

2020



# SETTING A FOUNDATION FOR **CITYWIDE INCLUSIVE SANITATION.**



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# Key Facts about Kampala



**Population:** 1,650,800 people as of 2019  
**Urbanisation:** 5.6%  
**GDP:** \$2,655



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# The KCCA Vision, Mission and Values



## VISION

To be a vibrant, attractive and sustainable city

## MISSION

To Deliver Quality Services to the City

## CORE VALUES

Excellence, Integrity, Innovativeness, Teamwork & Client Care



# KCCA's Strategic Direction for Sanitation and Environment, 2025

## PUBLIC HEALTH AND ENVIRONMENT STRATEGIC FOCUS

### Mandate:

To facilitate and provide equitable services to ensure a healthy population in a clean, habitable and sustainable environment.

### Core functions:

Sanitation and Environment Management

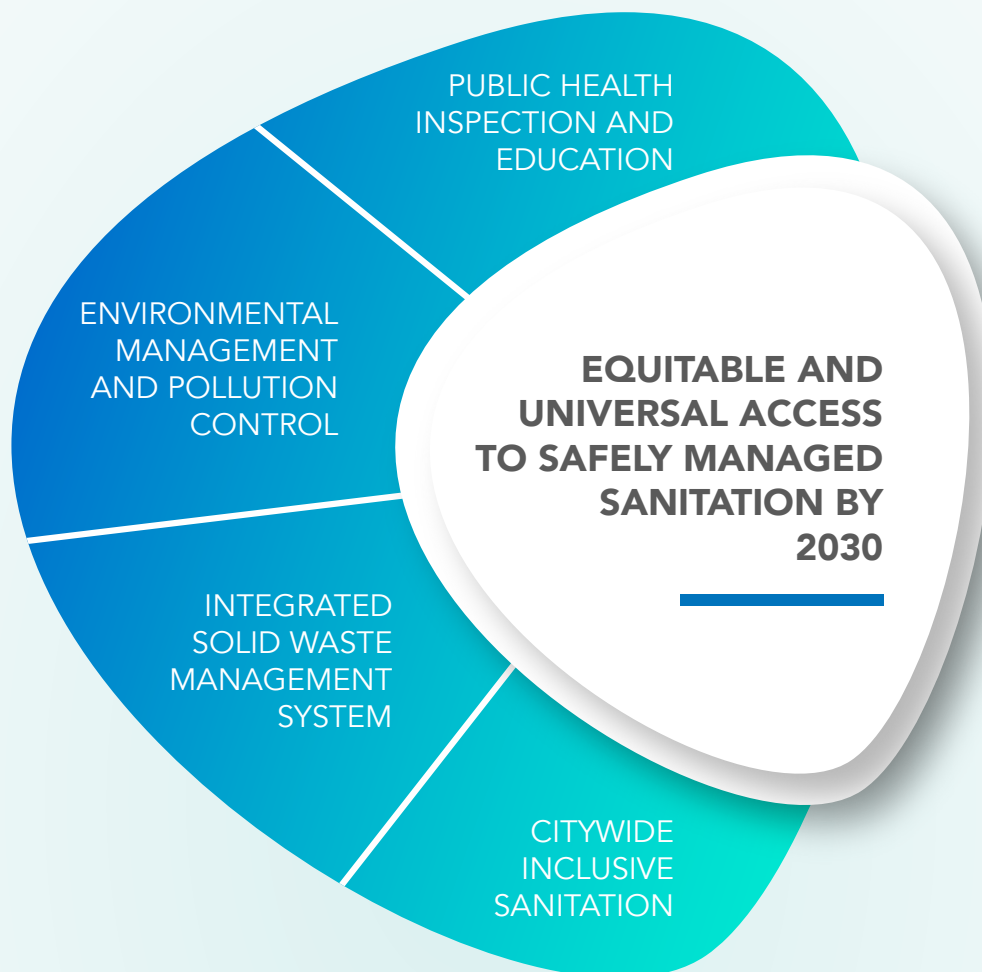
- Solid waste management
- Environment management
- Landfill management
- Health Inspection & Education
- Water and Sanitation

### Medical Services

- City (referral) Hospitals
- City Medical centres
- Epidemiology & Disease control
- Veterinary Services Mortuary & Cemeteries



## STRATEGIC FOCUS AREAS FOR SANITATION AND ENVIRONMENT 2019-2026



### **Integrated Solid Waste Management System**

Increase safely managed municipal waste from 50% to 80% by 2025 through; efficient collection, transport, disposal, treatment and resource recovery

### **Environmental Management and Pollution Control**

Establish a robust citywide environmental management coordination, regulation monitoring and pollution management system.

### **Citywide Inclusive Sanitation**

Increase safely managed fecal sludge from 60% to 80% by 2025 through; Infrastructure development; Organized and regulated private sector led sanitation services; Promotion, regulation and enforcement of safely managed household sanitation; Ensuring equity, efficiency and quality service delivery along the value chain; Promote resource recovery and Eliminate open defecation.

### **Public Health Inspection and Education**

Establish a responsive community based and public health surveillance and education system

# Global Citywide Inclusive Sanitation (CWIS) Agenda

## CITYWIDE INCLUSIVE SANITATION

- Everybody benefits from adequate sanitation,
- Human waste is safely managed along value chain,
- A diversity of technical solutions is embraced for adaptive, mixed and incremental approaches,
- Long-term planning,
- Technical innovation,
- Institutional reforms, and,
- Financial mobilization.

### Prioritise the Human Right of all to Sanitation

- Develop inclusive strategies and programs to reach the most vulnerable, especially **women and children**.
- Focus on **informal settlements** and account for **land tenure** insecurity
- Show political, technical and Managerial **leadership**
- Allocate sufficient **funds** for investment and O&M
- **Empower** qualified staff
- Take calculated risks to shift the status quo: start addressing the challenges!

### Recognise that Sanitation contributes to a thriving urban economy

- Integrate sanitation in **urban planning** and renewal
- Clean up city streets: remove unsightly pollution and bad odours
- Increase **resource recovery and reuse**
- Reform regulatory policies
- Recover water bodies for **recreation and for fauna and Flora**

### Deliver 'Safe management' along the whole sanitation service chain

- Address **complex problems** rather than deliver fixed solutions.
- Allow for **diversity of solutions and approaches** focusing on outcomes rather than technologies.
- Focus on **innovation**, testing and evaluating approaches.
- Facilitate **progressive realisation**, building on what is already in place - **embrace incrementalism**.
- Recognise the **trade-offs** that exist along the sanitation service chain.

