



**CTB**

**AGENCE BELGE  
DE DÉVELOPPEMENT**

**ANNUAL REPORT 2010  
KAMPALA INTEGRATED  
ENVIRONMENTAL PLANNING AND  
MANAGEMENT PROJECT (KIEMP)**

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## List of Abbreviations

BTC	Belgian development agency
CBO	community based organisation
CIDI	Community Integrated Development Initiatives
CSO	civil society organisation
DCI	Development Consultants International
EUR	Euro
GOU	Government of Uganda
HQ	Headquarters
IEC	information, education, and communication
KIEMP	Kampala Integrated Environmental Planning and Management Project
LC	Local Council
MDG	Millennium Development Goal
MoFPED	Ministry of Finance, Planning and Economic Development
MoLG	Ministry of Local Government
MoU	memorandums of understanding
MTR	Mid-Term Review
NEMA	National Environment Management Authority
NGO	non governmental organisation
NWSC	National Water and Sewerage Corporation
PDC	Parish Development Committee
PMT	Project Management Team
SNF	Sustainable Neighbourhood in Focus
TFF	Technical and Financial File
TNA	Training Needs Assessment
UGX	Uganda shillings
UN-HABITAT	United Nations Human Settlements Programme
UNDP	United Nations Development Programme
VHT	village health team

# 1 Project form

<b>Funding agencies</b>	Ministry of Local Government (MoLG) Kampala City Council (KCC) Belgian Development Cooperation
<b>Executing agencies</b>	Kampala City Council (KCC) Belgian development agency, BTC
<b>With participation of</b>	Local communities, community based organisations (CBOs), non-governmental organisations (NGOs) 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 improve the quality of life of poor communities in the 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)
- Annual Report 2007 (February 2008)
- Annual Report 2008 (February 2009)
- Execution/Progress Report 2009 (December 2009)
- Annual Report 2009 (February 2010)
- Execution/Progress Report 2010 (December 2010)

## Key contacts

Project Manager:	Eng. Emmanuel Kizito
Technical Advisor:	Dr Michael Majale

## 2 Summary

The general objective is to improve the quality of life of poor communities in the suburbs of Kampala.

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

To realise the above objectives, the Project must achieve the following positive results:

1. Strengthened institutional capacities of Kampala City Council in environmental planning and management.
2. Improved behavioural change of slum communities on the use and maintenance of the local infrastructure in the project area.
3. Improved environmental and housing conditions in the project area.

### 2.1 Analysis of the intervention

Intervention logic	Efficiency	Effectiveness	Sustainability
<b>Specific objective:</b> to enhance environmental planning and management in the poor suburbs of Kampala City Council.	B	B	B
<b>Result 1:</b> Strengthened institutional capacities of Kampala City Council	B	B	B
<b>Result 2:</b> Behavioural change of slum communities on the use and maintenance of the local infrastructure have improved in the project area	C	C	B
<b>Result 3:</b> Improved environmental and housing conditions have in the project area	B	B	B
<b>Result 4:</b> The project is efficiently managed	B	B	B

Budget (EUR)	Expenditure per year (EUR)		Total expenditure to year N (EUR)	Balance of the budget EUR	Execution rate %
5,004,581	2007	384,272	446,074	4,558,507	9
5,004,581	2008	691,916	1,137,990	3,866,591	23
5,004,581	2009	1,793,142	2,931,132	2,073,449	57
5,004,581	2010	639,755	3,570,866	1,433,695	71

### 2.2 Key points

Overall, the Project has made significant progress towards achievement of both the specific object, which is “to enhance environmental planning and management in the poor suburbs of Kampala City Council”, and the general objective, which is “to improve the quality of life of poor communities in the suburbs of Kampala”. This has been through the efforts of the Project Management Team (PMT) which, despite changes in key personnel including the Project Manager, Technical Advisor, Community Health Specialist and Project Account, has continued to efficiently and effectively manage the implementation of project activities.

Furthermore, the PMT has made significant progress towards mainstreaming the Project within KCC, in particular by engaging with key technical and political KCC staff at both the district and division levels.

## 2.3 Lessons learned and recommendations

Recommendation	Source	Who	Deadline
KCC Capacity Building Coordinators and qualified staff at the district and division levels should play a leading role in capacity building programmes.	3.3.5	KCC	(In future)
CBOs should be used to sensitise and mobilise local communities about project activities; and also as change agents.	3.4.3	PMT	Q1-2011
Pre-paid public water standposts should be installed in future slum upgrading projects.	3.5.1	KCC	Q2-2011

Lesson learned	Public	Capitalisation in the project cycle
Study tours are an effective means of capacity development at the institutional level, as well as at the community level.	Project, Partner	Formulation; implementation.
Having KCC take the lead in the development and delivery of the capacity building training programme has provided an opportunity to build the capacity of KCC staff at the division and local levels, as well as the institutional capacity of KCC to conduct capacity building trainings.	Project, partner; Representation; BTC HQ	Formulation; implementation
CBOs can be very effective in sensitising and mobilising local communities; and can also be effective change agents.	Project; partners; Representation	Planning/ identification/ formulation/ implementation
Pre-paid public water standposts are an effective and sustainable way to improve access to safe water supply in slums.	KCC, GOU, BTC	Formulation; implementation.

### 3 Evolution of the context

There were a number of events and developments in 2010 that influenced the progress of the intervention.

In Q3-2010, there was a major institutional problem within KCC. This affected the Office of the Town Clerk who, together with the BTC Resident Representative, is a Project Co-Director. This had a limited adverse effect on the flow of funds, as the Town Clerk is a signatory on both the Cogest EUR account and the Cogest UGX account. However, the Deputy Town Clerk is also a signatory on the latter; thus most of the regular financial transactions were able to be carried out. Nevertheless, implementation of some project activities was delayed as a result.

However, KCC Contracts Committee was not sitting owing to the on-going institutional problems, and this delayed a number of procurements, in particular those for the greening works.

Following the recommendations of the Mid-Term Review (MTR) conducted in August 2009, the Project embarked on a comprehensive refocusing and strategic planning exercise, and also a budget modification. This had significant implications for the activity/work plan and financial planning, in particular:

- A01 03 Capacity Building;
- A03 05 City Greening;
- A03 07 Solid Waste Management; and
- A03 08 Core dwellings (200).

The proposals for refocusing of the project and the budget modification were approved by the Steering Committee meeting of 20th April 2010. This led to significant delays in the implementation of activities under these result areas.



## 4 Analysis of the intervention

### 4.1 Institutional anchoring and execution modalities

**Score: A**

The project is being implemented by Kampala City Council (KCC) in partnership with BTC, through the co-management (Cogestion or Cogest) organizational model.

The Project has two co-directors—the KCC Town Clerk and the BTC Resident Representative—who jointly supervise the overall implementation of the Project, the use of its resources and approve the expenses. However, the KCC Deputy Town Clerk is also a designated signatory to the UGX Cogest (co-managed) account. This has substantially improved efficiency, and also helped significantly in the institutional anchoring and mainstreaming of the Project within KCC.

The Project Manager (an employee of KCC approved by BTC) and Technical Advisor (an employee of BTC approved by KCC) are jointly responsible for the day-to-day technical, administrative and financial execution of the project, including the management of the technical and administrative support team—the Project Management Team (PMT)—and management of the UGX Cogest account; and the overall development, management and reporting activities of the Project. Both are based in the KIEMP Project Office which is located within the KCC Town Hall Building.

The Project Steering Committee is chaired by a representative of the Ministry of Local Government (MoLG) which is mandated to, *inter alia*, inspect, monitor, and where necessary offer technical advice/assistance, support supervision and training to all Local Governments; and to act as liaison/linkage ministry with respect to other central government ministries and departments, parastatals, private sector, regional and international organizations. Other members of the Steering Committee include representatives of the Ministry of Finance, Planning and Economic Development (MoFPED), the National Environment Management Authority (NEMA) and KCC. The chairmen of the three divisions in which the project is working (Central, Kawempe and Makindye) are also invited to attend Steering Committee meetings.

In addition to proactive efforts to mainstream the project within KCC, the Project has successfully extended relationships to other key government ministries and departments, in particular the Department of Housing Development and Estates Management and Department of Urban Development in the Ministry of Lands, Housing and Urban Development. The Project is also been actively seeking to forge strategic alliances with other development partners, including Cities Alliance, UN-HABITAT, World Bank and associated initiatives and projects, such as the Sustainable Neighbourhood in Focus (SNF-Kampala) project.

The recent passing and implementation of the Kampala City Bill may affect implementation of project activities, in particular owing to changes in the institutional structure and governance of KCC. In this regard, the Project is carefully monitoring progress towards implementation of the Bill, in particular through the Office of the Town Clerk.

## 4.2 Specific objective

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

### 4.2.1 Indicators

Specific objective: to enhance environmental planning and management in the poor suburbs of Kampala City Council					Progress: B
Indicators	E	G	Baseline	Progress year 2010	Comments
Strengthened institutional capacities of Kampala City Council	X	X	0		The three study tours that have been conducted, and the decision to have KCC take the lead in the capacity building programme have contributed significantly towards the achievement of this result area.
Behavioural change of slum communities on the use and maintenance of the local infrastructure have improved in the project area	X	X	0		Implementation of a number of activities towards the achievement of this result area is 5-6 months behind schedule owing to poor performance on the part of the Consultant.
Improved environmental and housing conditions have in the project area	X	X	0		The infrastructure works completed to date have contributed significantly towards the achievement of this result area.

### 4.2.2 Analysis of progress made

Overall, Progress towards achievement of the specific objective is satisfactory.

Significant progress has been made in all four result areas, as detailed below. In particular, the proactive engagement of KCC, and the decision to have capacity building coordinators and qualified KCC staff at the district and division levels take the lead in the capacity building training programme under Result Area 1, has contributed significantly towards strengthening the institutional capacity of KCC in environmental planning and management; and hence enhancing environmental planning and management in the poor suburbs of KCC. The involvement of the division engineers in the design and supervision of the additional roads and drainage works, and the engagement of the division agricultural and environmental officers has also been significant in this regard.

The three study tours have proven to be an effective means of capacity development at the institutional level, as well as at the community level. They have also shown that if lessons learned from study tours are to be effectively implemented at the local/community level, it is important that local community leaders and members are among the participants. Furthermore, peer-to-peer learning, especially with respect to slum upgrading, environmental improvement and poverty reduction initiatives is an effective and appropriate way to share information, knowledge and experience and to learn from each other.

Having KCC take the lead in the development and delivery of the capacity building training programme has resulted in a comprehensive job-oriented, hands-on training programme, with individual training modules and follow-up activities well focused on strengthening institutional capacities of KCC in terms of environmental planning and management. The training programme is also very well aligned and consistent with KCC's overall capacity building programme.

The approach adopted for the capacity building training programme has provided an opportunity to not only build the capacity of lower-cadre KCC staff at the division and local levels, but also to build the institutional capacity of KCC to conduct capacity building trainings. Indeed, an important lesson learned is that competency and proficiency levels in identifying and organizing content for training programmes varies among higher cadre staff. Hence, it is recommended that this approach be adopted and improved upon in future capacity building programmes.

Progress under Result Area 2, *Behavioural change of slum communities on the use and maintenance of the local infrastructure have improved in the project area*, has been largely unsatisfactory due to the poor performance of the consultant contracted to provide the behavioural change consultancy services. Indeed, the PMT has been compelled to take a number of measures to address the situation as detailed below. However, the community based organisations (CBOs) with which the Project has signed memorandums of understanding (MoUs) to carry out social mobilisation activities under Result Area 3, *Environmental and housing conditions have improved in the slum areas*, have proven to be very effective behavioural change agents.

### 4.2.3 Risks and Assumptions

Risk/Assumption from TFF	Mitigation measures	Current level
Local people will adopt initiatives for household income generation.	Community sensitisation and mobilisation.	B
People are willing to change behaviour.	Community sensitisation and mobilisation.	B
People are willing to relocate.	Community sensitisation.	B
Political support.	Lobbying and advocacy; proactive engagement of politicians and senior decision makers at the national and local levels	B
Resettlement.	Community sensitisation.	B
Local Participation in project activities.	Community sensitisation and mobilisation.	B

### 4.2.4 Quality criteria

	Score	Comments
<b>Effectiveness</b>	C	The poor performance of the consultant providing the behavioural change consultancy services has led to implementation of key activities falling significantly behind schedule, which has slowed progress towards achievement of the specific objective.
<b>Efficiency</b>	B	Overall, project funds have been utilised efficiently and economically in accordance with sound financial management, as supported by the audit reports.
<b>Sustainability</b>	B	The strategic decision taken with regard to the study tour participants and the KCC capacity building programme will respectively increase the likelihood of lessons learned from the study tours being implemented in the slum areas, and the training being applied on the job by KCC staff at the local level.
<b>Relevance</b>	B	Environmental planning and management is a priority for both government and KCC; and the project is consistent with the National Slum Upgrading Strategy which is expected to benefit the urban poor living in slums in Kampala.

### 4.2.5 Impact

The specific objective of the project—*to enhance environmental planning and management in the poor suburbs of Kampala City Council*—is consistent with the National Slum Upgrading Strategy, which is designed as a direct response to MDG 7, Target 11 which recognizes that slums are a development issue that needs to be faced through coordinated policies and actions related to slum-upgrading. According to the National Slum Upgrading Strategy (p. v), *“Uganda is targeting to uplift the lives of at least one million people by the year 2020 through implementing the developed slum upgrading strategy and action plan.”* And the general objective of the project is *“to improve the quality of life of poor communities in the suburbs of Kampala.”*

The implementation of the project activities under the three above result areas will contribute positively towards the achievement of the above sectoral objectives; and the expected impact in terms of improving environmental and housing conditions in the project area will be realised.

## 4.2.6 Lessons learned and recommendations

Decisions	Source	Who	Time	Status
Conduct a third study to Nairobi and Mombasa cities in Kenya.	3.3.3	PMT	Q4	Done
KCC to take the lead in the development and delivery of the capacity building training programme	3.3.3	PMT	Q4-2009	On-going
Use CBOs to raise awareness on environmental health and operation & maintenance of infrastructure works	3.4.3	PMT	Q1-2011	On-going
Pre-paid public water standposts were installed instead of conventional communal standposts/ taps.	3.5.1	PMT	Q4-2009	Done

Recommendation	Source	Who	Deadline
KCC Capacity Building Coordinators and qualified staff at the district and division levels should play a leading role in capacity building programmes.	3.3.5	KCC	(In future)
CBOs should be used to sensitise and mobilise local communities about project activities; and also as change agents.	3.4.3	PMT	Q1-2011
Pre-paid public water standposts should be installed in future slum upgrading projects.	3.5.1	KCC	Q2-2011

Lesson learned	Public	Capitalisation in the project cycle
Study tours are an effective means of capacity development at the institutional level, as well as at the community level.	Project, Partner	Formulation; implementation.
Having KCC take the lead in the development and delivery of the capacity building training programme has provided an opportunity to build the capacity of KCC staff at the division and local levels, as well as the institutional capacity of KCC to conduct capacity building trainings.	Project, partner; Representation; BTC HQ	Formulation; implementation
CBOs can be very effective in sensitising and mobilising local communities; and can also be effective change agents.	Project; partners; Representation	Planning/ identification/ formulation/ implementation
Pre-paid public water standposts are an effective and sustainable way to improve access to safe water supply in slums.	KCC, GOU, BTC	Formulation; implementation.

