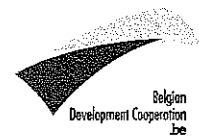




**KAMPALA INTEGRATED ENVIRONMENTAL PLANNING  
AND MANAGEMENT PROJECT (KIEMP)**

**ANNUAL REPORT 2007**

**FEBRUARY 2008**



## Table of contents

<b>1</b>	<b>Project sheet</b> .....	<b>4</b>
<b>2</b>	<b>Brief factual overview</b> .....	<b>5</b>
<b>3</b>	<b>Overview of activity planning</b> .....	<b>6</b>
	3.1 <i>Activity overview</i> .....	6
	3.2 <i>Analysis of activity planning</i> .....	9
<b>4</b>	<b>Financial overview</b> .....	<b>10</b>
	4.1 <i>Overview of expenditure versus financial planning</i> .....	10
	4.2 <i>Analysis of financial planning</i> .....	10
<b>5</b>	<b>Monitoring of the indicators</b> .....	<b>12</b>
	5.1 <i>Specific objective</i> .....	12
	5.2 <i>Results</i> .....	12
	5.3 <i>Indicator evolution (chart)</i> .....	13
<b>6</b>	<b>Assessment of monitoring criteria</b> .....	<b>14</b>
	6.1 <i>Efficiency</i> .....	14
	6.2 <i>Effectiveness</i> .....	14
	6.3 <i>Sustainability</i> .....	15
<b>7</b>	<b>Measures and recommendations</b> .....	<b>16</b>
	7.1 <i>Overview of the assessment criteria</i> .....	16
	7.2 <i>Recommendations</i> .....	16
<b>8</b>	<b>Planning for the upcoming year (2008)</b> .....	<b>17</b>
	8.1 <i>Activity planning year 2008</i> .....	17
	8.2 <i>Financial planning year 2008</i> .....	17
<b>9</b>	<b>Conclusions</b> .....	<b>20</b>
	9.1 <i>Activities and Finance</i> .....	20
	9.2 <i>Monitoring criteria</i> .....	20
	9.2.1 <i>Efficiency</i> .....	20
	9.2.2 <i>Effectiveness</i> .....	20
	9.2.3 <i>Sustainability</i> .....	20
	9.3 <i>Advice of the Steering Committee on the recommendations</i> .....	20
	9.3.1 <i>Recommendations on activity planning</i> .....	20
	9.3.2 <i>Recommendations on financial planning</i> .....	21
	9.3.3 <i>Recommendations on Logical Framework</i> .....	21
	9.3.4 <i>Other recommendations</i> .....	21

<b>10</b>	<b>Annexes</b> .....	<b>22</b>
	<i>10.1 Tracking Gantt view / Activities (MS Project)</i> .....	<u>23</u>
	<i>10.2 Baseline report / Activities (MS Project)</i> .....	<u>23</u>
	<i>10.3 Measuring indicators (No additional diagrams)</i> .....	<u>24</u>
	<i>10.4 Checklist efficiency</i> .....	<u>25</u>
	<i>10.5 Checklist effectiveness</i> .....	<u>27</u>
	<i>10.6 Checklist sustainability</i> .....	<u>28</u>
	<i>10.7 Input in PIT</i> .....	<u>30</u>
	<i>10.8 Logical framework year (No alterations to the Logical framework)</i> .....	<u>31</u>
	<i>10.9 Overview public contracts</i> .....	<u>32</u>

# 1 PROJECT SHEET

<b>Funding agencies</b>	Ministry of Local Government Kampala City Council Belgian Development Cooperation
<b>Executing agencies</b>	Kampala City Council Belgian Technical Cooperation
<b>With participation of</b>	Communities, non governmental organisations, community based organisations and the private sector
<b>Project location</b>	Bwaise III Parish, Kawempe Division, Kampala City Katwe I Parish, Makindye Division, Kampala City Kisenyi II Parish, Central Division, Kampala City
<b>Duration</b>	August 2006 – July 2011
<b>Budget</b>	Government of Uganda: EUR 1,100,000 Kampala City Council: EUR 500,000 Belgian Contribution: EUR 5,004,581
<b>Sector</b>	Multi-sector aid for basic social services (DAC 16050)

## Objectives and Results

The general objective is to enhance environmental planning and management in the poor suburbs of Kampala.

The specific objective is to enhance environmental planning and management in the poor suburbs of Kampala City Council.

The Project is focused on the attainment of three major results:

1. Institutional capacities of Kampala City Council are strengthened
2. Behavioural change of slum communities on the use and maintenance of the local infrastructure have improved in the project area
3. Environmental and housing conditions have improved in the project area

## Reference documents

- Specific Agreement (February 2005)
- Technical and Financial File (July 2006)
- Inception Report (March 2007)

## Key contacts

Dr. Dan Twebaze (Project Manager) and Gerry Garvey (Technical Adviser)

## 2 BRIEF FACTUAL OVERVIEW

### Main developments in the sector/region

The Ministry of Lands, Housing and Urban Development (MLHUD) is currently formulating a National Urban Policy to: ensure effective coordination of all actors in the urban sector; enhance integrated urban planning; strengthen capacities for enforcement of development control and infrastructure provision; support urban renewal programs to improve the urban environment; and enhance active public-private partnership. The MLHUD is also reviewing the Housing Policy to: encourage home ownership for as many Ugandans as possible; promote the development of housing co-operatives for purposes of resource mobilization for housing development; promote orderly urbanization and efficient urban management; promote development and application of appropriate technologies in housing and building construction; and support improvement of housing conditions for the population living in rural areas and slum settlements in urban areas. In addition to the above, Cabinet has approved a National Land Use Policy to guide land use management and administration in urban areas.

### Main changes in terms of institutions

Article 5(6) of the Constitution provides that Parliament shall make a law giving Kampala a special status as the Capital City of Uganda to be administered by the Central Government. The law should also provide for its administration, development and the delineation of its territorial boundaries. A study of Kampala City has been carried out by the Ministry of Local Government with the purpose of implementing the Constitutional provisions by creating a new law to govern the City and to set up a mechanism of how Kampala will relate to other local governments within Uganda. Some recommendations of the study are being used to develop the Kampala Capital City Bill, which is currently being finalized and will soon be tabled before Parliament.

### Changes or developments within the project

During an extra-ordinary Steering Committee meeting held on 29<sup>th</sup> May 2007, an Addendum to the Technical and Financial File was approved bringing it in line with the migration to the Third Management Contract between BIC and the Directorate General for Development Cooperation. The main change is that the Attaché of the Belgian Embassy is no longer a member of the Steering Committee.

The Technical Adviser commenced work on 8<sup>th</sup> January 2007, the Project Secretary on 1<sup>st</sup> April 2007 and a Driver for the Technical Adviser on 1<sup>st</sup> May 2007. The appointment of the first Project Accountant was terminated by the Project Director (Town Clerk), in a letter dated 16<sup>th</sup> March 2007, due to unsatisfactory performance. A second Project Accountant commenced work on 1<sup>st</sup> April but resigned only two months later. A third Project Accountant commenced work on 14<sup>th</sup> August. As a bridging measure, the former second Project Accountant was appointed on a part-time consultancy contract for the period 18<sup>th</sup> June to 17<sup>th</sup> August 2007 to provide accounting services to the project.

## 3 OVERVIEW OF ACTIVITY PLANNING

### 3.1 Activity overview

#### **Result 1: Institutional capacities of Kampala City Council are strengthened in terms of environmental planning and management**

Study Tour: During 25<sup>th</sup> – 29<sup>th</sup> June 2007 a delegation of 12 people from Kampala City Council, including the Deputy Mayor and the Town Clerk, participated in a successful study tour to Vietnam to learn from best practice of urban upgrading in Ho Chi Minh City. Key lessons learned included: greening is practiced at city and household level; alley enlargement can be replicated in Kampala; provision of infrastructure (water supply, sanitation, drainage, roads, electricity and telephone networks) motivated residents to upgrade their houses; and good coordination between the private sector, local authorities and residents can enhance solid waste management.

Training Needs Assessment: Training needs and knowledge gaps in environmental planning and management will be established among staff in the district departments of: Engineering; Planning; Community Development; Environment; Education and Public Health; and the appropriate division departments in Central, Kawempe and Makindye. Procurement of consultancy services is in progress with the combined technical and financial evaluation report currently awaiting approval of the Contracts Committee.

Capacity Building: Various capacity building activities will be conducted during 2008 based on the outcome of the training needs assessment.

#### **Result 2: Behaviour of the slum communities on the use and maintenance of the local infrastructures have improved**

Baseline Survey: The objectives of the baseline survey are to: establish the current status of the economic, environmental, health, infrastructure and social conditions in the project area; and benchmark indicators that will be used to evaluate the performance and impact of the project. Procurement of consultancy services is in progress with recommendation of award of contract currently awaiting a no objection from BIC.

Behavioural Change: A successful clean-up campaign was organized in Kisenyi II Parish on Tuesday 11<sup>th</sup> December. The majority of the behavioural change activities will be conducted following the completion of the baseline survey.

Participatory Planning Meetings: An Inception Report workshop was held from 13<sup>th</sup> – 16<sup>th</sup> February and a planning meeting from 30<sup>th</sup> October to 2<sup>nd</sup> November to prepare the work plan and financial plan for 2008.

#### **Result 3: Environmental and housing conditions have improved in the slum areas**

City Greening: This component of the project focuses on: using vegetation to contribute to environmental quality through improving soil drainage; complementing food intake through growing of fruits and vegetables; and providing a better visual landscape in the project area. The city greening study commenced on 30<sup>th</sup> April 2007 and the Consultant

has: identified potential areas to be greened; identified specific plant species/types to be planted at specific locations; determined the spacing of each plant species/type based on botanical requirements; and prepared planting layout designs showing how the plants will appear on the ground. The above findings were presented and discussed with the respective communities on 12<sup>th</sup> July in Bwaise III Parish and on 13<sup>th</sup> July in Katwe I Parish and Kisenyi II Parish. Subsequently a key stakeholders' consultative meeting was held on 19<sup>th</sup> July at Hotel Equatoria, Kampala.

Advocacy, Mobilisation and Community Partnerships: The project's strategy is to have one consultancy services contract for advocacy, legal advice and support to social mobilization, and a series of consultancy service contracts for social mobilization.

The objectives of the advocacy, legal advice and support to social mobilization services are to: carry out project advocacy for Members of Parliament; senior government officials, LCV and LCIII level policy makers and technical staff; review the existing framework and mechanisms for acquisition of land for community infrastructure development; provide guidelines for improving knowledge, skills and attitudes of existing community leadership structures for sustenance of facilities; train CBOs/NGOs in the relevant knowledge and skills for establishment of operation and management systems for facilities; and design memorandums of understanding and draft terms of reference for facility/investment policy committees. Procurement of consultancy services is in progress with the combined technical and financial evaluation report currently awaiting approval of the Contracts Committee.

The objectives of the social mobilization services are to: raise awareness on project objectives, activities and expected outcomes among the target communities; create demand for project investments; establish and train facility management committees in the knowledge and skills to strengthen their capacity to oversee sustenance of facilities; and mobilize communities for behavioural change and adoption of initiatives for household income generation. Procurement of consultancy services is in progress with the bidding documents currently awaiting approval of the Contracts Committee.

Design & Construction Supervision: The objective of the design and construction supervision consultancy services is to ensure the investments planned for implementation are designed and constructed with a high standard of workmanship and materials, on schedule and within budget, in accordance with the specifications and drawings, and within acceptable environmental standards. Procurement of consultancy services is in progress with recommendation of award of contract currently awaiting a no objection from BIC.

Public Toilets: Thirty five communal vault toilets will be constructed during the first half of 2008 at sites identified during 2007 through a participatory process at parish level. Procurement of a works contract is in progress and an Award of Contract has been made. The contractor will commence construction work in January 2008.

Public Water Posts: Preliminary survey work was undertaken by the Focal Person in each parish during 2007. Detailed survey and design will be undertaken by the Design & Construction Supervision Consultant during 2008.

Drains: Preliminary community mapping was undertaken by the Focal Person in each parish during 2007. Detailed design will be undertaken by the Design & Construction Supervision Consultant during 2008.

Access Roads: Preliminary community mapping was undertaken by the Focal Person in each parish during 2007. Detailed survey and design will be undertaken by the Design & Construction Supervision Consultant.

Solid Waste Management: The Steering Committee held on 9<sup>th</sup> March 2007 approved the recommendation in the Inception Report that part of the budget allocated to the waste disposal facilities should be utilized to procure a best practices study on solid waste management appropriate to the specific needs of the project areas. Accordingly, the objective of the solid waste management study is to develop a realistic, affordable and sustainable strategy and action plan for solid waste management in the three parishes based on best practice which can later be scaled up. The study will emphasize waste minimization through prevention, reduction, reuse and recycling. Procurement of consultancy services is in progress with the bidding document currently awaiting approval of the Contracts Committee.

Housing Study: To be procured and conducted during 2008.

#### **Result 4: Project is efficiently managed**

Technical Supervision and Monitoring: An external consultant prepared financial and management procedures to be followed during the implementation of the project with the aim that the documented Financial Manual be used by the management team as a guiding tool to reduce financial and management risk and to form a basis for future audits. The final version was submitted to the Town Clerk by the BIC Resident Representative on 18<sup>th</sup> October 2007.