### Commit to working in Partnership to deliver countrywide inclusive sanitation

- Embed sanitation within urban governance. Use integrated approach: link to water supply, drainage, solid waste management, paving, affordable housing, urban development
- Leverage urban development, health, education and environmental budgets and savings thanks to improved sanitation
- Establish clear roles and responsibilities with accountability and transparency
- Articulate and build demand and engage with the civil society at grassroot level



# Kampala Citywide Inclusive Sanitation (CWIS) Program

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## BACKGROUND

### Blockages to achieving safely managed sanitation

**T**he municipal sewerage network serves less than 10 percent of the city, mostly in the central division. Over 90 percent of the population therefore relies on onsite sanitation, most of which is not considered “improved” or “to standard”. Many households share one toilet, leading to unhygienic conditions; pit-latrines are unlined, filled with solid wastes, and hard to access for emptying services, posing health and environmental risks for the city and its people.

This backlog at household level is further aggravated by increased influx of the transient and migrant population including refugee communities. The existing public toilets managed by KCCA are limited and only concentrated in the city center compared to the rapidly growing citywide demand. Besides improving personal hygiene and the cleanliness of toilets, a major challenge is the safe handling of fecal sludge from the onsite facilities. It is estimated that only half of the fecal waste generated daily in Kampala is emptied from the pit latrines and safely disposed.

#### Transition towards CWIS

Over the past 7 years, KCCA guided by the global development agenda (MDGs and SDGs), Vision 2040, National Development Plan, KCCA

Vision and strategic plan, has made tremendous progress towards; putting in place institutional governance and technical structures, management & operational systems and financing mechanisms to close the investment gaps in infrastructure and service delivery backlogs (across sectors). These Investments have been achieved with support from central government, development partners, private sector and civil society.

#### THE CWIS STRATEGIC OBJECTIVE

“To improve sanitation and the respective financing across the value chain with an aim to achieve equitable and universal access to safely managed sanitation and hygiene in Kampala city by 2030”

One of KCCA's priority sectors for transformation of Kampala into a vibrant, attractive and sustainable city is environment and sanitation management. It is envisaged that investment in sustainable sanitation management will leverage the city's transformation with multiple benefits including but not limited to: public health improvement, environmental quality and social economic gains through increased productivity, attractiveness and cleanliness.

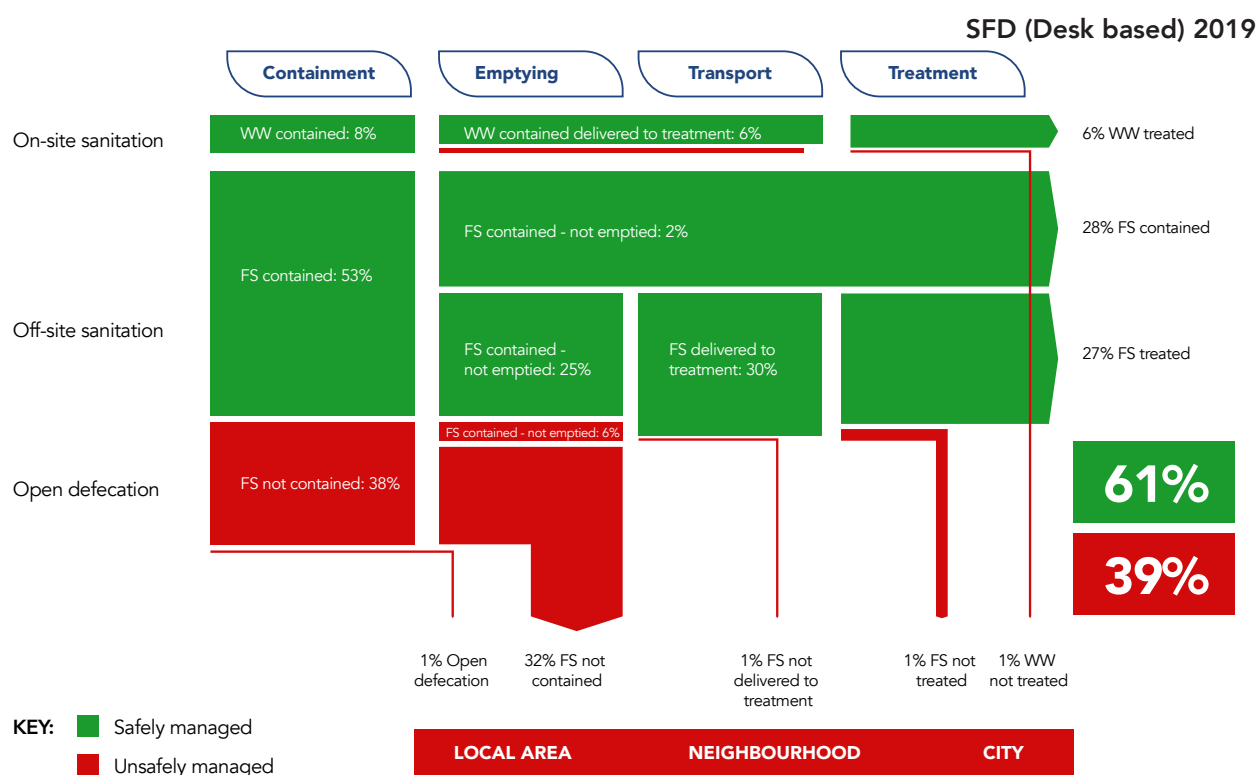
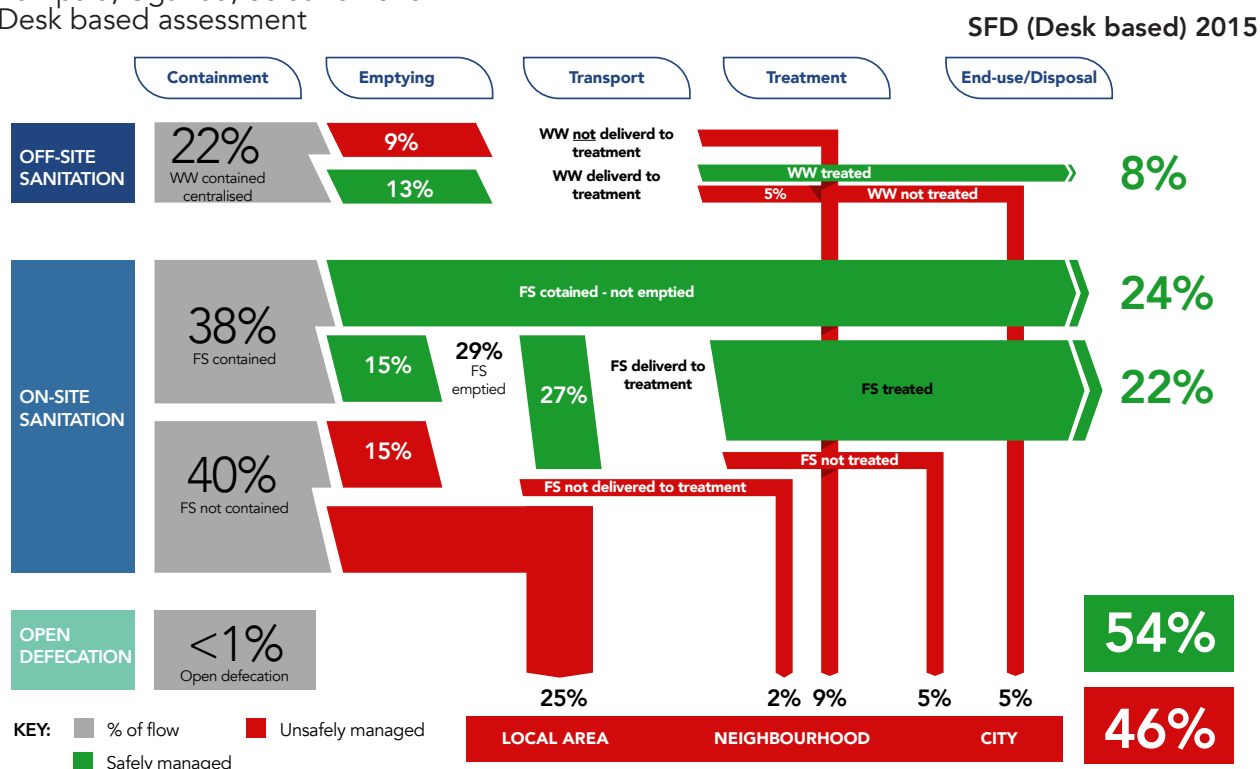
Significant improvement has been registered in the provision of sanitation services in the City. The collection rate for Faecal sludge collection has improved from 54% in 2015 to 61% in 2019 whilst Solid Waste is over 50% (from 35% in 2016). To achieve both effectiveness and efficiency in sanitation service delivery, KCCA has adopted the CWIS approach taking into consideration the whole value chain from collection, transport, safe disposal and treatment with participation of communities and private sector.

