i) **PRESENTATION TOPIC I: IDENTIFYING BUSINESS AND INVESTMENT OPPORTUNITIES**

## PRESENTATION I

From Global Agendas for Cities to Local Action: Enabling business and investments for equitable economic growth in secondary cities, by Cities Alliance (Mr. Julian Baskin).

*The key highlights of the different panel presentations and plenary discussions were as follows:*



- Formulation of implementation frameworks to streamline the SDGs and the New Urban Agenda Provisions.
- Support the creation and coordination of platforms that bring together all key actors to strengthen policy reviews for the urban sector.
- Continued advocacy and lobbying for integrated and balanced territorial urban development. Integration of sectoral policies and spatial integration.
- Urban authorities must build their credit worthiness to be able to access available Municipal bonds and credit financing.
- Urban authorities should identify bankable opportunities and projects within their localities and market them to attract investments.
- Local Governments should form cooperatives and associations between themselves for borrowing and lending across the board. This should be however backed up by a policy framework.
- There is a need to create a UAAU fund where its members can contribute to leverage resources.
- Urban Authorities should desist from mixing politics with business –Mobilize and organize the informal sector as a source of funding of substantial planned urban infrastructure.
- Municipal Development Forums should be streamlined in the urban authorities' governance structures since they are a strong link between the authorities and the citizens for good governance systems. Create schemes for urban poverty eradication through skills development and training particularly for the youth – SME.

**Recommendations in Session I: From Global Agendas for Cities to Local Action: Enabling business and investments for equitable economic growth in secondary cities.**

- Formulation of implementation frameworks to streamline the SDGs and the New Urban Agenda Provisions.
- Urban authorities should identify bankable opportunities and projects within their localities and market them to attract investments.
- UAAU to create a fund where its members can contribute to leverage resources
- Support the creation and coordination platforms that bring together all key actors to strengthen policy reviews for the urban sector
- Continued advocacy and lobbying for integrated and balanced territorial urban development. Integration of sectoral policies and spatial integration.
- Carry out regular monitoring and follow up of the implementation of the New Urban Agenda, Sustainable Development Goals and other targets, including those in the Geneva UN Charter on Sustainable Housing,
- Municipal Development Forums should be streamlined in the urban authorities' governance structures since they are a strong link between the authorities and the citizens for good governance systems. Create schemes for urban poverty eradication through skills development and training particularly for the youth – SME.

## PRESENTATION II

Integrated spatial Development planning for structural transformation and Investment Promotion. (UN-Habitat).

### Keynote Speaker

Professor Kadmiel Wekwete-Vice  
Chancellor Midland University,  
Zimbabwe,  
Thomas Chiramba UN-Habitat  
Arch. Mbabazi Verna Mwangalisa  
Busharizi – Arch. Registration Board  
Eng. Kenneth Kajjuka MD National  
Housing and Construction Corporation.  
Mr. Frederick Mugisa, Programme  
Coordinator, ACTogether.

### Session chair Panelists



Prof. Kadmiel Wekwete Vice Chancellor Midland University Zimbabwe



Arch. Mbabazi Verna Mwangalisa Busharizi – Arch. Registration Board



Eng. Kenneth Kajjuka MD National Housing Construction Corporation (NHCC)



Dr. Tomas Chiramba Senior Human Settlements Officer-UN-Habitat



Mr. Frederick Mugisa, Programme Coordinator, ACTogether

***The Key highlights of the different panel presentations and plenary discussions were as follows:***

- Secondary cities grow and decline and therefore a national urban policy is critical in providing them with the necessary support. Most of them are dependent on this support as they have weak infrastructure and services, limited resources bases and attract limited investments.
- Spatial planning must address both urban and rural dimensions of development. Spatial planning becomes bound by jurisdiction and by the specific geographical location.
- Good governance is critical for both the planning and implementation of integrated spatial planning.

- Urban authorities spend a lot of time in planning with less focus on planning for implementation which is the most important stage of the development process. There is therefore a need for a paradigm shift.
- Government ought to engage the private sector and let them own the planning process.
- Integrated spatial planning calls for a linkage of spatial plans to the development of infrastructure, land development and public finances from the beginning. This is to avoid wastage and pipe dreaming in planning and the frustration of having well-drafted plans and layouts shelved without implementation.
- Promote densification of cities and connected spatial development to attract investment to enhance growth, productivity and competitiveness whilst reducing cost and increasing access.
- Implement the National Urban Policy to ensure balanced urbanization promoting strategic planning of human settlements; enacting measures at national and local levels, to ensure that policies are appropriate for each scale of governance; thereby guaranteeing the most effective results.
- Prepare a detailed and integrated metropolitan land use and transport plan and governance structure to aid rapid expansion for all major cities including zoning and planning of future expansion.
- There is a need for governments to invest in organized and affordable housing infrastructure which significantly reduces costs like transport, waste management, travel time, enhancing security etc.
- There is a need to promote public private partnership arrangements and allow secondary towns and cities guarantees and collateral for long term capitals.
- There is also a need to treat LED as a way of doing business but not as a project.
- Governments should carry out spatial planning to facilitate promotion of value chains from primary economic activities which calls for establishment of the necessary distribution channels and systems.

