

**CTB**



KAMPALA CAPITAL CITY AUTHORITY

# ANNUAL REPORT 2011

## KAMPALA INTEGRATED ENVIRONMENTAL PLANNING AND MANAGEMENT PROJECT (KIEMP) UGA0500811



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## Acronyms

BCC	Behaviour Change Communication
BTC	Belgian development agency
CBO	Community based organisation
CHS	Community Health Specialist
CSO	Civil society organisation
EPM	Environmental Planning and Management
EUR	Euro
GOU	Government of Uganda
HQ	Headquarters
IEC	information, education, and communication
JLPC	Joint Local Partner Committee
KCC	Kampala City Council
KCCA	Kampala Capital City Authority
KIEMP	Kampala Integrated Environmental Planning and Management Project
LC	Local Council
MDG	Millennium Development Goal
M&E	Monitoring and Evaluation
MoFPED	Ministry of Finance, Planning and Economic Development
MoLG	Ministry of Local Government
MoU	Memorandums of understanding
MTR	Mid-Term Review
NDP	National development Plan
NEMA	National Environment Management Authority
NGO	Non governmental organisation
NPA	National Planning Authority
NWSC	National Water and Sewerage Corporation
O&M	Operation and maintenance
PDC	Parish Development Committee
PMT	Project Management Team
SNF	Sustainable Neighbourhood in Focus
TA	Technical Advisor
TFF	Technical and Financial File
TNA	Training Needs Assessment
UGX	Uganda shillings
UN-HABITAT	United Nations Human Settlements Programme
UNDP	United Nations Development Programme

## 1 Project form

Project name	Kampala Integrated Environmental Planning and Management Project (KIEMP)
Project Code	UGA0500811
Geographical focus	Kampala, Uganda, East Africa; specifically: Bwaise III Parish, Kawempe Division Katwe I Parish, Makindye Division Kisenyi II Parish, Central Division
Budget	Government of Uganda : EUR 1,100,000 Kampala Capital City Authority : EUR 500,000 Belgian Contribution : EUR 5,004,581
Key persons	Project Manager: Eng. Emmanuel Kizito Technical Advisor: Dr. Michael Majale
Partner Institution	Kampala Capital City Authority (KCCA)
Date of Implementation Agreement	01 February 2005
Duration (months)	90 Months
Target groups	Urban Poor Communities in the suburbs of Kampala City, KCCA Staff
Global Objective	To improve the quality of life of poor communities in the suburbs of Kampala.
Specific Objective	To enhance environmental planning and management in the poor suburbs of Kampala Capital City Authority.
Results	<ol style="list-style-type: none"> <li>1. Institutional capacities of Kampala Capital City Authority are strengthened</li> <li>2. Behavioural change of slum communities on the use and maintenance of the local infrastructure have improved in the project area.</li> <li>3. Environmental and housing conditions have improved in the project area.</li> </ol>

## 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 Capital City Authority.

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

1. Strengthened institutional capacities of Kampala Capital City Authority 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 Capital City Authority.	B	B	B
<b>Result 1</b> Strengthened institutional capacities of Kampala Capital City Authority	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	C
<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	1,803,825	2,941,815	2,062,766	59
5,004,581	2010	639,645	3,581,460	1,423,121	72
5,004,581	2011	686,093	4,267,553	737,028	85

## 2.2 Key elements

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 capital City Authority”, 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.

On 1<sup>st</sup> March 2011, the Kampala Capital City Act 2010 came into effect, and Kampala City Council (KCC) ceased to exist as a legal entity under the Ministry of Local Government (MoLG). It was superseded by Kampala Capital City Authority (KCCA), which was created as a new corporate entity under the Office of the President to replace KCC as the governing body of the city. Hence, KCCA also replaced KCC as the project implementing partner.

On 29<sup>th</sup> March 2011, the meeting of the Joint Local Partner Committee (JLPC)/Steering Committee approved the *Request for An Extension of the Specific Agreement and One Year No-Cost Extension of the Project UGA0500811*; and both the Specific Agreement and the project period were extended by one year (12 months). The project will, therefore, now end on 31<sup>st</sup> July 2012.

Following the approval of the *Request for An Extension of the Specific Agreement and One Year No-Cost Extension of the Project UGA0500811* and the *Budget Modification Proposition–June 2011*, the BTC Technical Assistance was extended by a further three (03) months from 31<sup>st</sup> July 2011 to 31<sup>st</sup> October 2011 to support the implementation of outstanding key activities and to enable satisfactory completion of key tasks. The BTC technical assistance ended on 31<sup>st</sup> October 2011, together with the BTC Technical Advisor’s contract.

## 2.3 Key Risks

The institutional changes resulting from the transition from KCC to KCCA have had a significant impact on project implementation. In particular, the repeated changes in financial and procurement procedures and controls, and consequent protracted and uncertain processing times, have significantly adversely affected implementation of project activities. Hence both the activity and financial planning fell substantially behind schedule in 2011 have been and continue to remain at risk of falling behind schedule.

The ending of the Technical Assistance on 31<sup>st</sup> October 2011 may adversely affect implementation of some of the key activities for which the BTC Technical Assistance was crucial—in particular the construction of the model houses and demonstration of alternative building materials and construction technologies; capacity building training and follow-up; and social mobilisation and behavioural change activities.

Measures to mitigate the above risks were however ensured during the 12<sup>th</sup> Steering Committee meeting that was held on 28<sup>th</sup> October 2011; which unanimously resolved to move all the remaining key procurements from Cogestion mode to Regie mode to expedite their processes and to engage the previous Technical Advisor as a consultant to support implementation of outstanding key activities to enable satisfactory completion.

## 2.4 Key lessons learned and recommendations

Recommendation	Source	Who	Deadline
A fourth study tour to Kigali City in Rwanda to take place in Q1-2012 as study tours to areas of similar characteristics are an effective means of capacity development at the institutional level, as well as at the community level.	3.3.5	PMT	Q1-2012
CBOs should be used to sensitise and mobilise local communities about project activities; and also as behavioural change agents.	3.4.3	PMT	Q1-2012
Pre-paid public water standposts should be installed to improve access to safe water for communities in underserved parishes in Kampala.	3.5.1	KCCA	(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.
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.	KCCA, GOU, BTC	Formulation; implementation.



## 3 Analysis of the intervention

### 3.1 Context

In 2011 there were a number of events and developments that significantly influenced the progress of the intervention, in particular with respect to the implementation context of the project; the institutional anchorage of the intervention; the execution modalities; and the 'harmony'-dynamics of the intervention, as described below.