PHOTO 1: PROMOTING HAND WASHING IN SCHOOLS



# Snapshot of Sanitation in Kampala

Kampala, Uganda, 06 June 2016  
Desk based assessment









# Kampala's CWIS Model

The Kampala CWIS program intends to scale up Faecal sludge management (FSM) services in the City.

This will be achieved through strategic and catalytic investments that will strengthen the regulatory environment, increase access to Improved onsite sanitation services (OSS); provide equitable and inclusive sanitation services targeting gender, underserved urban poor households, public institutions and the increasing transient population including refugee communities; and deliver integrated sanitation services i.e. faecal, solid waste (municipal) and storm water services.



Safely managed  
FS Citywide



Safely managed  
FS in Informal  
Settlements



Improved Sanitation  
Facilities in formal  
Settlements

*Strengthen the regulatory and institutional coordination framework at city level to steer policy and regulation, planning, investment and monitoring*

*Establish a framework for women participation in decision making and entrepreneurship in Sanitation Provision*

*Establish a Knowledge & Learning model for inclusive urban sanitation services that can be replicated across the country*



PHOTO 2: GULPING IN PROCESS

## Program Themes / Approach

**Municipal/Utility/Private Sector model;** clear direction, roles, partnerships and coordination to deliver sustainable sanitation as a regulated utility service in the city.

**Citywide sanitation;** sanitation services that are not limited by infrastructure, Land ownership, political, environmental, socio-economic and topographical differences

**Inclusiveness;** equitable sanitation that addresses residents' and commuters' needs especially those marginalized by gender and poverty, including refugees

**Safe sanitation services;** that do not only focus on FSM aspects, but on managing the entire sanitation value chain

**Integration of Sanitation services;** a coordinated and integrated municipal waste management and service delivery sector that comprises black (faecal sludge, sewerage) and greywater, solid waste, and storm waters.









# Implementation Approach



**Ensuring that no one is left behind and that sanitation services that are not limited by infrastructure, land ownership, political, environmental, socio-economic and topographical differences**



# Progress of Kampala CWIS Program

## 1. ENABLING ENVIRONMENT

### a. Governance - CWIS Steering committee, Kampala WASH Forum



**PHOTO 3:** PARTNERS DISCUSSING DURING THE WASH FORUM



**PHOTO 4:** TECHNICAL STEERING COMMITTEE



**PHOTO 5:** MAYOR SENSITIZING PRESS ABOUT WEYONJE



## b. Strengthening Policy and Legal Framework

### KCCA Sewerage and FSM Ordinance

Focuses on streamlining roles, increasing sewer connections, promotion of minimum standards and regulation of service

### Minimum Standards for On Site Sanitation

Provide for minimum requirements for Onsite Sanitation.