**Recommendation in Session II: Integrated spatial Development planning for structural transformation and Investment Promotion.**

- Integrated spatial planning should be linked with the development of infrastructure, land development and public finances from the beginning to avoid wastage and pipe dreaming in planning and the frustration of having well-drafted plans and layouts shelved without implementation.
- Promote public private partnership arrangements and allow secondary towns and cities guarantees and collateral for long term capitals.
- Governments should carry out spatial planning to facilitate promotion of value chains from primary economic activities which calls for establishment of the

necessary distribution channels and systems. Furthermore spatial planning must address both urban and rural dimensions of development.

- Promote densification of cities and connected spatial development to attract investment to enhance growth, productivity and competitiveness whilst reducing cost and increasing access.
- Implement the National Urban Policy to ensure balanced urbanization promoting strategic planning of human settlements; enacting measures at national and local levels to ensure that policies are appropriate for each scale of governance; thereby guaranteeing the most effective results.
- Prepare a detailed and integrated metropolitan land use and transport plan and governance structure to aid with rapid expansion for all major cities including zoning and planning of future expansion
- Government to invest in organized and affordable housing infrastructure which significantly reduces costs like transport, waste management, travel time, enhancing security etc.

## PRESENTATION III

Opportunities and challenges of Using Big data technologies for Planning and management of Secondary cities (Martin Gordon Mubangizi, Data Science, Pulse Lab Kampala)

- **Big data and digital technologies for Air Quality and Road Condition Monitoring** (Prof. Engineer Bainomugisha, Chair, Computer Science Department , Makerere University)
- **Satellite Imagery as a Big Data Source for Planning and Management of Cities.** (Mr. Justus Bernard Muhwezi, Manager, GIS Services, Uganda Bureau of Statistics)
- **Traffic dashboard for KCCA:** An example of Big data project (Mr. Lucio Melito, Data Scientist, Dalberg Data Insights.)
- **Data is not information:** TBC (Mr. Bernard Wright, Managing Director, [Geo Gecko](#))

<b>Key Note Speaker</b>	Mr. Martin Gordon Mubangizi, Data Science Officer, Pulse Lab Kampala)
<b>Session chairman and presenter</b>  Big data and digital technologies for Air Quality and Road Condition Monitoring	Prof. Eng. Bainomugisha School of Computer Science and IT
<b>Panelists</b>	
Satellite Imagery as a Big Data Source for Planning and Management of Cities	Mr. Justus Bernard Muhwezi, Manager, GIS Services, Uganda Bureau of Statistics)

Traffic dashboard for KCCA	Mr. Lucio Melito, Data Scientist, Dalberg Data Insights.
Data is not information	Mr. Bernard Wright, Managing Director, Geo Gecko)



Mr. Lucio Melito Data Science Officer, Dalberg Data Insights.



Participants during the session presentation



Prof. Eng. Bainomugisha School of Computer Science and IT



Mr. Martin Gordon Mubangizi data Science Officer Pulse Lab



Seated left to right Mr Bernard Wright, Lucio Melito and Justus Bernard Muhwezi

Participants during the session presentation

***Key highlights of the different panel presentations and plenary discussions;***

Data is important in planning for:

- Daily travels
- Determining housing needs in polluted or unpolluted areas
- Regulating businesses that pollute
- Data generated from mobile phones to determine the status of the road, among others
- Utilization of data to estimate the day and night population
- Government and Secondary cities to determine the most frequently utilized/busiest infrastructure and services used by the population e.g. a road from one destination to another
- Major infrastructure project needs
- Determining how much time is spent by people on different junctions and also used to monitor traffic in real-time i.e. how many people are on each road segment
- Telecoms to determine building patterns in an area

***Application of Big Data***

Big data is used to make evidence based analysis, however it is characterized by the following challenges:

- It's very expensive and costly to obtain the data i.e. in most places one has to buy.
- It is very difficult to obtain data and in some cases the process is complex.

### Recommendations in Session III: Application of big Data and other Digital Technologies for Urban Planning and Development

- Seek more capacity building on the use of both small and big data
- Utilize any available data to guide planning; and available tools and equipment to collect data e.g. mobile phones
- Government should formulate a policy on accessibility of data and sensitization of private companies to share more data for public service delivery.
- Continuous monitoring of bad or good data especially on pollution, and devising measures depending on the source and type of pollution. Advise the polluter accordingly.

### (ii) PRESENTATION TOPIC II: CREATING BUSINESS AND INVESTMENT OPPORTUNITIES

#### PRESENTATION IV

Local Government Reforms to become Investment ready: From Public spenders to Investment Mobilizes (by UNDP).

