

# Kampala

## City-Wide Inclusive Sanitation

# GENDER INTEGRATION ACTION PLAN



The Kampala Capital City Authority (KCCA) is a government agency that plans, governs, and facilitates the delivery of quality services within Kampala, including the provision of education, social and public health services, and urban planning. Within this mandate, the KCCA Directorate of Public Health is responsible for planning and regulating the city's waste management and sanitation, contributing to the agency's vision for a vibrant, attractive and sustainable city.



Iris Group is a small, women-owned consulting firm founded in 2011 focused on fostering social inclusion and gender equality in sustainable development work worldwide. Our team of experts has policy-to-practice knowledge that is grounded in innovative research on gender and global development and extensive experience engaging diverse groups of stakeholders to drive these processes.



Guided by the belief that every life has equal value, the Bill & Melinda Gates Foundation aspires to help all people lead healthy, productive lives. We are dedicated to discovering and disseminating innovative approaches to addressing extreme poverty and poor health in developing countries and improving the U.S. education system.

## Acknowledgements

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# Gender Analysis Findings

The gender analysis sought to prioritize gender preferences, barriers, gaps, and opportunities to inform KCCA activities, indicator development, and workplans. Its methodology included a literature review, a four-week field assessment, and an iterative and comprehensive analysis with staff, stakeholders, and partners.

Findings have been structured and presented in this section by emergent themes, namely access to toilet facilities, solid waste management reuse of fecal sludge products, gendered roles along the sanitation value chain (SVC), entrepreneurship and business ownership across the SVC, legal and policy frameworks and institutional practices, stigma in the SVC, and decision-making patterns and voicing.



## THEME ONE

### Access to Toilet Facilities

Access to toilet facilities refers to the percentage of the population using toilet or latrine facilities. These facilities are likely to ensure hygienic separation of human excreta from human contact. Generally, access to sanitation facilities differs by gender whereby women, girls and children are more affected than their male counterparts: both biological differences and gendered social norms affect access. For female- and child-headed households, the constraints are exacerbated by increased levels of poverty, lack of status, and other vulnerabilities. Some of the key factors that hinder these groups in accessing sanitation facilities include latrine location, design, safety concerns, land ownership and low-income. Women and girls also suffer from limited mobility due to household responsibilities. When the toilet facility is not at the homestead, it is difficult for women to access the service as freely as men. Men are able to move around more freely, allowing them access public toilets regardless of the distance. This

was summed up by a youth FGD participant who stated, “As young men, we leave home and go to the video halls where we can use bottles to urinate or go to public toilets, but our sisters and mothers have to suffer at home.” Where there are no public toilets within 200 meters of the household, women, elderly people and disabled are forced to use buckets to relieve themselves, especially at night time, also contributing to safety concerns.

Although community latrines and public toilets attempt to bridge this gap by improving access to sanitation facilities, even where there may be pay-per-use community toilets (CTs), lack of income and other competing needs lead to lack of use by women, children and the elderly. One informant said, “I need to prepare a good meal for my husband, and so instead of using 300 shillings for the toilet, I buy tomatoes, and the children and I use the bucket during day and night.” Good

practice was noted, however, in one of the pay-per-use facilities in the city where people with disabilities (PWD) and “homeless” within the city are not required to pay: this facility’s payment system was found to be most helpful for displaced women who have children. Additionally, even where there are public toilets (PTs), these toilets do not have facilities for PWD. Despite CTs having user committees, they often do not function well, and user fees are not collected, leading to an overall lack of maintenance. This results in these latrines being abandoned and the land being unusable. The situation disproportionately affects access for older women and members of their households as they are more likely to rely on CTs because they lack resources to build or maintain a latrine at their residence.

Barriers to accessing adequate sanitation disproportionately affect low-income groups, including women-, children- and PWD-headed households, which are less able to afford household latrines and maintenance costs. The cost of building latrines in water-logged areas is higher compared to drier areas – however drier land in most cases is cost prohibitive for households headed by women, children and PWDs. In high water table areas, a toilet facility costs about four million Ugandan Shillings, yet with six million shillings, one can build a two-bedroom rental. As such, several FGD participants indicated that when faced with a choice between constructing a latrine and building an extra room for renting, people chose the latter. During an FGD with a women’s group, participants reported that lack of property rights, particularly land ownership, is a barrier with regards to access to sanitation. A majority of women do not own land and have low income levels, resulting in difficulty constructing toilet facilities at the household level. Respondents also reported that older women are more likely to surrender (contribute) their land to construct community toilets. Traditional unlined pit latrines are commonly used in urban areas, especially in informal settlements, and land owners prefer them as they are cheaper to construct. However, these latrines were reported to be neither emptied nor safe for women to use (e.g., lacking doors, lights, locks, or in difficult to reach locations). The research found that some pits continue to be used even after they are full and are have been abandoned and are not maintained by the community (FGD, Women Group, Makindye). Some of the CTs were reported to having strict opening and closing times (e.g. 9:00am opening and 11:00pm closing times) that limit access, especially those who wish to use the latrine during the night or very early in the morning.

Findings show that the distance, design and quality of construction of latrines can be a pathway to gender-based violence (GBV). Women reported sexual harassment on the way to latrines, especially if significant distance from the household. GBV was also reported to occur more often among users of latrines with weak doors, cracks in doors, or unlockable or no doors on either toilet or bathroom.

Low income levels, limited access to and control of financial resources and competing priorities at the household affect key decisions and actions by women at the household level. Though women are more inclined to improve sanitation design and enhance accessories such as including SATO pan, they are hindered by pricing. Even when it comes to services such as emptying pits, women are more likely to choose lower cost over effectiveness. Despite women being more likely to demand emptying services, they are hindered by limited access to financial resources. Many even need spousal consent to utilize sanitation services. Women are limited in their access to sanitation credit, and most do not own bank accounts and cannot afford high interest rates. Lange<sup>1</sup> states that in Kampala, married women contribute between 50 and 70 percent of household income. However, women earning their own income is not synonymous with having control over that income; many husbands demand that their wives forfeit cash earned in business.<sup>2</sup> The Gender Analysis pointed to an emerging trend in that while a growing proportion of women received their own income, men are increasingly withdrawing these finances to support families. Some



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YOUTH FGD PARTICIPANT



respondents expressed concern that often when women seek financial support for the family, they often face GBV by their husbands. Finally, women prioritize others' needs, such as food and education for the children, over sanitation.

Cultural norms were also found to influence access to and use of toilets. Findings indicate that some of the

refugees of particular tribes coming from Kenya and Congo were reported to have norms that stop them from using toilets. For instance, children who have not yet developed teeth cannot use a toilet for fear that they will not grow. Some women were reported not to use toilets for the whole duration of the pregnancy due to traditional beliefs that affected cultural norms and practices.