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

### 4.3.1 Indicators

<b>Result:</b> Strengthened institutional capacities of KCC in terms of environmental planning & management					Progress <b>B</b>
<b>Indicators</b>	<b>E</b>	<b>G</b>	<b>Baseline</b>	<b>Progress 2010</b>	<b>Comments</b>
1 Training Needs Assessment (TNA) Report			0	N/A	The TNA report was completed in Nov. 2008.
1 Needs identified			0	N/A	The TNA report informed the development of training modules.
1 study tour made with 10 KCC staff		X	0	A	A third study tour was conducted to Kenya in November 2010
# of staff trained by type of training (fill in after TNA)		X	0	C	Only 1 of the 7 planned training modules was conducted in Nov. 2010

### 4.3.2 Evaluation of activities

Activities	Progress:				Comments(only if the value is -)
	++	+	+/-	-	
A1 Training Needs Assessment (division and local levels)		X			
A2. Study tours for KCC staff (HQs & divisions) in countries with similar problems.	X				
A3 Capacity building for KCC technical staff focusing on division and local level			X		

### 4.3.3 Analysis of progress made

Overall, progress in implementation of activities towards achievement of Result Area 1 is satisfactory.

It was initially planned to have one study tour for 10 KCC staff. But following the success of the first study tour to Ho Chi Minh City in Vietnam in June 2007, two additional successful study tours have been conducted. The second was to Kitale and Nakuru municipalities in Kenya in December 2008; and the third to Nairobi and Mombasa cities, also in Kenya, in November 2010. Participants in the second and third study tours included local community members who are very important to the sustainability of project interventions.

Implementation of “A.3 Capacity building for KCC technical staff focusing on division and local level” has however experienced delays. This is due to the decision to have KCC Capacity Building Coordinators and qualified staff at the district and division levels take the lead in the development and delivery of the capacity building training programme.

The decision to have KCC take the lead in the development and delivery of the capacity building programme has provided an opportunity to not only build the capacity of lower-cadre KCC staff at the division and local levels, but also to build the institutional capacity of KCC to take ownership of and conduct capacity building trainings. Furthermore, this approach has ensured that the capacity building trainings are aligned and consistent with KCC’s overall capacity building programme.

As the training programme is aimed at strengthening the institutional capacities of KCC in terms of environmental planning and management, environmental issues are comprehensively addressed—in particular the “brown agenda”—in the individual training modules.

Gender considerations have been taken into account in identifying participants for both the study tours and capacity building trainings. And module leaders/coordinators were specifically asked to ensure that gender issues are integrated and explicitly addressed in their training modules.

### 4.3.4 Risks and Assumptions

Activity	Risk/Assumption from TFF	Risk/Assumption during implementation	Mitigation measures	Current level
A1 Training Needs Assessment (division and local levels).*	Technical staff is willing to train.	–	–	–
A2. Study tours for KCC staff (HQs & divisions) in countries with similar problems.*	Technical staff is willing to put into practice what has been learnt.	–	–	–
A3 Capacity building for KCC technical staff focusing on division and local level.	Technical staff is willing to train.	KCC coordinators/ module leaders fail to deliver in accordance with proposals.	PMT is working closely with capacity building coordinators at the district and division levels.	B

\* Activity complete

A = weak

B = moderate

C = high

D = very High

The decision to have KCC take the lead in the development and delivery of the capacity building programme resulted in another very significant risk, which is that the key staff from KCC departments and divisions who are co-ordinating and leading the training modules fail to deliver the same in accordance with the proposals they submitted.

To mitigate this risk, the PMT has been working closely with the key staff from KCC departments and divisions who are co-ordinating and leading the training modules; and more specifically with the District Capacity Building Coordinator and the three respective Division Capacity Building Coordinators. Hence, the current level of risk is “B – moderate”

### 4.3.5 Quality criteria

Activity	Criterion	Score	Comments
A1 Training Needs Assessment (division and local levels)*	Effectiveness	B	The TNA was carried out and completed successfully.
	Efficiency	B	The consultant submitted a comprehensive report.
	Sustainability	B	The TNA report has informed the capacity building programme the project is implementing, which is intended to be replicated.
	Relevance	A	The capacity building programme is aligned and consistent with the KCC capacity building programme.
A2. Study tours for KCC staff (HQs & divisions) in countries with similar problems.*	Effectiveness	A	Three study tours have been successfully conducted.
	Efficiency	A	Visiting a neighbouring country (Kenya) has enabled more KCC staff and beneficiaries to participate.
	Sustainability	B	Beneficiaries from the project parishes are expected to implement the lessons learned.
	Relevance	A	The project is in line with the National Slum Upgrading Strategy.
A3 Capacity building for KCC technical staff focusing on division and local level	Effectiveness	B	The training programme is about 3 months behind schedule, but now on track for completion.
	Efficiency	A	KCC staff rather than consultants are conducting the training programme.
	Sustainability	B	The emphasis is on relevant and pertinent job-oriented hands-on training and skills development.
	Relevance	A	The training is aligned and consistent with the KCC capacity building programme.

- Score:
- A Very satisfactory : no extra effort is necessary
  - B Satisfactory : efforts have to be reinforced
  - C Unsatisfactory : measures should be taken
  - D Very unsatisfactory : measures are necessary
  - X Criteria has not been assessed

### 4.3.6 Budget execution

Budget lines “A01.01 Training Needs Assessment (division and local levels)” and “A01.02 Study tours for KCC staff (HQs & divisions) in countries with similar problems” have been fully expended (100% and 98% respectively) as shown in Annex 03.

However, only 40% of budget line “A01.03 Capacity building for KCC technical staff focusing on division and local level” had been expended by 31/12/2010. This is due to delays in the implementation of the capacity building training modules which have occurred as a result of the decision to have KCC take the lead in the development and delivery of the capacity building programme. But it is expected that the budget will be fully expended by the end of Q2-2011.

### 4.3.7 Lessons learned and recommendations

Decisions	Source	Who	Time	Status
Conduct a third study to Nairobi and Mombasa cities in Kenya.	3.3.3	PMT	Q4	Done
KCC to take the lead in the development and delivery of the capacity building training programme	3.3.3	PMT	Q4-2009	On-going

Recommendation	Source	Who	Deadline
KCC Capacity Building Coordinators and qualified staff at the district and division levels should play a leading role in capacity building programmes.	3.3.5	KCC	(In future)

Lesson learned	Public	Capitalisation in the project cycle
Study tours are an effective means of capacity development at the institutional level, as well as at the community level.	Project, Partner	Formulation; implementation.
Having KCC take the lead in the development and delivery of the capacity building training programme has provided an opportunity to build the capacity of KCC staff at the division and local levels, as well as the institutional capacity of KCC to conduct capacity building trainings.	Project, partner; Representation; BTC HQ	Formulation; implementation

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

### 4.4.1 Indicators

<b>Result:</b> Behaviour of the slum communities on the use and maintenance of the local infrastructures have improved					Progress: <b>C</b>
<b>Indicators</b>	<b>E</b>	<b>G</b>	<b>Baseline</b>	<b>Progress 2010</b>	<b>Comments</b>
1 Survey report completed	X	X	0	N/A	Baseline survey reports for each of the three parishes were completed in June 2008.
A5. Increase awareness on environmental health and improving operation and maintenance of infrastructure works					
% of households aware (after baseline)	X	X		C	Implementation of the Behavioural Change Consultancy is 5-6 months behind schedule.
% of households linked to MFIs	-	-	N/A	N/A	N/A

### 4.4.2 Evaluation of activities

Activities	Progress:				Comments (only if the value is -)
	++	+	+/-	-	
A 4 Baseline survey to set benchmark indicators		X			
A 5. Increase awareness on environmental health and improving operation & maintenance of infrastructure works					
A 5.2 Community awareness on sanitation, waste management, human excreta disposal and city greening concept			X		
A 5.4 Linking households to available MFIs through community mobilisation					This activity was dropped on the advice of the Steering Committee.

### 4.4.3 Analysis of progress made

Activity “A5.2 *Community awareness on sanitation, waste management, human excreta disposal and city greening concept*” is fundamental to the achievement of Result 2. This activity is, however, about 5-6 months behind schedule owing to poor performance, in particular of the Team Leader, and changes in the consultant team contracted to provide behavioural change consultancy services. In this regard, the PMT has taken and is continuing to take appropriate measures to ensure satisfactory completion of the activity as per the contract, which was scheduled to end on 31/12/2010, before the end of Q2-2011. This includes asking for a replacement of the Team Leader; a six-month extension to the contract; and closer supervision and monitoring of the consultant.

On the other hand, CBOs with which the Project has signed MoUs to carry out social mobilisation activities under “*Result 3: Environmental and housing conditions have improved in the slum areas*” have proven to be very effective behavioural change agents.

In a new development, the Project, through the consultant, is engaging with village health teams (VHTs), a structure developed by the Ugandan government and established under the Ministry of Health national policy. The VHT strategy is in line with the national strategy for community involvement in health. VHTs are expected, among other things, to promote health education and community-based management of common diseases, including those related to poor water, sanitation and environmental hygiene.

A key element of the behaviour change strategy is the development and distribution of gender-sensitive information, education, and communication (IEC) materials on key issues—safe water, sanitation, drainage, solid waste management, urban agriculture and the environment—for different target stakeholders. These will remain relevant and useful even after the project ends.



#### 4.4.4 Risks and Assumptions

Activity	Assumption / Risk from TFF	Assumption / Risk during implementation	Mitigation measures	Current level
A 4 Baseline survey to set benchmark indicators	Survey will guide the planning of the intervention	–	–	–
A 5. Increased awareness on environmental health and improving operation & maintenance of infrastructure works				
A 5.2 Community awareness on sanitation, waste management, human excreta disposal & city greening concept	Community is willing to put into practice the acquired knowledge on environmental health and city greening	CBOs do not comply with the MoUs	PMT working closely with the Consultant and CBOs.	B
A 5.4 Linking households to available MFIs through community mobilisation	Households are willing to acquire and utilize seed capital from MFIs	N/A	N/A	N/A

#### 4.4.5 Quality criteria

Activity	Criterion	Score	Comments
A.4 Baseline survey to set benchmark indicators	Effectiveness	B	The survey established key baseline data and project area (parishes) profiles.
	Efficiency	B	Overall, the consultant provided value for money on the completed assignment.
	Sustainability	B	The baseline information provides a database from which improvement opportunities can be identified; as well as sustainability problems and alternative ways of dealing with them
	Relevance	A	The baseline survey and information are consistent with and pertinent to the National Slum Upgrading Strategy and KCC Vision 2015.
A.5. Increase awareness on environmental health and improving operation and maintenance of infrastructure works			
A.5.2 Community awareness on sanitation, waste management, human excreta disposal and city greening concept	Effectiveness	C	Poor performance on the part of the Consultant has led to delays in activity implementation.
	Efficiency	C	Poor performance on the part of the Consultant has led to inefficient use of available resources for this activity.
	Sustainability	B	The IEC materials will continue to be relevant and useful in the long term.
	Relevance	C	The behavioural change strategy is in line with some of the key objectives of KCC's Vision 2015 under the pillar of "Good Urban Management".
A.5.4 Linking households to available MFIs through community mobilisation	Effectiveness	–	N/A
	Efficiency	–	N/A
	Sustainability	–	N/A
	Relevance	–	N/A

#### 4.4.6 Budget execution

As of 31/12/2010, 71% of the overall budget for Result 2 had been expended, as Annex 03 shows. This includes a full spend of the budget for "A.02.01 Baseline survey"; and 84% of the budget for "A.02.04 A Public health/Community Management/Communication competencies specialist". However, "A.02.02 Behavioural Change consultancy" and "A02.03 Participatory Planning and evaluation meetings for stakeholders" show a percentage spend of the budget of 63% and 43% respectively. And according to the Financial Planning Q1-2011, which is shown in Annex 4: Operational Planning Q1-2011, there will be an estimated balance of EUR 35,760 on the overall budget for Result Area 2.

The relatively low spend on budget line “A02.02 Behavioural Change consultancy” is partly because implementation of this activity is 5-6 months behind schedule. However, there will still be an under-expenditure even when the consultancy fees have been fully paid.

As regards the low spend on budget line “A02.03 Participatory Planning and evaluation meetings for stakeholders”, it is expected that many more participatory meetings will be organised in 2011.