### Guidelines for Occupational Health and Safety

Ensure increased compliance to occupational health and safety

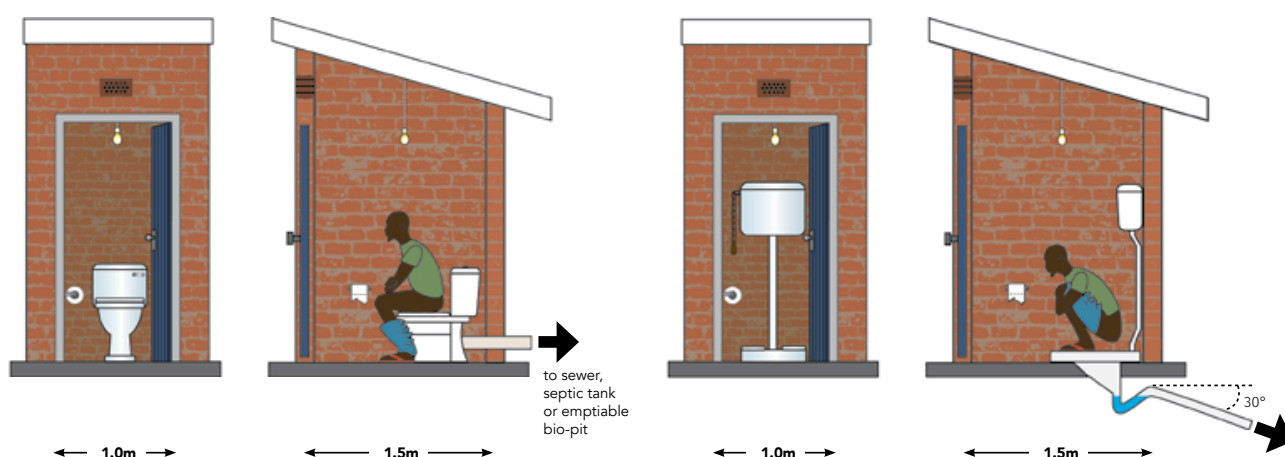