#### 3.1.1 Evolution of the context

In early 2011, Uganda held general elections for president, parliamentary and local councils. Presidential and parliamentary elections took place on 18th February 2011; Local Government V elections (City Mayor, District Chairperson, District Councillors) on 23<sup>rd</sup> February 2011; Municipality Local Government Elections (Municipal Mayors, Municipal Councillors) on 2<sup>nd</sup> March 2011; and Local Government III elections (Local Council III Chairman, Local Council III Councillors) on 7<sup>th</sup> March 2011.

The elections resulted in defeat for two of the three Chairmen of divisions in which the parishes in which the project is working are located. The Chairman of Kawempe Division, in which Bwaise III is located, and the Chairman of Makindye Division, in which Katwe I is located, both lost their seat. The two had been instrumental in efforts to mainstream the project at the division level, so their defeats in the elections had significant implications for building institutional capacity at the division level and, hence, achievement of the Specific Objective.

On 1<sup>st</sup> March 2011, there was a major institutional change following the enactment of the Kampala Capital City Act 2010. Kampala City Council (KCC) ceased to exist as a legal entity and was superseded by Kampala Capital City Authority (KCCA) as the governing body of the city, and hence as the project implementing partner. This had significant implications for the implementation context of the project; and in particular for the institutional anchoring of the project, as explained below.

In March 2011, the Project Management Team (PMT) submitted a request for an extension of one year of the Specific Agreement, which was due to expire on 31<sup>st</sup> July 2011, and a one-year no-cost extension of the project, which was also scheduled to end on 31<sup>st</sup> July 2011. The request was approved by the Steering Committee meeting of 29<sup>th</sup> March 2011; and both the Specific Agreement and the project period were extended by one year (12 months) through an exchange of letters between The Ambassador of the Kingdom of Belgium to Uganda and The Permanent Secretary/Secretary to the Treasury, Ministry of Finance, Planning and Economic Development in June 2011. The Specific Agreement will now expire on 31<sup>st</sup> July 2012, which is also the date that the project will now end.

#### 3.1.2 Institutional Anchoring

##### **Score: Not appropriate**

The enactment, on 1<sup>st</sup> March 2011, of the Kampala Capital City Act 2010, whereby KCC ceased to exist as a legal entity and was superseded by KCCA as the governing body of the city, and hence as the project implementing partner, had significant implications for the institutional anchorage of the intervention on the progress of the intervention.

The institutional changes resulting from the transition from KCC to KCCA significantly

impacted on execution modalities. Significantly, the KCCA Executive Director replaced the former KCC Town Clerk as co-director of the project, together with the BTC Resident Representative. The two jointly supervise the overall implementation of the Project, ensuring that it follows the provisions of the Specific Agreement, the Technical and Financial File (TFF) and the approved work plans and budgets.

Under the old institutional arrangement, the KCC Town Clerk had delegated oversight responsibility to the Deputy Town Clerk, who was also a designated signatory to the UGX Cogest (co-managed) bank account. This had not only substantially improved efficiency, but also helped significantly in the institutional anchoring and mainstreaming of the Project within KCC. In addition, the Project Manager was a member of the KCC Management Executive Committee, further strengthening institutional mainstreaming of the project. However, following the institutional changes, the role and responsibilities of the former Deputy Town Clerk were not reassigned; and, with the appointment of new directors to the respective KCCA directorates, the Project Manager ceased being a member of the Management Executive Committee.

In addition, following the institutional changes and the transition of KCC to KCCA, the KCCA Executive Director suspended all capacity building activities until further notice, as all former KCC staff will have to reapply for jobs in KCCA. In this regard, the project had planned to carry out a hands-on, job-oriented Capacity Building Training Programme comprising seven modules, in line with the recommendations of the Training Needs Assessment (TNA) and the Mid-Term Review (MTR), towards the achievement of Result Area 1: Strengthened institutional capacities of KCCA in environmental planning and management (EPM). But as a result of the suspension of capacity building activities, only two of the planned seven training modules were conducted—the first in Q4-2010 and the second in Q1-2011. This will compromise the achievement of the Specific Objective of enhancing EPM in the poor suburbs of Kampala City.

A particularly far reaching consequence of the institutional changes was the repeated changes in financial and procurement procedures and controls, and resultant protracted and uncertain processing times. This resulted in both the activity and financial planning falling substantially behind schedule in 2011.

### 3.1.3 Execution Modalities

#### Score: Very Appropriate

The organisational and execution modalities of the project are based on the co-management (Cogestion) model, as established by the Specific Agreement and detailed in the TFF, whereby KCCA (formerly KCC) and BTC are the implementing partners.

Under the terms of the Specific Agreement, the Belgian contribution included technical assistance, both short and long term. Thus the Project Manager (formerly an employee of KCC approved by BTC) and Technical Advisor (an employee of BTC approved then by KCC) were jointly responsible for the day-to-day technical, administrative and financial execution, as well as the reporting activities of the project. Both were based in the Project Office, which is located within the KCCA Headquarters.

Following the approval of the *Request for An Extension of the Specific Agreement and One Year No-Cost Extension of the Project UGA0500811* and the *Budget Modification Proposition–June 2011*, the BTC Technical Assistance was extended by a further three (03) months from 31<sup>st</sup> July 2011 to 31<sup>st</sup> October 2011 to support the implementation of outstanding key activities and to enable satisfactory completion of key tasks. The BTC technical assistance ended on 31<sup>st</sup> October 2011, together with the BTC Technical Advisor's contract.

The Joint Local Partner Committee (JLPC) of the Project, i.e., the Steering Committee, was set up at the start of the project to ensure the orientation, control and follow-up of the project. The Steering Committee is mandated to *inter alia*, inspect, monitor, and where necessary offer

technical advice/assistance; and to act as liaison between key central government ministries and departments, parastatals, private sector, regional and international organizations. Under the old institutional arrangement, the Steering Committee was chaired by a representative of the Ministry of Local Government (MoLG); but it is now chaired by a representative from the Office of the President who was appointed on 24<sup>th</sup> October 2011. The two co-directors of the project are ordinary members of the Steering Committee. Others include representatives of the Ministry of Finance, Planning and Economic Development (MoFPED) and National Environment Management Authority (NEMA). The Mayors of the three urban councils in which the project is working (Central, Kawempe and Makindye) are also invited to attend meetings.

### 3.1.4 Harmo-dynamics

KIEMP was formulated in the context of the Poverty Eradication Action Plan (PEAP); which was superseded by the National Development Plan (NDP). The NDP which was launched on 19<sup>th</sup> April 2010 and covers the fiscal period 2010/11 to 2014/15, outlines the country's medium term strategic direction, development priorities and implementation strategies, and includes a chapter on Urban Development.