#### 4.4.7 Lessons learned and recommendations

Decisions	Source	Who	Time	Status
Use CBOs to raise awareness on environmental health and operation & maintenance of infrastructure works	3.4.3	PMT	Q1-2011	On-going

Recommendation	Source	Who	Deadline
CBOs should be used to sensitise and mobilise local communities about project activities; and also as change agents.	3.4.3	PMT	Q1-2011

Lesson learned	Public	Capitalisation in the project cycle
CBOs can be very effective in sensitising and mobilising local communities; and can also be effective change agents.	Project; partners; Representation	Planning/ identification/ formulation/ implementation

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

### 4.5.1 Indicators

Result 3:	Environmental and housing conditions have improved in the slum areas				Progress: <b>B</b>
Indicators	E	G	Baseline	Progress 2010	Comments
6- Planning the intervention					
<ul style="list-style-type: none"> <li>• 42 people reached:</li> <li>i) 5 members of parliament;</li> <li>ii) 10 senior government officials;</li> <li>iii) 4 local government officials (district LC V and divisions-LC III);</li> <li>iv) 3 Local II (Parish level) and 10 local I (village level).</li> <li>v) 10 CSO officials.</li> </ul>		X	0	0	Project is planning a workshop specifically for members of parliament
		X	0	> 10	More than 10 senior government officials have been reached through various project forums.
		X	0	> 4	The LC III level workshop was attended by 39 people; and the LC V level workshop by 21.
		X	0	> 3 and 10	The LC II and village level workshops were attended by a total of 96 people.
		X	0	> 10	More than 10 CSO officials have been reached through various project forums.
i) 3 water user committees established			0	3	Water user committees are among the operation and management structures established in each of the three parishes.
10 acreage Land secured for project investments					Land has been secured and agreements signed for project infrastructure investments.
KCC regulations and infrastructure standards for access roads, drainage, etc are available			-	-	New project-based minimum standards will not be possible given the standard of the infrastructure works implemented under the project.
100 Displaced families resettled			0	0	Minimal demolition; hence no need to resettle.
Improvement of infrastructure	X				
12 kms of roads constructed	X				Two additional road clusters being upgraded in Katwe I and Kisenyi II
13000 m <sup>2</sup> of operating stone pitched secondary and tertiary drains by size	X				Three additional drainage works clusters are being upgraded in Bwaise III and Katwe I.
200 of dwelling units constructed	X		0	0	Following MTR recommendations and Budget Modification, 2 demonstration houses to be built in Katwe I and 4 in Kisenyi II.
35 of operating sanitation units constructed and improved	X				35 sanitation units constructed and operating.
% of households using improved waste disposal (after baseline)	X				To be measured after implementation of BCC campaign- and strategy inQ2-2011.
i) 30 of stand of standpipes constructed	X		0	32	32 pre-paid public standpipes constructed (18 no. in Bwaise III and 14 no. in Katwe I)
ii) % of HHs using the provided standpipes (after baseline)		X			To be measured after implementation of BCC campaign- and strategy inQ2-2011.
a) 1 Technical Report completed and approved by KCC.	X		0	1	1 Technical Report on housing standards completed; but yet to be approved by KCC.
b) 16,760 of trees planted	X				Greening budget and scope reduced following MTR recommendations and Budget Modification
Area in acreage greened	X				

## 4.5.2 Evaluation of activities

Activities	Progress:				Comments (only if the value is -)
	++	+	+/-	-	
A9.6 – Construction of standpipes		X			
A10 - Best practices –					
a) Revision of housing standards,		X			
6- Planning the intervention.					
A6.2 Carrying out advocacy at all stakeholder-levels	X				
A6.3 Building community management structures for sustainable maintenance of the infrastructure facilities.		X			
A6.4 Securing and verifying land for infrastructure works	X				
A7 Development of minimum infrastructure standards					
A8 - Resettlement of displaced families.					
A9 - Implementation of infrastructure works	X				
A9.1 – Construction of access roads	X				
A9.2 – Stone Pitching of secondary and tertiary drains	X				
A9.3 – Construction of dwelling units			X		
A9.4 - Construction of toilet facilities		X			
A9.5 – Provision of waste disposal facilities			X		
b) city greening initiative,			X		

## 4.5.3 Analysis of progress made

The planning, design and implementation of infrastructure works in the three project parishes has significantly contributed to the specific object of enhancing environmental planning and management in the poor suburbs of Kampala City Council. This has been especially through the involvement of technical staff at the division level in the design and supervision of the infrastructure works, and local communities in the operation, maintenance and management of the same.

The construction of drains in Bwaise III, in particular, has significantly improved flood risk management, which in turn has enhanced environmental management in the parish.

The reduced risk of flooding in Bwaise III is, however, encouraging development in the parish, with an increasing number of new buildings being constructed and old, damaged ones rehabilitated.

The access roads are to be handed over to the respective KCC Divisions, which are mandated to maintain roads under their jurisdiction; and which have been actively involved in the design of the new road works.

The sanitation (public toilets) and drainage infrastructure works are to be handed over to the community through the respective Parish Development Committees (PDCs) with which the Project has been working. These are formally mandated government structures with an officially sanctioned role in influencing planning and development, and which are much closer to local communities, being comprised of locally elected community representatives.

The 32 pre-paid public water standposts have been handed over to National Water and Sewerage Corporation (NWSC), with which the Project has been working in partnership with.

## 4.5.4 Risks and Assumptions

Activity	Assumption / Risk from TFF	Assumption / Risk during implementation	Mitigation measures	Current level
A.6.2 Carrying out advocacy at all stakeholder-levels	Stakeholders are willing to support the project		Carry out advocacy through all possible	B
A.6.3 Building community management structures for sustainable maintenance of the infrastructure facilities.	The local communities will be willing to maintain the facilities provided	CBOs engaged to carry out various activities do not honour the MoUs	PMT working closely with and monitoring Consultant and CBOs.	B
A.6.4 Securing and verifying land for infrastructure works.	i) Landlords will be willing to provide land ii) KCC will budget for sufficient funds to purchase land		Sensitisation of landlords.	B
A.7 Development of min. infrastructure standards	New standards are affordable and provide minimum conditions	N/A	N/A	N/A
A.8 - Resettlement of displaced families.	Families do not wish to resettle.	N/A	N/A	N/A
A.9 - Implementation of infrastructure works	Dwellers are unwilling to collaborate		Sensitisation of local communities.	B
A9.1 – Construction of access roads	People will value the roads constructed		Sensitisation of local communities.	b
A9.2 – Stone Pitching of secondary and tertiary drains	People will maintain the drains through regular desilting of the drains		Sensitisation and mobilization of local communities.	B
A.9.3 – Construction of dwelling units	Willingness of people affected to relocate		N/A	B
A.9.4 - Construction of toilet facilities	Willingness to pay user charges for efficient running of the toilet facilities		Sensitisation of local communities.	B
A.9.5 – Provision of waste disposal facilities	Enthusiasm of residents to acquire and use the disposal facilities		Sensitisation of local communities.	B
A.9.6 – Construction of standpipes	People will value safe water and will have ability to pay for the water		Sensitisation of local communities.	B
A.10 - Best practices – a) Revision of housing standards, b) city greening initiative	KCC will approve standards in appropriate time Greening will contribute to city environmental protection		PMT liaising with key staff in KCC. Sensitisation of local communities	B B

## 4.5.5 Quality criteria

Activity	Criterion	Score	Comments
6- Planning the intervention			
A.6.2 Carrying out advocacy at all stakeholder-levels	Effectiveness	B	Workshops have been successfully organised and key stakeholder groups at various levels reached.
	Efficiency	A	Consultant has organised and facilitated stakeholder workshops under the Consultancy assignment.
	Sustainability	B	Workshops have reached technical and political staff of KCC, as well as other stakeholders, at all levels.
	Relevance	A	Environmental planning and management is a top concern of KCC at all levels, and of importance to other stakeholders.
A6.3 Building community management structures for sustainable maintenance of the infrastructure facilities.	Effectiveness	B	Community management structures have been established.
	Efficiency		Where possible, existing local structures have been used.
	Sustainability		Communities are being sensitised about the roles and responsibilities of the management structures.
	Relevance		The establishment of community management structures is in line with KCC objectives of good urban management.

Activity	Criterion	Score	Comments
A6.4 Securing and verifying land for infrastructure works	Effectiveness	A	Adequate land has been secured for all the infrastructure works in all three parishes.
	Efficiency	A	No compensation has been paid for the land.
	Sustainability	B	The decision to construct roads of higher standard means they will be more durable and require less maintenance.
	Relevance		Provision of infrastructure is a key responsibility of KCC.
A7 Development of minimum infrastructure standards	Effectiveness	D	Minimum standards have not been developed because of the decision to use higher infrastructure standards.
	Efficiency	D	- Ditto -
	Sustainability		- Ditto -
	Relevance		- Ditto -
A8 - Resettlement of displaced families.	Effectiveness	A	No families have had to be resettled as none have been displaced.
	Efficiency	A	No families have had to be resettled as none have been displaced.
	Sustainability	B	Some families may be displaced because of the increase in land values and rents as a result of the infrastructure works.
	Relevance	A	Targeted beneficiaries do not expect to be displaced as a result of a development intervention.
A9 - Implementation of infrastructure works	Effectiveness	B	All planned infrastructure works have been completed.
	Efficiency	B	With the exception of the roads, all planned infrastructure works were completed within budget.
	Sustainability	B	The divisions and local communities will have
	Relevance		Local communities have benefited from infrastructure works which they would expect KCC to provide.
A9.1 – Construction of access roads	Effectiveness	C	Close supervision is necessary to ensure timely contract completion.
	Efficiency	C	Close supervision of contractors is necessary to avoid time/cost overruns.
	Sustainability	B	The decision to construct roads of higher standard means they will be more durable and require less maintenance.
	Relevance	A	Improved access roads are a Government and KCC priority and a primary expectation of local communities.
A9.2 – Stone Pitching of secondary and tertiary drain	Effectiveness	B	The drainage contracts were completed on time, except one.
	Efficiency	A	The drainage contracts were completed within budget.
	Sustainability	c	Local communities are slowly taking responsibility for maintaining the drains; but more measures are required.
	Relevance		Drainage improvement is a key concern of the KCC as well as the local communities in the parishes.
A9.3 – Construction of dwelling units	Effectiveness	X	
	Efficiency	X	
	Sustainability	X	
	Relevance	X	
A9.4 - Construction of toilet facilities	Effectiveness	B	Access to improved sanitation has increased.
	Efficiency	B	The sanitation units were all constructed within budget; and the higher cost of waterproofing the vaults justified.
	Sustainability	B	Local management structures have been put in place.
	Relevance	A	Sanitation is a priority area both for KCC and slum communities.
A9.5 – Provision of waste disposal facilities	Effectiveness	X	
	Efficiency	X	
	Sustainability	X	
	Relevance	X	
A9.6 – Construction of standpipes	Effectiveness	A	Access to a safe water supply has significantly improved for households in Bwaise III and Katwe I.
	Efficiency	A	The change to pre-paid public water standposts has proved to be not only cost-efficient but also a major success.
	Sustainability	B	Local management structures have been put in place.
	Relevance	A	Water is a priority area for government, KCC and communities.

a) Revision of housing standards,	Effectiveness	B	Revised (lower) housing standards were proposed by the housing study.
	Efficiency	B	The proposed revised standards have been used in the design of the demonstration houses that are to be built.
	Sustainability		The demonstration house design is to be adopted as a KCC type housing design.
	Relevance		Low cost housing is a priority area both for the government and the urban poor living in slums.
b) city greening initiative,	Effectiveness	X	
	Efficiency	X	
	Sustainability	X	
	Relevance	X	

#### 4.5.6 Budget execution

As of 31/12/2010, 68% of the budget allocated to Result 3 had been expended.

A key reason for this relatively low expenditure was the fact that the additional road works had not yet commenced, while only advance payments of 20% of the contract sum had been paid for two of the three drainage construction contracts. However, even so, based on the Financial Planning for Q1-2011, there is going to be an estimated balance of EUR 201,060 and EUR 64,920 on the budgets for the current roads (A03.09: Construction of access roads) and drainage works (A03.12: Upgrading drainage) respectively.

#### 4.5.7 Lessons learned and recommendations

Decisions	Source	Who	Time	Status
Pre-paid public water standposts were installed instead of conventional communal standposts/ taps.	3.5.1	PMT	Q4-2009	Done

Recommendation	Source	Who	Deadline
Pre-paid public water standposts should be installed in future slum upgrading projects.	3.5.1	KCC	Q2-2011

Lesson learned	Public	Capitalisation in the project cycle
Pre-paid public water standposts are an effective and sustainable way to improve access to safe water supply in slums.	KCC, GOU, BTC	Formulation; implementation.

## 4.6 Result 4: The project is efficiently managed

### 4.6.1 Indicators

Result: Behaviour of the slum communities on the use and maintenance of the local infrastructures have improved					Progress: <b>B</b>
Indicators	E	G	Baseline	Progress 2010	Comments
Operational PMT with staff and equipment			0		The employment contract of the 5 <sup>th</sup> Project Accountant was terminated on 15/09/2010 owing to poor performance.
i) 4 of missions conducted ii) 4 of audits iii) 2 of evaluations conducted (MTR & Final)			0	i) 1 ii) 2	i) One backstopping mission was conducted in October 2010. ii) Two audits—one internal and one external—were conducted.
36 of project months with TA			0		TA extended until 31/07/2011 following MTR recommendations and budget modification.
i) 400 brochures/posters produced & distributed ii) 2 TV documentaries produced on the project iii) 4 radio talk shows held	X	X	0	i) About 1,200 distributed to date. ii) 1 documentary produced. iii) 2 <sup>nd</sup> radio talk show aired in Nov. 2010.	i) Another 2,000 brochures and 1,500 posters to be produced. ii) A second documentary is planned. iii) Additional radio talk shows planned.

### 4.6.2 Evaluation of activities

Activities	Progress:				Comments (only if the value is -)
	++	+	+/-	-	
A.11 - Establish a Project Management Team (PMT)			X		
A.12 - Auditing, Monitoring and Evaluation		X			
A.13 - Provision of Technical Assistance	X				
A.14 - Project Promotion to assure sustainability		X			

### 4.6.3 Analysis of progress made

The establishment of the PMT has been fundamental to the efficient and effective implementation of project activities towards the achievement of the specific objective. In particular, the Focal Persons have played a pivotal and invaluable role as liaison between the Project/KCC and the local communities in the respective parishes—the primary beneficiaries of the project.

In addition, the PMT's efforts to proactively engage KCC technical staff at the district and division levels in the implementation of project activities has not only helped to significantly strengthening institutional capacities of KCC in environmental planning and management, which is fundamental to the achievement of the specific object, but also helped to enhance ownership of the project by KCC.

The partnership working between the PMT and the local CBOs in the respective parishes has proved to be even more successful than anticipated. Indeed, working in partnership with the CBOs has significantly improved the efficiency and effectiveness of implementation of key project activities under the management of the PMT.

In addition to proactive efforts to mainstream the project within KCC, the Project has successfully extended relationships to other key government ministries and departments, in particular the Department of Housing Development and Estates Management and Department of Urban Development in the Ministry of Lands, Housing and Urban Development; as well as other development partners, including Cities Alliance, UN-HABITAT, World Bank and associated initiatives and projects, such as the Sustainable Neighbourhood in Focus (SNF-Kampala) project.