**Keynote speaker**

Innocent Ejalu

**Session Chairman**

Programme Officer UNDP

**Panelists**

Mr. Samuel Mabala Commissioner  
Human Settlements

Mr. Martin Oloo Senior Programme  
Specialist, World Bank

Mr. Kigenyi Naluwairo Consultant

Mr. Majid Batambuze Mayor Jinja  
Municipal Council



Mr. Innocent Okuja Programme Officer UNDP



Mr Majid Batambuze Mayor Jinja



Mr. Kigenyi Naluwairo and Mr. Martin Olac



Kampala Old taxi park

### **Key highlights of the different panel presentations and plenary discussions**

- Borrowing from the Botswana, Ethiopia and Rwanda experience, the Uganda government needs to adopt the Pyramidal & Bottom-up Model to promote effectiveness, efficiency & sustainability, High and sustained Human Capital-based economic growth.
- Need for leadership, institutional setup systems for accountability and assurance of Transparency; Systems for promoting learning and innovation, Land availability, Quality of soil and biodiversity, Human Capital potentials, Strategic natural resources, Access to infrastructure: transport, ICT etc.
- Design a Model to Operationalize the LED Policy by shifting from delivery of public goods and services to the more proactive intervention model that entails addressing household poverty challenges. *Proactively advocate for decentralization policy reform Strengthen engagement with central government to foster integrated and inter-sectoral coordination for LED.*
- Secondary cities should harness local competitiveness by establishing leadership structures and champions; identification of local competitive advantages, value chain development, small scale transformative projects and innovations, job creation enterprise and skilling, economic multiplier.

- The workforce and leadership at community level are critical in structural transformation within secondary cities.
- Rural development, LED, and Urban Development should all work together/ reinforce each to cause the necessary transformation of secondary cities.

**Recommendations in Session VI: Local Government Reforms to become Investment ready: From Public spenders to Investment mobilisers.**

- Adopt the Pyramidal & Bottom-up Model to promote effectiveness, efficiency & sustainability, High and sustained Human Capital-based economic growth.
- Design a Model to Operationalize the LED Policy by shifting from delivery of public goods and services to the more proactive intervention model that entails addressing household poverty challenges.
- Secondary cities should harness local competitiveness by establishing leadership structures and champions; identification of local competitive advantages, value chain development, small scale transformative projects and innovations, job creation enterprise and skilling, economic multiplier.

**PRESENTATION V Rural Migrants and Refugees: A burden or an Investment Opportunity? (by IOM/UNHCR).**

**Session chair**  
**Keynote Speaker**

Mayor-Arua Municipal Council (name???)  
Mr. Gideon Badagawa Executive Director  
Private Sector Foundation (PSF)

**Panelists**

Erika De Bona Regional Migration  
Management Specialist-IOM  
*Mr. Jen Hesemann* Senior Coordinator  
UNHCR  
Ms. Harriet Mudondo Gender and  
Community development Director (KCCA)



Mr. Gideon Badagawa Executive Director Private Sector Foundation (PSF)



Mr. Jen Hesemann Senior Coordinator UNHCR



Erika De Bona Regional Migration Management Specialist-IOM



Ms. Harriet Mudondo Gender and Community Development Director (KCCA)

**Figure 13: Uganda Urban Expo and symposium, Jinja 2018: Presentations on Rural Migrants and Refugees**

**Key highlights from plenary and panel discussions on Refugees and migrants**

- Every secondary city needs to ensure that the Municipal Development Forums take care of refugees and migrants in their areas.
- There is a need to support secondary cities with capacity to provide extra services that can support refugees.
- Government needs to increase local budgets to enable planning for refugees in the hosting urban areas.
- Private sector engagement in supporting refugees, by empowering local economic ventures such as agriculture and other incentives.
- Private sector foundation needs to be supported by the government through enabling incentives and avenues.
- Undertake counseling of refugees, Internally Displaced Persons (IDPs) and hosting communities for mindset change.

- Government should provide data to the private sector on how many refugees exist in the country to facilitate an entry point for private sector support.
- There is a need for a collective effort by nations in dealing with refugees and migrants challenges.
- There is no clear allocation of resources in local budgets to support refugees.
- Local Economic empowerment programs segregate refugees due to connotations on land ownership.
- Weak monitoring on labor market dynamics create occupation gaps and withhold information on urban refugees; their needs and challenges.

### **Recommendations in Session V: Rural Migrants and Refugees: A burden or an Investment Opportunity?**

- Manage urban displacement by ensuring that the most at-risk towns and cities are able to manage displacement, recognizing existing poverty and vulnerability in their areas, and the added strain that displacement can place on local services.
- Foster collaboration between city, humanitarian and development actors so that they all contribute to assessment and strategic frameworks for recovery and development.
- Profile, map and enumerate refugee settlements in urban areas and use this data to identify opportunities and to guide fact based interventions in secondary cities.
- Geographically profile all secondary cities in terms of mapping out risk resilient challenges and disaster risk resilient issues for planning purposes.
- Government and private sector players should collaborate to build the capacity of refugees to undertake different business initiatives in their host communities.
- Government should embark on research to analyze and develop solutions to migrations and other movements in Uganda.
- Government and private sector players should collaborate and provide incentives that support service delivery infrastructure social support platforms in refugee hosting communities.
- Government and Private sector should collaborate to regulate and manage migration laws and policies.

**(iii) PRESENTATION TOPIC III: COMMUNICATING BUSINESS AND INVESTMENT OPPORTUNITIES**

**PRESENTATION VI**

Reaching out to Capital and debt markets for equitable development: Do we speak the same language? (UNCDF).