The theme of the NDP is *“Growth, Employment and Socio-Economic Transformation for prosperity”*, and eight strategic objectives were identified to achieve it. One of these is promoting sustainable population and use of the environment and natural resources. Achievement of this objective will be measured by the following: health status of the population; the quality of human settlement and urbanization; progress in restoration of degraded ecosystems; and the quality of management of environmental resources. The interventions of KIEMP contribute directly to this strategic objective and the project will thus contribute to the vision of the NDP which is *“A transformed Ugandan society from a peasant to a modern and prosperous country within 30 years.”*

The specific objective of the project—*to enhance environmental planning and management in the poor suburbs of Kampala Capital City Authority*—is also consistent with the National Slum Upgrading Strategy, which was formulated as a direct response to MDG 7, Target 7d 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—in particular the expected impact in terms of improving environmental and housing conditions in the project, will therefore contribute positively towards the achievement of this target.

In addition to proactive efforts to mainstream the project within KCCA, 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, Water-Aid, Living Earth Uganda, ECO-Tech Environment Solutions and associated initiatives and projects, such as the Sustainable Neighbourhood in Focus (SNF-Kampala) project.

## 3.2 Specific objective

The specific objective is to enhance environmental planning and management (EPM) in the poor suburbs of Kampala Capital City Authority.

### 3.2.1 Indicators

Specific objective:						
Indicators	Baseline value	Progress year 2010	Progress year 2011	Target year 2012	End Target	Comments
Strengthened institutional capacities of Kampala Capital City Authority in environmental planning and management	0					The three study tours that have been conducted and the two training modules under the capacity building programme have contributed significantly towards the achievement of this result area.
Positive behavioural change of slum communities on the use and maintenance of the local infrastructure have improved in the project area	0					Poor performance of the Consultant has adversely affected realisation of this result area. Local CBOs have proven to be effective change agents.
Improved environmental and housing conditions in the project area	0					The infrastructure works completed to date have contributed significantly towards the achievement of this result area.

### 3.2.2 Analysis of progress made

Overall, the project has made satisfactory progress towards achievement of the specific objective, with significant progress in three of the four result areas, as detailed below.

Before the suspension, on the instructions of the KCCA Executive Director, of all capacity activities until after the new technical and administrative staff have been appointed and are in post, the Project had made significant progress in building institutional capacity in EPM. Indeed, the strategic decision to have capacity building coordinators and qualified KCC/KCCA staff at the district and division levels take the lead in the capacity building training programme under Result Area 1 contributed significantly towards this end. Having KCC/KCCA staff take the lead in the development and delivery of the training modules resulted in a comprehensive job-oriented, hands-on training programme, with individual training modules and follow-up activities well focused on strengthening institutional capacity in EPM. However, only two (02) of the seven (07) planned training modules were delivered—one in Q4-2010 and the other in Q1-2011.

The approach adopted for the capacity building training programme provided an opportunity to not only build the capacity of lower-cadre KCCA staff at the division and local levels, but also to build the institutional capacity of KCCA 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, the PMT recommends that this approach be adopted and improved upon in future capacity building programmes to be undertaken by KCCA.

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 in promoting household urban agricultural practices has also been significant in building institutional capacity in EPM.

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 way to share information, knowledge and experience and to

learn from each other.

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 however been largely unsatisfactory due to the poor performance of the consultant contracted to develop and implement the Behavioural Change and Communication (BCC) strategy. Indeed, the PMT was compelled to recommend termination of their contract. However, the community based organisations (CBOs) with which the Project 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. Positive behavioural change with respect to use and maintenance of local infrastructure is key to improved environmental conditions, and enhanced EPM, at the community level, in slums.

The project has recorded good progress towards achievement of Result Area 3, *Environmental and housing conditions have improved in the slum areas*. Communities living and working in the three project parishes have, overall, positively benefited from the infrastructure that has been constructed—pre-paid water stand posts, public toilets, drainage and roads. Indeed, the infrastructure has contributed significantly towards improving environmental and living conditions in the project area. The communities in the three project parishes now have better access to improved sanitation; and the pre-paid water standposts have not only improved access to safe water supply, but have also enabled residents to benefit from NWSC's pro-poor tariff structure and social connection policy. Communities in all three parishes are at less risk from flooding, in particular those in Bwaise III, where flood water retention times have been reduced considerably by the improved drainage network. And, in Katwe I and Kisenyi II, residents and businesses have benefited from improved all weather vehicular and pedestrian access.

### 3.2.3 Risks and Assumptions

Risk (describe)	Probability (score)	Potential implications		Risk Level (score)
		Describe	Score	
Local people will adopt initiatives for household income generation.	Medium	Appreciation of upgraded services and hence sustainability will not be achieved.	Medium	B
People are willing to change behaviour.	Medium	Effective participation in implementation and monitoring of project activities will not be realised.	Medium	B
People are willing to relocate.	Medium	Land for construction of infrastructure facilities will not be obtained.	Medium	B
Political support.	Medium	Collaboration in mobilisation of community members will not be realised.	Medium	B
Resettlement.	Medium	Model best practices will not be adopted.	Medium	B
Local Participation in project activities.	Medium	Sustainable operation and maintenance of provided facilities will not be realised.	Medium	B

### 3.2.4 Quality criteria

Criteria	Score	Comments
Effectiveness	C	The institutional changes following the enactment of the Kampala Capital City Act 2010 and the poor performance and subsequent termination of the contract of the consultant engaged to develop and implement the BCC strategy significantly adversely affected progress towards achievement of the specific objective in 2011.
Efficiency	B	Overall, project funds have been utilised efficiently and economically in accordance with sound financial management practices and accountability, as supported by the audit reports.

<b>Sustainability</b>	C	The strategic decisions taken with regard to the KCCA capacity building programme and the study tour participants will respectively increase the likelihood of, the training being applied on the job by KCCA staff at the local level and sustainability of lessons learned on the ground.
<b>Relevance</b>	B	EPM is of significant relevance and importance to both government and KCCA; and the project is consistent with the National Slum Upgrading Strategy which is expected to benefit slum dwellers in Kampala.

### 3.2.5 Potential Impact

The general objective of the project is “to improve the quality of life of poor communities in the suburbs of Kampala”; while the specific objective is “to enhance environmental planning and management in the poor suburbs of Kampala Capital City Authority”. Both are consistent with the *National Slum Upgrading Strategy*, which was formulated in direct response to Millennium Development Goal 7, Target 7d which is to achieve significant improvement in the lives of at least 100 million slum dwellers by 2020. The *National Slum Upgrading Strategy* recognizes slums as a development issue that should be addressed through coordinated policies and actions related to slum-upgrading; and affirms that: “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” (p. v).

Project activities are geared towards the achievement of the three key result areas, and hence the specific and general objectives. Based on the progress to date, it is very probable that the Specific Objective will contribute positively towards the achievement of the above sectoral strategy objectives; and the expected impact in terms of improving the quality of life of poor communities in the suburbs of Kampala.