#### 4.6.4 Risks and Assumptions

Activity	Risk/Assumption from TFF	Risk/Assumption during implementation	Mitigation measures	Current level
A.11 - Establish a Project Management Team (PMT)	PMT is fully operational; KCC departments are enthusiastic to participate.		Employ employees of KCC where feasible.	B
A.12 - Auditing, Monitoring and Evaluation	These assignments are carried out in their scheduled time		Schedule audits and monitoring visits well in advance.	A
A.13 - Provision of Technical Assistance	TA Experts will add value to project implementation and effectiveness		Ensure that only well-qualified and experienced TA Experts are employed.	A
A.14 - Project Promotion to assure sustainability	The media channels are effective in transmitting information on the project.		Ensure the presence of the media at all major project functions.	B

#### 4.6.5 Quality criteria

Activity	Criterion	Score	Comments
A.11 - Establish a Project Management Team (PMT)	Effectiveness	C	The employment contract of the 5 <sup>th</sup> Project Accountant was terminated on 15/09/2010; and a replacement had not been appointed by 31/12/2011.
	Efficiency	B	With the exception of the Project Account, a proficient team has been employed with the available budget.
	Sustainability	B	The Project Manager is an employee of KCC, and will go back to the mainstream when the project ends.
	Relevance	B	Having a proficient team manage such a project is an expectation of both government and the beneficiaries.
A.12 - Auditing, Monitoring and Evaluation	Effectiveness	A	Two audits (one internal and one external) and one backstopping mission were conducted.
	Efficiency	A	The audits, monitoring missions and evaluations are paid from Regie funds.
	Sustainability	B	The audits, monitoring missions and evaluations are helping to ensure that the project funds are spent on sustainable investments.
	Relevance	A	The audits, monitoring missions and evaluations are in keeping with the expectations of central/local government as well as the beneficiaries.
A.13 - Provision of Technical Assistance	Effectiveness	B	Technical Assistance was extended until 31/07/2011 following MTR recommendations and budget modification.
	Efficiency	A	The extension of the Technical Assistance was funded through the budget modification.
	Sustainability	B	The Technical Assistance has helped build local capacity.
	Relevance	A	Value-adding technical assistance is an expectation in bilateral projects such as KIEMP.
A.14 - Project Promotion to assure sustainability	Effectiveness	B	The project has reached a wide range of stakeholders at all levels as planned.
	Efficiency	A	Project promotion has been a key task under the major consultancy assignments.
	Sustainability	B	Promotional activities will enhance sustainability and awareness of the project's agenda and activities and accountability for its outcomes.
	Relevance	A	Promotion of development interventions to ensure sustainability is important for KCC as well as the local communities.

#### 4.6.6 Budget execution

As of 31/12/2010, 80% of the budget assigned to Result 4: The project is efficiently managed had been expended. This includes 84% of the budget for Technical Assistance, which is from Regie funds.

However, expenditure on budget line Z01.03: Vehicle and Motorcycle Operation and Maintenance stood at only 44%; while Z01.07: office space, equipment and consumables was at 78%. Thus, based on the financial planning for Q1-2011, there will be estimated balances at the current end date of the project (31/07/2011) of EUR 55,060 and EUR 11,570 respectively on these two budget lines.

#### 4.6.7 Lessons learned and recommendations

Decisions	Source	Who	Time	Status
A third study was conducted to Kenya in which members of the PMT participated.	3.3.3	PMT	Q1-2010	Done

Recommendation	Source	Who	Deadline
An administrative assistant with both secretarial and basic accounting skills should be recruited rather than a qualified accountant.	3.6.1	KCC, BTC, PMT	Q1-2011.

## 4.7 Beneficiaries

The target beneficiaries of the intervention as identified in the TFF are the slum population in Kampala and KCC technical staff.

The primary target beneficiaries are the urban poor living in slums in Kampala, as the Project aims overall to *“to improve the quality of life of poor communities in the suburbs of Kampala”* through the achievement of the three key result areas.

The infrastructure that has been constructed under Result Areas 3—pre-paid water stand posts, public toilets, drainage and roads—has contributed significantly towards improving environmental and housing conditions in the project area. The locations for the infrastructure works have been identified through a participatory process, whereby the local communities have been involved in the decision-making process either directly or through their representatives. The communities in the three project parishes now have better access to safe water supply and improved sanitation; are at less risk from flooding; and, in Katwe I and Kisenyi II, improved all weather vehicular and pedestrian access. The pre-paid water standposts have enabled residents to benefit from NWSC's pro-poor tariff structure and social connection policy.

However, the infrastructure improvements, and in particular the roads in Katwe I and Kisenyi II, have significantly increased land and property values. As a result, there is likely to be more redevelopment, as is indeed already happening; and housing rent levels will likewise likely increase. Hence, some of the primary target beneficiaries may be forced out of the parishes in which they currently live by market forces. However, gentrification is a predictable, understandable and inevitable consequence of such upgrading interventions.

The other main targeted beneficiary is KCC, which is expected to benefit from strengthened institutional capacities in environmental planning and management. The Project originally planned to build the capacity of KCC technical staff focusing on division and local level staff. However, the strategic decision to have KCC capacity building coordinators and qualified staff at the district and division levels take the lead in the capacity building training programme has provided an opportunity to not only build the capacity of lower-cadre KCC staff at the division and local levels, but also to build the institutional capacity of KCC to conduct capacity building trainings. The direct involvement of KCC staff in the content and structure of the training programme and has resulted in a comprehensive job-oriented, hands-on training programme, with individual training modules and follow-up activities well focused on strengthening institutional capacities of KCC in terms of environmental planning and management.

It is expected that both KCC and BTC, the project implementing partners, will benefit from the capitalisation of the project experience and lessons learned. The project experience and lessons learned will also be shared with a wider audience, including development partners, both locally and internationally. Indeed, this has already been done locally through a number of successful workshops to which key stakeholders and development partners have been invited.

It is further expected that the outcomes of the project will inform and influence mainstream policy towards slum upgrading, and in particular implementation of the National Slum Upgrading Strategy and Action Plan. In so doing, not only will the urban poor living and working in slums benefit; but so also will society at large.

## **5 Follow-up of the decisions taken by the JLCB**

## **6 Annexes**

***Logical framework***

***M&E activities***

***“Budget versus current (y – m)” Report***

***Operational planning Q1-2011***

## 6.1 Logical framework

ACTIVITIES	VERIFIABLE INDICATORS	MEANS OF VERIFICATION	RISKS, ASSUMPTIONS & MITIGATION MEASURES
<b>Result 1: Institutional Capacities of KCC are strengthened in terms of environmental planning &amp; management</b>			
A1 Training Needs Assessment (division and local levels)	i) 1 TNA Report, ii) 1 Needs identified	i) Questionnaires ii) Interview records iii) Project reports	Technical staff is willing to train
A2 Study tours for KCC staff (HQs & divisions) in countries with similar problems.	1 study tours made with 10 KCC staff	Study tour reports	Technical staff is willing to put into practice what has been learnt
A3 Capacity building for KCC technical staff focusing on division and local level	# of staff trained by type of training (fill in after TNA)	Training reports	Technical staff is willing to train
<b>Result 2: Behaviour of the slum communities on the use and maintenance of the local infrastructures have improved</b>			
A4 Baseline survey to set benchmark indicators	1 SE Survey report completed	Survey report, project reports ,questionnaires, data processing, interview records	Survey will guide the planning of the intervention.
<b>A5. Increase awareness on environmental health and improving operation and maintenance of infrastructure works</b>			
A5.2 Community awareness on sanitation, waste management, human excreta disposal and city greening concept	% of households aware (after baseline)	Project reports	Community is willing to put into practice the acquired knowledge on environmental health and city greening
A5.4 Linking households to available MFIs through community mobilisation	% of households linked to MFIs	Project reports	Households are willing to acquire and utilize seed capital from MFIs
<b>Result 3: Environmental and housing conditions have improved in the slum areas</b>			
<b>6- Planning the intervention.</b>			
A6.2 Carrying out advocacy at all stakeholder-levels	<ul style="list-style-type: none"> <li>• 42 people reached:</li> <li>i) 5 members of parliament;</li> <li>ii) 10 senior government officials;</li> <li>iii) 4 local government officials (district LC V and divisions-LC III);</li> <li>iv) 3 Local II (Parish level) &amp; 10 local I (village level).</li> <li>v) 10 CSO officials.</li> </ul>	Project Reports	Stakeholders are willing to support the project
A6.3 Building community management structures for sustainable maintenance of the infrastructure facilities.	i) 3 water user committees established	Project Reports On-spot visits	The local communities will be willing to maintain the facilities provided
A6.4 Securing and verifying land for infrastructure works.	10 acreage Land secured for project investments,	Project Reports	<ul style="list-style-type: none"> <li>i) Landlords will be willing to provide land</li> <li>ii) KCC will budget for sufficient funds to purchase land</li> </ul>
A7 Development of minimum infrastructure standards	KCC regulations and infrastructure standards for access roads, drainage, etc are available	Public infrastructure development guidelines	New standards are affordable and provide minimum conditions
A8 - Resettlement of displaced families.	100 Displaced families resettled.	Progress reports.	Families do not wish to resettle.
A9 - Implementation of infrastructure works	Improvement of infrastructure	Progress reports, inspection reports.	Dwellers are unwilling to collaborate
A9.1 – Construction of access roads	12 of kms of roads constructed	Progress reports, Physical measurement of kms by a) type of road	People will value the roads constructed

		b) size in width VFM Audit	
A9.2 – Stone Pitching of secondary and tertiary drains	13000 m <sup>2</sup> of operating stone pitched secondary and tertiary drains by size	Progress reports Physical measurement of stone pitched drains VFM Audit	People will maintain the drains through regular desilting of the drains
<b>ACTIVITIES</b>	<b>VERIFIABLE INDICATORS</b>	<b>MEANS OF VERIFICATION</b>	<b>RISKS, ASSUMPTIONS &amp; MITIGATION MEASURES</b>
A9.3 – Construction of dwelling units	200 no. dwelling units constructed	Progress reports Physical counting of dwelling unit VFM audit by quantity surveyor/ valuers reports	Willingness of people affected to relocate
A9.4 - Construction of toilet facilities	35 no. operating sanitation units constructed and improved	Progress reports Physical counting of sanitation units	Willingness to pay user charges for efficient running of the toilet facilities
A9.5 – Provision of waste disposal facilities	% of households using improved waste disposal (after baseline)	Progress reports	Enthusiasm of the residents of the resettlement scheme to acquire and use the disposal facility
A9.6 – Construction of standpipes	i) 30 of stand of standpipes constructed ii) % of HHs using the provided standpipes (after baseline)	Progress reports Physical counting of standpipes	People will value safe water and will have ability to pay for the water
A10 - Best practices – a) Revision of housing standards, b) city greening initiative,	c) 1 Technical Reports completed and approved by KCC. d) 16,760 of trees planted Area in acreage greened	Project reports Review of Housing standards documents	KCC will approve standards in appropriate time Greening will contribute to city environmental protection
<b>R4 - The project is efficiently managed</b>			
A11 - Establish a Project Management Team (PMT)	Operational PMT with staff and equipment	Inception report Inspection Reports	PMT is fully operational; KCC departments are enthusiastic to participate.
A12 - Auditing, Monitoring and Evaluation	iv) 4 of missions conducted v) 4 of audits vi) 2 of evaluations conducted (MTR & Final)	progress reports, audit reports, monitoring and evaluation reports	These assignments are carried out in their scheduled time
A13 - Provision of Technical Assistance	36 of project months with TA	Progress reports, technical reports	TA Experts will add value to project implementation and effectiveness
A14 - Project Promotion to assure sustainability	iv) 400 brochures/posters produced & distributed v) 2 TV documentaries produced on the project vi) 4 radio talk shows held	Verifying availability of Brochures Video tapes Posters	The media channels are effective in transmitting information on the project.

## 6.2 M&E activities

In August 2009, in accordance with the M&E protocol and processes established for the project in the Technical and Financial File (TFF), a mid-term review (MTR) of the project was conducted. The purpose of the MTR was to assess project implementation progress and performance so as to enable informed decision-making and any necessary adjustments in subsequent project execution to ensure successful completion.

A fundamental recommendation of the MTR Final Report, which was submitted to BTC HQ by the International Consultant on 24th September 2009, was that the Project be refocused and restructured over the next three months and a new implementation plan developed. The key issues raised by the MTR, the recommendations of the report and the PMT's response to the same were presented to the 7<sup>th</sup> Steering Committee Meeting that met on 18<sup>th</sup> December 2009.

On 11<sup>th</sup> March 2010, the 8<sup>th</sup> Steering Committee met to review the outcome of the strategic reorientation, refocusing and restructuring exercise; the 2010 work/activity and financial planning; and the budget modification proposition. The Meeting approved the budget modification proposition, including the extension of the Technical Assistance until 31<sup>st</sup> July 2011—the current end date of the project. It was also agreed that the next Steering Committee meeting be held on 20<sup>th</sup> April 2010; and that it should focus specifically on the following activities: (i) housing, (ii) roads and (iii) drainage.

On 20<sup>th</sup> April 2010, the 9<sup>th</sup> Steering Committee met to review the revised work/ activity and financial plan, focusing on the revised budget for housing, roads and drainage; and proposed water supply works. The new investments and scope of works—additional road, drainage and water supply works, and housing and greening interventions—were approved, but the cost estimates were not. The Meeting agreed that the costings for the new investments should be reviewed and verified, and subsequently approved, before work commences.

In October 2010, a backstopping mission was conducted by BTC HQ, the terms of reference of which were as follows:

- Backstopping of the recommendations of the Mid-Term Review implemented in August 2009.
- Analyze and discuss the implementation risks with the Project Management Team.

The backstopping mission report concluded that: *“In general the project has improved significantly the environment and the lives of the inhabitants in the three project parishes”* (p. 6). But it also noted that *“There are still a number of procurements to be made before July 2011”* (p. 3). It therefore recommended that the PMT make a detailed procurement plan starting in November 2010 until July 2011 of all the procurements still to be done, including the capacity building training modules; city greening; solid waste recycling machines; and construction of roads, drains and demonstration houses. The PMT was to present this to the next Steering Committee meeting scheduled for December 2010.

The 10<sup>th</sup> Steering Committee was held on 21<sup>st</sup> December 2010, and the agenda included the following:

- Presentation of Execution/Progress Report 2010.
- Review of backstopping mission report.
- Review of work plan and budget 2011 (including procurement plan).
- Presentation of proposal for six-month no-cost extension.

The Execution/Progress Report 2010 was approved; but as it did not look like 100% of the planned expenditure would be achieved, the PMT was asked to pay as many invoices as possible by 31<sup>st</sup> December 2010. The PMT was also asked to elaborate the reasons for the significant delays in 2010 and how these will be addressed.

The 10<sup>th</sup> Steering Committee meeting also agreed that there is need for an extension of the project;



but taking into consideration that some on-going and most newly committed activities will not be completed before Q1-2011, the PT should request for an extension of one year rather than six months. In this regard, a detailed justification for an extension of the project, linked to the revised procurement plan was to be submitted before the end of January 2011.