Key note Speaker

Mr. Olaa Onyach Martin, Urban  
Specialist-World Bank

Session Chairman  
Panelists

Dmitry Pozhidaev UNCDF

National Development Financial Institutions: What kind of investments we consider  
 Can emerging capital markets finance urban investments?

Mr. Joshua Alan Mwesiga, Director, Strategy & Corporate Affairs, (Uganda Development Bank)  
 Mr. Paul Bwiso, Chief Executive Officer, (Uganda Securities Exchange).

Municipalities on a learning curve: How do you talk to businesses?

Mr. Bengt Ivanesson, Business Development Manager, (Skelleftea Municipal Council, Sweden)

Raising funds from capital markets: What investors look for?

Mr. David Ofungi Bikhando, Founder & Managing Principal, (Dero Capital Ltd)

**Figure 15: Some of the key panelists and Presenters during the 2018 urban Expo and symposium in Jinja**



Mr. Martin Onyach Olaa-Senior Urban Specialist World bank )



Paul Bwiso, CEO, Uganda Securities Exchange



David Ofungi Bikhando, Founder & Managing Principal, Dero Capital Ltd



Joshua Alan Mwesiga, Director, Strategy & Corporate Affairs, UDB



Bengt Ivaneson, Business Development Manager, Skelleftea Municipal Council, Sweden



Mr. Dmitry Pozhidaev Programme Advisor UNCDF Uganda

### Key highlights from plenary the and panel discussions

- There is need for local governments to build their credit worthiness to be able to access available Municipal bonds and credit financing.
- Local Urban Authorities should identify bankable opportunities and projects within their localities and market them to attract market investments.
- LGs should form cooperatives and associations between themselves for borrowing and lending across the board. This should be however backed up by policy
- There is need to create a UAAU fund where its members can contribute to leverage resources.
- Urban Authorities should desist from mixing politics with business
- Informal sector if well mobilized and organized can be a source of funding of substantial planned urban infrastructure.
- Municipal Development Forums should be streamlined in the urban authorities' governance structures since they are a strong link between the authorities and the citizens for good governance systems. MDFs are already provided for in the newly approved National Urban Policy for Uganda.
- Government should facilitate Secondary Cities in building partnerships with UDB and UNCDF for infrastructure development support as well technical support capacities in the country.
- Secondary cities were not yet ready for municipal bonds and therefore need to **focus on:** Improving on their FM capacities (increase OSR, clean audits, pay creditors on time etc. – establishing credible FM track records);
- Creating the enabling environment to promote private investments – removing binding constraints to private sectors; Promoting PPP through investments which can attract user fees. Providing business support to local investors – enterprise development support

- Secondary Cities were urged to **prepare an action plan that** will provide the necessary building blocks to put them on the path to becoming creditworthy in the future.
- The Mindset of the Secondary Cities Managers and Leaders should change and broadly focus on employment creation, productivity for high consumption and then generation of revenue.
- Secondary Cities should appreciate a paradigm shift from being spenders and regulators to being Enablers and Investors taking into account institutional coordination and partnership building with other players particularly the private sector.
- Secondary Cities should come up with clear Visions and good convincing stories for infrastructure bonds for long term investments.
- Create schemes for urban poverty eradication through skills development and training particularly for the youth – SME.

#### Recommendations in Session VI: Reaching out to Capital and debt markets for equitable development: Do we speak the same language?

- Secondary cities should build their credit worthiness to be able to access available Municipal bonds and credit financing.
- Secondary cities should identify bankable opportunities and projects within their localities and market them to attract market investments.
- Secondary cities should form cooperatives and associations between themselves for borrowing and lending across the board. This should be however backed up by policy
- Municipal Development Forums should be streamlined in the urban authorities' governance structures since they are a strong link between the authorities and the citizens for good governance systems..
- Government should facilitate Secondary Cities in building partnerships with UDB and UNCDF for infrastructure development support as well technical support capacities in the country.
- Secondary Cities should **prepare an action plan** that will provide the necessary building blocks to put Secondary cities on the path to becoming creditworthy in the future.
- Create schemes for urban poverty eradication through skills development and training particularly for the youth – SME

## PRESENTATION VII

1. Building attractive cities that create jobs and Investments: What should secondary cities do differently? (Skelleftea Municipal Council Sweden)
2. Creating new Investment Opportunities in Secondary Cities through a green economy(Global Green Growth Institute) George Asiimwe.