FIG 1: CISTERN FLUSH

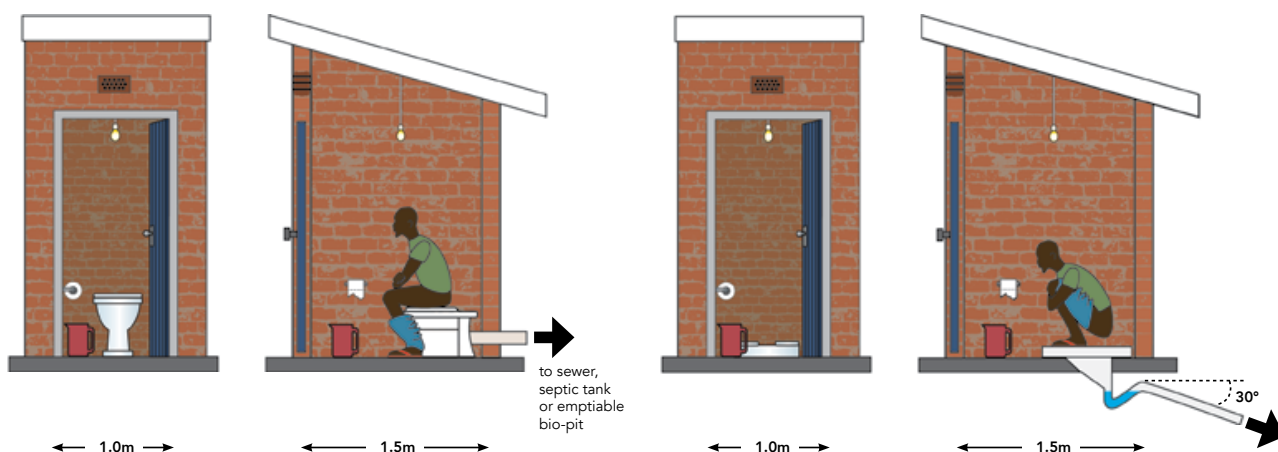
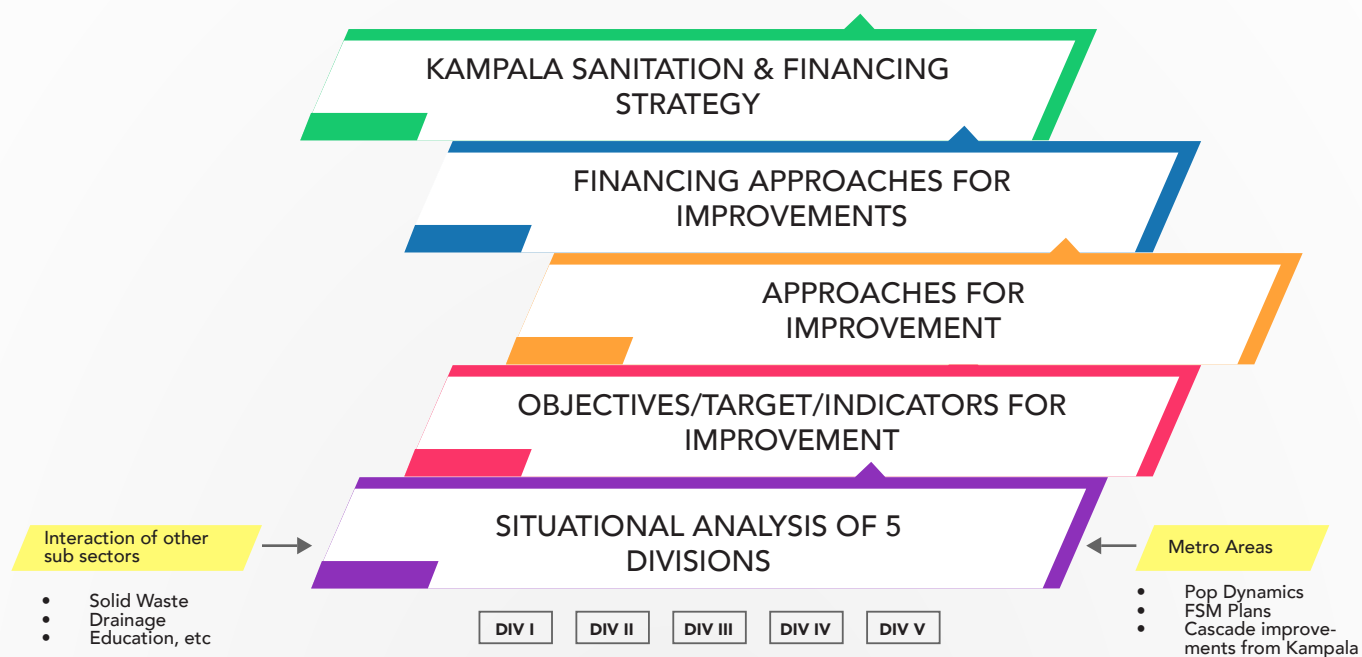
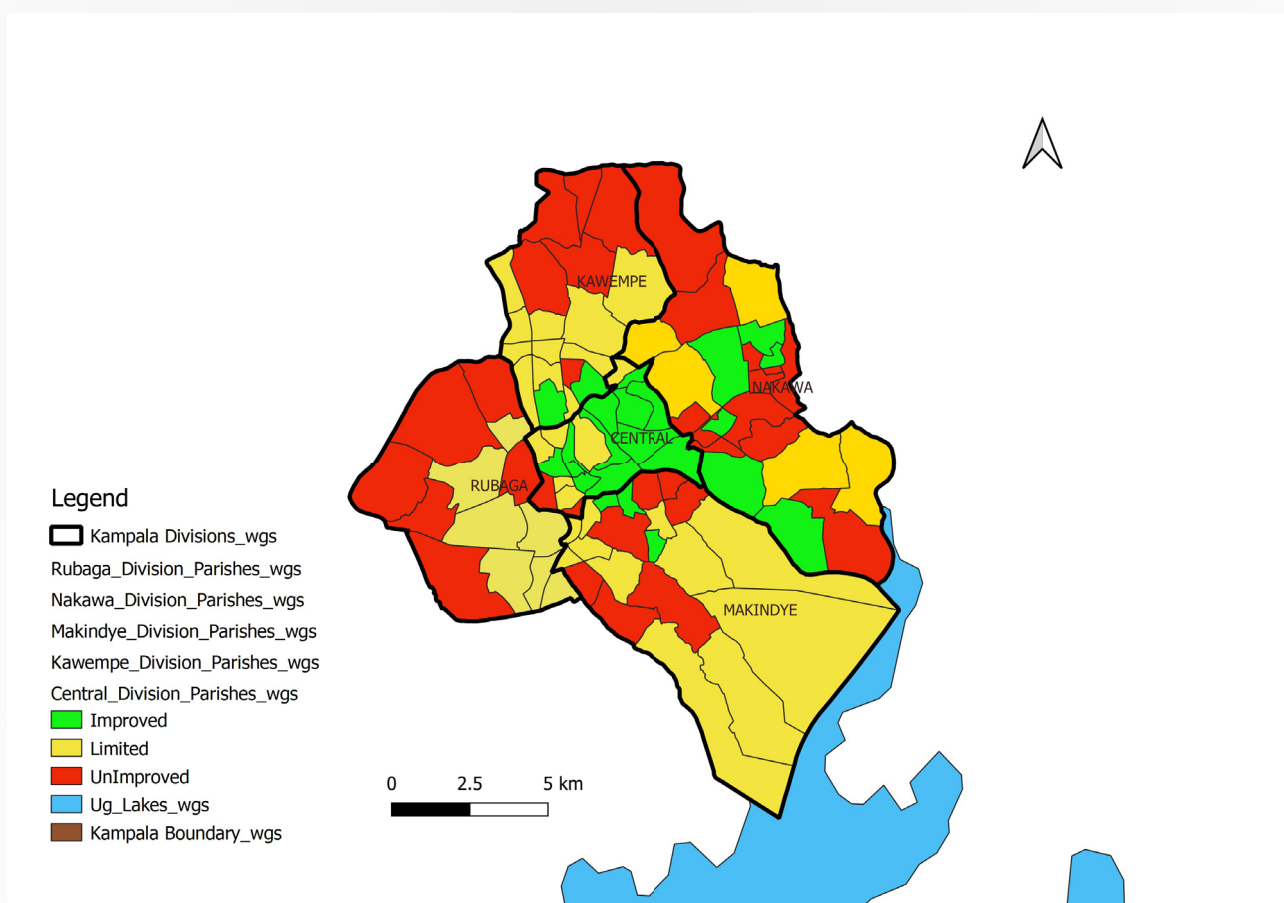