## 6.3 “Budget versus current (y – m)” Report

Project Title :		Kampala City Council Environmental Planning and Management Project						
Budget Version:	<b>E01</b>	Year to month : 31/12/2010						
Currency :	EUR							
YtM :	Report includes all closed transactions until the end date of the chosen closing							
Status	Fin Mode	Amount	Start to 2009	Expenses 2010	Total	Balance	% Exec	
<b>A ENHANCE ENVIRONMENTAL PLANNING AND MANAGEMENT IN</b>		<b>3.639.324,00</b>	<b>2.076.515,14</b>	<b>406.614,07</b>	<b>2.483.129,21</b>	<b>1.156.194,79</b>	<b>68%</b>	
01 Institutional Capacities of KCC are strengthened		123.222,00	66.474,14	20.994,08	87.468,22	35.753,78	71%	
	01 Training Needs assessment (disvisions) - outsourced	COGES	23.703,00	23.703,04	0,00	23.703,04	-0,04	100%
	02 Study tour of 10 divisions/KCC/project staff	REGIE	45.000,00	28.081,99	16.080,56	44.162,55	837,45	98%
	03 capacity building for KCC Division staff - outsourced	COGES	54.519,00	14.689,11	4.913,52	19.602,63	34.916,37	36%
02 Behaviour of communities on using infrastructure are		270.377,00	147.748,71	40.948,50	188.697,21	81.679,79	70%	
	01 Baseline survey (physical & socio-economic survey in	COGES	32.777,00	32.777,36	0,00	32.777,36	-0,36	100%
	02 behavioral change consultancy (media buying, posters,	COGES	133.450,00	55.234,85	28.520,73	83.755,58	49.694,42	63%
	03 Participatory planning and evaluation meetings for	COGES	30.000,00	5.242,28	5.212,76	10.455,04	19.544,96	35%
	04 A Public health/community management/communication	COGES	74.150,00	54.494,22	7.215,01	61.709,23	12.440,77	83%
03 Environmental and housing conditions are improved		3.245.725,00	1.862.292,29	344.671,49	2.206.963,78	1.038.761,22	68%	
	01 Advocacy, social mobilisation and capacity enhancement	COGES	80.000,00	25.173,37	18.881,58	44.054,95	35.945,05	55%
	02 Land for resettlement scheme	COGES	0,00	0,00	0,00	0,00	0,00	??%
	03 Short term consultancy fees housing study (guideline for	COGES	40.000,00	2.650,85	33.819,31	36.470,16	3.529,84	91%
	04 Resettlement costs	COGES	0,00	0,00	0,00	0,00	0,00	??%
	05 City greening (city greening, 16760 trees)	COGES	115.000,00	14.783,14	857,47	15.640,61	99.359,39	14%
	06 Technical support (environmental health engineer)	COGES	30.824,00	30.823,71	0,00	30.823,71	0,29	100%
	07 Construction of minimum infrastructure & waste	COGES	90.000,00	13.320,19	15.134,49	28.454,68	61.545,32	32%
	08 Construction of 200 "bare minimum" core dwellings	COGES	100.000,00	0,00	0,00	0,00	100.000,00	0%
	09 Construction of access roads (12km of gravel roads)	COGES	1.594.076,00	872.612,50	206.724,56	1.079.337,06	514.738,94	68%
	10 construction of sanitation infrastructure (35 Communal	COGES	311.925,00	311.923,71	3.846,18	315.769,89	-3.844,89	101%
	11 Construction of water supply system (30 stand post and	COGES	116.900,00	106.436,90	1.998,76	108.435,66	8.464,34	93%
	REGIE	889.581,00	573.180,21	174.686,09	747.866,30	141.714,70	84%	
	COGEST	4.115.000,00	2.357.951,61	465.068,49	2.823.020,10	1.291.979,90	69%	
	<b>TOTAL</b>	<b>5.004.581,00</b>	<b>2.931.131,82</b>	<b>639.754,58</b>	<b>3.570.886,40</b>	<b>1.433.694,60</b>	<b>71%</b>	



Project Title : **Kampala City Council Environmental Planning and Management Project**

Budget Version: **E01** Year to month : 31/12/2010

Currency : **EUR**

YtM : **Report includes all closed transactions until the end date of the chosen closing**

	Status	Fin Mode	Amount	Start to 2009	Expenses 2010	Total	Balance	% Exec
12 Upgrading drainage infrastructure & construction of new		COGES	767.000,00	484.567,92	63.409,14	547.977,06	219.022,94	71%
<b>V BTC- JUNIOR ASSISTANT TRANSACTIONS</b>			1,00	-3.355,97	-2.491,74	-5.847,71	5.848,71	-58477
01 Compensation for BTC-JA			1,00	-3.355,97	-2.491,74	-5.847,71	5.848,71	-58477
01 BTC-JA expenses		REGIE	1,00	-3.355,97	-2.491,74	-5.847,71	5.848,71	-58477
<b>Z GENERAL MEANS - THE PROJECT IS IMPLEMENTED</b>			1.365.256,00	857.972,65	235.632,25	1.093.604,90	271.651,10	80%
01 The project is implemented effectively and efficiently			1.365.256,00	857.972,65	235.632,25	1.093.604,90	271.651,10	80%
01 Technical supervision and monitoring		REGIE	822.000,00	532.484,14	160.950,32	693.434,46	128.565,54	84%
02 project meetings & presentations		COGES	16.728,00	9.146,73	4.341,49	13.488,22	3.239,78	81%
03 Top Up allowances (KCC)		COGES	97.576,00	46.704,54	28.964,97	75.669,51	21.906,49	78%
04 KCC support staff		COGES	104.600,00	75.930,24	14.128,28	90.058,52	14.541,48	86%
05 Vehicles for project and KCC divisions		REGIE	0,00	0,00	0,00	0,00	0,00	2%
06 vehicle operation and maintenance		COGES	0,00	0,00	0,00	0,00	0,00	2%
07 Office space, equipment & consumables (project)		COGES	124.500,00	81.527,94	16.006,83	97.534,77	26.965,23	78%
08 Office equipment & consumables (KCC divisions and		COGES	7.500,00	7.315,07	0,00	7.315,07	184,93	98%
09 Formulation balance		REGIE	4.580,00	17,91	0,00	17,91	4.562,09	0%
21 Purchase of 4 Wheel drive vehicles (2)		COGES	48.272,00	48.272,32	0,00	48.272,32	-0,32	100%
22 Purchase of four Motor bikes (4 strokes)		REGIE	16.000,00	15.419,20	0,00	15.419,20	580,80	96%
23 Vehicle and Motorcycle Operation and Management		COGES	118.500,00	41.026,73	10.916,55	51.943,28	66.556,72	44%
24 Bank Charges & expenses due to exchange rate		COGES	3.000,00	-405,11	176,86	-228,25	3.228,25	-8%
25 Bank charges & Expense due to Exchange rates		REGIE	2.000,00	532,94	146,95	679,89	1.320,11	34%
		REGIE	889.581,00	573.180,21	174.686,09	747.866,30	141.714,70	84%
		COGEST	4.115.000,00	2.357.951,61	465.068,49	2.823.020,10	1.291.979,90	69%
		<b>TOTAL</b>	<b>5.004.581,00</b>	<b>2.931.131,82</b>	<b>639.754,58</b>	<b>3.570.886,40</b>	<b>1.433.694,60</b>	<b>71%</b>



## **6.4 Operational planning Q1-2011**

**OPERATIONAL PLANNING  
YEAR 2011  
EXECUTION REPORT Q1  
COUNTRY: UGANDA  
PROJECT: UGA0500811**



**CTB**

**AGENCE BELGE  
DE DÉVELOPPEMENT**

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## 7 Progress Report Q1-1

**UGANDA – UGA0500811 2011**



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## 7.1 Progress Report Qn-1



**PROGRESS REPORT Qn-1**  
**(Q4 2010: 15 January 2011 / Q1 2011: 15 April / Q2 2011: 15 July / Q3 2011: 15 October)**

**Project: Kampala Integrated Environmental Planning and Management Project (KIEMP) – UGA0500811**

**R1: Institutional Capacities of KCC are strengthened in terms of environmental planning & management**

Activities	Subactivities	State of execution	Person in charge	Remarks - Difficulties – Points of attention
<b>A.1.1</b> : Training Needs Assessment	N/A			
<b>A.1.2</b> : Study tours for KCC staff	Plan study tour	Completed	PMT	
	Conduct study tour	Completed	PMT	A study tour to two cities in Kenya—Nairobi and Mombasa—was successfully conducted from 07/11/2010 to 13/11/2010.
<b>A.1.3</b> : Capacity building for KCC technical staff focusing on division and local level.	<b>A.1.3.01</b> : Identification of first training modules *	Completed	KCC/PMT	Seven (7 no.) training modules are proposed.
	<b>A.1.3.02</b> : Procurement of service providers (incl. No Objection from BTC)	Completed	PMT/KCC/ BTC	Training modules are being co-ordinated and led by key staff from relevant KCC district and division departments.
	<b>A.1.3.03</b> : Development of training modules (7 no.)	Completed	Service provider	7 no. training modules have been developed and prepared by KCC technical staff at the district and division level and are ready for delivery.
	<b>A.1.3.04</b> : Delivery of training modules	On-going	Service provider	Delays have been experienced owing to the decision to have KCC staff at the district and division level take the lead in the Capacity Building programme. First training module was delivered in Dec. 2010 (Q4-2010); and the remaining six modules will be delivered in Q1-2011 and Q2-2011.
	<b>A.1.3.05</b> : Implementation of follow-up activities	On-going.	KCC/PMT	Will require active interest of KCC divisions/staff and monitoring by the Project.
	<b>A.1.3.06</b> : Follow-up on training modules	Not yet started.	KCC/PMT	Will require active interest of KCC divisions/staff and monitoring by the Project.

**R2: Behaviour of the slum communities on the use and maintenance of the local infrastructures have improved**

Activities	Subactivities	State of execution	Person in charge	Remarks - Difficulties – Points of attention
A.2.1 : Baseline survey	N/A			
A.2.2 : Behaviour change	A.2.2.01 : Development of BCC strategy	Completed	DCI TL	Strategy has been developed by the Consultant and approved by the PMT.
	A.2.2.02 : Development & pretesting of materials	On-going	DCI TL	Consultant has developed and pre-tested materials and is finalising them.
	A.2.2.03 : Implementation of strategy	Not yet started	DCI TL	Implementation of the strategy is on-going. This activity is behind schedule; but remedial measures have been taken, e.g., concurrent implementation of activities where feasible.
	A.2.2.04 : Submission of reports	On-going	DCI TL	Consultant expected to submit progress report in Q1-2011.
A.2.3 : Participatory planning meetings	A.2.3.01 : Conduct participatory planning meetings	On-going	PMT	Participatory meetings have been successfully conducted; and more are planned in Q1-2011.

**R3: Environmental and housing conditions have improved in the slum areas**

Activities	Subactivities	State of execution	Person in charge	Remarks - Difficulties – Points of attention
A.3.1 Advocacy, Mobilisation & Capacity Enhancement	A.3.1.01 : Advocacy for MPs	Completed	CIDI TL	This activity has yet to be conducted; but it is dependent on interest of MPs
	A.3.1.02: Approval of CBOs by PPDA	Completed	CIDI TL	Approval received from PPDA in Q1 2010 (16/02/2010)
	A.3.1.03 : No objection by BTC	Completed	CIDI TL	No objection received from BTC.
	A.3.1.04 : Design & review of MoUs	Completed	CIDI TL	Completed.
	A.3.1.05 : Award & signing of MoUs	Completed	CIDI TL	MoUs signed with 12 CBOs which are carrying out social mobilization activities under the supervision of the Consultant (CIDI)
	A.3.1.06 : TNA for CBOs/NGOs	Completed	CIDI TL	TNA was carried out and training needs identified.
	A.3.1.07 : Design of training content	On-going	CIDI TL	Training programme was prepared by Consultant. Will be developed into a resource for KCC.
	A.3.1.08 : Training of CBOs	Not yet started	CIDI TL	Training of CBOS successfully conducted by Consultant.
	A.3.1.09 : Implementation of social mobilization activities by CBOs	Ongoing	CIDI TL	12 CBOs are carrying out social mobilization activities very effectively in accordance with MoUs.
	A.3.1.10 : Submission of reports	On-going	CIDI TL	Consultant submitted latest progress report punctually in and it has been approved by PMT.

Activities	Subactivities	State of execution	Person in charge	Remarks - Difficulties – Points of attention
<b>A.3.1</b> Advocacy, Mobilisation & Capacity Enhancement	<b>A.3.1.11</b> : Design of strategies for generating funds for O&M	On-going	CIDI TL	On-going.
	<b>A.3.1.12</b> : Design & implementation of M&E plan	On-going	CIDI TL	On-going.
	<b>A.3.1.13</b> : Development of exit strategy	On-going	CIDI TL	On-going. The Project is working with the Consultant to develop the exit strategy.
	<b>A.3.1.14</b> : Dissemination of exit strategy	Not yet started	CIDI TL	Not yet started.
	<b>A.3.1.15</b> : Preparation of final reports and documentation	Not yet started	PPDA	Will be dependent on punctual delivery by Consultant
	<b>A.3.1.16</b> : Submission of reports	On-going	CIDI TL	Dependent on punctual action by Consultant.
<b>A.3.2</b> Land	N/A			
<b>A.3.3</b> : Housing study	<b>A.3.3.01</b> : Finalization of housing study & completion of min. standards report	Completed	Consultant	Findings of housing study report were presented to stakeholders meeting in April 2010.
<b>A.3.4</b> : Resettlement	N/A			
<b>A.3.5</b> : City greening	<b>A.3.5.01</b> : Review of proposed public spaces for greening	Completed	KCC/PMT	Public spaces for greening identified.
	<b>A.3.5.02</b> : Procurement of contractor (incl. No Objection from BTC)	On-going	KCC/PMT	The Project is seeking a waiver from PPDA to use selective bidding to procure contractors for the greening works in public places (including public schools).
	<b>A.3.5.03</b> : Implementation of public space greening	Not yet started	Contractor	Dependent on punctual delivery by contractor(s).
	<b>A.3.5.04</b> : Monitoring of public space greening	Not yet started.	PMT/KCC divisions	Dependent on active interest of KCC divisions and local communities.
	<b>A.3.5.05</b> : Development of strategy for household greening	Completed	PMT/KCC divisions	Project has drawn on experience of the Sustainable Neighbourhoods in Focus Project; and on the lessons learned from the study tour.
	<b>A.3.5.06</b> : Implementation of household greening strategy	On-going	Households/CBOs/ KCC divisions	Dependent on active interest of households, CBOs & KCC divisions
	<b>A.3.5.07</b> : Monitoring of household greening	Not yet started	CBOs/KCC divisions	Dependent on active interest of households, CBOs & KCC divisions
<b>A.3.6</b> : Environmental Health Engineer	N/A	N/A	N/A	N/A