Project Meetings and Presentations: The Project Steering Committee met on 9<sup>th</sup> March 2007 to discuss and approve the Inception Report. During an extra-ordinary Steering Committee meeting held on 29<sup>th</sup> May 2007, an Addendum to the Technical and Financial File was approved bringing it in line with the Third Management Contract between BIC and the Directorate General for Development Cooperation. The main change is that the Attaché of the Belgian Embassy is no longer a member of the Steering Committee. At division and parish levels, steering committees have been formed and community information meetings held.

Project Office: The project office was fitted with furniture and office equipment (computers, printers, fax, Internet and email facility). A project website was developed and can be accessed on [www.kiemp.org](http://www.kiemp.org)

Vehicles and Motorcycles: Two vehicles for the project were registered on 28<sup>th</sup> May 2007 and one vehicle for the Technical Adviser on 29<sup>th</sup> May 2007. Four motorcycles were delivered to the BIC Representation Office on 5<sup>th</sup> December 2007 pending hand over to the project.



## 3.2 Analysis of activity planning

### Comparison of 2007 situation with planning

As stated in the Inception Report (March 2007), the activity planning drawn up during the fourth quarter 2006 was not based on a comprehensive planning process and as such no work plan was developed upon which to compare progress during 2007. This activity overview is therefore based on the work plan in MS Project and the accompanying financial plan in MS Excel / FIT approved by the Steering Committee on 29<sup>th</sup> May 2007 (Q2, 2007). A baseline report in MS Project comparing planned with actual activities is presented in Annex 10.1/2.

### Deviations from the planning

A summary of the main deviations from the planning is shown in Table 3.2.1 below:

**Table 3.2.1 - Comparison of current situation with planning Q2, 2007**

Study Tour (to Vietnam)	Completed on schedule
Training Needs Assessment	5.05 months behind schedule
Capacity Building	Linked to Training Needs Assessment
Baseline Survey	3.35 months behind schedule
Behavioural Change	Linked to Baseline Survey
City Greening (study)	6 20 months behind schedule
Advocacy & Mobilisation	4 20 months behind schedule
Design & Construction Supervision	4 00 months behind schedule
Water Supply, Drains & Roads	Linked to Design & Construction Supervision
Public Toilets	2 25 months behind schedule
Solid Waste Management	7.10 months behind schedule
Housing Study	2.15 months behind schedule

### Main reasons for delays

The assumptions made in the Inception Report for the duration of each stage of the procurement cycle proved to be optimistic, especially during the second and third quarters, however, experience during quarter four shows that there is now a better understanding of KIEMP procurements between the key stakeholders (the Contracts Committee, Project Management and BIC). The procurement process is expected to be implemented more efficiently during 2008. The performance of the City Greening study consultant was disappointing due to inadequate leadership, weak teamwork and insufficient motivation within the consultant's team. Completion of the study contract is awaiting written confirmation of approval by the Contracts Committee (and subsequent no objection from BTC) of Variation Order No.1 to the original contract. The development of terms of reference for the solid waste management and housing studies were re-scheduled due to the demands of other critical path activities.

### Influence of deviations on the results

At this stage, the current deviations will not affect the achievement of the project's overall results.

## 4 FINANCIAL OVERVIEW

### 4.1 Expenditure versus financial planning

An overview of expenditure as compared with the financial planning of Q4, 2006, and Q2, 2007, is presented in table 4.1.1

### 4.2 Analysis of financial planning

As stated in the Inception Report (March 2007), the work plan, and hence financial plan, prepared during the fourth quarter of 2006 was not based on a comprehensive planning process since, with the exception of the Project Manager, the key project staff and Technical Adviser had not commenced employment. As a consequence, for a planned amount of EUR 1,939,000 only EUR 78,633 (4 per cent) was spent on Specific Means (Results 1 to 3) while for a planned amount of EUR 308,000, an amount of EUR 305,639 (99 per cent) was spent on General Means (Result 4).

**Table 4.2.1: Ratio of actual to planned expenditure (based on Q4 06 financial plan)**

Result	Description	Ratio (%)	Risk category
1	Strengthening institutional capacity	30	High
2	Changing behaviour towards the environment	16	High
3	Improving environmental & housing conditions	2	High
4	Project management	99	Low
	<b>OVERALL</b>	<b>17</b>	<b>HIGH</b>

Based on the work plan prepared in MS Project and the accompanying financial plan in MS Excel / FIT approved by the Steering Committee on 29<sup>th</sup> May 2007 (Q2, 2007), for a planned amount of EUR 272,520 only EUR 78,633 (29 per cent) was spent on Specific Means, while for a planned amount of EUR 293,960 an amount of EUR 305,639 (104 per cent) was spent on General Means.

**Table 4.2.2: Ratio of actual to planned expenditure (based on Q2 07 financial plan)**

Result	Description	Ratio (%)	Risk category
1	Strengthening institutional capacity	69	Medium
2	Changing behaviour towards the environment	77	Medium
3	Improving environmental & housing conditions	15	High
4	Project management	104	Low
	<b>OVERALL</b>	<b>68</b>	<b>MEDIUM</b>

The main reason for the medium and high deviations is the underestimation of time required for the public procurement process. In particular the rescheduling of the commencement of construction of public toilets from Q4 2007 to Q1 2008 had a substantial impact on expenditure in 2007, together with the re-scheduling of the planting of trees and shrubs due to the poor performance of the city greening study consultant.

Table 4.1.1: Expenditure compared with Financial Planning Q4, 2006 and Q2, 2007

## 5 MONITORING OF THE INDICATORS

### 5.1 Specific objective

The extent to which the indicators for the Specific Objective deviate from the forecasts compiled at the time of the baseline study cannot yet be assessed because the baseline study has yet to be conducted (scheduled for February to April 2008).

### 5.2 Results

A comparison of actual and planned progress for each result indicator is shown in Table 5.2.1 below.

**Table 5.2.1: Comparison of actual and planned progress for each result indicator**

Indicators	Definition	Ratio of actual to forecast progress	Risk
<b>SO1 – I1</b>	Enhanced environmental planning and management in the poor suburbs of Kampala City Council (KCC)	-	-
<b>R1 – I1</b>	Training Needs Assessment (TNA) completed	0%	High
<b>R1 – I2</b>	Study tour made with 10 KCC staff	100%	Low
<b>R1 – I3</b>	Number of staff trained by type of training	n/a for 2007	-
<b>R2 – I1</b>	Socio-economic survey completed	0%	High
<b>R2 – I2</b>	Percentage of households aware (after baseline) on sanitation, waste management, human excreta disposal and city greening concept	n/a for 2007	-
<b>R2 – I3</b>	Percentage of households linked to Micro Finance Institutions (MFIs) through community mobilisation	n/a for 2007	-
<b>R3 – I1</b>	Advocacy carried out at all stakeholder levels and 42 people reached: 5 members of parliament; 10 senior government officials; 4 local government officials at LCV (district) and LCIII (division) levels; 3 people at LCII (parish level) and 10 at LCI (zone level); 10 Civil Society Organisation (CSO) officials	On-going	Low
<b>R3 – I2</b>	3 water user committees established	n/a for 2007	-
<b>R3 – I3</b>	10 acres of land secured for project investments	n/a for 2007	-
<b>R3 – I4</b>	KCC regulations and infrastructure standards for access roads, drainage, etc, are available	n/a for 2007	-
<b>R3 – I5</b>	100 displaced families resettled	n/a for 2007	-
<b>R3 – I6</b>	12 km of roads constructed	n/a for 2007	-

Indicators	Definition	Ratio of actual to forecast progress	Risk
<b><u>R3 – I7</u></b>	13,000 m <sup>2</sup> of operating stone pitched secondary and tertiary drains by size	n/a for 2007	-
<b><u>R3 – I8</u></b>	200 dwelling units constructed	n/a for 2007	-
<b><u>R3 – I9</u></b>	35 operating sanitation units constructed and improved	n/a for 2007	-
<b><u>R3 – I10</u></b>	Percentage of households using improved waste disposal (after baseline)	n/a for 2007	-
<b><u>R3 – I11</u></b>	30 water standpipes constructed	n/a for 2007	-
<b><u>R3 – I12</u></b>	Percentage of households using the provided standpipes (after baseline)	n/a for 2007	-
<b><u>R3 – I13</u></b>	Housing standards report completed and approved by KCC	n/a for 2007	-
<b><u>R3 – I14</u></b>	16,760 trees planted	0%	High
<b><u>R3 – I15</u></b>	Area in acreage greened	0%	High
<b><u>R4 – I1</u></b>	Operational Project Management Unit (PMU) with staff and equipment	100%	Low
<b><u>R4 – I2</u></b>	2 BTC monitoring missions conducted	n/a for 2007	-
<b><u>R4 – I3</u></b>	4 financial audits conducted	n/a for 2007	-
<b><u>R4 – I4</u></b>	2 evaluations conducted (one Mid Term review and one Final)	n/a for 2007	-
<b><u>R4 – I5</u></b>	36 project months with Technical Assistance provided	100%	Low
<b><u>R4 – I6</u></b>	400 promotion brochures/posters produced and distributed	n/a for 2007	-
<b><u>R4 – I7</u></b>	2 television documentaries on the project produced	n/a for 2007	-
<b><u>R4 – I8</u></b>	4 radio talk shows held	n/a for 2007	-

The indicators with a medium or high risk (training needs assessment, baseline survey and city greening) will be achieved and activities are in progress to achieve the results.

### 5.3 Indicator evolution

The Project Steering Committee, at its meeting on 29<sup>th</sup> May 2007, approved a reduction in the number of BTC monitoring missions from 4 to 2 under Indicator R4-I2 to bring it in line with the narrative of the IFF that BTC monitoring missions be conducted in the years (2008 and 2010) when there is no Mid Term Review (2009) or Final Review (2011).

## 6 ASSESSMENT OF MONITORING CRITERIA

### 6.1 Efficiency

The organizational model is generally a positive one though the mode of co-management has presented some challenges. The Project Manager has not yet been designated by the Project Director as a signatory to the UGX co-management account as outlined in the Technical and Financial File and detailed in the project's Financial Manual. Furthermore, some of the management and financial procedures outlined in the Financial Manual have yet to be fully implemented.

The ability to recruit and retain qualified and experienced project staff in a competitive market is a factor which is also impacting on the efficient management of the project. Current conditions of contract do not appear to be attractive enough to ensure sufficiently motivated national staff. BTC is currently conducting a global salary survey and details of the current project conditions of contract have been submitted. The outcome of the survey is expected during early 2008.

The unsatisfactory performance of the first project accountant and the resignation of the second project accountant compromised the efficient management of the project during 2007 and delayed the establishment of adequate administrative and financial systems. The turnover of two project accountants within 2007 resulted in a disproportionate amount of time having to be spent by the project management on administrative and financial issues at the expense of programming activities.

Adequate systems are now in place and the third project accountant is performing well. Utilization of vehicles, however, still needs to be streamlined and the payment framework for the parish based Focal Persons needs to be made more performance related.

Most of the activities implemented during 2007 concerned public procurement of services, works and supplies and the feedback from the independent legal adviser has been positive. Within the framework of the public procurement regulations the project aims to minimize the turn-around times for the various stages of the public procurement process through training and greater commitment to improve efficiency.

Overall, activities were not completed on time, though the current delays will not affect the ultimate achievement of the results.

### 6.2 Effectiveness

The results to date are contributing to the achievement of the Specific Objective though the baseline study is yet to be conducted (re-scheduled for February to April 2008). Project formulation was based on needs assessment and is still valid.

Community meetings have been held with residents, landlords and local council leadership at division and parish levels during 2007 and any complaints, concerns or proposals raised have been positively responded to.

The City Council and the respective divisions have requested that the improvement of access roads be based on a tarmac rather than muriam road surface for greater effectiveness. The implication of this would be a reduction in the length of road improved within the current budget, i.e. a reduction in the indicator value.

### 6.3 Sustainability

Currently the project is established and integrated as a Project Management Unit within Kampala City Council for a fixed period of five years. KCC co-manages the project with BTC, the Project Director is the KCC Town Clerk and the Project Manager is an employee of KCC. The project office is physically located within City Hall.

The Focal Persons are technical staff or councilors of Central, Kawempe and Makindye Divisions. Steering Committees have been established at division and parish levels. Advocacy initiatives and consultative processes have involved Town Clerks and Heads of Departments both at district and division levels.

The Project Steering Committee is chaired by a representative of the Ministry of Local Government and other members include representatives of the Ministry of Finance, Planning and Economic Development and KCC. The project is being implemented through the local government political and administrative structures.

A study of Kampala City has been carried out by the Ministry of Local Government with the purpose of implementing the Constitutional provisions by creating a new law to govern the City and to set up a mechanism of how Kampala will relate to other local governments within Uganda. Some recommendations of the study are being used to develop the Kampala Capital City Bill, which is currently being finalized and will soon be tabled before Parliament.

From the commencement of the project to 31<sup>st</sup> December 2007, KCC contributed UGX 102,000,000 (EUR 41,955), of which UGX 88,509,741 (EUR 36,406) has been spent. In addition, KCC contributed in kind (office space, etc) the equivalent of EUR 35,970. The contribution from Ministry of Local Government in the form of payment of taxes and duties is yet to be received.

A training needs assessment will be conducted during March and April 2008 to establish training needs and knowledge gaps in environmental planning and management at district and division levels, the outcome of which will be a comprehensive capacity building programme.