### 3.2.6 Recommendations

<b>Recommendations</b>	<b>Source</b>	<b>Actor</b>	<b>Deadline</b>
Conduct a fourth study to Kigali City in Rwanda.	3.3.3	PMT	Q1-2012
Use local CBOs to raise awareness, sensitise and mobilise communities on environmental health and O&M of infrastructure works ; and also as behavioural change agents.	3.4.3	PMT	Q1-2012

### 3.3 Result 1 Institutional capacities of Kampala Capital City Authority are strengthened in terms of environmental planning and management

#### 3.3.1 Indicators

Result 1: Strengthened institutional capacities of Kampala Capital City Authority						
Indicators	Baseline value	Progress Year 2010	Progress year 2011	Target year 2012	End Target	Comments
1 Training Needs Assessment (TNA) Report	0	1	1	1	1	The TNA report was completed in Nov. 2008.
1 Needs identified	0	1	1	1	1	The TNA report informed the development of training modules.
1 study tour made with 10 KCC staff	0	3	3	4	4	3 study tours have been made, with 12, 25 and 33 participants respectively.
# of staff trained by type of training (fill in after TNA)	0	58	48	106	106	2 of the 7 planned training modules were conducted in Nov. 2010 and Jan 2011: (i) 58 staff trained on “ <i>The Role of the Urban Community in Environmental Planning and Management</i> ”, and (ii) 48 staff participated in “ <i>Capacity Building Training in Makindye Division</i> ”

#### 3.3.2 Evaluation of activities

Activities <i>(See guidelines for interpretation of scores)</i>	Progress:				Comments (only if the value is C or D)
	A	B	C	D	
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			

#### 3.3.3 Analysis of progress made

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

The recommendations of the Training Needs Assessment (TNA) and the Mid-Term Review (MTR) both emphasized job-oriented hands-on training. Hence, a tailored capacity building training programme comprising seven (07) modules was developed, with then key KCC staff at the district and division level taking a lead role as module coordinators/service providers. However, the decision to engage KCC staff resulted in significant delays.

Hence, the first training module on “*The Role of the Urban Community in Environmental Planning and Management*”, targeting 58 technical and political staff from Central Division, was delivered in December 2010 (Q4-2010); and the remaining six (06) modules were planned to be delivered in Q1-2011 and Q2-2011.



The second training module on “*Capacity Building Training in Makindye Division*” targeting a total of 48 technical staff, local leaders and KIEMP steering committee members in Makindye Division was successfully conducted in Q1-2011. However, delivery of the remaining capacity building training modules had to be suspended following the KCCA Executive Director’s directive to halt all capacity building activities until after the new technical and administrative staff have been appointed and are in post.

It was initially planned to have one study tour for 10 KCC staff. However, following the success of the study tour to Ho Chi Minh City in Vietnam in June 2007, two additional study tours were 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.

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. Indeed, peer-to-peer learning, especially with respect to slum upgrading, environmental improvement and poverty reduction initiatives is an effective way to share information, knowledge, experience, lessons learned and innovative ideas, to build greater understanding, capability and commitment to community development.

Hence, in the *Budget Modification Proposition–June 2011*, the PMT proposed to reallocate EUR 15,000 from budget line *A.01.03 Capacity Building for KCC Division Staff* to budget line *A.01.02 Study Tour* to enable an additional study tour to Kigali, Rwanda, to learn more about integrated solid waste management; community greening and urban agriculture; and post-project sustainability. The proposed study tour in Q1-2101 was approved by the Steering Committee meeting of 28<sup>th</sup> October 2011, and will further contribute to the sustainability of the project after its phasing out, particularly through strengthening community-based initiatives and development.

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.

### 3.3.4 Risks and Assumptions

Risk (describe)	Probability (score)	Potential implications		Risk Level (score)
		Describe	Score	
Technical staff are not willing to train.	Medium	Institutional apacity in EPM will not be strengthened.	Medium	<b>B</b>
Technical staff are not willing to put into practice what has been learnt.	Medium	Enhanced EPM will not be achieved.	Medium	<b>B</b>
KCCA Coordinators/ module leaders fail to deliver in accordance with the proposals	Medium	Relevant skills and knowledge in EPM will nit be imparted.	Medium	<b>B</b>



### 3.3.5 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 informed the capacity building programme, which is intended to be replicated.
	Relevance	A	The capacity building programme is aligned and consistent with the mandate of several KCCA directorates.
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 KCCA staff and beneficiaries to participate.
	Sustainability	B	Beneficiaries from the project parishes are expected to implement the lessons learned.
	Relevance	A	Lessons learned from counties experiencing and addressing similar issues are very relevant..
A3 Capacity building for KCC technical staff focusing on division and local level	Effectiveness	B	Only 2 of the 7 planned modules will be delivered.
	Efficiency	A	KCCA 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 mandate of several KCCA directorates..

### 3.3.6 Budget execution

As of 31st October 2011, a total of EUR 26,705 (49%) of the budget of EUR 54,519 for this activity had been spent. A total expenditure of EUR 29,578 was anticipated if the follow-up activities of the two training modules mentioned above are implemented. This would leave a balance of EUR 24,941.

It was, therefore, proposed to reallocate EUR 15,000 of this balance to *A.01.02 Study Tour* to enable the proposed additional study tour to Rwanda, Kigali as explained above.

It was additionally proposed to move EUR 8,900 to *A.03.05 City greening* to enable the execution of the proposed greening and beautification of Queens Way, which borders Katwe I Parish in which the Project is working, on a cost sharing basis with KCCA, as approved by the Steering Committee meeting of 28/10/2011.

And it was proposed to use the balance that will remain (EUR 1,042) for capacity building training of key members of the PMT, which will be of benefit not only to the project, but also to KCCA as an institution in the critical final stages of implementation and closing.

By 31<sup>st</sup> December 2011, a total of EUR 94,570 (83%) of the revised budget of EUR 114,322 had been spent. It is expected that budget will be fully expended by the end of Q2-2012.

### 3.3.7 Recommendations

Recommendations	Source	Actor	Deadline
Conduct a fourth study tour to Kigali City in Rwanda	3.3.3	PMT	Q1-2012

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

### 3.4.1 Indicators

Result 2: Behaviour of the slum communities on the use and maintenance of the local infrastructure have improved						
Indicators	Baseline value	Progress year 2010	Progress year 2011	Target year 2012	End Target	Comments
1 Survey report completed	0	1	1	1	1	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)	0					Implementation of the BCC strategy is behind schedule
% of households linked to MFIs	0	N/A	N/A	N/A	N/A	Activity was dropped on the advice of the Steering Committee

### 3.4.2 Evaluation of activities

Activities	Progress:				Comments (only if the value is C or D)
	A	B	C	D	
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		Implementation of the BCC strategy is behind schedule.
A 5.4 Linking households to available MFIs through community mobilisation					Activity was dropped on the advice of the Steering Committee

### 3.4.3 Analysis of progress made

To achieve Result 2, and more specifically to carry out activity A 5. *Increase awareness on environmental health and improving operation and maintenance of infrastructure works*, the Project contracted a consultant—M/s Development Consultants International (DCI) in association with Change Masters Associate—to develop and implement a behavioural change and communication (BCC) strategy..