Activities	Subactivities	State of execution	Person in charge	Remarks - Difficulties – Points of attention
<b>A.3.7</b> : Solid waste management	<b>A.3.7.01</b> : Development & implementation of detailed action plans	On-going	Households/CBOs/ KCC divisions	Action plans developed by Consultant. Successful implementation dependent on active interest of households, CBOs & KCC divisions.
	<b>A.3.7.02</b> : Provision of garbage banks & garbage collection sacks to households.	On-going	Households/CBOs/ KCC divisions	Bid Document for construction of garbage banks in Katwe I and Kisenyi II approved by CC. Pending letter from Divisions
	<b>A.3.7.03</b> : Provision of 6 no. banana peel mills	On-going	Households/ CBOs	Fabrication on-going. Machines to be distributed to beneficiaries and training conducted in Q1-2011 / Q2-2011
	<b>A.3.7.04</b> : Provision of 15 no. charcoal briquette machines	On-going	Households/ CBOs	Fabrication on-going. Machines to be distributed to beneficiaries and training conducted in Q1-2011 / Q2-2011.
	<b>A.3.7.05</b> : Provision of plastic shredders/ collection centres	Not yet started	Households/ CBOs	To be included in procurement planning; and to be procured in Q1 2011/
	<b>A.3.7.06</b> : Provision of organic fertilizer machines	Not yet started	Households/ CBOs	To be included in procurement planning; and to be procured in Q1 2011.
	<b>A.3.7.07</b> : Engagemant of CBOs	On-going	CBOs	Dependent on active interest of CBOs
<b>A.3.8</b> : Core dwellings (model houses)	<b>A.3.8.01</b> : Identification of suitable locations for model houses	Completed	PMT/KCC divisions	Sites for 6 no. model houses have been identified: two in Kisenyi II and one in Katwe I.
	<b>A.3.8.02</b> Verification of land ownership:	Completed	Consultant	Land ownership verified and agreements signed.
	<b>A.3.8.03</b> : Finalization of designs & preparation of working drawings & BoQs	On-going.	PMT/KCC divisions	Design finalised; preparation of BoQs is on-going but pending approval of model house plans by KCC.
	<b>A.3.8.04</b> : Approval of model house plans	Not yet started.	PMT/KCC	Project has submitted model house plans to KCC Planning Department for approval as KCC type house plans. Dependent on prompt action by KCC
	<b>A.3.8.05</b> : Procurement of contractor	Not yet started.	PMT/KCC	Possible delays in procurement cycle
	<b>A.3.8.06</b> : Construction of model houses	Not yet started.	Contractor	Dependent on punctual delivery by contractor
	<b>A.3.8.07</b> : Defects liability period	Not yet started.		Will begin when construction is completed.
<b>A.3.9</b> : Access roads	<b>A.3.9.01</b> : Completion of construction and hand over to divisions	Completed	Contractor	Defects liability on-going.
	<b>A.3.9.02</b> : Defects liability period	On-going	PMT/KCC divisions	Dependent on active interest of community/ KCC divisions
	<b>A.3.9.03</b> : Identification & design of new roads	Completed	PMT/KCC divisions	New roads have been identified and designed.
	<b>A.3.9.04</b> : Procurement of contractor	Completed.	KCC/ PMT	Three contracts have been appointed for the three respective road works contracts (1 in Katwe I and 2 in Kisenyi II)
	<b>A.3.9.05</b> : Construction of new roads	Not yet started.	Contractor	Dependent on punctual delivery by contractor(s).
	<b>A.3.9.06</b> : Defects liability period	Not yet started.	Consultant/KIEMP	Will commence when construction is completed

Activities	Subactivities	State of execution	Person in charge	Remarks - Difficulties – Points of attention
<b>A.3.10</b> : Toilets	N/A			
<b>A.3.11</b> : Public standposts	<b>A.3.11.01</b> : Completion of installation of pre-paid water meters & connection of water supply	Completed	Contractor/NWSC	Defects liability on-going. Final payment to be made in Q4 2010.
	<b>A.3.11.02</b> : Monitoring of O&M of standpipes	On-going	PMT/CBOs	On-going; standposts have been handed over to NWSC. Dependent on active interest of community/ NWSC
	<b>A.3.11.03</b> : Defects liability period	On-going	PMT/Community	On-going.
	<b>A.3.12.04</b> : Identification & installation of additional water supply/pre-paid meters	On-going	Focal persons/ Community	Sites for additional pre-paid meter stand posts have been identified.
	<b>A.3.12.05</b> : Procurement of contractor	Not yet started	PMT/KCC/ BTC	Alternative supplier has been identified. Partnership agreement to be entered into with NWSC to facilitate and expedite procurement.
	<b>A.3.12.06</b> : Construction & installation of additional water supply/pre-paid meters	Not yet started	Contractor	Partnership agreement with NWSC being finalised. Dependent on punctual delivery by supplier and contractor
	<b>A.3.12.07</b> : Defects liability period	Not yet started		Will begin when construction and installation are complete.
<b>A.3.12</b> : Drains	<b>A.3.12.01</b> : Completion of construction/ hand over to communities	Completed	Contractor	Defects liability on-going.
	<b>A.3.12.02</b> : Defects liability period	On-going	Consultant/ KIEMP	Dependent on active interest of communities/ KCC divisions
	<b>A.3.12.03</b> : Development & implementation of community monitoring plan	On-going	CBOs	Dependent on active interest of CBOs
	<b>A.3.12.04</b> : Identification & design of additional drains for construction	Completed	Community	New drains to be constructed identified.
	<b>A.3.12.05</b> : Procurement of contractor (community contracting where feasible) (incl. No Objection from BTC)	On-going	PMT/KCC/ BTC	3 no. contracts respectively awarded to 3 no. contractors.
	<b>A.3.12.06</b> : Construction of drains	Not yet started	Contractor	Dependent on punctual delivery by contractors.
	<b>A.3.12.07</b> : Defects liability period	Not yet started		Will commence when construction is completed

## Z. General management activities

### Personnel:

Activities	Subactivities	State of execution	Person in charge	Remarks - Difficulties – Points of attention
Recruitment (started up or in case of resignation)	Suspension of Project Accountant/Termination of contract	Letter of termination issued.	Town Clerk/ Deputy Town Clerk	A replacement accountant has yet to be recruited. Accounting and financial planning have been adversely affected.
Training of project staff	N/A			
Prior notice (in closing phase)	N/A			

### Investment:

Activities	Subactivities	State of execution	Person in charge	Remarks - Difficulties – Points of attention
Vehicles	Operation and maintenance	On-going	Driver/Project Manager	Maintenance costs will increase as vehicles age.
Constructing and/or repairing offices	N/A			
IT equipment	Operation and maintenance	On-going	Secretary/Accountant	Maintenance costs will increase as equipment ages.
Office supplies and equipment	Supply, operation and maintenance	On-going	Secretary/Accountant	Maintenance costs will increase as equipment ages.

## 7.2 Comments on Progress Report Qn-1

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### Comments progress report

Overall progress in implementation of activities towards achievement of the project results and objectives is good.

However, there are a number of activities that are not going to be completed by the current end date of the project, which is 31<sup>st</sup> July 2011; and there are also going to be significant balances on a number of budget lines as can be seen from the Financial Planning Q1-2011.

For this reason, and on the recommendations of the Mid-Term Review Report and Steering Committee meeting that met on 21<sup>st</sup> December 2010, a request has been made for a one-year extension of the Specific Agreement, which was due to end on 31<sup>st</sup> July 20-11, and a one-year no cost extension of the project.

The key activities that are significantly behind schedule include the following:

- Behavioural change consultancy.
- Implementation of the greening interventions in public places.
- Construction of the demonstration houses.
- Procurement of machines for solid waste management—specifically, plastic shredding machines and organic fertiliser machines.

## 8 Operational Planning – Update Q1

**UGANDA – UGA0500811 2011**



**CTB**

**AGENCE BELGE  
DE DÉVELOPPEMENT**



## 8.1 Annual planning of the activities – Update Q1

## ANNUAL PLANNING OF THE ACTIVITIES – Update Q1

To be updated in Q1 2011: 20 January 2011 / Q2 2011: 20 April / Q3 2011: 20 July / Q4 2011: 20 October)

**Project: Kampala Integrated Environmental Planning and Management Project (KIEMP) – UGA0500811)**

**R1: Institutional Capacities of KCC are strengthened in terms of environmental planning & management**

Activities	Subactivities	J	F	M	A	M	J	J	A	S	O	N	D	Person in charge	Remarks - Difficulties – Points of attention
<b>A.1.1 :</b> Training Needs Assessment	N/A														
<b>A.1.2 :</b> Study tours for KCC staff	N/A														
<b>A.1.3 :</b> Capacity building for KCC technical staff focusing on division and local level.	<b>A.1.3.01 :</b> Identification of first training modules *													KCC/PMT	Completed
	<b>A.1.3.02 :</b> Procurement of service providers													PMT/KCC/ BTC	Completed
	<b>A.1.3.03 :</b> Development of training modules													Service provider	Completed
	<b>A.1.3.04 :</b> Delivery of training modules													Service provider	Service provider delivers
	<b>A.1.3.05 :</b> Implementation of on-the-job training													KCC/PMT	Requires active interest of KCC divisions & staff
	<b>A.1.3.06 :</b> Follow-up on training modules													KCC/PMT	Divisions willing to cooperate

**R2: Behaviour of the slum communities on the use and maintenance of the local infrastructures have improved**

Activities	Subactivities	J	F	M	A	M	J	J	A	S	O	N	D	Person in charge	Remarks - Difficulties - Points of attention
A.2.1 : survey	Baseline	N/A													
A.2.2 : Behaviour change	A.2.2.01 : Development of BCC strategy													DCI TL	Dependent on punctual delivery by Consultant.
	A.2.2.02 : Development & pretesting of materials													DCI TL	Dependent on punctual delivery by Consultant.
	A.2.2.03 : Implementation of strategy (incl. M&E and adjustments)													DCI TL	Dependent on punctual delivery by Consultant and active interest of local communities.
	A.2.2.04 : Submission of reports													DCI TL	Dependent on punctual delivery by Consultant.
A.2.3 : Participatory planning meetings	A.2.3.01 : Conduct participatory planning meetings													PMT	Requires active interest of key stakeholders.

**R3: Environmental and housing conditions have improved in the slum areas**

Activities	Subactivities	J	F	M	A	M	J	J	A	S	O	N	D	Person in charge	Remarks - Difficulties - Points of attention
A.3.1 Advocacy, Mobilisation Capacity Enhancement &	A.3.1.01 : Advocacy for MPs													CIDI TL	Dependent on interest of MPs.
	A.3.1.02 : TNA for CBOs/NGOs													CIDI TL	Completed.
	A.3.1.03 : Design of training content													CIDI TL	Completed.
	A.3.1.05 : Design & review of MoUs													CIDI TL/PMT	Completed
	A.3.1.15 : Approval of CBOs by PPDA													PPDA	Dependent on punctual action by PPDA.
	A.3.1.16 : No objection by BTC													CIDI TL	Dependent on punctual action by BTC.
	A.3.1.17 : Award & signing of MoUs													CIDI TL	Dependent on punctual action by Consultant & CBOs.
	A.3.1.18 : Training of CBOs													CIDI TL	Dependent on punctual delivery by Consultant.

Activities	Subactivities	J	F	M	A	M	J	J	A	S	O	N	D	Person in charge	Remarks - Difficulties - Points of attention
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A.3.1 Advocacy, Mobilisation Capacity Enhancement &	A.3.1.19 : Implementation of CBO activities																	CBO/ CIDI TL	Dependent on proper task execution by CBOs.	
	A.3.1.08 : Dissemination of O&M guidelines																		CIDI TL	Dependent on active interest of caretakers and management structures.
	A.3.1.09 : Design of strategies for generating funds for O&M																		CIDI TL	Dependent on punctual delivery by Consultant.
	A.3.1.10 : Design & implementation of M&E plan																		CIDI TL	Dependent on punctual delivery by Consultant.
	A.3.1.11 : Development of exit strategy																		CIDI TL	Dependent on punctual delivery by Consultant.
	A.3.1.12 : Dissemination of exit plan																		CIDI TL	Dependent on punctual delivery by Consultant.
	A.3.1.13 : Preparation of final reports and documentation																		CIDI TL	Dependent on punctual delivery by Consultant.
	A.3.1.20 : Submission of reports																		CIDI TL	Dependent on punctual delivery by CBOs.
A.3.2 Land	N/A																			
A.3.3 : Housing study	A.3.3.01 : Finalization of housing study & completion of min. standards report																		Consultant	Completed.
A.3.4 : Resettlement	N/A																			
A.3.5 : City greening	A.3.5.01 : Review of proposed public spaces for greening																		KCC/PMT	Completed
	A.3.5.02 : Procurement of contractor (incl. No Objection from BTC)																		KCC/PMT	Possible delays in procurement cycle.
	A.3.5.03 : Implementation of public space greening																		Contractor	Dependent on punctual delivery by Consultant.
	A.3.5.04 : Monitoring of public space greening																		PMT/KCC divisions	Dependent on active interest of KCC divisions.
	A.3.5.05 : Development of strategy for household greening																		PMT/KCC divisions	Dependent on active interest of households, CBOs & KCC divisions.
	A.3.5.06 : Implementation of household greening strategy (CBO/CDA)																		Households/ CBOs/ KCC divisions	Dependent on active interest of households, CBOs & KCC divisions.
	A.3.5.07 : Monitoring of household greening																		CBOs/KCC divisions	Dependent on active interest of households, CBOs & KCC divisions.