## THEME TWO

# Solid Waste Management

Solid waste management influences access to good sanitation in Kampala. Though there is a city-wide garbage collection system that follows a public-private partnership approach, in which private companies are subcontracted with the municipality, respondents pointed to widespread dumping of solid waste in latrines. The garbage collection system faces numerous challenges ranging from pricing mechanism, residents' limited willingness to pay, residents' limited ability to pay, and capacity of the private and public garbage collectors to effectively reach the entire city. Despite collecting fees, some companies don't have enough trucks, resulting in solid waste on their routes not being collected. Some garbage collection companies also reported that community members do not make payments even after garbage has been collected. Women and children are disproportionately affected by uncollected waste due to their traditional roles in household management, including sanitation. Uncollected household waste results in women searching for ways to dispose of waste, including dumping in latrines and drains or hiring unauthorized individuals to pick up waste at a minimal cost. While the monthly charge for individual households is 3,000 Ugandan Shillings, both men and women reported inconsistency in charges, with refugee communities reportedly paying three times more than locals. This was echoed by one of the FGD participants who stated, "Although generally the community is welcoming to refugees, we [refugees] are charged differently for most of the services, ranging from rent to garbage collection. Some companies charge us 10,000 Uganda Shillings for garbage per month and even when you pay they do not come back." It was found that while women desire garbage collection services, they are less likely to be able to afford the service, and men do not prioritize these fees.

Results from the field indicate that young men are more likely to be hired by garbage collection companies as compared to young women because of sanitation value chain (SVC)-related stigma and the perception that women are physically unable to do this work. There are no disposal facilities for proper menstrual hygiene management (MHM), so disposable pads (along with disposable diapers) are thrown in latrines. This is exacerbated by the taboos that surround menstruation and menstrual blood being seen.

One key informant had this to say: "Culturally a girl child's blood is not supposed to be seen by anyone, for she can even fail to get a man, and she can stay in the periods forever; and if a pad is eaten by a dog or used for witchcraft she can get painful periods for life, and even fail to give birth. So they throw them in the latrines." Indeed, the majority of the women and girls in informal settlements reportedly dispose of their sanitary pads in the latrines, which creates challenges during emptying.

Despite the lack of access to disposable menstrual hygiene products for many people, and the prevalence of ill-equipped facilities (i.e. lacking water and space for washing the body and menstrual cloths), women attempt to maintain personal hygiene standards by cleaning themselves when using sanitation facilities. This gendered dimension of latrine use is denied when women are forced to share latrines that are often unclean, small and not private enough for MHM needs. This situation is most acute in slums communities.<sup>3</sup>



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FGD PARTICIPANT





### THEME THREE

## Re-use of Fecal Sludge Products

Fecal sludge (FS) offers social and economic value potential beyond disposal, specifically in the treatment for reuse to create products such as briquettes for fuel and soil fertilizers for agriculture.<sup>4</sup> Field research highlights that FS reuse products have a mixed adoption by consumers, for reasons linked with production quality, perceptions of FS by-products and product efficacy. In terms of product development, there is a lack of standards and benchmarks for FS product development. As a result of poor standards, the quality of the FS reuse products is inconsistent; therefore, the efficacy of use is negatively affected. Women's and youth groups which have spearheaded projects to sell briquettes have reported drops in sales due to quality inconsistency, documenting the adverse impact from inconsistent production on income generating potential of FS reuse products when standards and safety regulations are not in place.

In addition to product inconsistency and quality concerns, respondents also expressed hesitation about purchasing and using reuse products for safety reasons. The government has failed to endorse or regulate the safety of FS products, reducing confidence in the general public to purchase and use. Although both men and women hold negative perceptions about FS reuse products, women reported a greater concern than men. One FGD participant commented about the cultural perceptions and safety linked to FS re-use products: "It's difficult as a mother to use briquettes from feces, as this can endanger your family" (FGD woman participant in Makindye). Though less than women, men also reported concerns. The only way men would reportedly accept

using FS reuse products is if they did not realize they were using it, specifically if they don't know the briquette used to cook their food was formed from treated and reused FS. One male FGD participants shared, "How can I take food cooked with something that came out of me? Maybe [I would eat the food] if I do not get to know how the food was cooked."

FS reuse byproducts have varying degrees of uptake based on efficacy of use. Biogas, another type of FS reuse product that adds value by generating energy,<sup>4</sup> was noted by some respondents as a faster and preferred method of cooking than other non-FS byproduct energy sources, and it has no smell. Women from FGD reported that FS reuse briquettes take longer to heat and, in some cases, have an odor. The efficiency of cooking, as per the energy source, affects women both in terms of increased time burden in terms of cooking, and this potential link with GBV. Long wait times by men for meals has reportedly triggered violence against women. One FGD participant cautioned, "Briquettes generally are known to be slow in cooking and as a man if I get home and the food is not ready, the woman may get some beating." Finally, in terms of FS byproduct efficacy and preferences, respondents noted that manure from FS is more acceptable to florists and landscapers, as well as gardeners with perennial crops; farmers who grow seasonal food crops do not prefer manure from FS.



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FGD PARTICIPANT





## THEME FOUR

# Gendered Roles across the SVC

Findings show a strong association between gender and defined roles along the SVC. Household level sanitation activities, including cleaning, filling ash in the bucket and urine removal for Ecosan Toilets, are completed by women. Traditionally the work of cleaning latrines falls on women and children who do most of the work unprotected (e.g. without gloves or masks) and with little awareness of the health risks associated with these tasks.

Latrine and other facilities' construction activities are traditionally expected of men, while women are expected to carry out household responsibilities and provide meals at the construction sites. Despite this traditional role delineation, women are increasingly filling construction roles at the household level. Some of the activities carried out by women include fixing tiles and brick laying. Employed women report, though, that they are not provided with adequate or supportive working environments in these roles. Inadequate working conditions hinder their capacity and productivity, yet women in these positions report an inability to speak out about such limitations.

In the case of pay-per-use PTs, men are more likely to manage these facilities than women, highlighting the increased role of men in leadership positions, though women tend to conduct the cleaning. Findings show that women are more likely to be hired for roles in money collecting and keeping. It was also reported for PTs and CTs that women are limited in employment as cleaners by the long hours expected to work and yet they must also fulfill their domestic roles. Additionally, women face greater challenges in management positions, as when water supply is not available to PTs, managers are expected to fetch water from the next available water source (e.g. spring well). Women fail to accomplish this task because they are expected to carry water (i.e. up to five or six jerry cans at a time on their heads) while men are able to transport water using bicycles (social norms and long skirts typically preclude women from riding bicycles). Women managers also have a double burden of carrying water for their households in addition to supplying water to

the public toilet sites in which they manage.

At the community level during social and behavior change communication (SBCC) campaigns, women are targeted more than men. Additionally, women typically facilitate the campaign due to their significant roles in sanitation; men are less engaged. The burden of cleaning shared latrines was reported to fall on women, as is usually the case with the majority of informal settlements.

Regarding emptying services, female and youth participation is limited by safety concerns and the associated stigma with emptying. Women, especially, are less likely to assume pit digging and emptying jobs due to perceived safety concerns. Even fewer women sit in positions of leadership in these institutions.