However, the Consultant's performance was very unsatisfactory—this despite the PMT taking appropriate measures to ensure satisfactory completion of the activity as per the contract, which included asking for a replacement of the Team Leader and subsequently other non-performing team members; a six-month extension to the contract; and closer supervision and monitoring. In particular, the Consultant failed to develop a comprehensive monitoring and evaluation (M&E) framework with clear measurable indicators; and implement and assess the impact of the BCC strategy. This has adversely affected the realization of key Result Area 2.

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.

The PMT is now taking the lead in the implementation of the BCC strategy, with the Community Health Specialist (CHS) having overall responsibility, and working in partnership with local CBOs in the respective parishes. A key element of the BCC strategy, which the Consultant managed to complete, was 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 be used by the CBOs and will remain relevant and useful even after the project ends.

### 3.4.4 Risks and Assumptions

Risk (describe)	Probability (score)	Potential implications		Risk Level (score)
		Describe	Score	
Survey will guide the planning of the intervention	Medium	Interventions consistent with the socio-economic status of the communities will not be implemented	Medium	<b>B</b>
Community is willing to put into practice the acquired knowledge on environmental health and city greening	Medium	Improved environmental and living conditions will not be realized	Medium	<b>B</b>
Households are willing to acquire and utilize seed capital from MFIs	N/A	N/A	N/A	<b>N/A</b>

### 3.4.5 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 data and information is of significant relevance to KCCA for planning purposes..
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 BCC strategy is directly linked with the mandate of the KCCA Public Health and Environment Directorate which is to facilitate and provide support to ensuring health and productivity of citizens; and a clean, habitable and sustainable community for the city.
A.5.4 Linking households to available MFIs through community mobilisation	Effectiveness	–	N/A
	Efficiency	–	N/A
	Sustainability	–	N/A
	Relevance	–	N/A

### 3.4.6 Budget execution

The contract of the BCC consultant was terminated on 29/07/2011 following unsatisfactory performance. This meant that the consultant would not be paid the full fees ; resulting in an estimated balance of approximately EUR 13,000 on this budget line. It was therefore proposed to reallocate the balance of EUR 13,000 to *Z.01.01 Technical Supervision and Monitoring (Regie financial mode)* to cover part of the cost of technical backstopping, which was required following the end of the Technical Assistance on 31/10/2011, as approved by the Steering Committee of 28/10/2011.

Participatory planning meetings are an effective way of sensitising, mobilising and engaging communities in dialogue about, and implementation of, project activities ; and several participatory planning meetings have been held in the three parishes. And more are planned as part of the exit strategy as the project enters into its final stages.

However, the Q4-2011 financial planning indicated an estimated end of project balance of EUR 9,000. It was therefore proposed to reallocate the balance of EUR 9,000 to *Z.01.01 Technical Supervision and Monitoring (Regie financial mode)* to cover part of the cost of technical backstopping as explained above.

As at 31<sup>st</sup> December 2011, a total of EUR 210,841 (90%) of the revised budget of EUR 233,377 had been spent. This includes a full spend of the budget for “A.02.01 Baseline survey”; 94% of the budget of the revised budget for “A.02.02 Behavioural Change consultancy”; and 90% of the budget for “A.02.04 A Public health/Community Management/Communication competencies specialist”.

However, “A02.03 Participatory Planning and evaluation meetings for stakeholders” shows a percentage spend of the budget of 62%; but many more participatory meetings will be organised and conducted in 2012. Hence, It is expected that budget will be fully expended by the end of Q3-2012.

### 3.4.7 Recommendations

Recommendations	Source	Actor	Deadline
The PMT takes the lead in the implementation of the BCC strategy with the CHS having overall responsibility and working	3.4.3	PMT, CBOs	Q1-2012

strategy, with the CHS having overall responsibility, and working in partnership with local CBOs in the respective parishes.			
CBOs should be used to sensitise and mobilise local communities about project activities; and also as change agents.	3.4.3	PMT, CBOs	Q1-2012

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

### 3.5.1 Indicators

Result 3: Environmental and housing conditions have improved in the slum areas						
Indicators	Baseline value	Progress year 2010	Progress year 2011	Target year 2012	End Target	Comments
6- Planning the intervention						
• 42 people reached:						
i) 5 members of parliament;	0	0	0	5	5	Project is planning a workshop specifically for members of parliament.
ii) 10 senior government officials;	0	> 10	>10	>10	>10	More than 10 senior government officials have been reached through various project forums.
iii) 4 local government officials (district LC V and divisions-LC III):	0	39	39	39	39	The LC III level workshop was attended by 39 people; and the
iv) 3 Local II (Parish level) and 10 local I (village level).	0	96	96	96	96	LC V level workshop attended by 21. The LC II and village level workshops were attended by a total of 96 people.
v) 10 CSO officials.	0	> 10	>10	>10	>10	More than 10 CSO officials have been reached through various project forums.
i) 3 water user committees established	0	3	3	3	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	0					Land has been secured and agreements signed for project infrastructure investments. Acreage and value of land to be determined at end of project.
KCCA regulations and infrastructure standards for access roads, drainage, etc are available	0	0	0	0	0	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	0	0	0	Minimal demolition; hence no need to resettle.
Improvement of infrastructure						
12 kms of roads constructed	0	2	3	3	3	The 3 Km have been upgraded to all weather vehicular status.
13000 m <sup>2</sup> of operating stone pitched secondary and tertiary drains by size	0	20,152	24,632	26,116	26,116	Construction of the last 1,484m <sup>2</sup> to commence in Q1-2012.
200 of dwelling units constructed	0	0	0	6	6	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	0	35	35	35	35	35 sanitation units constructed and operating.
% of households using improved waste disposal (after baseline)	0					To be measured after implementation of BCC campaign and strategy in Q2-2012.

<b>Result 3: Environmental and housing conditions have improved in the slum areas</b>						
<b>Indicators</b>	<b>Baseline value</b>	<b>Progress year 2010</b>	<b>Progress year 2011</b>	<b>Target year 2012</b>	<b>End Target</b>	<b>Comments</b>
i) 30 of stand of standpipes constructed	1	32	32	62	1	32 pre-paid public standpipes constructed (18 no. in Bwaise III and 14 no. in Katwe I)
ii) % of HHHs using the provided standpipes (after baseline)	0					To be measured after implementation of BCC campaign and strategy in Q2-2012.
a) 1 Technical Report completed and approved by KCCA.	0	1	1	1	1	1 Technical Report on housing standards completed; but yet to be approved by KCCA.
b) 16,760 of trees planted Area in acreage greened	0	0	0	0		Greening component to commence in Q1-2012. Area greened to be measured after the planting.