<b>Key note speakers</b>	Mr. Bengt Ivansson Skelleftea Municipal Council Sweden
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	Mr. George Asimwe (Global Green Growth Institute)
<b>Session Chair:</b>	Issa Gumonye- Commissioner Ministry of Local Government
<b>Panelists</b>	<ol style="list-style-type: none"> <li>1. Alexandra Sunberg- Skelleftea Municipal Council Sweden</li> <li>2. Prof. Nuwagaba Augustus Makerere University</li> <li>3. Prof. Balunywa Makerere University Business School</li> <li>4. Erik Vikstrom- Skelleftea Municipal Council Sweden</li> </ol>



Erik Vikstrom- Skelleftea Municipal Council Sweden



Alexandra Sunberg- Skelleftea Municipal Council Sweden



Standing: Mr. Issa Gumonye Commissioner, MLG



Prof. A. Balunywa and A. Nuwagaba (MUBS and MUK respectively)

**Figure 16: Some of the key panelists and Presenters during the 2018 urban Expo and symposium in Jinja**

**Key highlights from the plenary and panel discussions**

- Promote smart and sustainable cities as well as an integrated and holistic approach to planning and managing cities, by facilitating the use of data and other technologies in urban planning.
  - Secondary cities should build and promote green and compact and resilient cities by increasing urban resource efficiency i.e. consumption of energy, water and land, reducing waste, improving air quality and by improving cities' resilience to flood, and natural hazards.
  - Secondary cities should champion innovative and productive proficiency to increase cities' attractiveness with a focus, inclusiveness, improvement of youth perspectives and job creation through entrepreneurial-friendly environments.
  - Develop a clear and compelling vision with measurable goals.
  - Develop a strategy together with the people stick to it and implement it.
  - Strategic Investments need to be done in the following areas in transportation of goods and people, connectivity, phone and internet, stable and sustainable electric energy, one-stop-shop for companies.
  - Participation; build the city with the city residents, not for them, and they will stay in their city.
- Transparency in all transactions of the city
    - Change or remove complicated or unneeded processes
    - Trust and accountability is key
    - Professionalism and Pro-activity
    - Positive spirit and customer focus

**Recommendation in session VII: Building attractive cities that create jobs and Investments: What should secondary cities do differently?**

- Promote smart and sustainable cities as well as an integrated and holistic approach to planning and managing cities; and facilitate the use of data and other technologies in urban planning.
- Secondary should champion innovative and productive proficiency to increase cities' attractiveness with a focus inclusiveness, improvement of youth perspectives and job creation through entrepreneurial-friendly environments.
- Secondary cities should build and promote green and compact and resilient cities by increasing urban resource efficiency i.e. consumption of energy, water and land, reducing waste, improving air quality and by improving cities' resilience to flood, and natural hazards.
- Strategic Investments needs to be done in the following areas in transportation of goods and people, connectivity, phone and internet, stable and sustainable electric energy, one-stop-shop for companies.

## PRESENTATION VII

Creating new Investment Opportunities in Secondary Cities through a green economy  
by (Global Green Growth Institute) George Asimwe.



### **Key highlights from plenary the and panel discussions**

- The Green Growth achieves economic growth while ensuring environmental sustainability and poverty reduction and social inclusion.
- There is need for an inclusive low emissions economic growth process that emphasizes effective and efficient use of the country's natural, human, and physical capital while ensuring that natural assets continue to provide for present and future generations.
- Compact and connected spatial development can enhance growth, productivity and competitiveness whilst reducing cost and increasing access
- Key economic infrastructure outcomes to make cities key levers to unlock growth are, Standard Gauge Railway, Improved bus system, Bus rapid transit, light rail mass transit, vehicle emissions standards, compact urban development, energy efficiency and Flood risk management

### **Key economic infrastructure interventions to Unlock Uganda's cities growth**

- Target investments in greener cities
- Enhance the technical and financial capacity of all urban institutions
- Need for integrated economic and spatial planning to prioritise key infrastructure investments, boost city productivity and template greener growth.
- Prepare a 'spatial economic strategy' as an input to NDPIII that details key growth areas, corridors and national transport / infrastructure needs
- Prepare a national infrastructure plan to signal key development locations to private and industrial investors
- Design and implement a national urban hierarchy that details the core function of each major city in terms of its administrative and economic functions

**Target investments in greener cities that are liveable, productive and affordable.**

- Create a metropolitan governance structure for key land and transport decision making in Kampala and other large cities to aid with rapid expansion and public transport planning
- Prepare detailed and integrated land use and transport plans for all major cities including zoning and planning of future expansion
- Invest in low cost public transport infrastructure solutions such as BRT 'lite rail', walkable street patterns and private regulated concessions for bus systems

**Enhance the technical and financial capacity of all urban institutions.**

- Raise the creditworthiness of key cities to enhance borrowing capacity and debt raising
- Transform the revenue generating potential and fiscal autonomy of Kampala - and key secondary cities
- Deploy multi-disciplinary urban planning teams into each major city to adopt and deliver on physical and local economic development planning
- Support PPP development and structuring

**Establishing Economic Opportunities around Non Traditional Sectors**

- Need for a business models in the Natural Resources and waste management sectors
- Shift to a private sector-led service/customer relationships model
- Dozens of SMEs need support & investment: it is essential to take on new opportunities

**Addressing the key challenges of how to rise and direct investment towards sustainable city development.**

- Leverage and shift private sector finance
- Transform the 'fiscal effectiveness' of city management
- Open up additional financing instruments through raising green investments, steering and blending finances

**Recommendations in Session II Creating new Investment Opportunities in Secondary Cities through a green economy.**

- Need for an inclusive low emissions economic growth process that emphasizes effective and efficient use of the country's natural, human, and physical capital while ensuring that natural assets continue to provide for present and future generations
- Develop compact and connected spatial development to enhance growth, productivity and competitiveness whilst reducing cost and increasing access.
- Integrate economic and spatial planning to prioritise key infrastructure investments, boost city productivity and template greener growth.