Only a small number of women respondents were employed as drivers' assistants, and reports from one gulper association indicated that all of their drivers and emptiers were men. Women are seen as unable to manage the gulper as it is too physically demanding. Similarly, the emptiers' association does not actively seek out women employees, for comparable reasons: perceptions that emptying requires more energy and that the work is not perceived as clean. Emptiers' associations report, however, that they would be willing to hire women if they expressed interest. Women tend to take on roles that serve support and administrative functions of the SVC. Women's groups reported their willingness to fill roles such as marketing sanitation products instead of emptying, for example. The willingness for women to take on opportunities to meet their needs was well captured by one respondent who said, "Women do not think of themselves when they are struggling. They can do anything to support their family and they just need to be supported."



**"Women do not think of them selves when they are struggling. They can do anything to support their family and they just need to be supported."**

KEY INFORMANT



## THEME FIVE

# Entrepreneurship and Business Ownership Across the SVC

Ownership and control of resources is critical to enterprise development along the SVC, yet respondents reported that few women and youth own bank accounts, and some have little-to-no banking history. This finding mirrors earlier observations and findings from the literature.<sup>5</sup> In addition to lacking bank accounts, women and youth rarely own land or other assets which could be used as collateral for borrowing. These factors contribute to higher interest rates for women and youth, further limiting their potential to borrow. The capacity to borrow could assist in improving sanitation facilities at the household level or invest in enterprise development efforts along the SVC.

Such limited financial access inhibits the growth of entrepreneurs in emptying services, especially women and youth. Women reported greater desires to engage as entrepreneurs in the gulper technology because it is relatively cheap, as opposed to engaging in the

trucking and transportation business. Even then, the costs of such efforts are reportedly the biggest inhibitor for women. While emptying enterprises are dominated by men, women are likely to participate in selling SATO pans; men, in turn, are involved in SATO pans' installation. Because women and youth face challenges in obtaining startup capital to grow their business, they resort to less lucrative and less risky investments.

In terms of marketing one's business, sanitation products such as briquettes, liquid soap, and disinfectants are easily marketable; however, the markets are saturated with these items, as many people sell in small geographic areas. Combining marketing with the above challenges, women and youth face obstacles in reaching vast populations, hindering chances to grow their businesses.



## THEME SIX

# Legal and Policy Frameworks and Institutional Practices

KCCA has a citywide inclusive sanitation legal and policy framework with key policies and regulatory documents in place, including a Gender Policy, Latrine Standards, Fecal Sludge Management Ordinance. However, there are significant limitations in their dissemination and implementation processes, and both men and women expressed little or no awareness among the communities and other key stakeholders. While KCCA has a plan to address community needs, the research found that people desire more meaningful engagement of marginalized groups such as women, girls, PWDs, the elderly and refugees. Despite this desire, cost of transport and women's time constraints due to domestic chores impede women's participation in such activities.

Respondents recommended that innovations should be considered to address key issues impeding marginalized

groups' participation, including the uptake of Smart Urban Planning concept. Smart Urban planning aims to harness technology that addresses urban challenges, providing a technology platform for women to participate in prioritizing sanitation issues. Weak enforcement of KCCA sanitation laws limit growth of SVC businesses – inhibiting the creation of new opportunities for women as well as men – and the realization of citywide inclusive sanitation. Improving enforcement of these laws will require institutional strengthening and transformation of practices, including a comprehensive gender audit to inform institutional structures and resources (e.g. promoting gender diversity in senior management positions).





## THEME SEVEN

# Stigma in the SVC

Both women and men who work in the SVC face stigma, resulting in fewer numbers of women joining the sanitation workforce as they fear social exclusion. During an FGD with youth in Kalerwe, men in the sanitation workforce reported they also face stigma and social exclusion, and resort to heavy drinking as a coping mechanism. A young man involved in emptying services commented, “I do this work, but it’s not easy; people think you have mental illness, and even more so towards women. But I have to do it for a living.” Several cultural norms and beliefs that perpetuate gender-related stigma along the SVC originate in rural areas and among refugees and migrant communities. Many residents continue to practice open defecation, due to strong beliefs about bodily fluids and using a toilet:

going to the toilet is believed to lead to women’s barrenness; disposing of sanitary pads in waste cans can negatively affect the owner of blood, due to myths about menstruation and the site of blood; pregnant women are prohibited from using latrines for fear the baby will fall in the pit; and children’s feces should not be dumped in a toilet because it causes bad luck. These beliefs have a disproportionate negative effect on women and reinforce SVC-related stigma.



**I do this work but its not easy because people think you have mental illness and more so women but I have to do it for a living”**

YOUTH FGD PARTICIPANT



## THEME EIGHT

# Decision Making Power Patterns and Voicing

At the household level, women’s decisions depend on spousal consent. According to some FGD participants, only educated women can make their own decisions, but even this is often at the cost of their marriages. As such, decisions regarding toilet design, location and type are made by men, excluding women and children’s needs. This is despite women being the ones responsible for cleaning toilets. The only exceptions that challenge traditional norms occur when older women marry young men, leading to these women becoming the decision makers. Finally, at the city level, women reported that they do not directly engage in the planning process – this is considered to be a male domain.



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# Action Plan



Systematically derived from the gender analysis findings, KCCA and partners have co-created a list of recommended actions for gender integration within KCCA activities and operations. The following Action Plan is a presentation of these recommendations, endorsed through a Strategic Prioritization Exercise (SPE) to action and promote gender equitable results in Kampala's sanitation sector.

Actions are organized according to KCCA "perspectives" and relevant objectives, as detailed in the KCCA Strategic Plan (2016-2019), for ease of integration and measurement. The perspective areas focus on Kampala's citizenry, economy, systems, and innovation, and recommended actions drawn from the gender analysis findings serve to leverage and enhance these perspective areas of KCCA. Recommended actions include brief descriptions in the section below, while in-depth and operational details per recommendation are documented in a separate operational table, aligned with existing KCCA measurements. Additional recommendations not selected for inclusion in this Action Plan remain listed in the Gender Analysis and Integration Matrix (GAIM), for future reference and integration into KCCA sanitation activities.

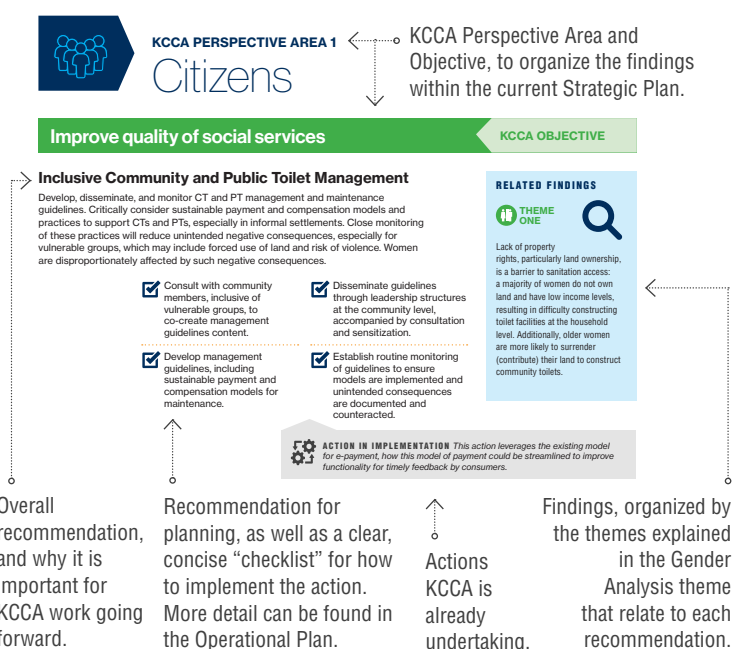
## Citywide Inclusive Sanitation (CWIS)

Citywide Inclusive Sanitation (CWIS) is a comprehensive approach to urban sanitation rooted in multi-sector collaboration. One of the seven principles guiding the CWIS initiative is the integration of gender and social equity throughout the design and delivery of city sanitation services. A primary intended outcome of the CWIS portfolio is improved agency of women in sanitation decision-making at the household and policy levels.