Activities	Subactivities	J	F	M	A	M	J	J	A	S	O	N	D	Person in charge	Remarks - Difficulties – Points of attention
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<b>A.3.6 :</b> Environmental Health Engineer	N/A																
<b>A.3.7 :</b> Solid waste management	<b>A.3.7.01 :</b> Development & implementation of detailed action plans															Households/ CBOs/ KCC divisions	Dependent on active interest of households, CBOs & KCC divisions.
	<b>A.3.7.02 :</b> Provision of land banks & bags															Households/ CBOs/ KCC divisions	Dependent on active interest of households, CBOs & KCC divisions.
	<b>A.3.7.03 :</b> Provision of banana peel mill															Households/ CBOs/	Requires active interest of households/ CBOs.
	<b>A.3.7.04 :</b> Provision of briquette machine															Households/ CBOs/	Requires active interest of households/ CBOs.
	<b>A.3.7.05 :</b> Provision of plastic shredder/ collection centre															Households/ CBOs/	Requires active interest of households/ CBOs.
	<b>A.3.7.06 :</b> Provision of organic fertilizer machine															Households/ CBOs/	Requires active interest of households/ CBOs.
	<b>A.3.7.07 :</b> Engagament of CBOs															CBOs	Dependent on active interest of CBOs.
<b>A.3.8 :</b> Core dwellings (model houses)	<b>A.3.8.01 :</b> Identify suitable locations for model houses															PMT/KCC divisions	Completed.
	<b>A.3.8.02 :</b> Verification of land ownership															Consultant	Completed.
	<b>A.3.8.03 :</b> Finalization of designs & preparation of working drawings & BoQs															PMT/KCC divisions	Dependent on punctual delivery by Consultant
	<b>A.3.8.04 :</b> Approval of model house plans															PMT/KCC	Dependent on active interest of KCC.
	<b>A.3.8.05:</b> Procurement of contractor (incl. No Objection from BTC)															PMT/KCC	Possible delays in procurement cycle.
	<b>A.3.8.06 :</b> Construction of model houses															Contractor	Dependent on punctual delivery by contractor.
	<b>A.3.8.07 :</b> Defects liability period															KCC divisions/ Beneficiaries	

Activities	Subactivities	J	F	M	A	M	J	J	A	S	O	N	D	Person in charge	Remarks - Difficulties – Points of attention
<b>A.3.9 :</b> Access roads	<b>A.3.9.01 :</b> Completion of construction and hand over to divisions													Contractor	Completed
	<b>A.3.9.02 :</b> Defects liability period													PMT/KCC divisions	Dependent on active interest of KCC divisions

	<b>A.3.9.03</b> :Identification and design of additional roads																		Communities/Consultant/PMT	
	<b>A.3.9.04</b> :Procurement of contractors																	PMT	Possible delays in procurement cycle	
	<b>A.3.9.05</b> :Construction of Roads Cluster 3																	Contractor	Dependent on punctual delivery by contractor	
	<b>A.3.9.06</b> : Construction of Roads Cluster 4																	Contractor	Dependent on punctual delivery by contractor	
	<b>A.3.9.07</b> : Construction of Roads Cluster 5																	Contractor	Dependent on punctual delivery by contractor	
	<b>A.3.9.08</b> : Defects liability period Roads Cluster 3																	PMT/KCC divisions	Dependent on active interest of KCC divisions	
	<b>A.3.9.09</b> : Defects liability period Roads Cluster 4																	PMT/KCC divisions	Dependent on active interest of KCC divisions	
	<b>A.3.9.10</b> : Defects liability period Roads Cluster 5																	PMT/KCC divisions	Dependent on active interest of KCC divisions	
<b>A.3.10</b> : Toilets	N/A																			
<b>A.3.11</b> : standposts	Public	<b>A.3.11.01</b> : Completion of installation of pre-paid water standposts & connection of water supply																Contractor/NWSC	Completed	
		<b>A.3.11.02</b> : Monitoring of O&M of standpipes																PMT/CBOs	Dependent on active interest of local communities & NWSC	
		<b>A.3.11.03</b> : Defects liability period																Community/NWSC	Dependent on active interest of local communities & NWSC	
		<b>A.3.11.04</b> :Identification of locations for additional pre-paid water standposts																	Community/PMT	Completed
		<b>A.3.11.05</b> :Formalisation of partnership agreement with NWSC																	PMT/MWSC	Dependent on active interest of NWSC
		<b>A.3.11.05</b> :: Procurement of contractor																	PMT/KCC /BTC	Possible delays in procurement cycle
		<b>A.3.11.05</b> : Installation of pre-paid water meters & connection of water supply																	Contractor	Dependent on punctual delivery by contractor
<b>A.3.11.06</b> : Defects liability period																	Community/NWSC	Dependent on active interest of local communities & NWSC		

Activities	Subactivities	J	F	M	A	M	J	J	A	S	O	N	D	Person in charge	Remarks - Difficulties – Points of attention
<b>A.3.12</b> : Drains	<b>A.3.12.01</b> : Completion of construction & hand over to communities														Completed
	<b>A.3.12.02</b> : Defects liability period													Community/ Contractor	Dependent on active interest of local communities
	<b>A.3.12.03</b> : Development & implementation of community monitoring plan													CBOs	Dependent on active interest of CBOs/ local communities

	A.3.12.03 :Identification & design of additional drains																Consultant/ KCC Divisions/ PMT	Completed
	A.3.12.03 : Procurement of contractors																PMT/KCC /BTC	Completed
	A.3.12.03 : Construction of drainage Cluster 7																Contractor	Dependent on punctual delivery by contractor
	A.3.12.03 : Construction of drainage Cluster 8																Contractor	Dependent on punctual delivery by contractor
	A.3.12.03 : Construction of drainage Cluster 9																Contractor	Dependent on punctual delivery by contractor
	A.3.12.01 : Completion of construction & hand over to communities																CONTRACTOR	Dependent on punctual delivery by contractor
	A.3.12.03 : Defects liability period Cluster 7																Community/ Contractor	Dependent on active interest of KCC divisions
	A.3.12.03 : Defects liability period Cluster 8																	Dependent on active interest of KCC divisions
	A.3.12.03 : Defects liability period Cluster 9																	Dependent on active interest of KCC divisions

## Z. General management activities

### Personnel

Activities	Subactivities																Person in charge	Remarks - Difficulties – Points of attention
Recruitment of Accountant	Obtain consent to recruit identified candidate from KCC.																Deputy Town Clerk	Will depend on prompt action by Deputy Town Clerk/ BTC
	Issue appointment letter																	
	Notify candidate/ conduct negotiations/ confirm acceptance of position																	
Training of project staff	N/A																	
Prior notice (in closing phase)	N/A																	

**Investment**

Activities	Subactivities	J	F	M	A	M	J	J	A	S	O	N	D	Person in charge	Remarks - Difficulties – Points of attention
Vehicles	Operation and maintenance													Driver/ Project Manager	Maintenance costs expected to increase as vehicles age
Construction	N/A														
IT equipment	Operation and maintenance														Maintenance costs expected to increase as vehicles age
Office supplies and equipment	Operation and maintenance														Maintenance costs expected to increase as vehicles age

**Quality (Monitoring & Evaluation)**

Activities	Subactivities	J	F	M	A	M	J	J	A	S	O	N	D	Person in charge	Remarks - Difficulties – Points of attention
Backstopping	Technical backstopping from BTC HQ														Not planned as yet.
Mid-term Evaluation															Already completed
Final Evaluation															
Audit															



## 8.2 Annual planning of public contracts – Update Q1



PLANNING TENDERS Q1-2011

PROJECT : UGA0500811

Tender Nr	Name of the tender	Brief description of the tender	Kind of tender	Currency	Amount (Estimated/ realized)	Amount euros (Estimated/ realized)	Execution mode	Budget code(s)	Supplier(s)	Award procedure	Progress of tender	Remarks	Milestones (realize/planned)					
													Date(s) / period(s) Preparation of	Date(s) / Period(s) Publication	Date(s) / Period(s) Awarding	Date(s) / Period(s) Exécution	Date(s) / Period(s) Payment	
UGA108	Legal Advice & Support to Social Mobilization consultancy services	Provision of legal advice and support to social mobilization activities.	Services	UGX	36,589,940	13,305	Joint management	A03 01	Community Integrated Development Initiatives (CIDI)	Open invitation to tender.	Ongoing					29.09.08		
KEMPHBC01 & BTC/UGA/109	Behavioural Change consultancy services	Formulation and implementation of a behavioural change strategy.	Services	UGX	122,895,000	44,689	Joint management	A02 02	Ms Development Consultants Int. Ltd (DCI) in association with Change Masters Associates	Open invitation to tender.	Ongoing					22.04.2009		
KEMPHOUSING /01 7 BTC/UGA/104	Housing Study consultancy services	Conduct a study on housing in a broader context and in the three project parishes.	Services	UGX	105,735,250	38,449	Joint management	A03 03	ID Forum in association with Saad Yahya and Associates	Open invitation to tender.	Consultancy assignment completed.					26.02.2009		
KEMPHSHW01	Solid Waste Management study consultancy services	Conduct a study of housing in a broader context and in the three project parishes.	Services	UGX	61,900,000	22,509	Joint management	A03 07	Arch Tech Consults (U) Ltd & Wanjoh Consulting Engineers	Open invitation to tender.	Consultancy assignment completed.					01.12.08		
KEMPHRDS01 & BTC / UGA 111	Construction of paved roads (cluster1)	Construction of paved roads	Works	UGX	1,545,846,651	562,126	Joint management	A03 09	Multiplex Ltd	Open invitation to tender.	Final certificate paid Q2 2010. Defects liability period on-going.					19.01.09		
KEMPHRDS02 & BTC / UGA 112	Construction of paved roads (cluster2)	Construction of paved roads	Works	UGX	1,446,862,548	526,132	Joint management	A03 09	Multiplex Ltd	Open invitation to tender.	Final certificate paid Q2 2010. Defects liability period on-going.					19.01.09		
	Construction of public toilets	Construction of 35 no. public toilet blocks	Works	UGX		0	Joint management	A03 10	Spider Contractors	Open invitation to tender.	Contract closed					09.01.08		
KEMPHSR01 & BTC/UGA 110	Construction of water stand posts	Construction of water mains and public stand posts	Works	UGX	272,233,862	98,994	Joint management	A03 11	Diamond Contractors Ltd	Open invitation to tender.	Final Certificate to be paid Q4 2010					02.02.09		
KEMPHDRN01 & BTC/UGA 113	Construction of drainage channels (cluster 1)	Construction of drainage channels	Works	UGX	162,068,000	58,934	Joint management	A03 12	Giant Engineering Ltd	Open invitation to tender.	Final Certificated paid. Defects liability period					19.01.09		
KEMPHDRN02 & BTC / UGA 114	Construction of drainage channels (cluster 2)	Construction of drainage channels	Works	UGX	188,974,855	68,718	Joint management	A03 12	Diamond Contractors Ltd	Open invitation to tender.	Final Certificated paid. Defects liability period					19.01.09		
KEMPHDRN03 & BTC/UGA 115	Construction of drainage channels (cluster 3)	Construction of drainage channels	Works	UGX	230,251,700	83,728	Joint management	A03 12	Uganda Kwagaita Constructions Ltd	Open invitation to tender.	Final Certificated paid. Defects liability period					09.02.09		
KEMPHDRN04 & BTC/UGA 116	Construction of drainage channels (cluster 4)	Construction of drainage channels	Works	UGX	247,037,567	89,832	Joint management	A03 12	Diamond Contractors Ltd	Open invitation to tender.	Final Certificated paid. Defects liability period					02.02.09		
KEMPHDRN05 & BTC/UGA 117	Construction of drainage channels (cluster 5)	Construction of drainage channels	Works	UGX	262,618,140	95,498	Joint management	A03 12	Abubaker Technical Services Ltd	Open invitation to tender.	Final Certificated paid. Defects liability period					02.02.09		
KEMPHDRN06 & BTC/UGA 118	Construction of drainage channels (cluster 6)	Construction of drainage channels	Works	UGX	248,994,750	90,544	Joint management	A03 12	Spider Contractors Ltd	Open invitation to tender.	Final Certificated paid. Defects liability period					27.01.09		
KEMPHDSC01 & BTC/UGA 085	Design & Construction Supervision consultancy services	Provision of design & construction supervision services	Services	UGX	297,805,502	108,293	Joint management	A03	M & E Associates	Open invitation to tender.	Ongoing					01.02.08		
KAMP516/WRKS/2009/2010/01021/ DRN07 & BTC/UGA 144	Construction of Eden, Bw ase Parents and Samalen Drainage Systems (Cluster 7)	Construction of drainage channels	Works	UGX	136,728,757		Joint management	A03 12	Al Mubarak Contracting Ltd.	Open invitation to tender.	Ongoing							
KAMP516/WRKS/2009/2010/01022/ DRN87 & BTC/UGA 145	Construction of Abdu Luzzi Drainage Systems. (Cluster 8)	Construction of drainage channels	Works	UGX	236,625,785	15,227	Joint management	A03 12	M&S Building and Civil Agencies Limited	Open invitation to tender.	Ongoing. Advance payment of 20% of contract value made in December 2010.							
KAMP516/WRKS/2009/2010/01023/ DRN09 & BTC/UGA 146	Construction of Secondary and Tertiary Drainage Systems. (Cluster 9)	Construction of drainage channels	Works	UGX	145,362,925	9,354	Joint management	A03 12	Barco Technical and Construction Company Limited	Open invitation to tender.	Ongoing. Advance payment of 20% of contract value made in December 2010.							
KAMP516/WRKS/2010/2011/00176/RDS/03 & BTC/UGA 153	Upgrading Bagambaki and Katimbo Roads to bitumen standard (surface dressing) in Kisenyi II parish (Cluster 3)	Upgrading of roads to bitumen standards (surface dressing)	Works	UGX	392,260,000		Joint management	A03 09	Coil Ltd.	Open invitation to tender.	Best evaluated bidder	Works to begins in Q1-2011.						
KAMP516/WRKS/2010/2011/00177/RDS/04 & BTC/UGA 154	Upgrading Rw amutula Road to bitumen standard (surface dressing) in Kisenyi II parish (Cluster 4)	Upgrading of roads to bitumen standards (surface dressing)	Works	UGX	294,240,650		Joint management	A03 09	Spider Contractors Ltd.	Open invitation to tender.	Best evaluated bidder	Works to begins in Q1-2011.						
KAMP516/WRKS/2010/2011/00178/RDS/05 & BTC/UGA 155	Upgrading Setyala Road to bitumen standards (surface dressing) in Katwe I parish (Cluster 5)	Upgrading of roads to bitumen standards (surface dressing)	Works	UGX	223,172,400		Joint management	A03 09	Barco Technical and Construction Company Ltd.	Open invitation to tender.	Best evaluated bidder	Works to begins in Q1-2011.						
	Supply of silod waste management machines	Supply of 15 no. Briquette Moulding Machines and 6 no. Peel Mill Machines	Goods	UGX			Joint management	A03 05	MikWell Ltd.	Open invitation to tender.	On-going							

## 8.3 Annual financial planning – Update Q1-2011

Project Title : **Kampala City Council Environmental Planning and Management Project**Fin Plan Version: **2011Q1**Budget Version: **E01**Donor: **DGD**Currency: **EUR**