- Prepare a 'spatial economic strategy' as an input to NDPIII that details key growth areas, corridors and national transport / infrastructure needs.
- Create a metropolitan governance structure for key land and transport decision making in Kampala and other large cities to aid with rapid expansion and public transport planning.
- Deploy multi-disciplinary urban planning teams into each major city to adopt and deliver on physical and local economic development planning.
- Design and implement a national urban hierarchy that details the core function of each major city in terms of its administrative and economic functions.
- Enhance the technical and financial capacity of all urban institutions.
- Establish Economic Opportunities around Non Traditional Sectors.

(iv) **PRESENTATION TOPIC IV: EXECUTING INVESTMENTS**

## PRESENTATION VIII

### Unveiling Tourism Potential in Secondary Cities. UTB

**Key note Speaker**

**Session Chairperson**

**Panelist**

Mr. Stephen Asimwe, CEO, Uganda Tourism Board (UTB)

Mr. Daudi Migereko Board Chairman (UTB)

Ms. Miriam Namutosi Principal Tourism Training Institute-Jinja



Daudi Migereko Board Chairman (UTB)



Mr. Stephen Asimwe, CEO, Uganda Tourism Board (UTB)



Miriam Namutosi Principal Tourism Training Institute-Jinja



**Key highlights from plenary and panel discussions**

- Preservation of old structures to harness and brand them for recognition as well as keep them as references which can attract revenue from the tourists.
- Secondary cities creating tourism information centres to enable the tourism agencies and other stakeholders access information of the tourist attractions in the area.
- Encouraging craft villages and art galleries for revenue and archives purposes should be strategically positioned in the municipalities and towns as well as identifying and empowering individuals to push the agenda of tourism.
- Secondary cities to form Tourism Associations to be subscribed to annually as a source of revenue and also allocate some resources to the tourism sector to allow it grows.
- Utilization of social media to market and update as well as sale existing tourism activities in secondary cities.

### Recommendations in Session VIX: Unveiling Tourism Potential in Secondary Cities.

Preserve old structures to harness and brand them for recognition as well as keep them as references which can attract revenue from the tourists

Creation of tourism information centres to enable the tourism agencies and other stakeholders access information of the tourist attractions in the area.

Secondary cities to form Tourism Associations to be subscribed to annually as a source of revenue and also allocate some resources to the tourism sector to allow it grow.

Utilize social media to market and update as well as sale the existing tourism activities in secondary cities.

## PRESENTATION IX

Public – Private Cooperation: With whom, how and for what objective (by UNDP)

**Key note speaker**  
**Session chairman**

Innocent Ejalu Programme Officer UNDP  
Mr. Ben Kumumanya Permanent  
Secretary Ministry of Local Government

**Panelists**



Mr. Ben Kumumanya Permanent Secretary, Ministry of Local Government



Mr. Innocent Ejalu Programme Officer UNDP



Session presentation



Mr. Majid Batambuze Mayor Jinja Municipal Council

### **Key highlights from plenary the and panel discussions**

- Cities are hubs for ideas, commerce, culture, science, productivity, social development and much more, hence city authorities need to engage multi-stakeholders and enhance public-private cooperation to build a sustainable urban transformation agenda.
- Public and private sectors must create a structured process to engage relevant stakeholders to drive cities towards social, environmental and economic sustainability while enhancing urban equity, quality of life, social services, resiliency, trust, integrity, innovation, cohesion and inclusiveness.
- Public private cooperation (PPC) presents a promising solution to harness the dynamism, innovation and resources from both the public and private sectors needed to build sustainable urban transformation agendas.
- Public Private Cooperation brings governments, businesses and civil society together to dialogue and cooperate in building resilient cities that can cope with challenges ranging from climate change to political disruption.

- Public Private Cooperation offers multiple benefits in the implementation of transformation strategies by helping the public sector overcome budget deficits, maintaining a pipeline of much needed projects, providing additional investment in the form of private sector capital and accelerating economic development.
- PPC provides a platform for businesses and city authorities to collaborate in an open and transparent way, to understand a city's challenges, engage stakeholders and develop organizational and financial models to implement innovative solutions.
- With PPC, there is a shared vision and objectives to ensure that businesses from different sectors and different local government departments work in unison to achieve urban sustainability objectives.
- Need for secondary cities to improve on their financial management effectively to address the existing financial disparities. i.e. need credible financial management records create an enabling environment to promote private investment, and provide business support to the local investors, to enable them tap/access capital markets and bonds.
- Secondary cities need to build networks, capacities, adopt professionalism and result oriented management, prepare statistical factual based reports and, come up with innovative and bankable project proposals as a strategy for attracting donor funds and tapping into capital markets.
- Secondary cities should become facilitators of the private sector to advance from micro to macro levels.
- Secondary Cities should invest in commercial companies as a strategy for adequate delivery of services.
- There should be shared vision, clear audit reports, timely payment of creditors, so as to build Trustworthiness, willingness and ability to pay back investors' money.
- Need to create an enabling environment for private sector development and provide support to local investors.
- 

**Recommendations in Session VIV: Public – Private Cooperation: With whom, how and for what objective**

- Engage the private sector in the planning and design process stage: Private sector experience and critical knowledge of the potential economic scenarios and risks involved will help the public sector to understand key concerns and elicit suggestions for improvement.