In 2018-2019, KCCA conducted a comprehensive gender analysis in Kampala. The purpose of the analysis was twofold: (1) To document and build upon existing gender work, identify gender-related barriers and opportunities relevant to CWIS, and recommend responses to leverage opportunities and address barriers; (2) To develop and agree upon recommended actions for gender integration into the CWIS vision and approach. This action plan brief presents findings and recommended actions for Kampala, as per the CWIS approach.

## HOW TO USE THIS ACTION PLAN

Each finding from the Strategic Prioritization Exercise is expressed in a recommendation for future planning. These recommendations include the following actionable components:





## Improve quality of social services

## KCCA OBJECTIVE



## Inclusive Data Collection

Apply data collection methods that best represent women and other vulnerable groups. Representative data, including data and statistics disaggregated by sex, age, ethnicity, disability, and other identifying characteristic will assist in efforts to adequately monitor social inclusion in KCCA's efforts. Suggested methods include sex disaggregated data collection and qualitative data collection to capture lived experiences and issues that affect women and men, boys and girls. Inclusive data collection also includes developing gender-related indicators and other statistics including demography, access to assets and economic opportunities, decision-making, and agency. Data are currently being collected for all CWIS community engagements, and incorporating effective data collection methods will further refine effective responses to vulnerable groups.

- ☒ Develop data collection guidelines and update data collection tools.
- ☒ Document the gender issues that affect men and women, boys and girls as well as their experiences.
- ☒ Use the data and experiences for program design and reviews as well policy development.

## Inclusive Community and Public Toilet Management

Develop, disseminate, and monitor CT and PT management and maintenance guidelines. Critically consider sustainable payment and compensation models and practices to support CTs and PTs, especially in informal settlements. Close monitoring of these practices will reduce unintended negative consequences, especially for vulnerable groups, which may include forced use of land and risk of violence. Women are disproportionately affected by such negative consequences.

- ☒ Consult with community members, inclusive of vulnerable groups, to co-create management guidelines content.
- ☒ Disseminate guidelines through leadership structures at the community level, accompanied by consultation and sensitization.
- ☒ Develop management guidelines, including sustainable payment and compensation models for maintenance.
- ☒ Establish routine monitoring of guidelines to ensure models are implemented and unintended consequences are documented and counteracted.

## RELATED FINDINGS



## THEME ONE



Lack of property rights, particularly land ownership, is a barrier to sanitation access: a majority of women do not own land and have low income levels, resulting in difficulty constructing toilet facilities at the household level. Additionally, older women are more likely to surrender (contribute) their land to construct community toilets.



**ACTION IN IMPLEMENTATION** This action leverages the existing model for e-payment, how this model of payment could be streamlined to improve functionality for timely feedback by consumers.



## Equitable Solid Waste Collection Practices

Monitor solid waste collection sub-contractor practices, especially those practices that affect women and other vulnerable groups. Monitoring such practices will increase capacity to carry out effective solid waste management, as well as highlight unfair charging practices that discriminate against any vulnerable groups, such as women and refugees. The solid waste team in DPHE has been tasked to supervise and monitor the solid waste collection companies.

- ☒ Develop guidelines for solid waste management sub-contractors, highlighting unique consideration for vulnerable groups.
- ☒ Conduct periodic, rapid consumer perception surveys to establish consumer satisfaction.
- ☒ Develop and carry out a feedback linking to the overall institutional complaints handling mechanism to effectively communicate results and encourage equitable practices.



## RELATED FINDINGS

While the standard household waste collection fee is 3,000 Ugandan Shillings per month, actual charges are inconsistent from month to month and per household; additionally, refugees sometimes pay three times more than locals.



## THEME TWO



## ACTION IN IMPLEMENTATION

Established safety measures currently exist and can be leveraged to improve monitoring mechanisms for garbage collection companies, in order to protect employees.

## Quality Assurance of Fecal Sludge Reuse Products

Develop standards and certification protocols for fecal sludge reuse products, and monitor compliance with standards for quality assurance and certification. This process will ensure consistency of products and stimulate their market growth, in addition to addressing negative perceptions about fecal sludge reuse products, especially related to safety.

- ✓ Conduct Robust research on safety and quality for multi -purpose use including domestic and industrial use.
- ✓ Develop standards for the specific reusable products and bench mark with developed products elsewhere, for example briquettes and biogas.
- ✓ Develop certification protocols to provide recognition of the products, specific to safety and quality assurance.
- ✓ Disseminate and develop customized marketing strategy.

### RELATED FINDINGS

Women's and youth groups lead the way in briquette selling, yet have seen drops in sales due to quality inconsistency. This reduction in sales exemplifies the adverse impact from inconsistent production on income generating potential of fecal sludge reuse products when standards and safety regulations are not in place.



## Enhance safety of communities

### KCCA OBJECTIVE



### Women's Safety in the Sanitation Value Chain

Develop a confidential workplace "risk and hazards incidents log" that collects sex-disaggregated data on physical health and safety concerns as well as sexual harassment and assault in the SVC. This log will document institutional and community-level cases, as well as inform KCCA to strengthen effective safety measures.

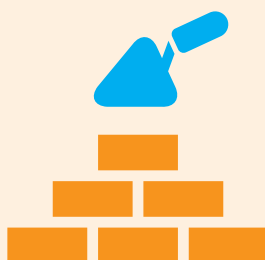
- ✓ Develop a confidential Risks and Hazards Incidents Log, inclusive of incident, location, and sex/age of those affected.
- ✓ Train personnel on how to document incidents in log.
- ✓ Integrate incidents log into existing tools of the Safety Committee.
- ✓ Weekly monitor log to measure trends and intervene where necessary.



**ACTION IN IMPLEMENTATION** This action leverages the existing model for e-payment, how this model of payment could be streamlined to improve functionality for timely feedback by consumers.

## Gender-Based Violence Prevention in Latrine Construction

Engage women in consultative processes related to latrine design and construction location, in order to reduce cases of sexual harassment and assault when accessing CTs and PTs.