### 3.5.2 Evaluation of activities

<b>Activities</b>	<b>Progress:</b>				<b>Comments</b> (only if the value is C or D)
	A	B	C	D	
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					
A9.1 – Construction of access roads	X				
A9.2 – Stone Pitching of secondary and tertiary drains	X				
A9.3 – Construction of dwelling units			X		Drawings have been approved by KCCA. Procurement of the Hydraform equipment encountered significant delays.
A9.4 - Construction of toilet facilities		X			
A9.5 – Provision of waste disposal facilities			X		Waste recycling equipment has been procured. Acquisition of land for construction of waste disposal facilities is still challenge.
b) city greening initiative,			X		After obtaining permission to green one of the key public area from the Buganda Kingdom, the PMT learned that the area is to be redeveloped.

### 3.5.3 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 EPM in the poor suburbs of Kampala Capital City Authority. 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 upgraded access roads have been handed over to the respective KCCA 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 have been 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.

### 3.5.4 Risks and Assumptions

Risk (describe)	Probability (score)	Potential implications		Risk Level (score)
		Describe	Score	
Stakeholders are willing to support the project	Medium	Project will fail	Medium	<b>B</b>
The local communities will be willing to maintain the facilities provided	Medium	Sustainability of local infrastructure will not be achieved	Medium	<b>B</b>
i) Landlords will be willing to provide land ii) KCC will budget for sufficient funds to purchase land	Medium	Infrastructure will not be constructed	Medium	<b>B</b>
New standards are affordable and provide minimum conditions	N/A	N/A	N/A	<b>N/A</b>
Families do not wish to resettle.	N/A	N/A	N/A	<b>N/A</b>
Dwellers are unwilling to collaborate	Medium	Project will fail	Medium	<b>B</b>
People will value the roads constructed	Medium	Roads will not be effectively used and maintained	Medium	<b>B</b>
People will maintain the drains through regular desilting of the drains	Medium	Flood risk will not reduce	Medium	<b>B</b>
Willingness of people affected to relocate	N/A	N/A	N/A	<b>N/A</b>
Willingness to pay user charges for efficient running of the toilet facilities	Medium	Maintenance of facilities will be problematic	Medium	<b>B</b>
Enthusiasm of residents to acquire and use the disposal facilities	Medium	Solid waste will remain a problem within the communities	Medium	<b>B</b>
People will value safe water and will have ability to pay for the water	Medium	Water borne diseases will not reduce	Medium	<b>B</b>
KCC will approve standards in appropriate time  Greening will contribute to city environmental protection	Medium	Environmental conditions will not improve	Medium	<b>B</b>



### 3.5.5 Quality criteria

Activity	Criterion	Score	Comments
6- Planning the intervention			
A 6.2 Carrying out advocacy at all stakeholder-levels	Effectiveness	B	Key stakeholder groups at various levels have been reached.
	Efficiency	A	Advocacy workshops were conducted under the Consultancy assignment.
	Sustainability	B	Workshops have reached technical and political staff of KCCA, as well as other stakeholders, at all levels.
	Relevance	A	EPM is a top concern of KCCA, 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	B	Where possible, existing local structures have been used.
	Sustainability	B	Communities are being sensitised about the roles and responsibilities of the management structures.
	Relevance	B	The establishment of community management structures is in line with KCCA objectives of good urban management.
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	A	The decision to construct roads of higher standard means they will be more durable and require less maintenance.
	Relevance	A	Provision of infrastructure is a key responsibility of KCCA.
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	D	– Ditto –
	Relevance	D	– 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 responsibility for the infrastructure works after the project ends.
	Relevance	B	Local communities have benefited from improved local infrastructure.
A9.1 – Construction of access roads	Effectiveness	A	The road contracts were completed on time.
	Efficiency	A	The road contracts were completed within budget.
	Sustainability	A	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 KCCA 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.
	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	B	Drainage improvement is a priority for KCCA and local communities.
A9.3 – Construction of dwelling units	Effectiveness	B	Demonstration units to be constructed in public institutions and will be easily accessible to the public.
	Efficiency	B	Low-cost materials (inter-locking stabilised soil blocks-ISSBs) are to be used and materials are readily available.
	Sustainability	B	Local artisans are to be utilised with the intention of replicating the low cost technology.
	Relevance	B	Provision of housing is a key Government and KCCA priority.

Activity	Criterion	Score	Comments
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 KCCA and slum communities.
A9.5 – Provision of waste disposal facilities	Effectiveness	B	Waste recycling equipment was procured on time.
	Efficiency	B	Waste recyclign equipment was procured locally within the budget.
	Sustainability	B	Local groups are to be trained in the appropriate use of waste recycling technologies.
	Relevance	A	Solid waste management is one of the top priorities for KCCA
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, KCCA 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	B	KCCA has keen interest in the greening component.
	Efficiency	B	Greening to be done on a cost sharing basis with KCCA
	Sustainability	B	Maintenance of the improved areas will be taken up by KCCA
	Relevance	B	Greening is a priority area for KCCA

### 3.5.6 Budget execution

Following the unanimous agreement of the Steering Committee meeting of 28th October 2011, *that all the remaining key procurements be handled by BTC by reallocating funds from Cogestion mode to Regie mode*, a budget modification with several reallocations and new budget lines under Regie Financial Mode to facilitate and expedite outstanding procurements and implementation of behind schedule activities. was prepared and submitted in November 2011, and approved in December 2011.

By 31<sup>st</sup> December 2011, a total of EUR 2,642,056 (83%) of the revised budget of EUR 3,199,865 had been spent. It is expected that budget will be fully expended by the end of Q3-2012.