- Articulate clear policies for public-private cooperation: Clear policies need to be established that form synergetic connections between the urbanization trends, overall growth vision for the nation.
- Demonstrate a strong, stable and visible political commitment: Given the significant and long-term commitments involved, attracting private-sector interest requires a high degree of certainty that projects will go ahead and receive political support.
- Develop the appropriate legal and regulatory framework characterized by simplicity, integrity, accountability and certainty, while providing guidance, predictability, security and enforcement during the implementation of transformation strategies.
- Strengthening institutional frameworks capacities by assessing gaps and strengthen the institutional framework and capacities to meet the scale, scope and complexity of urban infrastructure and service delivery.
- Establishing a reliable dispute-resolution mechanism

## **9.0 CLOSING SESSION**

The three day Urban Expo and Symposium concluded with many interesting and useful presentations, both in the plenary session and in the interactive sessions. Many good experiences were shared and good lessons learned. The following marked the closure of the Urban Expo 2018:

## 9.1 THE UGANDA URBAN EXPO AND SYMPOSIUM 2018 DECLARATION.

### Mr. D. Kaswara Secretary General UAAU reading out the Urban Expo Declaration:



As an immediate outcome of the Inaugural Urban Expo, the “Jinja Declaration” provides general undertakings and recommendations emerging from the wealth of substantive debates held during the three days long symposium in Jinja Municipality, around which a substantial consensus was reached.

We the Urban Sector Stakeholders today on September 7, 2018 after three days long symposium in Jinja Municipality under the theme” Becoming investment ready: Unveiling the business and investment potential of secondary cities,

**Convinced** about the important role secondary cities can play in national socio-economic development and achievement of the Sustainable Development Goals and other global development agendas;

**Mindful of** the special place that secondary cities occupy in the national development landscape as intermediaries between large urban centres and rural areas and the potential of secondary cities to contribute to agricultural transformation and rural development;

**Recognizing** the growing financial needs for urban development and basic service delivery and the existing resource limitation;

**Recognizing** the important role secondary cities play in national development.

**Recognizing** the need to work with central Government for progressive devolution of powers and additional resources to secondary cities;

**Recognizing** further the role of the private sector as the engine of local development and the need for improving the engagement of the private sector in support of local economies;

**Convinced** about the imperative for secondary cities to adopt new approaches, innovative solutions and transition from public fund spenders to finance enablers and mobilizers;

**Determined** to unveil and fully realize the business and investment potential of secondary cities by making them investment ready;

**Hereby resolve as follows:**

**1. Creating business and investment opportunities.**

- o To work together with the private sector to review our development and spatial plans to ensure that adequate space is provided for investment and business opportunities. We call on the government and development partners to support municipalities in this undertaking.
- o To build an internal capacity to follow business trends, analyze local development needs and improve interaction with the private sector locally and nationally.
- o To integrate a business development perspective in our long-, medium- and short-term plans and budgets supported by realistic financing strategies.

**2. Creating Communication business and investment opportunities.**

- To (re)activate coordination and interaction platforms and networks at local and international levels to reach out to the private sector, business associations, chamber of commerce to provide information and encourage business investments.

**3. Preparing and executing investments**

- To prepare proposals and advocate for legal and regulatory reforms to allow municipalities to act as corporates to establish municipal enterprises and enter into business ventures with the private sector and enhance their borrowing capacity subject to relevant prudential regulation.
- To develop an in-house capacity to contribute to preparation and development of bankable projects and establish working relations with relevant project preparation facilities managed by Ugandan institutions and development partners.
- To work towards establishment of a municipal investment fund with the objective to extend additional finance to Ugandan municipalities on a revolving basis and eventually allow them to tap into capital markets to finance urban development projects. We request Urban Authorities Association of Uganda (UAAU) to take the lead in this undertaking and count on technical and financial support from the government, our partners and donors.
- To develop a realistic and implementable action plan based on the present recommendations and request UAAU to establish a mechanism for monitoring the progress and coordinating the activities of relevant stakeholders in this respect.
- To hold the Urban Expo annually on a rotational basis in Municipalities/Towns based on a set of criteria to be formulated.

**4. Produce an Aide Memoire arising from these recommendations for assent by the Ministry of Lands, Housings and Urban Development (MLHUD), Ministry of Local Government (MoLG), the UAAU and Development Partners.**

## 9.2 A Remarks by Sam Mabala on behalf of the Ag. Permanent Secretary-MLHUD



In a speech read for her by the Director for Human Settlement, Mr Mabala, the Permanent Secretary of MLHUD, thanked the National Organizing Committee, UAAU and all participating towns and Municipalities, presenters and panelists for organizing and participating in the inaugural Uganda Urban Expo.