### RELATED FINDINGS

Distance, design and quality of construction of latrines can contribute to GBV. Women reported sexual harassment on the way to latrines, especially if significant distance from the household. GBV was also reported to occur more often among users of latrines with weak doors, cracks in doors, or unlockable or no doors on either toilet or bathroom.



- ✓ Recruit women of various ages to participate in structured community meetings or focus group discussions.
- ✓ Conduct meetings to collect information on safe and secure latrine design (e.g. locks, size, separation, waste bins, etc.) and location (e.g. proximity to strategic points).
- ✓ Apply findings to latrine construction guidelines for implementation.
- ✓ Apply findings to awareness-raising sessions with KCCA personnel.





## Increase financial resource capability

## KCCA OBJECTIVE



## Inclusive Hiring Practices

Consider gender in overall hiring practices at KCCA, including increasing women's presence in management and leadership positions. Use inclusive language in advertisement of and search for candidates, such as, "Minorities and women are encouraged to apply." Inclusive hiring practices will increase workplace composition of under-represented groups and promote diverse skillsets, decision-making, and outcomes.

- ✓ Revise advertising practices and language to encourage gender and social inclusion.
- ✓ Engage Public Service Commission for guidance and approval.

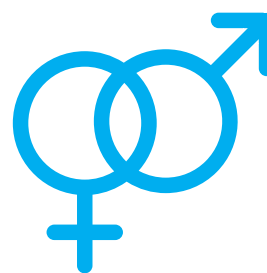


**ACTION IN IMPLEMENTATION** *This action's success potential—as well as those that follow—is increased by KCCA's current investment in professional development training and mentorship opportunities for employees, especially for women entering the SVC workforce.*

## Inclusive Employment in Solid Waste Management

Consider revising the current garbage collection model to provide additional opportunities for youth and women. For example, mobilize youth groups to collect uncontaminated solid waste (in sacks, etc.) at the household level and transport to a single (or few) central location(s) where trucks could collect waste. Increasing women and youth representation within the garbage collection sector will advance the economic growth of these populations, as well as advance the impact of solid waste management in communities through inclusive hiring practices.

- ✓ Consult with the solid waste team in DPHE to both review and revise current waste management collection models, including companies contracted.
- ✓ Consider employment models that would better engage women and youth.
- ✓ Include inclusive language in recruitment and procurement processes.
- ✓ Engage KCCA senior management for institutionalization of inclusive employment models.



## RELATED FINDINGS

Young men are more likely to be hired by garbage collection companies as compared to young women because of SVC-related stigma and the perception that women are physically unable to do such work.



## Inclusive Employment in Emptying Roles

Encourage Emptier and Gulpers Associations to reserve a percentage of positions, such as drivers and driver assistants, for women. Female engagement at any level in the private emptying sector will generate interest for women's integration into other positions. One method of increasing female numbers is to offer rewards and recognition to for truck owners who employ women in such positions, as an incentive.

- ✓ Support a diversity hiring policy among Emptier and Gulpers Associations, with at least 30% female employment.
- ✓ Work with Emptier and Gulpers Associations to draft a concept note on incentives and rewards on gender and sanitation for community structures.
- ✓ Request support by affiliate businesses to adopt new hiring policy and incentives program

## RELATED FINDINGS

Only a small number of women are employed as drivers' assistants among emptying service providers, and reports from one gulper association indicated that all of their drivers and emptiers were men. Even fewer women sit in positions of leadership in these companies.





## Enterprise Opportunities and Entrepreneurial Development for Women and Youth

Identify sanitation products and innovations that can provide income-generating opportunities for women and youth through business enterprises, and provide mentorship to emerging entrepreneurs in the sanitation sector.

- ✓ Profile existing sanitation products and sanitation needs to highlight potential product innovations for income-generation.
- ✓ Provide business development clinics for female and youth emerging entrepreneurs, also collectively consider product innovations and strategies for business development.
- ✓ Mentor women and youth entrepreneurs who emerge from business development clinics with potential and plans.
- ✓ Direct these individuals to start-up capital for investment and product launch.
- ✓ Create linkages with the private sector to spur innovations and market access.

**RELATED FINDINGS** Women tend to market sanitation products such as briquettes, liquid soap, and disinfectants, as they are easily accessible for small businesses; however, the markets are saturated with these items. Identifying new items for income-generation would increase the financial stability of women and youth.




## Women's Groups Participation in the Sanitation Value Chain

Support mobilization of women's groups to collectively purchase trucks or other equipment for members to engage in income generation. Mobilization of women to get involved in business ventures is on-going under the government's UWEP program, so such efforts would be complementary.

- ✓ Identify active and interested women's groups across Kampala.
- ✓ Offer sensitization to identified groups of various methods of engagement in the SVC, including costing and business development mentorship.
- ✓ Encourage seed capital or SACCO support for entrepreneurs.



### RELATED FINDINGS

 **THEME FIVE** Women are deterred from entering into the SVC mainly due to the cost of such efforts, especially trucking and transportation businesses associated with sanitation.



## Women and Youth Involvement in Manure Sales

Support women's and youth groups to venture into manure sales – targeting florists, landscapers, and perennial crop growers – in order to increase employment and advance economic growth for these populations.

- ✓ Identify active and interested women's and youth groups across Kampala.
- ✓ Offer sales and marketing training workshops for women's and youth groups, specific to creating marketing plans for manure sales.
- ✓ Partner with other organizations (e.g. ZimbaWomen) to conduct such workshops and offer follow-up enterprise training for these groups.

**RELATED FINDINGS** Respondents noted that manure from fecal sludge is acceptable to florists and landscapers, as well as gardeners with perennial crops, thus highlighting fecal sludge biproducts' acceptability and even preference.



## Loan Access for Women

Work with private sector financing institutions to promote access to loans for women, including subsidized loans or caps on interest rates for women interested in SVC businesses. Increased access to start-up capital for women will encourage their involvement in entrepreneurship.

- ✓ Identify private sector financing institutions willing to support women's enterprise ventures and loans access.
- ✓ Support socially inclusive financing model development process with private sector finance institutions, leveraged with data and readiness levels documented in enterprise development workshops (see above).
- ✓ Disseminate financing options to women in enterprise development workshops and through partner organizations working to increase women's engagement in SVC businesses.

### RELATED FINDINGS

Women lack access to start-up capital, limiting their entrepreneur potential. Without bank accounts, credit scores, or assets to use for borrowing collateral, women face higher interest rates than men and therefore low borrowing potential. Increased female capacity to borrow could assist in improved sanitation facilities at the household level, as well as increased enterprise development efforts by women along the sanitation value chain.



## Advancing Inclusive Hiring Sub-Contractors

Improve city construction contract policies and protocols to support sub-contractors who hire, and/or are owned by, women. Supporting the enabling environment for women will increase their involvement in construction-related employment opportunities.

- ✓ Review construction sub-contracting policies and supportive environments for socially inclusive hiring.
- ✓ Encourage advertisements/RFPs that include language such as, "Minority and women-owned businesses are encouraged to apply."