### 3.5.7 Recommendations

Recommendations	Source	Actor	Deadline
The procurement process for the Hydraform machines to construct the demonstration model houses should be expedited.	3.5.2	BTC	Q1-2012
Land for construction of waste disposal facilities should be identified.	3.5.2	KCCA	Q1-2012
Greening and beautification of Queen's Way on a cost sharing basis between KCCA and the Project should be expedited	3.5.2	KCCA	Q1-2012

## 3.6 Result 4: The project is efficiently managed

### 3.6.1 Indicators

Result 4: The project is efficiently managed						
Indicators	Baseline value	Progress year 2010	Progress year 2011	Target year 2012	End Target	Comments
Operational PMT with staff and equipment	0					6 <sup>th</sup> Project Accountant was r in Q1-2011 and is in post.
i) 4 of missions conducted		1				Four audits were conducted (2 internal & 2 external) project audit planned for Q2-2012. MTR was conducted in Q3-2011. Final Project Evaluation is for Q3-2012.
ii) 4 of audits		2	6	7	7	
i) 2 of evaluations conducted (MTR & Final)		1	1	2	2	
36 of project months with TA	0	44	54	54	54	TA was extended two times—total of 54 months. TA contract expired on 31/10/2011.
ii) 400 brochures/posters produced & distributed	0	2,200	6,600	7,000	7,000	More IEC materials to be produced during implementation of the strategy
iii) 2 TV documentaries on the project produced	0	2	2	2	2	Two documentaries (1 in English and the other in the local language, Luganda) produced
iv) 4 radio talk shows held	0	2	2	4	4	Two additional radio talk shows planned

### 3.6.2 Evaluation of activities

Activities	Progress:				Comments (only if the value is C or D)
	A	B	C	D	
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			

### 3.6.3 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/KCCA and the local communities in the respective parishes—the primary beneficiaries of the project.

An Accounts and Administrative Assistant (AAA) was employed on 4<sup>th</sup> March 2011 to replace the Project Accountant whose contract was terminated; and also the Project Secretary who resigned for personal reasons on 28<sup>th</sup> February 2011. The appointment of the AAA to cover the two posts is in line with the retention of minimal staff for the one-year no-cost extension period.

The PMT's efforts to proactively engage KCC/KCCA technical staff at the district and division levels in the implementation and management of some of the project activities has not only helped to significantly strengthen institutional capacity in EPM, which is fundamental to the achievement

of the specific object, but also helped to enhance ownership of the project by KCCA.

The partnership working between the PMT and 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.

Following the approval of the *Request for An Extension of the Specific Agreement and One Year No-Cost Extension of the Project UGA0500811* and the *Budget Modification Proposition–June 2011*, the BTC Technical Assistance was extended by a further three (03) months from 31<sup>st</sup> July 2011 to 31<sup>st</sup> October 2011 to support the implementation of outstanding key activities and to enable satisfactory completion of key tasks. However, owing primarily to consequences of the institutional changes following the enactment of the Kampala Capital City Act 2010, it was not possible to implement some of the key activities for which the BTC Technical Assistance was crucial—in particular the construction of the demonstration model houses using alternative building materials and construction technologies; capacity building training and follow-up; and social mobilisation and behavioural change activities.

### 3.6.4 Risks and Assumptions

Risk (describe)	Probability (score)	Potential implications		Risk Level (score)
		Describe	Score	
PMT is fully operational; KCCA departments are enthusiastic to participate.	Medium	Project activities will not be effectively implemented	Medium	B
These assignments are carried out in their scheduled time	Medium	Project activities will not be effectively implemented	Medium	A
TA Experts will add value to project implementation and effectiveness	Medium	Added value will not be realised	Medium	A
The media channels are effective in transmitting information on the project.	Medium	Effective project communication will not be achieved.	Medium	B

### 3.6.5 Quality criteria

Activity	Criterion	Score	Comments
A.11 - Establish a Project Management Team (PMT)	Effectiveness	B	The 6 <sup>th</sup> Project Accountant was recruited in Q1-2011 and is in post.
	Efficiency	A	A proficient team has been employed throughout the project life.
	Sustainability	B	The Project Manager is an employee of KCCA, 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	Four audits (two internal and two external) were conducted.
	Efficiency	A	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 to ensure the project is efficiently managed are in keeping with the expectations of central/local government as well as the beneficiaries.

Activity	Criterion	Score	Comments
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A.13 - Provision of Technical Assistance	Effectiveness	B	Technical Assistance was extended until 31/10//2011
	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 awareness of the project's agenda and activities; and hence sustainability and accountability of project interventions.
	Relevance	A	Promotion of development interventions to ensure sustainability is important for KCCA as well as the local communities.

### 3.6.6 Budget execution

Following the unanimous agreement of the Steering Committee meeting of 28/10/2011, ***that all the remaining key procurements be handled by BTC by reallocating funds from Cogestion mode to Regie mode***, several reallocations were made and new budget lines created in the Regie Financial Mode to facilitate and expedite implementation of the respective activities. A budget modification was consequently prepared and approved in November 2011.

By 31<sup>st</sup> December 2011, a total of EUR 1,324,748 (91%) of the revised budget of EUR 1,457,016 had been spent. It is expected that budget will be fully expended by the project end date.

### 3.6.7 Recommendations

Recommendation	Source	Who	Deadline
Technical backstopping should be provided.		BTC, PMT	Q1-2012.

## 4 Transversal Themes

### 4.1 Gender

The baseline survey conducted in 2007 collected a wide range of data, it did not determine the number and percentage of female-headed households in the parishes. This is an important issue as it has been estimated during project implementation that female-headed households constitute more than 30% of Kampala households. The linkage between gender of head of household and poverty has been well established and will be considered in the project final evaluation.

The project has demonstrated that women make very good caretakers of community facilities, as do youth. However, there is need to capture gender-disaggregated information on the use of the facilities. It is not clear how many men, women and children actually use the community facilities; and whether women headed households, for example, tend to use the older facilities that still exist in the parishes because they are cheaper.

During the MTR in Q3-2009, an important development was a discussion with women and the toilet caretakers about the disposal of sanitary pads. This issue had not been considered at the design stage, but has now been addressed. The project has piloted a low-cost technology incinerator and found it to perform satisfactorily in addressing this issue. All the sanitation blocks constructed by the project with adequate space will be provided with an incinerator; and future planning and design of sanitation blocks will incorporate incinerators.

### 4.2 Environment

The project has a major focus on the improvement of environmental conditions in slums in Kampala. Environmental management faces many challenges in Kampala and overall improvement of environmental conditions requires intervention in more than three parishes to be effective. However KIEMP has established environmentally sound practices, especially at community level, that could be replicated and upscaled in other contexts without major cost; particularly in the areas of community maintenance programmes, solid waste management and household urban agriculture practices.