She emphasized the need to build capacity building programs that will seek to change the mindset of the technical officers at the local government level in respect to the urban agenda.

She further noted that there was an inherent shortage of investment information with which potential investors can use to arrive at investment decisions. She encouraged local governments to write project proposals on clean/renewable energy, infrastructure in collaboration with the Private Sector foundation of Uganda. These will be instrumental in unlocking the development potential of these secondary cities given that laws and policies to facilitate partnerships with non-state actors are available.

### 9.3 Key note Remarks from the United Nations in Uganda by the UN Resident Coordinator



In a speech read for her by Mr. Dimtry Pozdhaev, the UNCDF country advisor, the UN Resident Coordinator Ms. Rose Malango said that the Urban Expo whose theme- ***“Becoming Investment Ready: Unveiling the Business and Investment Potential of Secondary Cities”*** is timely, because secondary cities need

to consider alternative sources of especially for financing infrastructure needs.

She noted that the Expo theme is in line with the United Nations Development Assistance Framework for Uganda (UNDAF)-2016-2020, and directly speaks to at least 16 of the 17 Sustainable Development Goals.

Secondary cities in Uganda face the same challenges as Kampala i.e. affordable housing, safe water, sewage and effective drainage, healthcare and education, good jobs, and traffic, congestion.

Urban authorities need to harness and exploit the business and investment potentials as discussed in during the symposium.

She noted that it is crucial that secondary cities should take on the responsibility of embarking on some of these actions with the already existing resources for transformation i.e.

- Deliberately creating a business-friendly investment for the private sector
- Repositioning and directly engaging with the private sector to stimulate inclusive urban economic development and
- Fully realizing their business and investment potential and prime themselves towards the needs of external investors, by developing pipeline of bankable propositions and opportunities that meet the specific requirements of the investors.

She reiterated the need to practice effective, responsive and good urban governance. He revealed that the United Nations in Uganda is working closely with the central government and a broad range of stakeholders in municipalities to make good governance a daily reality for men and women who live and work in cities.

Ms. Malango strongly advised urban managers and practitioners to take serious note of the recommendations and undertakings of the symposium and implement them to make secondary cities livable, efficient, greener, and cleaner area that attracts private sector investment for good quality jobs and services.

She urged the United Nations to continue with its commitment in supporting urban development, job creation and local economic development agenda in Uganda.

#### **9.4. EVALUATION**

Overall, the feedback about the urban expo and symposium was very good. All participants found it to be very useful. The expo enabled them to deepen their collaboration and networks to sell their cities, reach out to investors and developed relationships with them. It enabled participants from secondary cities to sell their strengths, making sure that the private sector industry is aware of their comparative advantages. Most participants found the content of the papers very informative but requested that in the next expo papers should be circulated in advance so that they are well prepared to debate on them. Furthermore they suggested that they should reflect more aspects of the Ugandan situation. They found the presentations very impressive and useful in their daily activities. Almost all participants commended the high quality of the presenters and requested for more of these urban symposia. However generally, most participants noted that there was inadequate time allocated

to prepare the expo and group sessions and some of the participants thought the it should have covered a week. Almost all participants were satisfied with the organization although a minority was not satisfied with the venue and catering services. However, although a website was created for information sharing, most participants were not satisfied with the way the expo was publicized with hardly radio and TV adverts, talk shows, banners and flyers in public places both in English and vernacular till the last week of the expo.

## **9.5 Way forward**

- Create understanding and awareness, of the recommendations and undertakings to the UAAU members.
- Bring to the attention of government, development partners, municipalities and other stakeholders the policy issues, recommendations and undertakings on the development of secondary cities.
- Develop an action plan for the implementation of the resolutions and undertakings of the symposium.
- Develop selection criteria for the next municipality to host the expo.
- Institutionalise the urban expo since it was declared an annual event to steer secondary cities to the next expo and to oversee the implementation of the resolutions and undertakings of the expo.

## **10.0 LIST OF ANNEXED DOCUMENTS**

### **ANNEX 1: Program for the symposium**

[Urban Expo Program.docx](#)

### **ANNEX 2: Attendance list**

[Urban Expo Attendance list](#)

### **ANNEX 3: EXHIBITION ATTENDANCE LIST**

[Exhibition report](#)

**ANNEX 4: Sessional presentations**

[..\Urban Expo Docs\Presentations from Sessions - Urban Expo Jinja](#)

**ANNEX 5: Detailed opening speeches**

[..\Urban Expo Docs\Speeches and Remarks - Urban Expo -Jinja](#)

**ANNEX 6: Urban Concept Note**

[Urban Expo Concept Note.docx](#)

**11.0 THE INAUGURAL URBAN EXPO AT A GLANCE; PHOTOS FROM THE URBAN EXPO.**

















**Uganda Urban Expo**  
5<sup>th</sup>-9<sup>th</sup> September 2018  
Jinja  
"Becoming investment ready: Unveiling the business and investment potential of secondary cities"  
OUR SPONSORS  
City Alliance PULSE LAB KAMPALA



















Rural Workforce Exodus → Urban Youth Joblessness



**END**

**END**