## Supporting Psychosocial Wellbeing in the Sanitation Value Chain

Organize support networks and/or associations for men and women working in the SVC, prioritizing psychosocial support for individuals who face social exclusion or stigma. Offer opportunities for men and women to express their unique experiences separately and together, to ensure women are comfortable participating. Networks and associations should include women on the executive committee. Psychosocial support will promote the wellbeing of women who face stigma in their sanitation-related work.

### RELATED FINDINGS

Both women and men who work in the SVC face stigma, resulting in fewer numbers of women, especially, joining the sanitation workforce as they fear social exclusion. Women bear a disproportionate burden in issues of SVC-related stigma, as cultural beliefs and taboos related to sanitation are often directed towards women and girls.



- ✓ Engage Emptier Associations to facilitate the creation of psychosocial support networks/ associations
- ✓ Identify technical expertise in psychosocial wellbeing (i.e. counseling, psychology, social services) to support the strategy and follow up of these meetings, including safeguarding and referral services provision.
- ✓ Emptiers and Gulper Associations should purpose to have women well represented on the committees by setting quotas for women.



**ACTION IN IMPLEMENTATION** KCCA's ongoing social behavior change communication strategies in communities and with SVC workers, specifically tactics that address SVC stigma, supports the success and rollout of this proposed action.



## KCCA PERSPECTIVE AREA 3

# Internal Processes

## Improve regulatory framework

### KCCA OBJECTIVE

## KCCA Gender Integration Standard Operation Procedures and Feedback Mechanisms

Create KCCA standard operating procedures (SOPs) and guidelines for gender integration, including a complaints and feedback mechanism. Building from the draft KCCA gender policy, the SOP and guidelines will be relevant for institutional, programmatic, and operational levels, enabling an improved working environment for KCCA staff.

- ✓ Directorate of Gender to draft SOPs and guidelines.
- ✓ Validate SOPs and guidelines with KCCA leadership and staff.
- ✓ Disseminate SOPs and guidelines and train staff.



## KCCA Policies' Review for Social Inclusion and Security

Ensure current KCCA policies support and attract women and working parents. Review current internal policies, including parental leave, sexual harassment and safeguarding policies, to ensure that the current work environment is support of, and attractive to, women and working parents. Revision of policies will improve workplace health and prevent turnover.

- ✓ Determine relevant policies to review.
- ✓ Review current policies with a sensitivity towards social inclusion.
- ✓ Revise and disseminate policies to staff.
- ✓ Train staff on revised policies.
- ✓ Develop a comprehensive complaints handling mechanism with relevant SOPs and disseminate widely among staff, clients and relevant stakeholders.

### RELATED FINDINGS

KCCA's policies and regulatory documents are robust and its gender policy has paved the way for increased institutionalized gender sensitivity and social inclusion. Still, limitations in policies gender sensitivities exist, as well as limits in effective dissemination and implementation.



## KCCA Gender Audit

Implement an institutionalized gender audit to identify internal opportunities for gender integration, including policy development and implementation, as well as ensuring supportive organizational structures that promote gender equality. An audit will improve gender equity budgeting in line with the Uganda Public Finance Management Act 2015.

- ✓ Conduct a gender audit, starting with an internal audit to create awareness and generate institutional ownership, followed by an external audit.
- ✓ Develop a gender action plan premised on the audit's findings.
- ✓ Develop gender accountability mechanism to enable capture data and results to monitor progress.

**RELATED FINDINGS** Improving enforcement of KCCA policies will require institutional strengthening and transformation of practices, including a comprehensive gender audit to inform institutional structures and resources.



## Inclusive Division-Level By-Laws

Support the creation of Division-level sanitation ordinances, including gender and social inclusion language. Facilitate village leaders to develop by-laws, as per KCCA guidance for internal technical oversight and monitoring. By-laws will include issues of gender and social inclusive sanitation for village leaders to enforce.

- ✓ Provide documentation on gender and sanitation to village leaders.
- ✓ Participate in sanitation by-law development consultative processes.
- ✓ Support village leaders to disseminate the by-law(s) to local actors.

### RELATED FINDINGS



While KCCA has a plan to address community needs, citizens desire meaningful engagement at the community level, especially marginalized groups such as women, girls, persons with disabilities, the elderly, and refugees.



**ACTION IN IMPLEMENTATION** KCCA has established faecal sludge management ordinances for communities; this action leverages and mirrors this dissemination of policies to the Division-Level.



## Measuring Active Female Participation

Develop a measurement system for tracking active and meaningful female participation in administrative decision-making bodies. Measurement should consider both technical and social matters related to sanitation such as sanitation designs, siting, construction, and maintenance, and should take place at KCCA, Division Urban Councils, and villages. Such a system could include a community scorecard or checklist (i.e. using a Likert scale as to how women participate: actively, moderately, poorly and not at all). Measuring meaningful participation and acting upon these data will result in enhanced female participation beyond mere filling of seats, into roles of decision-making.

- ✓ Develop a community scorecard/checklist and orient key staff on how to use it.
- ✓ Develop gender and sanitation monitoring and evaluation framework.
- ✓ Integrate measurement tools into administrative decision-making bodies.

### RELATED FINDINGS



Even at the city level, women do not directly engage in planning processes—this is considered to be a male domain.

## Landlord Access to Latrine Construction Guidelines

Disseminate KCCA latrine construction guidelines to landlords. Landlord access to construction standards will encourage appropriate latrine design and maintenance, ultimately contributing to social inclusive sanitation at the community level. This is one of several popularization engagements that will be accomplished through CWIS funding.

- ✓ Develop simplified versions of latrine construction guidelines.
- ✓ Print and disseminate in communities (including masons), as well as to all Divisions.
- ✓ Use media to communicate about guidelines, including where guidelines can be accessed (e.g. KCCA website).



## Promote strategic partnership and coordination

### KCCA OBJECTIVE

## Inclusive Community Engagement

Prioritize meaningful community engagement, with particular focus on women, PWD, youth and refugees. Information gathered from socially inclusive community engagement will best inform the KCCA 2020-2025 Strategic Plan.

### RELATED FINDINGS

Citizens desire more meaningful engagement, especially marginalized groups such as women, girls, persons with disabilities, the elderly, and refugees. However, for women, the cost of transport and women's time constraints from domestic chores impede their participation in such activities.



- ✓ Convene women's groups, youth groups, refugees, and other social interest groups in group discussion formats to hear their specific sanitation-related concerns and recommendations.
- ✓ Provide transport and/or convene meetings in locations that will not require long transportation time to attend.
- ✓ Analyze information gathered from these discussions and apply to the KCCA strategic planning process.

## Applying ICT to Community Engagement

Use innovative communication methods when conducting outreach with marginalized community members, as per the current KCCA planning approach that utilizes different channels of communication to target different groups in the communities. Additional methods may include WhatsApp, social media, and/or SMS. Innovation in communication will ultimately reach greater numbers in communities, specifically those which might be excluded by traditional communication modalities.

- ✓ Collect data from media institutions and community leaders, related specifically to population use per ICT medium, to best target outreach.
- ✓ Create messaging to target audiences, per data collected, with confidential and ease-of-use feedback mechanisms to engage marginalized populations.
- ✓ Purposely use these platforms and information collected to inform planning.