FIG 2: POUR FLUSH

## c. Planning Frameworks



**FIG 3: KAMPALA SANITATION IMPROVEMENT AND FINANCING STRATEGY**  
Elaborates Kampala's Vision And Approaches To Meet Sustainable Development Goal 6 (Target 6.2)



**FIG 4: KAMPALA SANITATION IMPROVEMENT AND FINANCING STRATEGY**

### Spatial Minimum Service Level Model

It Defines The Minimum Service Level On A Citywide Scale.

## d. Enforcement



PHOTO 6: LAUNCHING THE SANITATION HOME VISITS IN RUBAGA DIVISION



PHOTO 7: COMMUNITY AWARENESS BARAZAS



PHOTO 8: SEALING OF A NON-COMPLIANT HOUSEHOLD BY KCCA ENFORCEMENT

### Approaches:

- Sensitization and awareness creation,
- Community policing / self regulation, and,
- Enforcement by KCCA.

**45**

Average number of nuisance notices issued to non-compliant households per month

**25**

Average number of landlords changing behavior after nuisance notices are served per month









## b. School Sanitation



PHOTO 10: PROMOTING HAND WASHING IN KCCA SCHOOLS



PHOTO 11: CLEAN UPS IN KCCA SCHOOLS



PHOTO 12: TALKING COMPOUNDS ON SCHOOLS

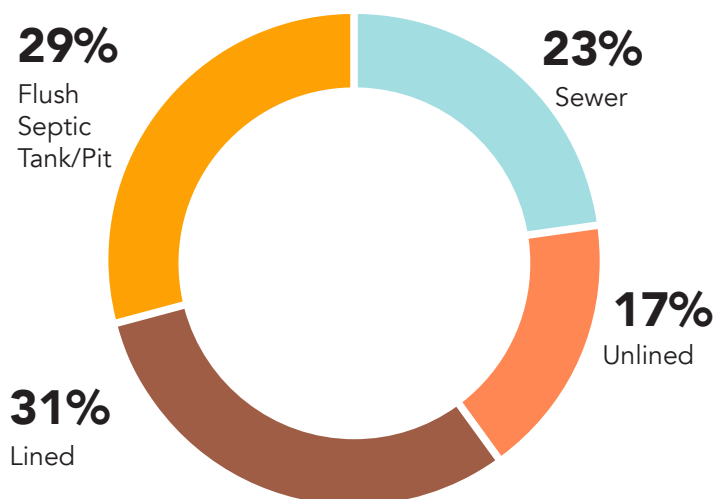


FIG 6: SANITATION TYPES IN PUBLIC PRIMARY SCHOOLS – SCHOOLS MANAGEMENT INFORMATION SYSTEM, 2018

### Significant Investment by KCCA and Partners in Public Primary schools

- 96 facilities constructed in the last 4 years
- Pupil Stance ratio reduced from 118:1 in 2012 to 58:1 in 2018
- Alternative technologies such as Bio-toilets successfully implemented
- Designs have evolved to include group handwashing, Menstrual Hygiene Management considerations (bathrooms, incinerators)



### c. Public Sanitation



PHOTO 13: COMMUNITY TOILET, BANDA



PHOTO 14: PUBLIC TOILET, LUZIRA



PHOTO 15: PROPOSED MULTI-USE PUBLIC TOILETS

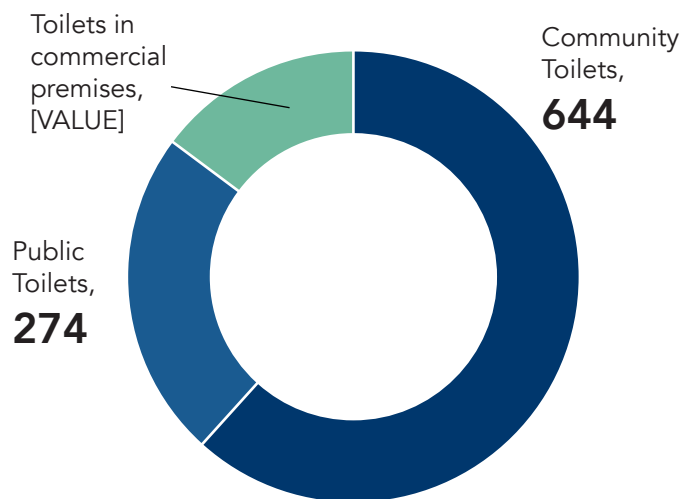


FIG.7: PUBLIC SANITATION CATEGORIES

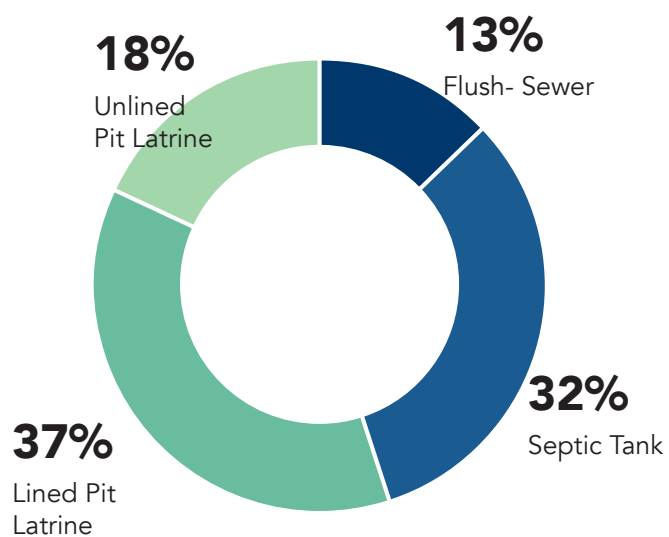


FIG 8: TECHNOLOGY TYPES

**Strategic goal to construct 200 public additional public toilets by 2025**  
**Promotion of different models for public sanitation i.e. public financed, PPP, Community, Women and Self financing (using adverts)**

#### d. Sewerage and Treatment Capacity



PHOTO 16: SEWER BACKBONE NETWORK BEING LAID IN KAMPALA, NWSC, 2018



PHOTO 17: LUBIGI FSTP CO-TREATMENT OF FS & WW



PHOTO 18: BUGOLOBI WWTP UNDERGOING EXPANSION WORKS

#### Strategic Sewer and Treatment plant investments

- Increase sewerage coverage – 30% by 2040
- Construct 2 new Treatment plants - Decentralized Faecal Sludge and transfer stations
- Pilot Condominium sewers in Makindye and Kibuye
- Micro faecal sludge treatment units of 5m<sup>3</sup>/day



### 3. PRIVATE SECTOR LED SERVICE DELIVERY

#### a. Private Sector Development



PHOTO 19: TRAINING OF PRIVATE EMPTIERS

PHOTO 20: CESSPOOL OPERATOR UNDERGOING A TRAINING ON MOBILE APP

**210**

Pit Emptying  
operators  
trained

#### Incentives

- 94 mobile phones for FSM tracking
- 150 PPE distributed
- Monthly Mobile Data- 2GB

#### Health & Safety

- Policy developed
- Guidelines established
- Standard Operating Procedures in place

#### Licensing

- 30 operators started processing licenses in 2018
- 28 awarded Service licenses by 2019

## b. Private Sector Promotion

Average number of emptying trips done by KCCA trucks per month in public institutions

**250**

Average number of Private Sector emptying trips made (Dumping Trips) per month

**4K+**

Average FS Collection Efficiency in Kampala

**61%**

Increased or Improved livelihood opportunities

**63%**

Entrepreneurs reporting increase in monthly income.