In addition, communities will be trained and sensitized for behavioural change and adoption of good practices, e.g. management of operation and maintenance and greening initiatives.

## 7 MEASURES AND RECOMMENDATIONS

### 7.1 Overview of the assessment criteria

The Project Management proposes Code C for the project, i.e. the project could be more efficient, effective and sustainable. Recommended measures are:

- Implement all management and financial procedures stated in the project's Financial Manual
- Empower Project Manager as signatory to UGX co-management account
- Prepare staff salary proposal based on outcome of BTC global salary survey
- Develop more appropriate performance framework for Focal Persons
- Improve efficiency of public procurement process
- Develop proposal (through Design Consultant) for improvement of access roads using a tarmac surface.
- Monitor developments with respect to re-structuring of Kampala City Council
- Follow-up with Ministry of Local Government on financial contribution for taxes and duties

### 7.2 Recommendations

The recommendations which will have an implication on the financial planning and/or logical framework are presented in Table 7.2.1.

**Table 7.2.1: Recommendations with implications for financial planning / logical framework**

Field	Changes
Operations	<p>The following change (in principle) is proposed for the Logical Framework:</p> <ul style="list-style-type: none"> <li>• Reduce the amount of the indicator R13-16 for improved access roads in order for some of the existing murrum roads to be upgraded to tarmac to enhance effectiveness. Current indicator amount is 12 km of murrum. A definite revised amount cannot be stated until the Design Consultant has assessed the situation. At this stage, the Steering Committee's approval is requested in principle to the change of road surface material.</li> </ul>
Finance	<p>The following budget modifications are proposed:</p> <ul style="list-style-type: none"> <li>• Transfer EUR 10,000 from budget code A01 03 (Capacity Building) to budget code A01 01 (Training Needs Assessment) as the negotiated financial proposal of the preferred bidder for the Training Needs Assessment is more than the current budget.</li> <li>• Transfer EUR 3,500 from budget code Z01 07 (Project office space, equipment and consumables) to budget code Z01 08 (Division office space, equipment and consumables) as the cost of equipment for the divisions is more than the current budget while there is a surplus on the budget for project office equipment.</li> </ul>



## 8 PLANNING FOR THE UPCOMING YEAR (2008)

### 8.1 Activity planning 2008

The activity plan for 2008 is presented in Figure 8.1.1. Key activities include:

- Conduct study tour to UN-Habitat projects in Kenya
- Conduct training needs assessment
- Commence capacity building activities
- Conduct baseline survey
- Commence behavioural change activities
- Conduct stakeholder workshop
- Commence city greening (planting)
- Commence social mobilisation
- Commence advocacy, legal advice and support to mobilization consultancy
- Commence design and construction supervision consultancy
- Construct public toilets
- Construct public water standposts
- Commence construction of drains
- Conduct solid waste management study
- Conduct housing study
- Conduct External Audit
- Conduct BTC Monitoring Mission
- Conduct two Steering Committee meetings

### 8.2 Financial planning 2008

The financial plan for 2008 is presented in Table 8.2.1, of which a summary is presented in Table 8.2.2 below.

**Table 8.2.2: Summary of 2008 Financial Plan (based on Q4 07)**

Code	Activity	Budget (EUR)
A01	Strengthening institutional capacity	37,646
A02	Changing behaviour towards the environment	88,094
A03	Improving environmental and housing conditions	973,629
Z01	Project management	233,431
	<b>TOTAL</b>	<b>1,332,800</b>

The amount of EUR 1,332,800 now proposed for 2008 compares with the preliminary amount of EUR 1,829,989 proposed to the Steering Committee held on 29<sup>th</sup> May 2007.

The main differences between the proposed financial planning and the preliminary figure for 2008 approved during the previous meeting of the Steering Committee are due to the re-scheduling of city greening (planting of trees and shrubs), following the delayed performance of the city greening Study Consultant and the construction of drains.

Figure 8.1.1: Activity Planning 2008

Table 8.2.1: Financial Planning 2008

## 9 CONCLUSIONS

### 9.1 Activities and Finance

The changes proposed in the activity planning and financial planning for 2008, compared to the work plan approved by the Steering Committee on 29<sup>th</sup> May 2007, mainly reflect a re-scheduling of activities due to the actual time taken during 2007 for the various stages of the public procurement process. The exception to this is the implementation of the city greening (planting of trees and shrubs) which, post CHOGM has been re-scheduled to take place in parallel with the later stages of the drainage and road construction activities (as originally envisaged in the Technical and Financial File).

### 9.2 Monitoring criteria

#### Efficiency

The project management's assessment of the project is that it could be more efficient (Code C). Recommendations to achieve this are:

- Implement all management and financial procedures stated in the project's Financial Manual
- Empower Project Manager as signatory to UGX co-management account
- Prepare staff salary proposal based on outcome of BIC global salary survey
- Develop more appropriate performance framework for Focal Persons
- Improve efficiency of public procurement process

#### Effectiveness

The project management's assessment of the project is that it could be more effective (Code C). Recommendations to achieve this are:

- Develop proposal (through Design Consultant) for improvement of access roads using a tarmac surface.

#### Sustainability

The project management's assessment of the project is that it could be more sustainable (Code C). Recommendations to achieve this are:

- Monitor developments with respect to re-structuring of Kampala City Council
- Follow-up with Ministry of Local Government on financial contribution for taxes and duties

### 9.3 Advice of the Steering Committee on the recommendations

#### Recommendations on activity planning

The activity plan for 2008 presented in Figure 8.1.1 will contribute to ensuring that the expected results and objectives will be achieved within the agreed timeframe of the project.

**Advice of the Steering Committee:** (to be inserted after the meeting of the Steering Committee on 20<sup>th</sup> February 2008)

Recommendations on financial planning

The financial plan for 2008 presented in Table 8.2.1 will contribute to ensuring that the expected results and objectives will be achieved within the agreed financial resources.

**Advice of the Steering Committee:** (to be inserted after the meeting of the Steering Committee on 20<sup>th</sup> February 2008)

Recommendations on Logical Framework

Reduce the amount of the indicator R13-I6 for improved access roads in order for some of the existing murrum roads to be upgraded to tarmac to enhance effectiveness. Current indicator amount is 12 km of murrum roads. Note that a definite revised amount cannot yet be finalized until the Design Consultant (contract yet to be awarded) has assessed the situation during the second quarter of 2008. At this stage, the Steering Committee's approval is requested in principle to the change of road surface material.

**Advice of the Steering Committee:** (to be inserted after the meeting of the Steering Committee on 20<sup>th</sup> February 2008)

Other recommendations

- Transfer EUR 10,000 from budget code A01 03 (Capacity Building) to budget code A01 01 (Training Needs Assessment) as the negotiated financial proposal of the preferred bidder for the Training Needs Assessment is more than the current budget.

**Advice of the Steering Committee:** (to be inserted after the meeting of the Steering Committee on 20<sup>th</sup> February 2008)

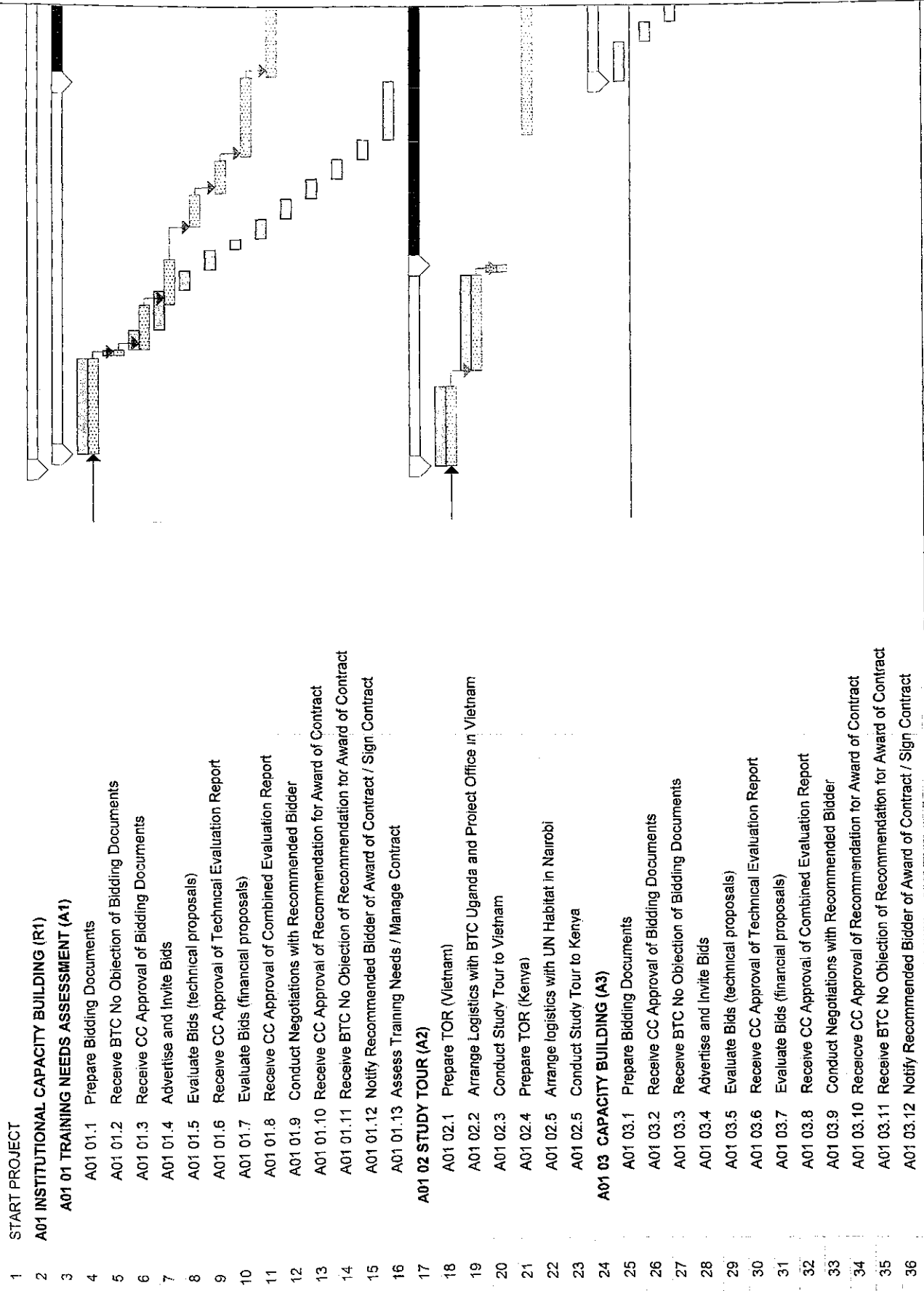
- Transfer EUR 3,500 from budget code Z01 07 (Project office space, equipment and consumables) to budget code Z01 08 (Division office space, equipment and consumables) as the cost of equipment for the divisions is more than the current budget while there is a surplus on the budget for project office equipment.

**Advice of the Steering Committee:** (to be inserted after the meeting of the Steering Committee on 20<sup>th</sup> February 2008)

## 10 ANNEXES

- 10.1 Tracking Gantt view / Activities (MS Project)
- 10.2 Baseline report / Activities (MS Project)
- 10.3 Measurement of indicators (No additional diagrams)
- 10.4 Efficiency checklist
- 10.5 Effectiveness checklist
- 10.6 Sustainability checklist
- 10.7 Input into PIT
- 10.8 Logical Framework ( No alterations to the Logical framework)
- 10.9 Public contracts

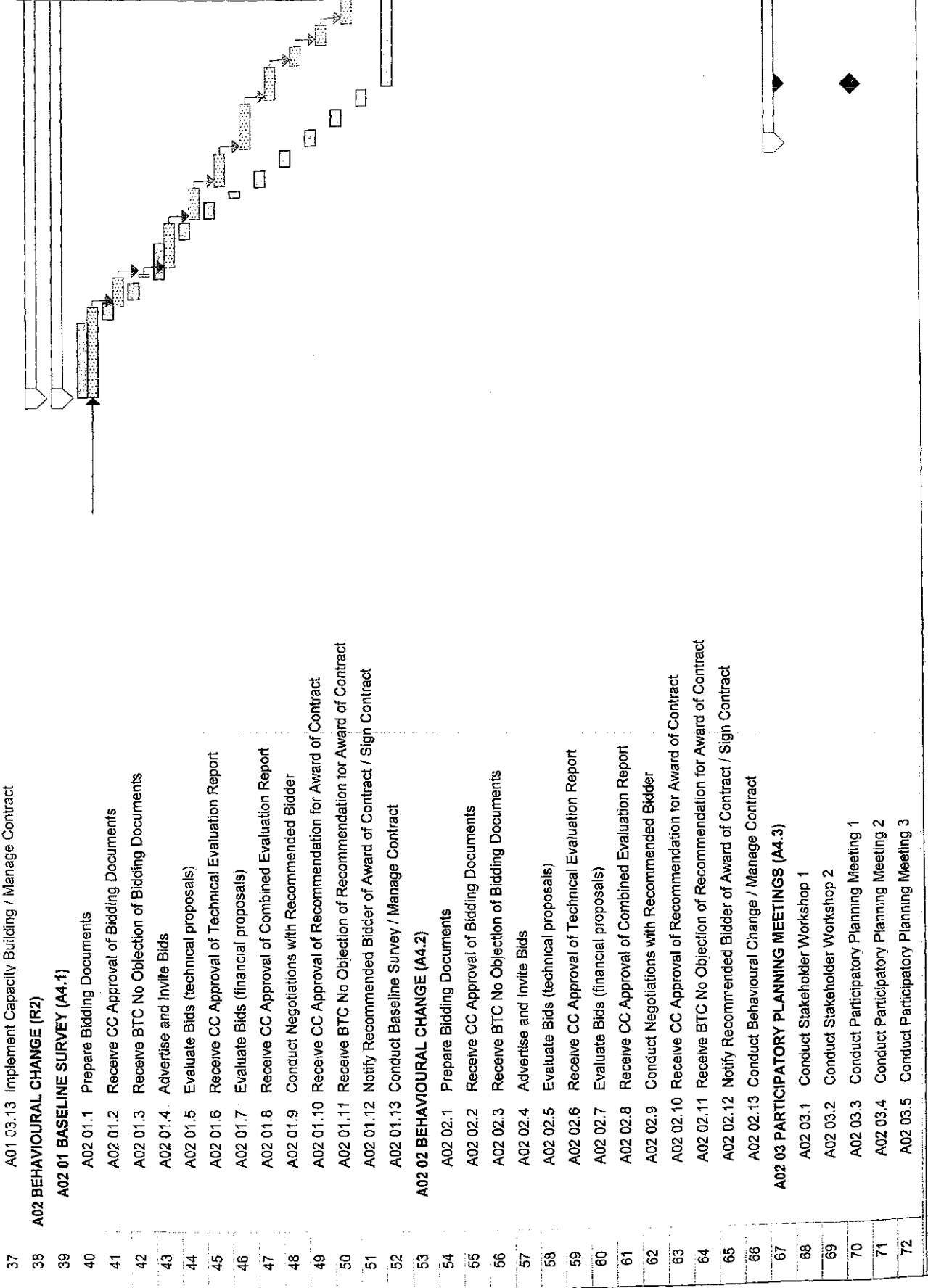
ID TaskName Qtr 1, 2007 Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec



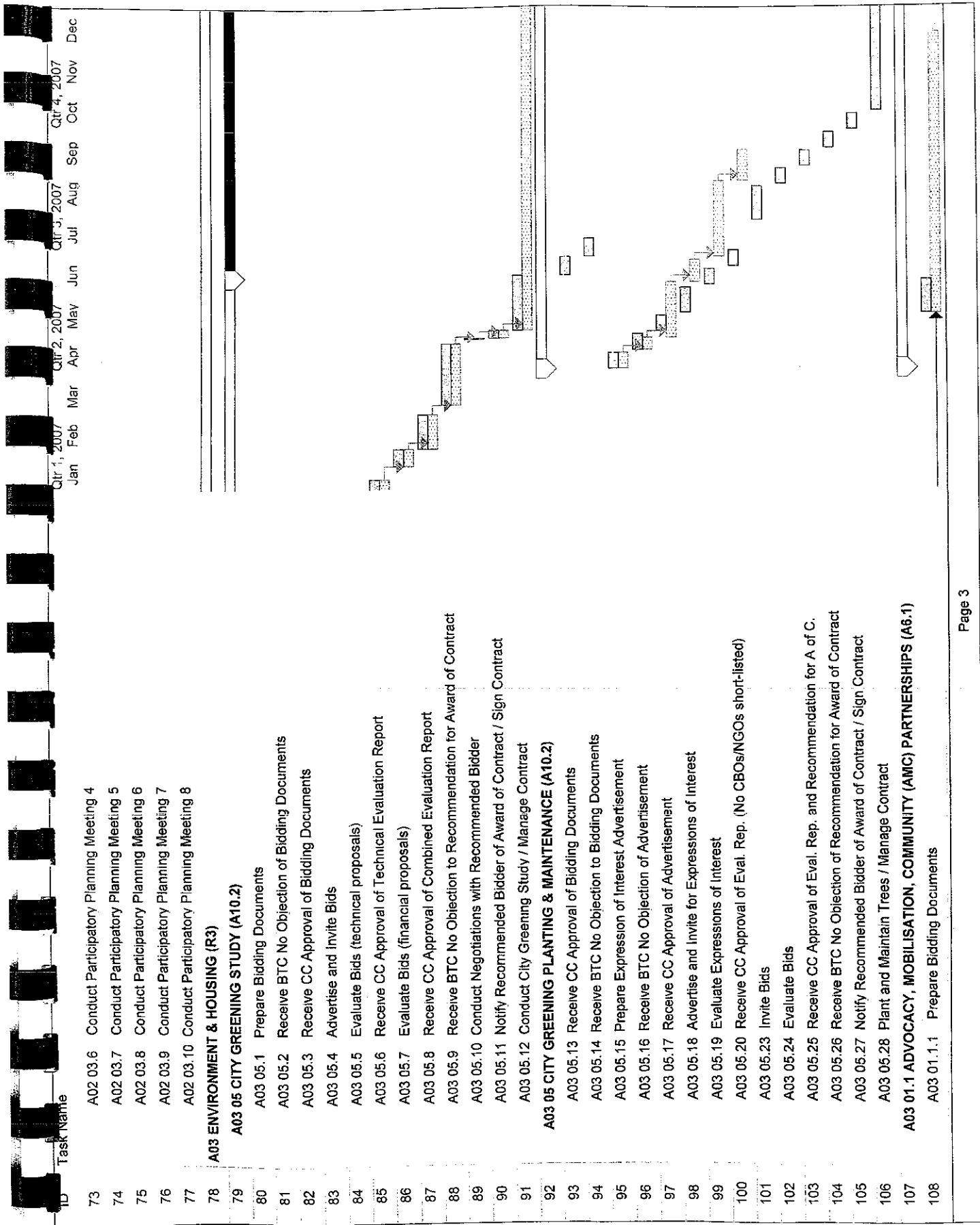
Task Name

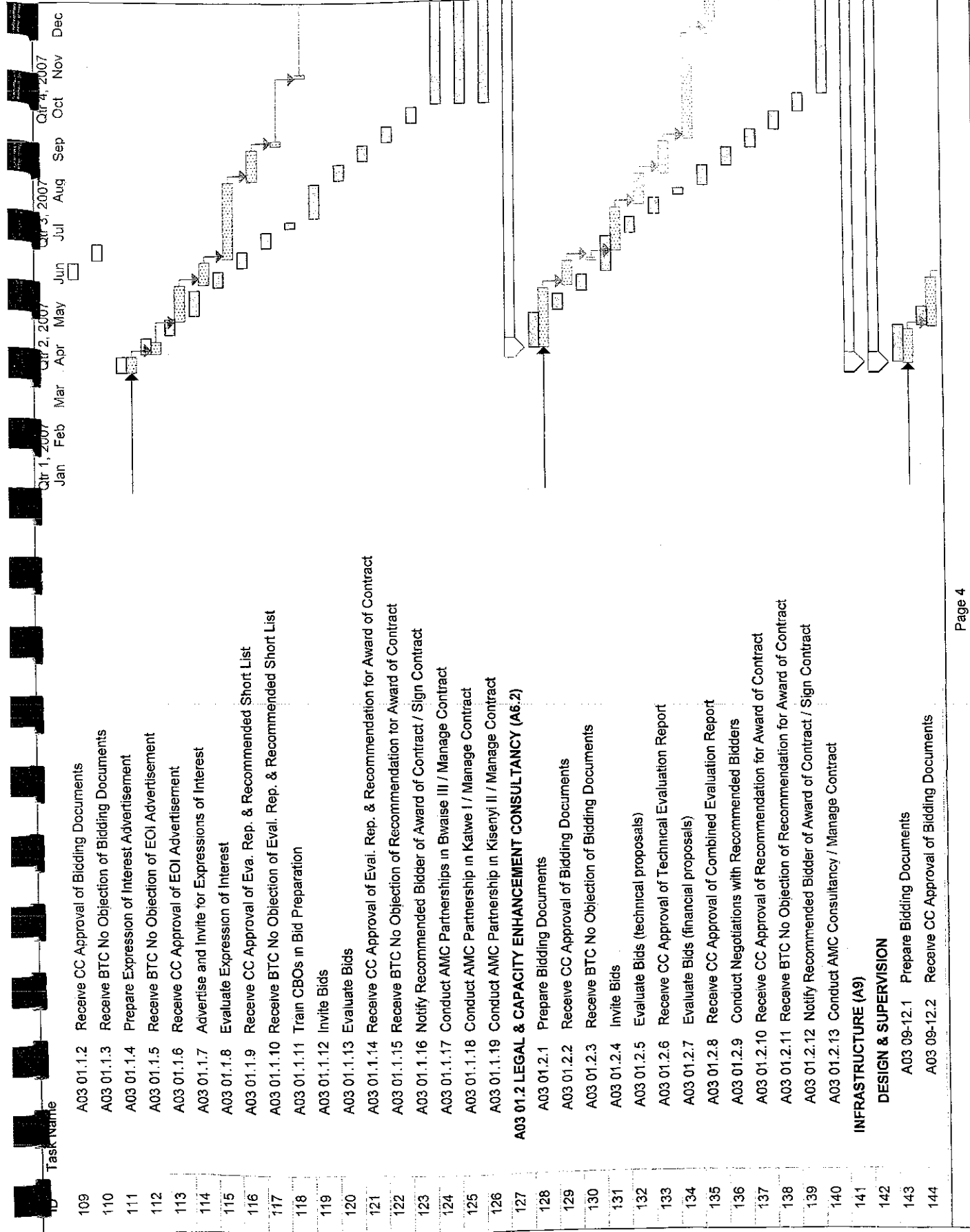
Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec

Qtr 1, 2007 Qtr 2, 2007 Qtr 3, 2007 Qtr 4, 2007

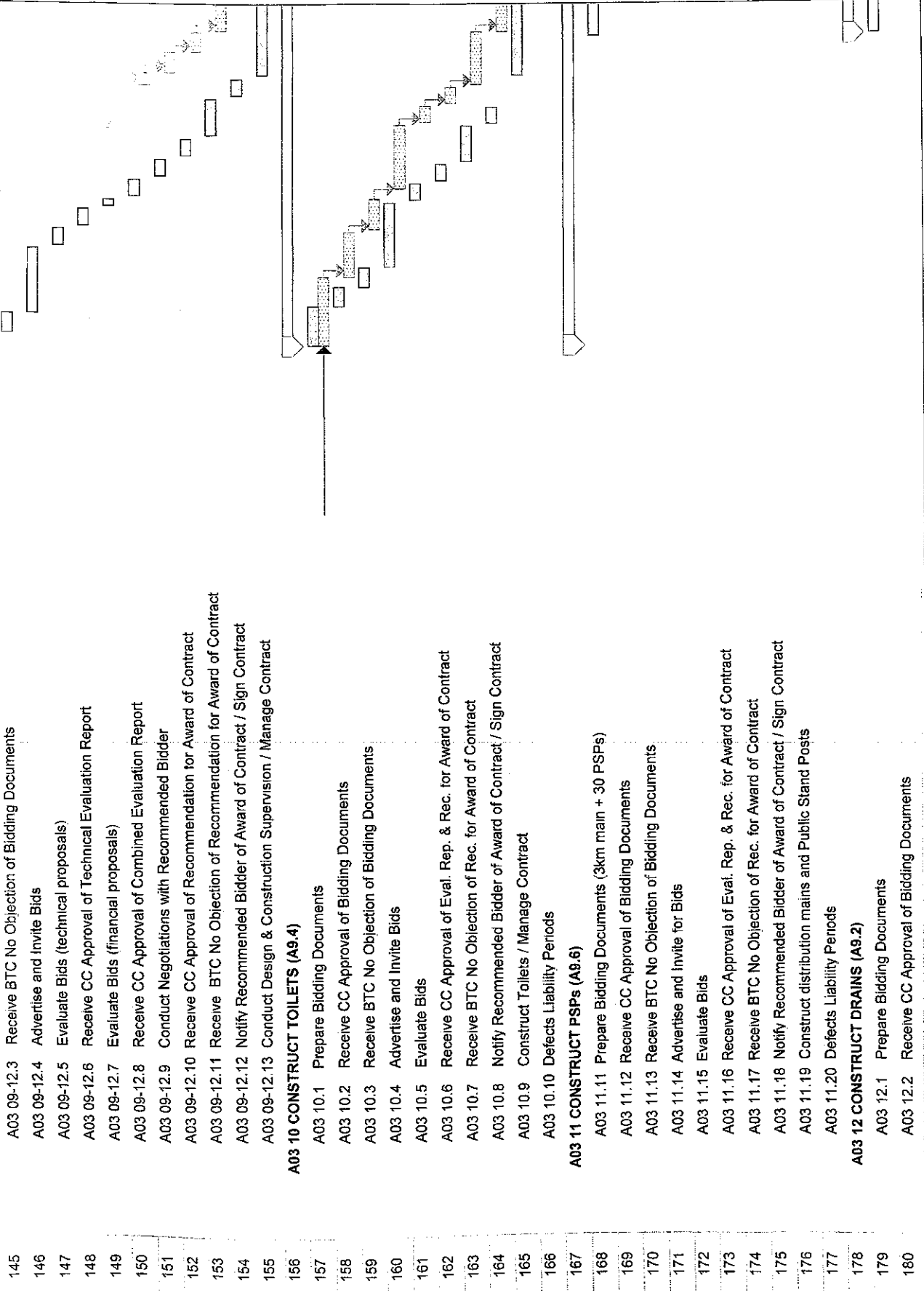






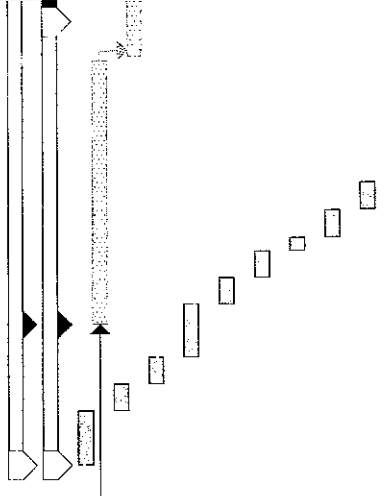


ID Task Name Qtr 1, 2007 Qtr 2, 2007 Qtr 3, 2007 Qtr 4, 2007 Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec



- A03 09-12.3 Receive BTC No Objection of Bidding Documents
- A03 09-12.4 Advertise and Invite Bids
- A03 09-12.5 Evaluate Bids (technical proposals)
- A03 09-12.6 Receive CC Approval of Technical Evaluation Report
- A03 09-12.7 Evaluate Bids (financial proposals)
- A03 09-12.8 Receive CC Approval of Combined Evaluation Report
- A03 09-12.9 Conduct Negotiations with Recommended Bidder
- A03 09-12.10 Receive CC Approval of Recommendation for Award of Contract
- A03 09-12.11 Receive BTC No Objection of Recommendation for Award of Contract
- A03 09-12.12 Notify Recommended Bidder of Award of Contract / Sign Contract
- A03 09-12.13 Conduct Design & Construction Supervision / Manage Contract
- A03 10 CONSTRUCT TOILETS (A9.4)**
- A03 10.1 Prepare Bidding Documents
- A03 10.2 Receive CC Approval of Bidding Documents
- A03 10.3 Receive BTC No Objection of Bidding Documents
- A03 10.4 Advertise and Invite Bids
- A03 10.5 Evaluate Bids
- A03 10.6 Receive CC Approval of Eval. Rep. & Rec. for Award of Contract
- A03 10.7 Receive BTC No Objection of Rec. for Award of Contract
- A03 10.8 Notify Recommended Bidder of Award of Contract / Sign Contract
- A03 10.9 Construct Toilets / Manage Contract
- A03 10.10 Defects Liability Periods
- A03 11 CONSTRUCT PSPs (A9.6)**
- A03 11.11 Prepare Bidding Documents (3km main + 30 PSPs)
- A03 11.12 Receive CC Approval of Bidding Documents
- A03 11.13 Receive BTC No Objection of Bidding Documents
- A03 11.14 Advertise and Invite for Bids
- A03 11.15 Evaluate Bids
- A03 11.16 Receive CC Approval of Eval. Rep. & Rec. for Award of Contract
- A03 11.17 Receive BTC No Objection of Rec. for Award of Contract
- A03 11.18 Notify Recommended Bidder of Award of Contract / Sign Contract
- A03 11.19 Construct distribution mains and Public Stand Posts
- A03 11.20 Defects Liability Periods
- A03 12 CONSTRUCT DRAINS (A9.2)**
- A03 12.1 Prepare Bidding Documents
- A03 12.2 Receive CC Approval of Bidding Documents

181	A03 12.3	Receive BTC No Objection of Bidding Documents
182	A03 12.4	Advertise and Invite Bids
183	A03 12.5	Evaluate Bids
184	A03 12.6	Receive CC Approval of Eval. Rep. & Rec. for Award of Contract
185	A03 12.7	Receive BTC No Objection of Rec. for Award of Contract
186	A03 12.8	Notify Recommended Bidder of Award of Contract / Sign Contract
187	A03 12.9	Construct Drains in Bwaise III
188	A03 12.10	Construct Drains in Katwe I
189	A03 12.11	Construct Drains in Kisenyi II
190	A03 12.12	Defects Liability Periods
191	<b>A03 09 CONSTRUCT ACCESS ROADS (A9.1)</b>	
192	A03 09.1	Prepare Bidding Documents
193	A03 09.2	Receive CC Approval of Bidding Documents
194	A03 09.3	Receive BTC No Objection of Bidding Documents
195	A03 09.4	Advertise and Invite Bids
196	A03 09.5	Evaluate Bids
197	A03 09.6	Receive CC Approval of Eval. Rep. & Rec. for Award of Contract
198	A03 09.7	Receive BTC No Objection of Rec. for Award of Contract
199	A03 09.8	Notify Recommended Bidder of Award of Contract / Sign Contract
200	A03 09.9	Construct Access Roads in Ewaise III
201	A03 09.10	Construct Access Roads in Katwe I
202	A03 09.11	Construct Access Roads in Kisenyi II
203	A03 09.12	Defects Liability Periods
204	A03 09.13	Construct Access Roads (to be decided)
205	A03 09.14	Defects Liability Periods
206	<b>BEST PRACTICES (A10)</b>	
207	<b>A03 07 SOLID WASTE MANAGEMENT STUDY</b>	
208	A03 07.1	Prepare Bidding Documents
209	A03 07.2	Receive CC Approval of Bidding Documents
210	A03 07.3	Receive BTC No Objection of Bidding Documents
211	A03 07.4	Advertise and Invite Bids
212	A03 07.5	Evaluate Bids (technical proposals)
213	A03 07.6	Receive CC Approval of Technical Evaluation Report
214	A03 07.7	Evaluate Bids (financial proposals)
215	A03 07.8	Receive CC Approval of Combined Evaluation Report
216	A03 07.9	Conduct Negotiations with Recommended Bidder



Task Name

ID	Task Name	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
217	A03 07.10 Receive CC Approval of Recommendation for Award of Contract												
218	A03 07.11 Receive BTC No Objection of Recommendation for Award of Contract												
219	A03 07.12 Notify Recommended Bidder of Award of Contract / Sign Contract												
220	A03 07.13 Conduct Solid Waste Management Study / Manage Contract												
221	<b>A03 07 PROVIDE SWM FACILITIES (A9.5)</b>												
222	A03 07.10 Implement Solid Waste Management												
223	<b>A03 03 HOUSING STUDY (A10.1)</b>												
224	A03 03.1 Prepare Bidding Documents												
225	A03 03.2 Receive CC Approval of Bidding Documents												
226	A03 03.3 Receive BTC No Objection of Bidding Documents												
227	A03 03.4 Advertise and Invite Bids												
228	A03 03.5 Evaluate Bids (technical proposals)												
229	A03 03.6 Receive CC Approval of Technical Evaluation Report												
230	A03 03.7 Evaluate Bids (financial proposals)												
231	A03 03.8 Receive CC Approval of Combined Evaluation Report												
232	A03 03.9 Conduct Negotiations with Recommended Bidder												
233	A03 03.10 Receive CC Approval of Recommendation for Award of Contract												
234	A03 03.11 Receive BTC No Objection of Recommendation for Award of Contract												
235	A03 03.12 Notify Recommended Bidder of Award of Contract / Sign Contract												
236	A03 03.13 Conduct Housing Study / Manage Contract												
237	<b>A03 02 RESETTLEMENT LAND (A6.3)</b>												
238	A03 02.1 Purchase Land												
239	<b>A03 08 LOW COST SETTLEMENT (A7)</b>												
240	A03 08.1 Procure & construct 200 Housing Units												
241	A03 08.2 Detects Liability Periods												
242	<b>A03 04 RESETTLEMENT (A8)</b>												
243	A03 04.1 Resettle Displaced People												
244	<b>Z01 PROJECT MANAGEMENT</b>												
245	<b>Z01 01 TECHNICAL SUPERVISION AND MONITORING</b>												
246	Z01 01.1 Provide BTC Technical Assistance												
247	Z01 01.3.1 Conduct Financial Audit No.1												
248	Z01 01.3.2 Conduct Financial Audit No.2												
249	Z01 01.3.3 Conduct Financial Audit No.3												
250	Z01 01.3.4 Conduct Financial Audit No.4												
251	Z01 01.4.1 Conduct BTC Monitoring Mission No.1												
252	Z01 01.4.2 Conduct BTC Monitoring Mission No.2												

ID	Task Name	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
253	Z01 01.5 Conduct Mid Term Review												
254	Z01 01.6 Conduct Final Evaluation												
255	<b>Z01 02 PROJECT MEETINGS AND PRESENTATIONS</b>												
256	Z01 02.1.1 Conduct Steering Committee Meeting No.1												
257	Z01 02.1.2 Conduct Steering Committee Meeting No.2												
258	Z01 02.1.3 Conduct Steering Committee Meeting No.3 (extra-ordinary)												
259	Z01 02.1.4 Conduct Steering Committee Meeting No.4												
260	Z01 02.1.5 Conduct Steering Committee Meeting No.5												
261	Z01 02.1.6 Conduct Steering Committee Meeting No.6												
262	Z01 02.1.7 Conduct Steering Committee Meeting No.7												
263	Z01 02.1.8 Conduct Steering Committee Meeting No.8												
264	Z01 02.1.9 Conduct Steering Committee Meeting No.9												
265	Z01 02.1.10 Conduct Steering Committee Meeting No.10												
266	Z01 02.1.11 Conduct Steering Committee Meeting No.11												
267	Z01 02.2.1 Conduct Project Meeting No.1 (Inception Retreat)												
268	Z01 02.2.2 Conduct Project Meeting No.2												
269	Z01 02.2.3 Conduct Project Meeting No.3												
270	Z01 02.2.4 Conduct Project Meeting No.4												
271	Z01 02.2.5 Conduct Project Meeting No.5												
272	Z01 02.2.6 Conduct Project Meeting No.6												
273	Z01 02.2.7 Conduct Project Meeting No.7												
274	Z01 02.2.8 Conduct Project Meeting No.8												
275	Z01 02.2.9 Conduct Project Meeting No.9												
276	Z01 02.2.10 Conduct Project Meeting No.10												
277	Z01 02.2.11 Conduct Project Meeting No.11												
278	Z01 02.2.12 Conduct Project Meeting No.12												
279	Z01 02.2.13 Conduct Project Meeting No.13												
280	Z01 02.2.13 Conduct Project Meeting No.14												
281	Z01 02.2.14 Conduct Project Meeting No.15												
282	Z01 02.2.15 Conduct Project Meeting No.16												
283	CLOSE PROJECT												



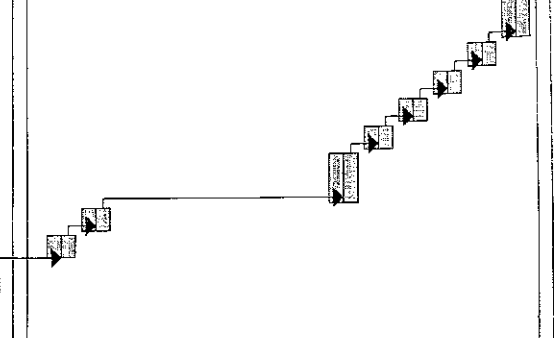








ID	Task Name	Qtr 1, 2008												Qtr 2, 2008												Qtr 3, 2008												Qtr 4, 2008											
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
73	A02 03.6	Conduct Participatory Planning Meeting 4																																															
74	A02 03.7	Conduct Participatory Planning Meeting 5																																															
75	A02 03.8	Conduct Participatory Planning Meeting 6																																															
76	A02 03.9	Conduct Participatory Planning Meeting 7																																															
77	A02 03.10	Conduct Participatory Planning Meeting 8																																															
78	<b>A03 ENVIRONMENT &amp; HOUSING (R3)</b>																																																
79	<b>A03 05 CITY GREENING STUDY (A10.2)</b>																																																
80	A03 05.1	Prepare Bidding Documents																																															
81	A03 05.2	Receive BTC No Objection of Bidding Documents																																															
82	A03 05.3	Receive CC Approval of Bidding Documents																																															
83	A03 05.4	Advertise and Invite Bids																																															
84	A03 05.5	Evaluate Bids (technical proposals)																																															
85	A03 05.6	Receive CC Approval of Technical Evaluation Report																																															
86	A03 05.7	Evaluate Bids (financial proposals)																																															
87	A03 05.8	Receive CC Approval of Combined Evaluation Report																																															
88	A03 05.9	Receive BTC No Objection to Recommendation for Award of Contract																																															
89	A03 05.10	Conduct Negotiations with Recommended Bidder																																															
90	A03 05.11	Notify Recommended Bidder of Award of Contract / Sign Contract																																															
91	A03 05.12	Conduct City Greening Study / Manage Contract																																															
92	<b>A03 05 CITY GREENING PLANTING &amp; MAINTENANCE (A10.2)</b>																																																
93	A03 05.13	Receive CC Approval of Bidding Documents																																															
94	A03 05.14	Receive BTC No Objection to Bidding Documents																																															
95	A03 05.15	Prepare Expression of Interest Advertisement																																															
96	A03 05.16	Receive BTC No Objection of Advertisement																																															
97	A03 05.17	Receive CC Approval of Advertisement																																															
98	A03 05.18	Advertise and Invite for Expressions of Interest																																															
99	A03 05.19	Evaluate Expressions of Interest																																															
100	A03 05.20	Receive CC Approval of Eval. Rep. (Note: No CBOs/NGOs short-listed)																																															
101	A03 05.23	Advertise and Invite Bids																																															
102	A03 05.24	Evaluate Bids																																															
103	A03 05.25	Receive CC Approval of Eval. Rep. and Recommendation for A of C.																																															
104	A03 05.26	Receive BTC No Objection of Recommendation for Award of Contract																																															
105	A03 05.27	Notify Recommended Bidder of Award of Contract / Sign Contract																																															
106	A03 05.28	Plant and Maintain Trees / Manage Contract																																															
107	<b>A03 01.1 ADVOCACY, MOBILISATION, COMMUNITY (AMC) PARTNERSHIPS (A6.1)</b>																																																
108	A03 01.1.1	Prepare Bidding Documents																																															