### RELATED FINDINGS

Applying technology and other innovations will encourage marginalized groups' participation in sanitation, applying their feedback to best understand urban challenges. KCCA can provide technology platforms for women and other marginalized groups to more effectively participate in sanitation.



## Women's Council Involvement in KCCA Planning

Involve local women's councils during KCCA planning cycles, which will enable identification – and enhance prioritization – of women's needs and priorities. This action is included in current CWIS results framework, though it has not yet begun.

- ✓ Convene meetings of local women's councils – and include other special interest groups – to include their voice in issues related to sanitation.
- ✓ Use ICT platforms to generate discussion forums on issues that affect vulnerable members of communities, especially those who may not attend meetings.
- ✓ Provide effective and timely feedback on priorities that may not be funded or acted upon.

## Group Discussion and Commitment Models in SBCC

Apply a “group discussion and commitment model” approach to SBCC at the community level, to encourage effective behavior change. Such an approach has been shown to improve cleaning behaviors and cooperation among families who share latrines. Any application of a discussion and commitment model must refrain from “shaming” participants, as shaming in urban contexts has been shown to be ineffective. Instead, a commitment model should rely on socially inclusive, collective networking approaches to realize positive change.

- ✓ Research and modify group discussion and commitment models for SBCC engagement, ensuring social inclusion.

- ✓ Train facilitators, implement discussions, document decisions, and monitor behavior change, over time and through community leadership structures.



**ACTION IN IMPLEMENTATION** This action builds upon KCCA's ongoing social behavior change communication strategies, specifically tactics that address social norms by engaging with cultural, religious, and opinion leaders.



### KCCA PERSPECTIVE AREA 4

## Learning and Innovation

### Promote human capital development

#### KCCA OBJECTIVE

#### Inclusive Sanitation by Landlords

Implement SBCC to educate homeowners and landlords on the health and security, as well as financial cost/benefits of lined (emptiable) latrines versus pit latrines. The Weyonje Campaign is an example of this practice with its ongoing community barazas, landlord engagements, and door-to-door sensitizations, with positive results in increasing landlord accountability and action in health and safety. Consider revising approach and messaging, as well as reach.

- ✓ Review Weyonje Campaign approach and messaging, and revise for inclusive language and representation.
- ✓ Ensure outcomes of Weyonje Campaign meet and inform KCCA's gender policy; revise as necessary, and scale this approach.

#### RELATED FINDINGS

Traditional unlined pit latrines are commonly built by landlords in urban areas, especially at informal settlements; land owners prefer them as they are cheaper to construct. These latrines cannot be effectively emptied, nor are they safe for women to use (e.g., lacking doors, lights, locks, or in difficult to reach locations).



**ACTION IN IMPLEMENTATION** KCCA engages community leaders to create awareness and enforcement of bylaws regarding ownership of household latrines for every dwelling place; this action leverages this strategy to promote improved building and maintenance practices.

## Masons Training to Improve Socially Inclusive Sanitation

Facilitate training modules for masons to increase their numbers in the community. Ensuring a constant number of certified masons will improve access to affordable and reliable masonry and construction services to communities. Trainings should include compliance with latrine construction minimum standards.



#### RELATED FINDINGS

Barriers to accessing adequate sanitation disproportionately affect low-income groups, including women-, children-, and PWD-headed households, which are less able to afford household latrines and maintenance costs.



- ✓ Establish training mechanism for masons within KCCA or partner agency, complete with certification for latrine construction according to standards.
- ✓ Promote masons training, with a focus on socially inclusive sanitation practices, specifically fair pricing structures to serve low-income populations such as women and PWDs.
- ✓ Identification of masons to be trained should be at community level to ensure trust is developed.



## Influencing Behaviors around Waste Disposal

Conduct a cost/benefit analysis in close collaboration with communities to understand benefits of garbage collection compared with dumping waste in latrines. Application of this analysis can be used to best engage communities in SBCC, in order to change waste disposal practices.

- ✓ Conduct cost/benefit analysis of garbage collection (i.e. fees versus garbage accumulation) and dumping in waste latrines (i.e. pit emptying versus reconstruction of new latrines when full).
- ✓ Team in DPHE have been tasked with supervising garbage collection companies, and messaging needs to be improved.
- ✓ Engage community groups in SBCC to promote garbage collection.
- ✓ Monitor feedback and document behavior changes over the long-term.

### RELATED FINDINGS



**THEME TWO**

While the

standard household waste collection fee is 3,000 Ugandan Shillings per month, actual charges are inconsistent from month to month and per household; additionally, refugees sometimes pay three times more than locals.

## Recycling and Reuse Innovations to Promote Inclusive Impact

Through community engagement methods (see above), apply targeted SBCC messaging to prioritize the reduction of solid waste through recycling and reuse practices and products. Reducing and recycling will positively affect marginalized groups who either cannot afford waste collection or incur the burden of waste accumulation in latrines. Design linkages with the private sector on reuse enterprises (e.g. pellets for chicken feed).

**RELATED FINDINGS** Women and children are disproportionately affected by uncollected waste due to their traditional roles in household sanitation and management. This results in women searching for ways to dispose of waste, including dumping in latrines and drains or hiring unauthorized individuals to pick up waste at a cost.



**THEME TWO**



- ✓ Research effective recycling and reuse practices and products and promote this integration, institutionally and externally.
- ✓ Develop – or source – recycling and reuse SBCC curriculum.
- ✓ Train facilitators and carry out SBCC recycling and reuse curriculum to target communities.
- ✓ Monitor feedback and document behavior changes over the long-term.

## Effective Menstrual Hygiene Management Disposal Practices

Through community engagement methods (see above), apply targeted SBCC messaging to improve MHM disposal for women and girls. Include effective dispelling of myths believed by majority populations, and ensure effective disposal mechanisms exist in communities prior to carrying out the campaign. Improving disposal methods and dispelling myths will strengthen the enabling environment for women to effectively manage menstrual hygiene.

- ✓ Research effective disposal methods for Kampala and promote this integration.
- ✓ Develop – or source – MHM disposal SBCC curriculum.
- ✓ Train facilitators and carry out SBCC MHM disposal curriculum to target communities.
- ✓ Monitor feedback and document behavior changes over the long-term.

### RELATED FINDINGS



**THEME TWO**

Disposal facilities

for proper menstrual hygiene management are limited, so disposable pads (along with disposable diapers) are commonly thrown in latrines. This practice is exacerbated by the taboos that surround menstruation and menstrual blood being exposed or seen by others.

## Reducing Stigma in the Sanitation Value Chain

Through community engagement methods (see above), apply targeted SBCC messaging to reduce female stigma associated with entering into and participating in the SVC. Utilize currently employed men and women to counter-act such stigma by conveying the social and financial benefits of working in the SVC, as well as effectively dispelling myths believed by majority populations. Reducing stigma will increase female participation in the SVC and thereby improve their economic growth potential.