## Amounts in 1000 EUR

Status	Fin Mode	Budget	TtY-1	Balance	2011					2012 to end	Est. end Proj. Bal.	Est. % exec.
					Q1	Q2	Q3	Q4	Total			
<b>A ENHANCE ENVIRONMENTAL</b>		3.639,33	2.483,13	1.156,20	256,39	292,50	164,83	82,74	796,46	0,00	359,75	90%
<b>01 Institutional Capacities of KCC</b>		123,22	87,46	35,76	19,05	12,89	0,00	0,00	31,94	0,00	3,82	97%
01 Training Needs assessment	COGEST	23,70	23,70	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%
02 Study tour of 10	REGIE	45,00	44,16	0,84	0,00	0,00	0,00	0,00	0,00	0,00	0,84	98%
03 capacity building for KCC	COGEST	54,52	19,60	34,92	19,05	12,89	0,00	0,00	31,94	0,00	2,98	95%
<b>02 Behaviour of communities on</b>		270,38	188,71	81,67	8,53	26,66	10,73	0,00	45,92	0,00	35,76	87%
01 Baseline survey (physical &	COGEST	32,78	32,78	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%
02 behavioral change consultancy	COGEST	133,45	83,76	49,69	0,00	14,13	9,42	0,00	23,54	0,00	26,15	80%
03 Patricipatory planning and	COGEST	30,00	10,46	19,54	4,60	8,60	0,00	0,00	13,20	0,00	6,34	79%
04 A Public health/community	COGEST	74,15	61,71	12,44	3,93	3,93	1,31	0,00	9,17	0,00	3,27	96%
<b>03 Environmental and housing</b>		3.245,73	2.206,96	1.038,77	228,81	252,95	154,10	82,74	718,60	0,00	320,17	90%
01 Advocacy, social mobilisation	COGEST	80,00	44,05	35,95	11,37	0,00	0,00	0,00	11,37	0,00	24,58	69%
02 Land for resettlement scheme	COGEST	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	?
03 Short term consultancy fees	COGEST	40,00	36,47	3,53	0,00	0,00	0,00	0,00	0,00	0,00	3,53	91%
04 Resettlement costs	COGEST	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	?
05 City greening (city greening,	COGEST	115,00	15,64	99,36	17,60	61,40	0,00	0,00	79,00	0,00	20,36	82%
06 Technical support	COGEST	30,82	30,82	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%
07 Construction of minimum	COGEST	90,00	28,45	61,55	30,00	25,50	0,00	0,00	55,50	0,00	6,05	93%
08 Construction of 200 "bare	COGEST	100,00	0,00	100,00	0,00	20,00	60,00	20,00	100,00	0,00	0,00	100%
09 Construction of access roads	COGEST	1.594,08	1.079,34	514,74	62,74	94,10	94,10	62,74	313,68	0,00	201,06	87%
10 construction of sanitation	COGEST	311,93	315,77	-3,84	0,00	0,00	0,00	0,00	0,00	0,00	-3,84	101%
11 Construction of water supply	COGEST	116,90	108,44	8,46	4,94	0,00	0,00	0,00	4,94	0,00	3,52	97%
	REGIE	889,58	758,55	131,03	37,61	76,11	15,04	0,00	128,76	0,00	2,27	100%
	COGEST	4.115,01	2.823,02	1.291,99	278,99	319,20	171,83	82,74	852,77	0,00	439,23	89%
	<b>TOTAL</b>	<b>5.004,59</b>	<b>3.581,57</b>	<b>1.423,02</b>	<b>316,60</b>	<b>395,31</b>	<b>186,87</b>	<b>82,74</b>	<b>981,52</b>	<b>0,00</b>	<b>441,50</b>	<b>91%</b>



Project Title : **Kampala City Council Environmental Planning and Management Project**Fin Plan Version: **2011Q1**Budget Version: **E01**Donor: **DGD**Currency: **EUR****Amounts in 1000 EUR**

Status	Fin Mode	Budget	TtY-1	Balance	2011					2012 to end	Est. end Proj. Bal.	Est. % exec.		
					Q1	Q2	Q3	Q4	Total					
		12 Upgrading drainage	COGEST	767,00	547,98	219,02	102,16	51,95	0,00	0,00	154,10	0,00	64,92	92%
		<b>V BTC- JUNIOR ASSISTANT</b>		0,00	-5,85	5,85	0,00	0,00	0,00	0,00	0,00	0,00	5,85	7%
		01 Compensation for BTC-JA		0,00	-5,85	5,85	0,00	0,00	0,00	0,00	0,00	0,00	5,85	7%
		01 BTC-JA expenses	REGIE	0,00	-5,85	5,85	0,00	0,00	0,00	0,00	0,00	0,00	5,85	7%
		<b>Z GENERAL MEANS - THE PROJECT IS</b>		1.365,26	1.104,29	260,97	60,21	102,81	22,04	0,00	185,07	0,00	75,90	94%
		01 The project is implemented		1.365,26	1.102,49	262,77	60,21	102,81	22,04	0,00	185,07	0,00	77,70	94%
		01 Technical supervision and	REGIE	822,00	702,32	119,68	37,50	76,00	15,00	0,00	128,50	0,00	-8,82	101%
		02 project meetings & presentations	COGEST	16,73	13,49	3,24	0,40	1,00	0,00	0,00	1,40	0,00	1,84	89%
		03 Top Up allowances (KCC)	COGEST	97,58	75,67	21,91	7,61	7,61	2,54	0,00	17,75	0,00	4,16	96%
		04 KCC support staff	COGEST	104,60	90,06	14,54	4,23	4,23	1,41	0,00	9,88	0,00	4,66	96%
		05 Vehicles for project and KCC	REGIE	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	7%
		06 vehicle operation and	COGEST	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	7%
		07 Office space, equipment &	COGEST	124,50	97,53	26,97	6,20	7,20	2,00	0,00	15,40	0,00	11,57	91%
		08 Office equipment &	COGEST	7,50	7,32	0,18	0,00	0,00	0,00	0,00	0,00	0,00	0,18	98%
		09 Formulation balance	REGIE	4,58	0,02	4,56	0,00	0,00	0,00	0,00	0,00	0,00	4,56	0%
		21 Purchase of 4 Wheel drive	COGEST	48,27	48,27	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%
		22 Purchase of four Motor bikes (4	REGIE	16,00	15,42	0,58	0,00	0,00	0,00	0,00	0,00	0,00	0,58	96%
		23 Vehicle and Motorcycle	COGEST	118,50	51,94	66,56	4,00	6,50	1,00	0,00	11,50	0,00	55,06	54%
		24 Bank Charges & expenses due	COGEST	3,00	-0,23	3,23	0,16	0,16	0,06	0,00	0,38	0,00	2,85	5%
		25 Bank charges & Expense due to	REGIE	2,00	0,68	1,32	0,11	0,11	0,04	0,00	0,26	0,00	1,06	47%
		99 Conversion rate adjustment		0,00	1,80	-1,80	0,00	0,00	0,00	0,00	0,00	0,00	-1,80	7%
		98 Conversion rate adjustment	REGIE	0,00	1,80	-1,80	0,00	0,00	0,00	0,00	0,00	0,00	-1,80	7%
			REGIE	889,58	758,55	131,03	37,61	76,11	15,04	0,00	128,76	0,00	2,27	100%
			COGEST	4.115,01	2.823,02	1.291,99	278,99	319,20	171,83	82,74	852,77	0,00	439,23	89%
			<b>TOTAL</b>	<b>5.004,59</b>	<b>3.581,57</b>	<b>1.423,02</b>	<b>316,60</b>	<b>395,31</b>	<b>186,87</b>	<b>82,74</b>	<b>981,52</b>	<b>0,00</b>	<b>441,50</b>	<b>91%</b>





## 8.4 Comments on operational planning – Update Q1

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Comments  
operational  
planning

The operational planning shown is up to the current end of the project, i.e., 31<sup>st</sup> July 2011.

Procurement of the new infrastructure works (drainage and roads) approved by the Steering Committee that met on 20<sup>th</sup> April 2010 is progressing satisfactorily. Specifically:

- The contracts for the three new additional drainage works clusters were awarded as follows:

	<b>Tender Description</b>	<b>Contractor</b>	<b>Contract Sum (UGX.) VAT Excl.</b>
	Construction of Eden, Bwaise Parents and Samalien Drainage Systems (Cluster 7)	Al Mubarak Contracting Ltd.	136,728,757
	Construction of Abdu Luzzi Drainage Systems. (Cluster 8)	M&S Building and Civil Agencies Limited	236,625,785
	Construction of Secondary and Tertiary Drainage Systems. (Cluster 9)	Abubaker Technical Services & General Supplies Limited	145,362,925

The contractors for the three drainage works clusters commenced work in Q4-2010 (December 2010); and the specified contract duration for all three drainage works clusters is six months. All three contracts are expected to be complete by the end of Q2-2011; but the defects liability period of 12 months will extend beyond the current end date of the project (31<sup>st</sup> July 2011).

- The invitation for bids for the roads contracts was advertised in the local press on 18th November 2010. The deadline for submission of bids was 10:00 a.m. on 10th December 2010; and received bids were opened at 10:15 a.m. that same morning.

The best evaluated bidders for the three road works contract have been identified, and were as follows:

	<b>Tender Description</b>	<b>Contractor</b>	<b>Contract Sum (UGX.) VAT Excl.</b>
	Upgrading Bagambaki and Katimbo Roads to bitumen standard (surface dressing) in Kisenyi II parish (Cluster 3)	Coil Ltd.	392,260,000
	Upgrading Rwamutula Road to bitumen standard (surface dressing) in Kisenyi II parish (Cluster 4)	Spider Contractors Ltd.	294,240,650
	Upgrading Sebyala Road to bitumen standards (surface dressing) in Katwe I parish (Cluster 5)	Bamco Technical and Construction Company Ltd.	223,172,400

The road works contracts are expected to commence in Q1-2011 in late February/early March 2011; and the contract time for each of the three is 6 months. Thus, it is unlikely that the three road works contracts will be complete by the end of the current project end date of 31<sup>st</sup> July 2011.



## **8.5 Risk analysis – Update Q1**

Risk analysis

**OVERALL RISK**

- The Presidential elections scheduled for 18<sup>th</sup> February 2011 and the central and local government elections in early/mid-March 2011 may affect implementation of project activities.  
*Mitigating measures:* The Project will carefully monitor the electoral process, in particular through the Focal Persons.
- The implementation of the Kampala City Bill, which is awaiting approval of the President, may affect implementation of project activities.  
*Mitigating measures:* The Project will carefully monitor progress towards implementation of the Bill, in particular through the Office of the Town Clerk.
- The Procurement Plan may fall behind schedule owing to delays at various stages in the procurement process.  
*Mitigating measures:* The Project will monitor closely all stages of the procurement process, and liaise closely with Contracts Committee. As well as the Office of the Town Clerk.
- Activities may spill over beyond the end of the current project end-date, 31<sup>st</sup> July 2011, if the requested one-year no-cost extension is not granted.
- *Mitigating measures:* The Project will ensure that all funds are committed as appropriate; and will ensure that there are adequate structures in place to ensure completion of those activities that may spill over.

The specific risks in each result area are as follows:

**Result Area 1: Institutional Capacities of KCC are strengthened in terms of environmental planning & management**

*A.1.3: Capacity building for KCC technical staff focusing on division and local level.*

Operational risks:

1. The key staff from KCC departments and divisions who are co-ordinating and leading the training modules fail to deliver in accordance with the proposals they submitted.

Risk mitigation measures:

1. The Project is working closely with the key staff from KCC departments and divisions who are co-ordinating and leading the training modules.

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

*A.2.2: Increase awareness on environmental health and improving operation and maintenance of infrastructure works*

Operational risks:

1. The Consultant does not comply with the contract terms and schedule.

Risk mitigation measures:

1. Monitor the Consultant's performance and be prepared to invoke contract penalty clauses if need be.

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

#### *A.3.2 : Building community management structures for sustainable maintenance of the infrastructure facilities*

##### Operational risks:

1. The Consultant does not comply with the contract terms and schedule.
2. The community-based organizations (CBOs) engaged to carry out various activities do not honour the memorandums of understanding (MoUs) that they signed.

##### Risk mitigation measures:

1. Monitor the Consultant's performance and be prepared to invoke contract penalty clauses if need be.  
Also allow adequate time between the invoice schedule in the contract and the payment schedule in the financial planning
2. Monitor the CBOs' performance and be prepared to revoke the MoUs if need be.

#### *A.3.5 : Construction of access roads*

##### Operational risks:

1. There are delays in the procurement process for the contractor/s
2. The contractors do not comply with the contract terms and schedule.

##### Risk mitigation measures:

1. Allow adequate time for procurement of the contractor/s.
2. Monitor the contractors' performance and be prepared to invoke contract penalty clauses if need be.  
Also allow adequate time between the invoice schedule in the contract and the payment schedule in the financial planning

#### *A.3.6 : Stone Pitching of secondary and tertiary drains*

##### Operational risks:

1. There are delays in the procurement process for the contractor/s
2. The contractors' do not comply with the contract terms and schedule.

##### Risk mitigation measures:

1. Allow adequate time for procurement of the contractor/s.
2. Monitor the contractors' performance and be prepared to invoke contract penalty clauses if need be.  
Also allow adequate time between the invoice schedule in the contract and the payment schedule in the financial planning.

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### *A.3.7 : Construction of dwelling units*

#### Operational risks:

1. There are delays in the finalization of designs & preparation of working drawings & bills of quantities (BoQs)
2. There are delays in the approval of the model house plans
3. There are delays in the procurement process for the contractor for the construction of the models houses.
4. The contractor does not comply with the contract terms and schedule.

#### Risk mitigation measures:

1. Seek the active cooperation of the key political and technical staff at the District and Division level.
2. Monitor the Consultant's performance and be prepared to invoke contract penalty clauses if need be.
3. Allow adequate time for procurement of the contractor/s.
4. Monitor the contractor's performance and be prepared to invoke contract penalty clauses if need be.  
Also allow adequate time between the invoice schedule in the contract and the payment schedule in the financial planning.

### *A.3.9 : Provision of waste disposal facilities*

#### Operational risks:

1. There are delays in securing sites for the construction of the garbage banks.

#### Risk mitigation measures:

1. Seek the active cooperation of the key political and technical staff at the Division level; and local communities and their leadership in the respective parishes.

### *A.3.12 : City greening initiative*

#### Operational risks:

1. There are delays in securing the public spaces identified for greening.
2. There are delays in the procurement of contractors to
3. The contractors' do not comply with the contract terms and schedule.

#### Risk mitigation measures:

1. Seek the active cooperation of the key political and technical staff at the Division level; and local communities and their leadership in the respective parishes.
2. Monitor the contractors' performance and be prepared to invoke contract penalty clauses if need be.  
Also allow adequate time between the invoice schedule in the contract and the payment schedule in the financial planning

BTC, Belgian development agency

# ANNUAL REPORT 2010

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