ID	Task Name	Qtr 1, 2008			Qtr 2, 2008			Qtr 3, 2008			Qtr 4, 2008		
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
109	A03 01.1.2 Receive CC Approval of Bidding Documents												
110	A03 01.1.3 Receive BTC No Objection of Bidding Documents												
111	A03 01.1.4 Prepare Expression of Interest Advertisement												
112	A03 01.1.5 Receive BTC No Objection of EOI Advertisement												
113	A03 01.1.6 Receive CC Approval of EOI Advertisement												
114	A03 01.1.7 Advertise and Invite for Expressions of Interest												
115	A03 01.1.8 Evaluate Expression of Interest												
116	A03 01.1.9 Receive CC Approval of Eva. Rep. & Recommended Short List												
117	A03 01.1.10 Receive BTC No Objection of Eval. Rep. & Recommended Short List												
118	A03 01.1.11 Train CBOs in Bid Preparation												
119	A03 01.1.12 Invite Bids												
120	A03 01.1.13 Evaluate Bids												
121	A03 01.1.14 Receive CC Approval of Eval. Rep. & Recommendation for Award of Contract												
122	A03 01.1.15 Receive BTC No Objection of Recommendation for Award of Contract												
123	A03 01.1.16 Notify Recommended Bidder of Award of Contract / Sign Contract												
124	A03 01.1.17 Conduct AMC Partnerships in Bwaise III / Manage Contract												
125	A03 01.1.18 Conduct AMC Partnership in Katwe I / Manage Contract												
126	A03 01.1.19 Conduct AMC Partnership in Kisenyi II / Manage Contract												
127	<b>A03 01.2 LEGAL &amp; CAPACITY ENHANCEMENT CONSULTANCY (A6.2)</b>												
128	A03 01.2.1 Prepare Bidding Documents												
129	A03 01.2.2 Receive CC Approval of Bidding Documents												
130	A03 01.2.3 Receive BTC No Objection of Bidding Documents												
131	A03 01.2.4 Invite Bids												
132	A03 01.2.5 Evaluate Bids (technical proposals)												
133	A03 01.2.6 Receive CC Approval of Technical Evaluation Report												
134	A03 01.2.7 Evaluate Bids (financial proposals)												
135	A03 01.2.8 Receive CC Approval of Combined Evaluation Report												
136	A03 01.2.9 Conduct Negotiations with Recommended Bidders												
137	A03 01.2.10 Receive CC Approval of Recommendation for Award of Contract												
138	A03 01.2.11 Receive BTC No Objection of Recommendation for Award of Contract												
139	A03 01.2.12 Notify Recommended Bidder of Award of Contract / Sign Contract												
140	A03 01.2.13 Conduct AMC Consultancy / Manage Contract												
141	<b>INFRASTRUCTURE (A9)</b>												
142	<b>DESIGN &amp; SUPERVISION</b>												
143	A03 09-12.1 Prepare Bidding Documents												
144	A03 09-12.2 Receive CC Approval of Bidding Documents												

ID	Task Name	Qtr 1, 2008			Qtr 2, 2008			Qtr 3, 2008			Qtr 4, 2008		
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
145	A03 09-12.3 Receive BTC No Objection of Bidding Documents												
146	A03 09-12.4 Advertise and Invite Bids												
147	A03 09-12.5 Evaluate Bids (technical proposals)												
148	A03 09-12.6 Receive CC Approval of Technical Evaluation Report												
149	A03 09-12.7 Evaluate Bids (financial proposals)												
150	A03 09-12.8 Receive CC Approval of Combined Evaluation Report												
151	A03 09-12.9 Conduct Negotiations with Recommended Bidder												
152	A03 09-12.10 Receive CC Approval of Recommendation for Award of Contract												
153	A03 09-12.11 Receive BTC No Objection of Recommendation for Award of Contract												
154	A03 09-12.12 Notify Recommended Bidder of Award of Contract / Sign Contract												
155	A03 09-12.13 Conduct Design & Construction Supervision / Manage Contract												
156	<b>A03 10 CONSTRUCT TOILETS (A9.4)</b>												
157	A03 10.1 Prepare Bidding Documents												
158	A03 10.2 Receive CC Approval of Bidding Documents												
159	A03 10.3 Receive BTC No Objection of Bidding Documents												
160	A03 10.4 Advertise and Invite Bids												
161	A03 10.5 Evaluate Bids												
162	A03 10.6 Receive CC Approval of Eval. Rep. & Rec. for Award of Contract												
163	A03 10.7 Receive BTC No Objection of Rec. for Award of Contract												
164	A03 10.8 Notify Recommended Bidder of Award of Contract / Sign Contract												
165	A03 10.9 Construct Toilets / Manage Contract												
166	A03 10.10 Defects Liability Periods												
167	<b>A03 11 CONSTRUCT PSPs (A9.6)</b>												
168	A03 11.11 Prepare Bidding Documents (3km main + 30 PSPs)												
169	A03 11.12 Receive CC Approval of Bidding Documents												
170	A03 11.13 Receive BTC No Objection of Bidding Documents												
171	A03 11.14 Advertise and Invite for Bids												
172	A03 11.15 Evaluate Bids												
173	A03 11.16 Receive CC Approval of Eval. Rep. & Rec. for Award of Contract												
174	A03 11.17 Receive BTC No Objection of Rec. for Award of Contract												
175	A03 11.18 Notify Recommended Bidder of Award of Contract / Sign Contract												
176	A03 11.19 Construct distribution mains and Public Stand Posts												
177	A03 11.20 Defects Liability Periods												
178	<b>A03 12 CONSTRUCT DRAINS (A9.2)</b>												
179	A03 12.1 Prepare Bidding Documents												
180	A03 12.2 Receive CC Approval of Bidding Documents												

ID	Task Name	Qtr 1, 2008			Qtr 2, 2008			Qtr 3, 2008			Qtr 4, 2008		
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
181	A03 12.3 Receive BTC No Objection of Bidding Documents												
182	A03 12.4 Advertise and Invite Bids												
183	A03 12.5 Evaluate Bids												
184	A03 12.6 Receive CC Approval of Eval. Rep. & Rec. for Award of Contract												
185	A03 12.7 Receive BTC No Objection of Rec. for Award of Contract												
186	A03 12.8 Notify Recommended Bidder of Award of Contract / Sign Contract												
187	A03 12.9 Construct Drains in Bwaise III												
188	A03 12.10 Construct Drains in Katwe I												
189	A03 12.11 Construct Drains in Kisenyi II												
190	A03 12.12 Detects Liability Periods												
191	<b>A03 09 CONSTRUCT ACCESS ROADS (A9.1)</b>												
192	A03 09.1 Prepare Bidding Documents												
193	A03 09.2 Receive CC Approval of Bidding Documents												
194	A03 09.3 Receive BTC No Objection of Bidding Documents												
195	A03 09.4 Advertise and Invite Bids												
196	A03 09.5 Evaluate Bids												
197	A03 09.6 Receive CC Approval of Eval. Rep. & Rec. for Award of Contract												
198	A03 09.7 Receive BTC No Objection of Rec. for Award of Contract												
199	A03 09.8 Notify Recommended Bidder of Award of Contract / Sign Contract												
200	A03 09.9 Construct Access Roads in Bwaise III												
201	A03 09.10 Construct Access Roads in Katwe I												
202	A03 09.11 Construct Access Roads in Kisenyi II												
203	A03 09.12 Detects Liability Periods												
204	A03 09.13 Construct Access Roads (to be decided)												
205	A03 09.14 Detects Liability Periods												
206	<b>BEST PRACTICES (A10)</b>												
207	<b>A03 07 SOLID WASTE MANAGEMENT STUDY</b>												
208	A03 07.1 Prepare Bidding Documents												
209	A03 07.2 Receive CC Approval of Bidding Documents												
210	A03 07.3 Receive BTC No Objection of Bidding Documents												
211	A03 07.4 Advertise and Invite Bids												
212	A03 07.5 Evaluate Bids (technical proposals)												
213	A03 07.6 Receive CC Approval of Technical Evaluation Report												
214	A03 07.7 Evaluate Bids (financial proposals)												
215	A03 07.8 Receive CC Approval of Combined Evaluation Report												
216	A03 07.9 Conduct Negotiations with Recommended Bidder												



ID	Task Name	2008															
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				
253	Z01 01.5 Conduct Mid Term Review																
254	Z01 01.6 Conduct Final Evaluation																
255	<b>Z01 02 PROJECT MEETINGS AND PRESENTATIONS</b>																
256	Z01 02.1.1 Conduct Steering Committee Meeting No.1																
257	Z01 02.1.2 Conduct Steering Committee Meeting No.2																
258	Z01 02.1.3 Conduct Steering Committee Meeting No.3 (extra-ordinary)																
259	Z01 02.1.4 Conduct Steering Committee Meeting No.4																
260	Z01 02.1.5 Conduct Steering Committee Meeting No.5																
261	Z01 02.1.6 Conduct Steering Committee Meeting No.6																
262	Z01 02.1.7 Conduct Steering Committee Meeting No.6																
263	Z01 02.1.8 Conduct Steering Committee Meeting No.6																
264	Z01 02.1.9 Conduct Steering Committee Meeting No.9																
265	Z01 02.1.10 Conduct Steering Committee Meeting No.10																
266	Z01 02.1.11 Conduct Steering Committee Meeting No.11																
267	Z01 02.2.1 Conduct Project Meeting No.1 (Inception Retreat)																
268	Z01 02.2.2 Conduct Project Meeting No.2																
269	Z01 02.2.3 Conduct Project Meeting No.3																
270	Z01 02.2.4 Conduct Project Meeting No.4																
271	Z01 02.2.5 Conduct Project Meeting No.5																
272	Z01 02.2.6 Conduct Project Meeting No.6																
273	Z01 02.2.7 Conduct Project Meeting No.7																
274	Z01 02.2.8 Conduct Project Meeting No.8																
275	Z01 02.2.9 Conduct Project Meeting No.9																
276	Z01 02.2.10 Conduct Project Meeting No.10																
277	Z01 02.2.11 Conduct Project Meeting No.11																
278	Z01 02.2.12 Conduct Project Meeting No.12																
279	Z01 02.2.13 Conduct Project Meeting No.13																
280	Z01 02.2.13 Conduct Project Meeting No.14																
281	Z01 02.2.14 Conduct Project Meeting No.15																
282	Z01 02.2.15 Conduct Project Meeting No.16																
283	CLOSE PROJECT																