- ✓ Develop – or source – anti-stigma SBCC curriculum.
- ✓ Train facilitators and carry out SBCC anti-stigma curriculum to target communities.
- ✓ Monitor feedback and document behavior changes over the long-term.
- ✓ Document and disseminate stories of change of model actors along the SVC.



**ACTION IN IMPLEMENTATION** This action leverages KCCA's ongoing social behavior change communication strategies in communities, specifically tactics that address SVC stigma.



## Entrepreneurial Development for Women and Youth

Support professional development training and opportunities (including mentorship) for women and youth entering the SVC workforce. Include the following sessions in training modules: business development, occupational health, and marketing strategies for growing sanitation product sales business (see private sector development clinics above). Increasing female and youth capacity through training and opportunities will promote their economic growth potential.

- ✓ Provide employment and business development clinics for female and youth emerging entrepreneurs.
- ✓ Mentor women and youth entrepreneurs who emerge from business development clinics with potential and plans.
- ✓ Direct these individuals to start-up capital for investment and product launch.

## Female Mentorship in Emerging Skills

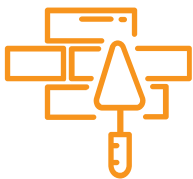
Provide mentorship and skills building opportunities to women in underrepresented employment roles in the SVC, including truck driving. Increasing female capacity through mentorship and skills building will promote their economic growth potential.

- ✓ Offer mentorship in truck driving in KCCA-owned trucks for them to learn prior to seeking employment in the private sector.
- ✓ Survey women in the SVC to understand other specific areas of mentorship needed, particularly in underrepresented roles by women.



## Promote high-performance, client-centric culture

### KCCA OBJECTIVE



## Socially Inclusive Latrine Construction

Monitor the construction of new latrines to ensure they are constructed according to minimum standards (i.e. lined, appropriate design, etc.), as well as landlord maintenance assurance. The Weyonje Campaign (see above) promotes such practices by landlords, and includes enforcement by the Health Inspectors and the KCCA Enforcement Team. Effective monitoring and enforcement of latrine construction will improve sanitation facilities for women and other marginalized groups, those who face a disproportionate burden from poorly constructed facilities. Enforcement needs to be scaled, monitored, and revisited quarterly.

- ✓ Develop monitoring and evaluation framework for latrine construction supervision and enforcement.
- ✓ Train KCCA Enforcement Team on monitoring tools to assist in data collection for informing action.
- ✓ Develop communication and enforcement strategy for those landlords not complying with standards.

## Financial Assistance to Promote Inclusive Latrine Construction

Research and create a fund for subsidizing lined latrine construction for household latrines to account for increased cost beyond the cost of traditional pit latrines. One potential model is the Water for People-implemented incentive-based model for household sanitation, a model that will soon be tested among the urban poor of Kampala. Affordable toilets will allow for increased access of minimum standard latrines for households, especially necessary for women and girls.

- ✓ Research evidence-based models for affordable latrines/toilets the household level.
- ✓ If agreed the Water for People model is the best way forward, formalize partnership with Water for People.
- ✓ Support the creation of a latrine construction fund, including sustainability models.
- ✓ Test incentive-based models for household sanitation among the urban poor in Kampala, measuring social inclusion outcomes.

### RELATED FINDINGS



#### THEME ONE

Low income

levels, limited access to and control of financial resources and competing priorities at the household affect key decisions and actions by women at the household level.



**ACTION IN IMPLEMENTATION** KCCA is committed to promoting technology that reduces the cost for latrine construction; this action leverages this commitment.

## Increased Access to Public Toilets

Develop innovative business models to encourage construction of pay-per-use toilets, in order to increase access to PTs in public spaces. Construction of fee-based public toilets is ongoing in different divisions of Kampala with funding from the CWIS program, and the project is working with multiple stakeholders to understand efficacy of business models in PTs construction. KCCA next needs to analyze social cost/benefits in business model PTs to determine whether it is best to continue with a fee-based approach or free PT models, keeping in mind the barriers fees imposed on usage by women and children.

- ✓ Continue analyzing efficacy of business model PTs, specific to social cost/benefit analysis and social inclusion of PTs.

- ✓ Weigh business model PT against the free PT model, in terms of social inclusion outcomes.

### RELATED FINDINGS



#### THEME ONE

One effective practice in a pay-per-use facility does not require persons with disabilities (PWD) and homeless/displaced persons within the city pay. This was found to be most helpful for displaced women with children.



## Effective Menstrual Hygiene Management Disposal Options

Identify and promote technologies and options for MHM products disposal and destruction. Increased options for MHM will improve the health and wellbeing of menstruating persons, as well as reduce the rapid filling of latrines with disposable pads and diapers.

**RELATED FINDINGS** Disposal facilities for proper menstrual hygiene management are limited, so disposable pads (along with disposable diapers) are commonly thrown in latrines. This practice is exacerbated by the taboos that surround menstruation and menstrual blood being exposed or seen by others.



#### THEME TWO

- ✓ Research effective disposal methods of MHM products.

- ✓ Apply best practices of MHM disposal to Kampala MHM services integration.

## Socially Inclusive Emptying Technologies

Explore innovations in emptying technologies that would support the participation of women in emptying services. Advancing technologies in emptying has the potential to improve efficiency and efficacy of emptying solutions, and increasing female participation in emptying services will improve women's economic growth. One option is to collaborate with Sanitation Solutions Group (SSG) leadership in Kampala to carry out exploration and piloting of new technologies.

- ✓ Research emptying technologies that could be adopted.
- ✓ Explore potential partnerships for piloting new technologies (e.g. SSG).
- ✓ Pilot and integrate new technologies, ideally with women users in piloting efforts.
- ✓ Promote female employment once new technologies are incorporated into routine emptying service provision.

## Water Efficient Technologies to Reduce Water Sourcing Burdens on Women

Invest in automatic and water efficient technologies that reduce the physical burden on tasks (e.g. pay-per use management, water collection and carrying, and operating gulpers). In addition to reducing female water burdens, these technologies have the potential to support more women and PWD in filling these sanitation-related positions.

- ✓ Research water efficient gulper technologies.
- ✓ Collaborate with NWSC (PTs' piped water supply) and private sector actors who tender PTs to best approach issues such as water access (i.e. transportation (when taps are dry).

- ✓ Promote alternative water sources such as Water Harvesting to be used during the intermittent no water supply periods by NWSC.
- ✓ Promote female employment in automated emptying once new technologies are integrated.

## Socially Inclusive Sanitation Value Chain through ICT

Incorporate innovative platforms and technologies (e.g. SMS, smartphone apps, online platforms) to support sanitation product sales. Such innovations have the potential to improve sales, as well as promote greater social inclusion and female engagement in entrepreneurship and SVC.

- ✓ Collect data women and other special interest groups to understand ICT use; also collect data on community usage trends, to best align technologies with user-base.
- ✓ Train women and under-represented populations in new platforms, and encourage their involvement and application to enterprise and SVC.

### RELATED FINDINGS



#### THEME SIX

Applying technology

and other innovations will encourage marginalized groups' participation in sanitation, applying their feedback to best understand urban challenges.