The only two women Entrepreneurs reported an increase of

**20%-50%**



PHOTO 21: THE TRANSFER TANK TECHNOLOGY



## 4. SOCIAL AND SANITATION MARKETING

### a. Community based approaches



**PHOTO 22:** MAYOR OF KAWEMPE PARTICIPATING IN A COMMUNITY CLEAN UP EXERCISE, KATANGA



**PHOTO 23:** COMMUNITY VOLUNTEERS (CATS) CONDUCTING A COMMUNITY MEETING



**PHOTO 24:** SUPER LANDLORD IN CENTRAL DIVISION KAMWOKYA

- Community meetings / Barazas,
- Community Clean-ups,
- Door to door campaigns
- Schools campaigns
- Leadership forums

## b. Behaviour Change based approaches



FIG 9: BEHAVIOR CHANGE COMMUNICATION (BCC) STRATEGY

- Anchored in Community
- Targeting landlords,
- Tenants and local leaders
- 3 Strategic Behavioural

### Objectives;

- i. Build toilets that meet KCCA Minimum Standards
- ii. Personal and Toilet Hygiene
- iii. Safely Empty Toilets once full



## Weyonje Behavioural Change Communication (BCC) Campaign in figures;



# 29

Average number of clean ups conducted per month

### Increased Reporting of illicit practices

This is an indication of increased confidence of the citizens in the services provided by KCCA

# 2,956

Average number of door to door visits conducted per month

# 13

Average number of Barazas conducted per month



PHOTO 25: DOOR TO DOOR SANITATION SENSITIZATIONS



### c. Supply / Market based approaches



**PHOTO 26:** TRUCKS QUEUING FOR DUMPING FEACAL SLUDGE AT LUBIGI TREATMENT PLANT



**PHOTO 27:** BUILDING PIT LATRINES ACCORDING TO KCCA MINIMUM STANDARDS



**PHOTO 28:** BUILDING PIT LATRINES ACCORDING TO KCCA MINIMUM STANDARDS

- Marketing of private sector services
- Availing range of capacities and services
- Linking with clients through tools like Call centre, and mobile App
- Training of masons



## 5. GENDER

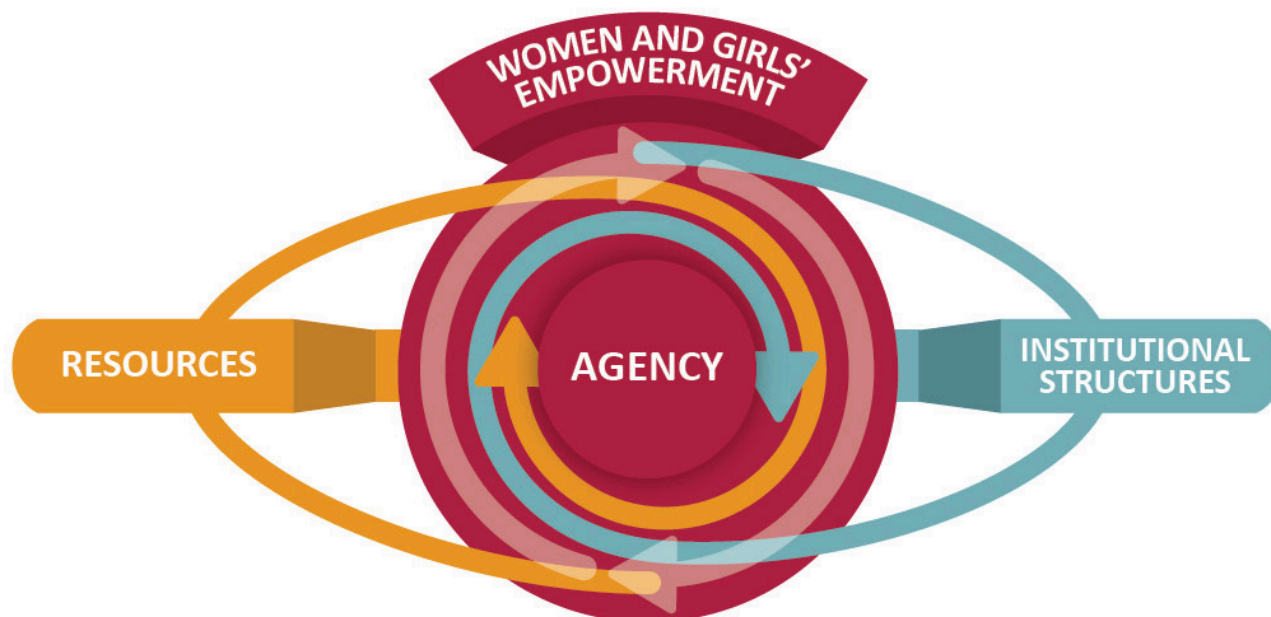


FIG 10: BMGF GENDER EMPOWERMENT MODEL  
([www.gatesfoundation.org](http://www.gatesfoundation.org))