Table 8.2.1: FINANCIAL PLAN 2008 (EUR) - Belgian Contribution

Code	Mtode	Activity	Total Cost Belgian Contribution	Jan	Feb	Mar	Q1	Apr	May	Jun	Q2	Jul	Aug	Sep	Q3	Oct	Nov	Dec	Q4	Total
A01	CG	INSTITUTIONAL CAPACITY BUILDING	106,000	0	1,336	4,009	5,346	8,018	0	0	8,018	9,282	0	0	9,282	5,000	5,000	5,000	15,000	37,646
A01 01	CG	Training Needs Assessment (A1)	15,000	0	1,336	4,009	5,346	8,018	0	0	8,018	9,282	0	0	9,282	0	0	0	0	13,364
A01 02	R	Study Tour (A2)	30,000	0	0	0	0	0	0	0	0	9,282	0	0	9,282	0	0	0	0	9,282
A01 03	CG	Capacity Building (A3)	60,000	0	0	0	0	0	0	0	0	0	0	0	0	5,000	5,000	5,000	15,000	15,000
A02	CG	BEHAVIOURAL CHANGE	273,600	1,109	4,676	8,042	13,728	8,042	20,942	1,109	30,092	1,109	1,234	1,109	1,109	1,109	23,609	16,109	40,926	88,094
A02 01	CG	Baseline Survey (A4.1)	36,000	0	3,467	6,933	10,400	6,933	17,334	0	24,267	0	0	0	0	0	0	0	0	34,667
A02 02	CG	Behavioural Change (A4.2)	150,000	0	0	0	0	0	0	0	0	0	0	0	0	0	15,000	15,000	30,000	30,000
A02 03	CG	Participatory Planning Meetings (A4.3)	30,000	0	0	0	0	0	2,500	0	2,500	0	0	0	0	0	7,500	0	7,500	10,000
A02 04	CG	Community Health Specialist	57,600	1,109	1,109	3,228	3,228	1,109	1,109	1,109	3,328	1,109	1,234	1,109	3,451	1,109	1,109	1,109	3,328	13,427
A03	CG	ENVIRONMENT & HOUSING	3,437,900	1,109	1,109	89,800	88,017	6,908	134,326	14,806	166,039	199,408	6,234	160,640	306,181	23,908	143,206	260,280	427,393	973,629
A03 01	CG	Advocacy, Mobilisation & Capacity (A6.1)	80,000	0	0	1,659	1,659	4,799	3,718	0	8,517	4,799	0	0	0	6,658	4,799	0	4,789	21,833
A03 02	CG	Land for Resettlement (A6.3)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
A03 03	CG	Housing Study (A10.1)	40,000	0	0	0	0	0	0	0	0	0	0	4,000	4,000	18,000	18,000	0	35,000	40,000
A03 04	CG	Resettlement (A9)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
A03 05	CG	City Greening (A10.2)	419,000	0	0	0	0	0	0	0	0	0	0	0	0	0	80,843	8,084	88,927	88,927
A03 06	CG	Environmental Health Engineer	36,000	1,109	1,109	3,326	3,326	1,109	1,109	1,109	3,326	1,109	1,234	1,109	3,451	1,109	1,109	0	2,217	12,319
A03 07	CG	Solid Waste Management (A9.5)	90,000	0	0	0	0	0	0	2,000	2,000	4,000	4,000	0	8,000	0	0	0	0	10,000
A03 08	CG	200 Core Dwellings (A7)	600,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
A03 09	CG	Construct access roads (A9.1)	1,656,000	0	0	7,855	7,855	0	0	5,713	5,713	0	0	5,713	5,713	0	0	5,713	5,713	24,984
A03 10	CG	Construct toilet facilities (A9.4)	350,000	0	0	67,269	67,269	0	129,500	1,832	131,332	0	0	1,832	131,332	0	0	1,832	1,832	331,766
A03 11	CG	Construct public stand posts (A9.6)	116,900	0	0	873	873	0	0	635	635	0	0	0	22,262	0	43,253	635	43,888	67,668
A03 12	CG	Construct drains (A9.2)	650,000	0	0	4,935	4,935	0	0	3,516	3,516	0	0	0	123,766	0	0	244,016	244,016	376,133
Z01	R	PROJECT MANAGEMENT	1,188,080	14,841	22,946	21,941	59,727	16,130	15,608	21,316	62,964	15,041	38,803	17,141	70,986	16,641	16,708	17,676	49,766	233,431
Z01 01	R	Technical Supervision and Monitoring	650,000	9,161	16,959	16,281	42,421	9,161	9,521	15,281	33,983	9,181	30,241	11,281	50,703	10,681	9,521	11,281	31,483	168,690
Z01 02	CG	Project Meetings and Presentation	8,000	0	128	0	128	0	128	375	503	0	128	0	128	0	128	375	503	1,251
Z01 03	CG	Top-up Allowances (KCC)	62,400	1,159	1,159	3,476	3,476	1,159	1,159	1,159	3,476	1,159	1,159	1,159	3,476	1,159	1,159	1,159	3,476	13,902
Z01 04	CG	KCC Support Staff	84,600	1,304	1,304	3,913	3,913	1,304	1,304	1,304	3,913	1,304	1,429	1,304	4,038	1,304	1,304	1,304	3,913	16,776
Z01 07	CG	Office Space, Equip. & Cons. (Project)	106,000	786	986	796	2,557	2,075	986	786	3,846	786	986	986	2,557	786	986	786	2,557	11,616
Z01 08	CG	Office Equip. & Cons. (KCC Divs/Depts)	4,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Z01 09	R	Balance on formulation of TFF	4,580	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Z01 21	CG	Vehicles for Project	57,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Z01 22	R	Motorcycles for KCC Divisions	16,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Z01 23	CG	Vehicle Operation and Maintenance	188,500	2,320	2,320	2,320	6,961	2,320	2,320	2,320	6,961	2,320	4,770	2,320	9,811	2,320	2,320	2,320	7,561	31,284
Z01 24	CG	Bank charges & exchange rate expenses	3,000	54	54	163	163	54	54	54	163	54	54	54	163	54	54	54	163	664
Z01 25	R	Bank charges & exchange rate expenses	2,000	37	37	110	110	37	37	37	110	37	37	37	110	37	37	37	110	438
		Total Specific Means (Results 1-3)	3,816,600	2,217	7,020	96,661	106,068	21,968	165,268	15,913	195,149	145,798	6,467	161,649	317,914	30,016	171,813	281,388	483,218	1,089,369
		Total Specific Means (Result 4)	1,188,080	14,841	22,946	21,941	59,727	16,130	15,608	21,316	62,964	15,041	38,803	17,141	70,986	16,641	16,708	17,676	49,766	233,431
		TOTAL	5,004,680	17,058	29,966	117,791	164,816	38,098	170,776	37,229	246,103	164,839	46,270	178,789	388,898	46,657	187,521	299,906	532,983	1,332,800

Table 4.1.1. Overview of expenditure as compared with financial planning (Q4 2006 and Q2 2007)

Code	Mode	Activity	Budget 5-year (Belgian)	Budget 2007 at Q4 06	Budget 2007 at Q2 07	2006		Expenditure 2007					Available balance		% actual to planned exp.		RISK Q4 2006 planning	RISK Q2 2007 planning
						Total	Q1	Q2	Q3	Q4	Total	31.12.07	Q4 06	Q2 07	Q4 2006	Q2 07	Q4 2006	Q2 2007
A01	CG	INSTITUTIONAL CAPACITY BUILDING	105,000	87,000	37,980	2	0	3,951	18,401	3,829	26,181	26,183	78,817	30	69	high	medium	
A01 01	CG	Training Needs Assessment (A1)	15,000	15,000	0	0	0	1,636	0	0	1,636	1,636	13,384	11	11	high	medium	
A01 02	R	Study Tour (A2)	30,000	30,000	22,980	2	0	2,315	18,401	0	20,716	20,718	9,282	69	90	medium	low	
A01 03	CG	Capacity Building (A3)	60,000	42,000	0	0	0	0	0	3,829	3,829	3,829	56,171	9	77	high	medium	
A02	CG	BEHAVIOURAL CHANGE	273,600	133,000	27,300	1,401	2,255	3,543	7,250	8,003	21,052	22,453	251,147	16	77	high	medium	
A02 01	CG	Baseline Survey (A4.1)	36,000	36,000	7,200	0	0	0	1,333	0	1,333	1,333	34,667	4	19	high	high	
A02 02	CG	Behavioural Change (A4.2)	150,000	75,000	0	0	0	0	1,373	1,728	3,101	3,101	146,899	4	33	high	high	
A02 03	CG	Participatory Planning Meetings (A4.3)	30,000	8,000	7,500	0	0	0	0	2,450	2,450	2,450	27,550	31	101	high	low	
A02 04	CG	Community Health Specialist	57,600	14,000	12,800	1,401	2,255	3,543	4,545	3,825	14,168	15,569	42,031	101	112	low	high	
A03	CG	ENVIRONMENT & HOUSING	3,437,900	1,719,000	207,240	3,596	2,229	5,229	17,102	6,840	31,401	34,997	3,402,903	2	15	high	high	
A03 01	CG	Advocacy, Mobilisation & Capacity (A6.1)	80,000	60,000	9,340	0	0	988	1,414	2,445	4,847	4,847	75,153	8	52	high	high	
A03 02	CG	Land for Resettlement (A6.3)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
A03 03	CG	Housing Study (A10.1)	40,000	40,000	0	0	0	0	0	0	0	0	40,000	0	0	high	high	
A03 04	CG	Resettlement (A8)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
A03 05	CG	City Greening (A10.2)	419,000	414,000	53,010	2,195	0	698	8,963	570	10,230	12,426	406,574	2	19	high	high	
A03 06	CG	Environmental Health Engineer	36,000	18,000	12,500	1,401	2,229	3,543	4,545	3,825	14,141	15,542	20,458	79	113	medium	low	
A03 07	CG	Solid Waste Management (A9.5)	90,000	43,000	6,000	0	0	0	0	0	0	0	90,000	0	0	high	high	
A03 08	CG	200 Core Dwellings (A7)	600,000	92,000	0	0	0	0	0	0	0	0	600,000	0	0	high	high	
A03 09	CG	Construct access roads (A8.1)	1,056,000	511,000	7,920	0	0	0	648	0	648	648	1,056,352	0	8	high	high	
A03 10	CG	Construct toilet facilities (A9.4)	350,000	169,000	99,750	0	0	0	1,063	0	1,063	1,063	348,937	1	1	high	high	
A03 11	CG	Construct public stand posts (A9.6)	116,900	57,000	13,850	0	0	0	0	72	0	72	116,828	0	1	high	high	
A03 12	CG	Construct drains (A9.2)	650,000	315,000	4,870	0	0	0	399	0	399	399	649,601	0	8	high	high	
Z01	R	PROJECT MANAGEMENT	1,188,080	308,000	293,960	56,804	80,802	93,267	66,495	65,075	305,639	362,442	825,638	99	104	low	low	
Z01 01	R	Technical Supervision and Monitoring	850,000	189,000	188,780	1,376	45,917	59,467	52,870	36,841	194,895	196,271	453,729	103	103	low	low	
Z01 02	CG	Project Meetings and Presentation	8,000	2,000	3,670	0	2,825	239	0	125	3,189	3,189	4,811	159	87	high	low	
Z01 03	CG	Top-up Allowances (KCC)	62,400	15,000	9,290	2,500	1,000	3,051	2,155	3,901	10,107	12,807	49,793	67	109	medium	low	
Z01 04	CG	KCC Support Staff	84,600	21,000	14,460	1,993	2,198	3,820	3,451	4,686	14,155	16,147	68,453	67	98	medium	low	
Z01 07	CG	Office Space, Equip. & Cons. (Project)	108,000	20,000	36,220	1,430	11,275	21,389	3,958	9,476	46,098	47,528	60,472	230	127	high	low	
Z01 08	CG	Office Equip. & Cons. (KCC Divs/Depts)	4,000	1,000	4,000	0	0	0	0	6,405	6,405	6,405	-2,405	640	160	high	high	
Z01 09	R	Balance on formulation of TFF	4,560	0	0	0	0	0	0	18	18	18	4,562	-	-	-	-	
Z01 21	CG	Vehicles for Project	57,000	10,000	0	48,272	0	0	0	0	0	48,272	8,728	0	0	high	low	
Z01 22	R	Motorcycles for KCC Divisions	16,000	2,000	15,000	0	15,000	0	419	15,419	15,419	15,419	581	771	103	high	low	
Z01 23	CG	Vehicle Operation and Maintenance	198,500	48,000	21,790	1,248	2,580	5,297	4,126	3,164	15,167	16,415	172,085	32	70	high	low	
Z01 24	CG	Bank charges & exchange rate expenses	3,000	0	3,450	-14	0	2	75	26	103	89	2,911	23	23	high	high	
Z01 25	R	Bank charges & exchange rate expenses	2,000	0	300	-1	7	1	61	13	82	81	1,919	27	27	high	high	
		Total Specific Means (Results 1-3)	3,816,500	1,939,000	272,520	4,999	4,485	12,723	42,754	18,672	78,633	83,632	3,732,868	4	29	high	high	
		Total General Means (Result 4)	1,188,080	308,000	293,960	56,804	80,802	93,267	66,495	65,075	305,639	362,442	825,638	99	104	low	low	
		TOTAL	5,004,580	2,247,000	566,480	61,803	85,287	105,990	109,249	83,746	384,272	446,075	4,558,505	17	68	high	medium	

Efficiency refers to the way in which the resources of the cooperation intervention are converted through the project activities into the expected results

To be completed by the Project

1 Facts about the result indicators:

	% expected realisation	actual % of realisation	difference*
R1-I1	100	0	100
R1-I2	100	100	0
R1-I3	0	0	0
R2-I1	100	0	100
R2-I2	0	0	0
R2-I3	0	0	0
R3-I1	0	0	0
R3-I2	0	0	0
R3-I3	0	0	0
R3-I4	0	0	0
R3-I5	0	0	0
R3-I6	0	0	0
R3-I7	0	0	0
R3-I8	0	0	0
R3-I9	0	0	0
R3-I10	0	0	0
R3-I11	0	0	0
R3-I12	0	0	0
R3-I13	0	0	0
R3-I14	10	0	10
R3-I15	10	0	10
R4-I1	100	100	0
R4-I2	0	0	0
R4-I3	0	0	0
R4-I4	0	0	0
R4-I5	100	100	0
R4-I6	0	0	0
R4-I7	0	0	0
R4-I8	0	0	0

\* (% expected realisation - actual % of realisation)

2 Achievements of the results referring to the indicators

- Are these indicators formulated in a smart way? **NO**
- Are all indicators monitored? **YES**
- Is there a baseline to compare with for each indicator? **NO**

	Yes	No	NA
Are these indicators formulated in a smart way? <b>NO</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are all indicators monitored? <b>YES</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is there a baseline to compare with for each indicator? <b>NO</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3 Facts about activities:

	Implementation is on schedule	Implementation is delayed	Implementation is in advance	Explanation
for Result 1		X		National public procurement process
for Result 2		X		National public procurement process
for Result 3		X		National public procurement process
for Result 4	X			n/a

4 The activities are implemented as planned

- Some activities will need more time to be completed **NO**
- Some activities can be implemented within a shorter period of time **YES**
- Any occurred delay will be caught-up before the project ends **YES**
- Detected deviations will influence seriously the achievement of results **NO**

	Yes	No	NA
Some activities will need more time to be completed <b>NO</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Some activities can be implemented within a shorter period of time <b>YES</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any occurred delay will be caught-up before the project ends <b>YES</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Detected deviations will influence seriously the achievement of results <b>NO</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. The general quality of the project activities is perceived as:

- satisfactory
- sufficient
- problematic

6 Do activities contribute to reach the planned results ? **YES**  
If not, explain why:

7. Is it possible to plan the activities in a more optimal way ? **NO**  
If so, explain how:

8 Facts about the expenses:	% of total budget	% of annual budget	date of latest adjustment	Explanation	% of financial planning year X
for Result 1	25	69	29.05.07	National public procurement process	National public procurement process
for Result 2	8	77	29.05.07	National public procurement process	National public procurement process
for Result 3	1	15	29.05.07	National public procurement process	National public procurement process
for Result 4	31	104	29.05.07		n/a
Total budget	5.004.580				

	Yes	No	NA
--	-----	----	----

9. Financial resources are managed as planned

- Some estimated costs are not sufficient, extra resources are needed **NO**
- Important financial means remain, they need to be replanned **YES**
- Some financial risks have been identified regarding expenses (crédits...) **YES**
- Defected financial risks are under control **YES**
- Activities could be implemented with less financial resources **NO**
- Partner contribution in financial terms is respected **NO**

10. Is it possible to manage financial resources in a more optimal way? **YES**

If so, explain how: **Implement all management and financial procedures stated in the project's Financial Manual**

11. Human resources are managed as planned

- The project staff is complete **YES**
- The project staff is not stable **NO**
- The planned personnel is not sufficient, extra resources are needed **NO**
- Some personnel execute tasks not conform to their job description **NO**
- Activities could be implemented with less human **NO**
- There is a gender balance within the project staff **YES**

12. Is it possible to manage human resources in a more optimal way? **YES**

If so, explain how: **More appropriate performance based payment for Focal Persons**

13. Goods and equipment are managed as planned

- The equipment is inventorised and insured **YES**
- Important amounts of goods will not be **NO**
- Insufficient goods and equipment, extra resources are needed **NO**
- Some equipment or goods are not adapted to local conditions/use **NO**

14. Is it possible to manage goods and equipment in a more optimal way? **YES**

If so, explain how: **Implement vehicle management as per Financial Manual**

15. The organisational structure of the project is perceived as:

- satisfactory
- sufficient
- problematic

17. Have unexpected problems regarding the planning been solved? **Yes**

If so, explain how the planning has been adapted: **Re-scheduling of activities+A10**

16. Can the efficiency of the project be improved? **YES**

If so, explain how: 1. Implement all management and financial procedures stated in the project's Financial Manual; 2. designate Project Manager as signatory to UGX co-management account; 3. prepare staff salary proposal based on outcome of BTC global salary survey; 4. develop more appropriate framework for Focal Persons; and 5. improve efficiency of public procurement process

<b>Lessons learned</b>	Ensure Technical Assistant starts on day 1 and not during month 6 as on this project
<b>Best practices</b>	Too early to state
<b>Recommendations</b>	NA

Effectiveness assesses if the results of the project are delivered and if they contribute to the achievement of the specific objective. It investigates if the occurred changes within the project area are caused by the project. It also assesses if the beneficiaries use the results delivered by the project

To be completed by the project		Yes	No	NA
1 Concerning the indicators of the specific objective:				
Are there any indicators for the specific objective ? <b>NO</b>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are the indicators of the specific objective smart ? <b>NA</b>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are the indicators of the specific objective monitored ? <b>NA</b>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is there a base-line to be compared with ? <b>NO</b>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2 Are the indicators of the specific objective reached ?				
	<b>% expected realisation</b>	<b>actual % of realisation</b>	<b>difference*</b>	
Indicator 1	0	0	0	
Indicator 2	0	0	0	
Indicator 3	0	0	0	
Indicator 4	0	0	0	
* (% expected realisation - actual % of realisation)				
3 Will the specific objective be realised purely thanks to the results delivered ? <b>YES</b>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4 Are there any side effects caused by the results ? <b>NO</b>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If there are any side effects, do they influence the specific objective ?				
<input type="checkbox"/> in a positive way		<input type="checkbox"/> in a negative way		
5 Are there any external factors influencing the specific objective ? <b>NO</b>				
<input type="checkbox"/> in a positive way		<input type="checkbox"/> in a negative way		
6 What are the characteristics of the beneficiaries involved in the project ? <b>Poor urban slum dwellers, landlords, local council leadership</b>				
7 The groups who are (or who will be) benefiting from the specific objective are: <b>intended</b>				
8 Do the beneficiaries have access to the results delivered by the project ? <b>NA</b>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If not, explain why (for the results in question): <b>Project still in planning phase</b>				
9 Are the beneficiaries using the results delivered by the project ? <b>NA</b>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If not, explain why (for the results in question):				
10 Are the beneficiaries satisfied with the results delivered by the project ? <b>NA</b>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If not explain why:				

11. Is the project implementation responding to:  
 - the problems of the beneficiaries **YES**  
 - the priorities of the beneficiaries **YES**

12 Do the proposed solutions solve the problems of the beneficiaries ? **YES**

<b>Lessons learned</b>	Too early to state
<b>Best practices</b>	Too early to state
<b>Recommendations</b>	NA

Sustainability refers to the likelihood that the benefits from a development cooperation intervention will be maintained and reproduced after the withdrawal of donor support.

To be completed by the project	Yes	No	NA
1. Is the partner institution participating actively in:			
reporting	NO <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
decision-making	YES <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
planning of activities	NO <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
financial management	NO <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
implementing the project	YES <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
monitoring and evaluation	NO <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
human resource management	NO <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
management of material resources	NO <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Are resources and capacities available for the maintenance and reproduction of the results ?			
Human resources	NA <input type="checkbox"/>		
Financial resources	NA <input type="checkbox"/>		
Equipment	NA <input type="checkbox"/>		
3. Is the partner institution taking the necessary dispositions to take over the project ?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NA			
4. Is there a plan for the integration of the project in the partner institution	NO <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If so, explain. <b>Project has a fixed term PMU established but not integrated within KCC</b>			
5. Is the project providing institutional training for the partner institutions ?	YES <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Is the trained personnel staying in place ?	<b>Training not yet conducted</b> <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Is the project providing capacity building for organisations regarding ?			
Management of systems	YES <input type="checkbox"/>		
Process management	YES <input type="checkbox"/>		
Transfer of knowledge	YES <input type="checkbox"/>		
Networking	YES <input type="checkbox"/>		
8. Is the project providing the necessary capacity building for individuals regarding ?			
Transfer of knowledge	YES <input type="checkbox"/>		
Exchange of experiences	YES <input type="checkbox"/>		
Exchange of values	YES <input type="checkbox"/>		
Empowerment	YES <input type="checkbox"/>		
Networking	YES <input type="checkbox"/>		
9. Is the project supported by the following local institutions ?			
Political institutions	YES <input type="checkbox"/>		
Partner institutions	YES <input type="checkbox"/>		
Civil society institutions	NO <input type="checkbox"/>		
Cultural institutions (religious, ethnic, traditional...)	NO <input type="checkbox"/>		



10. Are the aid modalities strengthening the sustainability ? **NO**

11. Are the execution modalities strengthening the sustainability **NO**

12. Is the project contributing to the sustainability in following dimensions ?

Political **NO**

Social **YES**

Institutional **YES**

Organisational **YES**

Cultural **NO**

Economic **YES**

Technical **YES**

13. Is the project linked to donor conditions ? **YES**

If so: are these conditions deducted from national strategies ?

14. Is the project respecting the principle of untied aid ? **YES**

15. Is the Partner Institution respecting its contribution ? **NO**

Remarks

<b>Project:</b>	Kampala Integrated Environmental Planning and Management Project
<b>Country:</b>	Uganda
<b>Navision code:</b>	UGA0500811
<b>GEO advisor:</b>	Rudi Poulussen
<b>Year:</b>	2008
<b>Meeting JLCB:</b>	20.02.08

<b>To be completed by the Project</b>	<b>Yes</b>	<b>No</b>	<b>NA</b>
1. Is the Follow-up memo dispatched to the concerned parties ?		X	
2. Are there any risks that should be taken into account ?	X		
3. Are the responsables for the follow-up of the recommendations assigned ?	X		
4. Is the new planning of the activities distributed to the concerned parties ?	X		
5. Ifs the new financial planning distributed to the concerned parties ?	X		
6. Is the new logical framework distributed to the concerned parteis ?			X
7. Has the FIT been adopted ?	X		
<b>Please give your additional comments:</b>	Question 1 KCC Representative (Project Manager) has not yet signed minutes of Steering Committee meeting, while all other members have Question 2. Option of constructing roads in parallel with drainage and subsequent future major revision of Financial Planning in 08Q2 and/or 08Q3		

**Project:** Kampala Integrated Environmental Planning and Management Project  
**Country:** Uganda  
**Navision code:** UGA0500811  
**GEO advisor:** Rudi Poulussen  
**Year:** 2008  
**Meeting JLCB:** 20.02.08

**To be completed by the Project**

1. Is the activity calendar respected ?

Delay   
 In time   
 In advance

deviation in months

-9; -6; -3; 0; +3; +6; +9

-3

2. What is the realisation degree for the indicators ?

Result 1

Indicator 1

100

0

100

Indicator 2

100

100

0

Indicator 3

0

0

0

Result 2

Indicator 1

100

0

100

Indicator 2

0

0

0

Indicator 3

0

0

0

Result 3

Indicator 1

0

0

0

Indicator 2

0

0

0

Indicator 3

0

0

0

Indicator 4

0

0

0

Indicator 5

0

0

0

Indicator 6

0

0

0

Indicator 7

0

0

0

Indicator 8

0

0

0

Indicator 9

0

0

0

Indicator 10

0

0

0

Indicator 11

0

0

0

Indicator 12

0

0

0

Indicator 13

0

0

0

Indicator 14

10

0

10

Indicator 15

10

0

10

Result 4

Indicator 1

100

100

0

Indicator 2

0

0

0

Indicator 3

0

0

0

Indicator 4

0

0

0

Indicator 5

100

100

0

Indicator 6

0

0

0

Indicator 7

0

0

0

Indicator 8

0

0

0

**A. ASSESSMENT OF THE CRITERIA**1. Assess **relevance**

A= the project is relevant. maintain the efforts

A

B= the project is relevant. intensify the efforts  
C= measures should be taken to enhance the relevance  
D= the project is not relevant. measures should be taken  
NA= the criterion 'relevance' has not been assessed

Measures to take: Not Applicable

2. Assess **efficiency**

C

A= the project is efficient. maintain the efforts  
B= the project is efficient. intensify the efforts  
C= measures should be taken to enhance the efficiency  
D= the project is not efficient. measures should be taken  
NA= the criterion "efficiency" has not been assessed

Measures to take: 1. implement all management and financial procedures stated in the project's Financial Manual; 2. delegate Project Manager as signatory to UGX co-management account; 3. prepare staff salary proposal based on outcome of BTC global salary survey; 4. develop more appropriate framework for Focal Persons; and 5. improve efficiency of public procurement process.

3. Assess **effectiveness**

C

A= the project is effective. maintain the efforts  
B= the project is effective. intensify the efforts  
C= measures should be taken to enhance the effectiveness  
D= the project is not effective. measures should be taken  
NA= the criterion "effectiveness" has not been assessed

Measures to take: Develop proposal (through Design Consultant) for improvement of access roads using a tarmac surface

Comments

10.9 Public contracts (to 31<sup>st</sup> December 2007)

Mode	Type	Activity	Consultant/ Contractor	Price ex. VAT (UGX)	Started	Finished
CG	Supply	Project vehicles (2 no.)	IAPSO-UNDP	*112,285,280	27.10.06	28.05.07
R	Service	Developing financial and management procedures	Martin Path and Associates	10,190,000	04.12.06	22.10.07
CG	Supply	Furniture for project office	Dezy Business Systems Limited	25,142,797	06.12.06	12.03.07
CG	Supply	Equipment for project office	Computer Point Limited	35,594,909	18.12.06	21.05.07
R	Supply	Project motorcycles (4 no.)	Honda Uganda Ltd	**35,274,900	15.01.07	05.12.07
R	Supply	Computer for TA	RAPS	3,690,000	30.01.07	25.01.07
R	Supply	Vehicle for TA	Motorcare Uganda Ltd	***57,457,809	13.02.07	29.05.07
R	Service	Assessment of project accountant	Carr, Stanyer, Sims & Co.	840,000	19.02.07	14.03.07
R	Service	Interviewing for new project accountant	Carr, Stanyer, Sims & Co.	2,500,000	06.03.07	30.04.07
CG	Service	City Greening study	Infrastructure Design Forum	24,970,000	30.04.07	In progress

Mode	Type	Activity	Consultant/ Contractor	Price ex. VAT (UGX)	Started	Finished
CG	Service	KIEMP website	Solutions for Business Limited	6,670,000	30.04.07	In progress
R	Service	Recruitment of new project accountant	Carr, Stanyer, Sims & Co.	5,000,000	08.06.07	20.9.07
R	Service	Provision of accounting services	Richard Aboke	1,000,000	18.06.07	17.08.07
CG	Supply	Generator for project office	Crown Engineering	7,205,551	08.08.07	16.10.07
CG	Supply	Equipment for KCC Divisions	Computer Vision	18,115,000	30.08.07	16.10.07
CG	Supply	Furniture for KCC Divisions	Nina Interiors Ltd	2,949,153	30.08.07	28.11.07

Note: Exchange rate (mid-rate)

\* EUR: UGX 2,328.31 on 11.11.06

\*\* EUR: UGX 2,351.53 on 16.01.07

\*\*\* EUR: UGX 2,323.88 on 13.02.07