### Resources

**83%** of Women in Central division within 3 mins of primary sanitary facility

**39%** of Women in Central division share a sanitary facility with more than 10 households

### Agency

**75%** of women in a study felt confident that they can influence or make decisions about their sanitation environment.

### Institutional structures

- Strong Gender focused National policies
- Strong Cultural influences



PHOTO 29: GENDER ROLES - EMPOWERING WOMEN TO PARTICIPATE IN AND PROMOTE GOOD SANITATION IN COMMUNITIES

## 6. MONITORING FRAMEWORKS

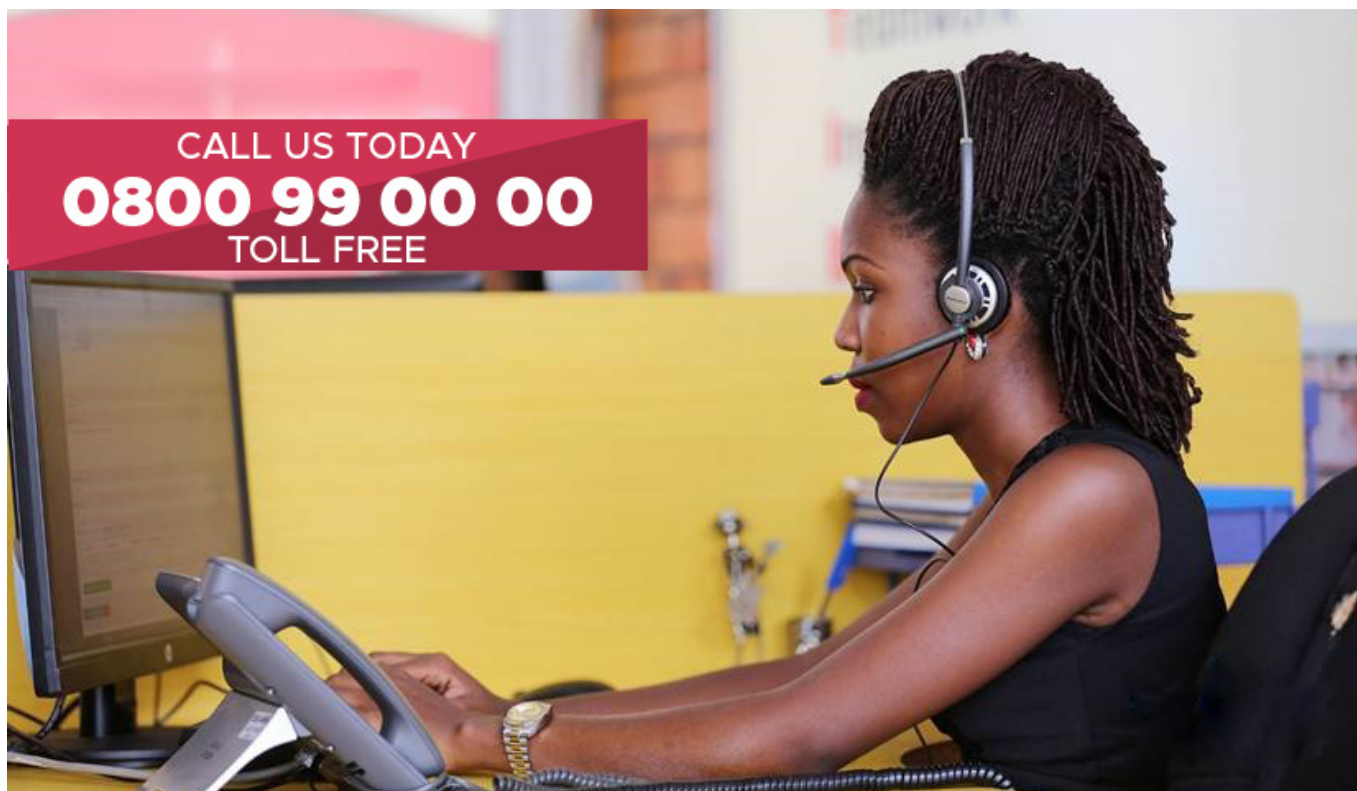
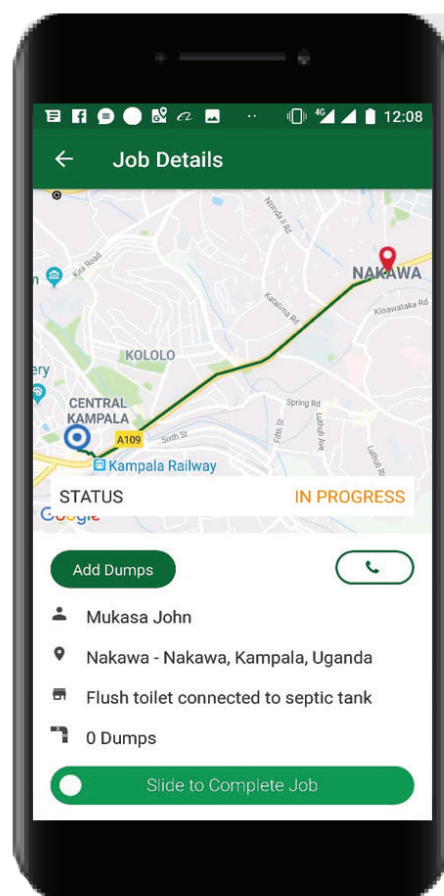


PHOTO 30: KCCA CONTACT CENTRES

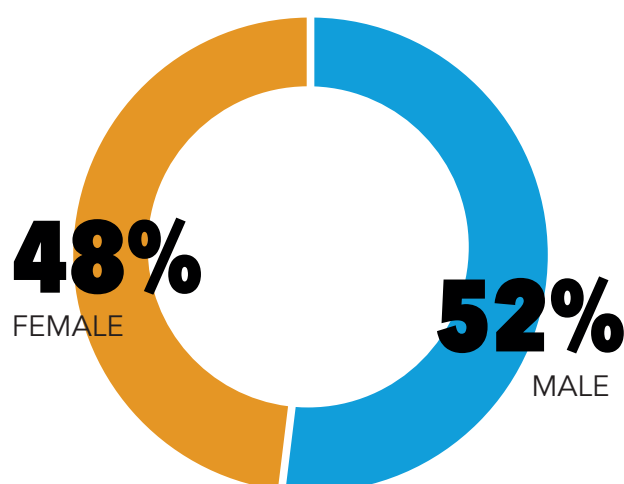
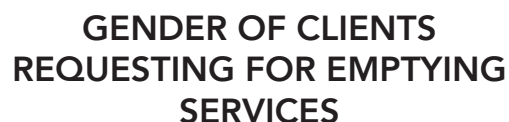


PHOTO 31: CATS DOING A DOOR TO DOOR





Month	Dumping Trips	Total Fs Collected (m3)	FS collected from Informal settlements (m3)
Jan-18	2,151	12,581	3,752
Feb-18	1,610	9,531	2,822
Mar-18	2,493	15,190.36	4,051.12
Apr-18	2,635	17,216.8	6,359.42
May-18	4,873	31,014.26	7,387.6
June-18	4,097	25,907.78	7,744
July-18	5,112	32,281	8,288
Aug-18	4,342	25,642	8,605
Sep-18	4,893	29,534.3	9,139
Oct-18	5,148	31,201	9,658.6
Nov-18	5,354	32,893	9,732
Dec-18	4,622	28,014	8,036





To enhance knowledge sharing, technological transfer and capacity building through south to south partnerships.



**PHOTO 32: PEER TO PEER LEARNING AND MENTORSHIP**



**PHOTO 33: PARTNERSHIP WITH RESEARCH INSTITUTIONS TO ESTABLISH AND SHARE SCALABLE MODELS AND TECHNOLOGIES FOR ENHANCING CITYWIDE INCLUSIVE SANITATION (CWIS) SERVICES**



**PHOTO 34: BENCH MARKING VISIT BETWEEN KAMPALA AND SENEGAL**



## PARTNERS

BILL & MELINDA  
GATES foundation



**giz** Deutsche Gesellschaft  
für Internationale  
Zusammenarbeit (GIZ) GmbH

 **WaterAid**

 water for people