## 5 Decisions taken by the JLCB and follow-up

Decisions	Source	Actor	Time of decision	Status
Extension of the Specific Agreement and one year no-cost extension of the project	SC 29/03/2011	BTC	Q2-2011	One year extension was Granted on 20/06/2011
All remaining key procurements be handled by BTC by re-allocating funds from Cogestion mode to regie mode	SC 28/10/11	PMT	Q4-2011	Funds re-allocated and approved
Budget modification following decesion to re-allocate funds from Cogestion mode to Regie mode.	SC 28/10/11	PMT	Q4-2011	Budget modification approved
The Technical Advisor be engaged on consultancy basis	SC 28/10/11	BTC	Q4-2011	TA engaged as consultant w.e.f 13 <sup>th</sup> December 2011

## 6 Lessons Learned

<b>Lessons learned</b>	<b>Target audience</b>
Study tours are an effective means of capacity development at the institutional level, as well as at the community level	Project, Partner
CBOs can be very effective in sensitising and mobilising local communities; and can also be effective change agents	Project, Partners, Representation
Pre-paid public water standposts are an effective and sustainable way to improve access to safe water supply in slums	Project, partner, GoU, BTC



## 7 Annexes

### 7.1 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 b) size in width VFM Audit	People will value the roads constructed
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	i) 4 of missions conducted ii) 4 of audits iii)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	i) 400 brochures/posters produced & distributed ii) 2 TV documentaries produced on the project iii)4 radio talk shows held	Verifying availability of Brochures Video tapes Posters	The media channels are effective in transmitting information on the project.

## 7.2 M&E activities

The 11<sup>th</sup> Steering Committee meeting was held on 29<sup>th</sup> March 2011, with the main agenda items being the presentation of the Draft Annual Report 2010; and the presentation of the request for an extension of the Specific Agreement and one-year no-cost extension of the project.

The Meeting approved the Draft Annual Report 2010, directing that the PMT ensure relevant

linkages between the annual report and the request for an extension of the project and the activities to be implemented within the extension period. The meeting also approved the request for an extension of the Specific Agreement and one-year no-cost extension of the project in its entirety.

The 12th Steering Committee meeting was held on 28th October 2011. It was chaired by the new Chairperson, a Representative from the Office of the President, who was appointed on 24<sup>th</sup> October 2011 to replace the former Chairperson, who was a representative of the MoLG. The appointment of a new Chairperson was necessary following the enactment of the Kampala Capital City Act 2010, and the consequent institutional changes. The main agenda items were the following:

- Presentation of the approved *Request for an Extension of the Specific Agreement and One Year No-Cost Extension of the Project*.
- Presentation of the approved *Budget Modification Proposition UGA0500811 –June 2011*.
- Presentation of the Execution Report – 1<sup>st</sup> January 2011 to 30<sup>th</sup> September 2011.
- Presentation of the Work Plan – 1<sup>st</sup> October 2011–31<sup>st</sup> July 2012.

The Meeting unanimously resolved that: ***“In light of the time constraints faced by the project...all the remaining key procurements be handled by BTC by reallocating funds from Cogestion mode to Regie mode.”***

Hence, *Budget Modification Proposition UGA0500811 – November 2011* was prepared and submitted by the PMT, in which funds were reallocated from Cogestion mode to Regie mode, in line with the resolution of the Steering Committee meeting of 28/10/2011.

Four (04) audits were conducted in 2011, as required by the Specific Agreement and TFF:

- (i) an internal audit by (then) KCC in April 2011;
- (ii) an external audit by BTC in June 2011.
- (iii) an external audit by the Auditor General; and
- (iv) an external audit by Uganda Revenue Authority (URA).

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

## Budget vs Actuals (Year to Month) of UGA0500811

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

Budget Version: **G01**

Currency : **EUR** Year to month : 31/12/2011

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

	Status	Fin Mode	Amount	Start to 2010	Expenses 2011	Total	Balance	% Exec
<b>A ENHANCE ENVIRONMENTAL PLANNING AND MANAGEMENT IN</b>			<b>3.547.564,00</b>	<b>2.483.129,18</b>	<b>464.337,22</b>	<b>2.947.466,40</b>	<b>600.097,60</b>	<b>83%</b>
01 Institutional Capacities of KCC are strengthened			114.322,00	87.468,21	7.101,97	94.570,18	19.751,82	83%
01 Training Needs assessment (divisions) - 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	60.000,00	44.162,54	0,00	44.162,54	15.837,46	74%
03 capacity building for KCC Division staff - outsourced		COGES	30.619,00	19.602,63	7.101,97	26.704,60	3.914,40	87%
02 Behaviour of communities on using infrastructure are			233.377,00	188.697,22	22.143,48	210.840,70	22.536,30	90%
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	93.450,00	83.755,58	4.054,50	87.810,08	5.639,92	94%
03 Participatory planning and evaluation meetings for		COGES	21.000,00	10.455,04	2.544,24	12.999,28	8.000,72	62%
04 A Public health/community management/communication		COGES	86.150,00	61.709,24	15.544,74	77.253,98	8.896,02	90%
03 Environmental and housing conditions are improved			3.199.865,00	2.206.963,75	435.091,77	2.642.055,52	557.809,48	83%
01 Advocacy, social mobilisation and capacity enhancement		COGES	61.014,00	44.054,95	12.744,59	56.799,54	4.214,46	93%
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	36.470,00	36.470,16	0,00	36.470,16	-0,16	100%
04 Resettlement costs		COGES	0,00	0,00	0,00	0,00	0,00	??%
05 City greening (city greening, 16760 trees)		COGES	143.256,00	15.640,61	1.252,74	16.893,35	126.362,65	12%
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	40.545,00	28.454,67	12.089,67	40.544,34	0,66	100%
08 Construction of 200 "bare minimum" core dwellings		COGES	0,00	0,00	7,42	7,42	-7,42	??%
09 Construction of access roads (12km of gravel roads)		COGES	1.356.946,00	1.079.337,06	264.613,25	1.343.950,31	12.995,69	99%
10 construction of sanitation infrastructure (35 Communal		COGES	311.925,00	315.769,89	910,37	316.680,26	-4.755,26	102%
11 Construction of water supply system (30 stand post and		COGES	113.046,00	108.435,65	4.610,46	113.046,11	-0,11	100%
		REGIE	1.359.050,00	758.439,85	149.986,04	908.425,89	450.624,11	67%
		COGEST	3.645.531,00	2.823.020,06	536.106,75	3.359.126,81	286.404,19	92%
		<b>TOTAL</b>	<b>5.004.581,00</b>	<b>3.581.459,91</b>	<b>686.092,79</b>	<b>4.267.552,70</b>	<b>737.028,30</b>	<b>85%</b>





## Budget vs Actuals (Year to Month) of UGA0500811

Project Title :	Kampala City Council Environmental Planning and Management Project		
Budget Version:	<b>G01</b>	Year to month :	31/12/2011
Currency :	EUR		
YtM :	Report includes all closed transactions until the end date of the chosen closing		

	Status	Fin Mode	Amount	Start to 2010	Expenses 2011	Total	Balance	% Exec
12 Upgrading drainage infrastructure & construction of new		COGES	755.549,00	547.977,05	<b>138.863,27</b>	686.840,32	68.708,68	91%
13 Construction of 200 "bare minimum" core dwellings		REGIE	143.530,00	0,00	0,00	0,00	143.530,00	0%
14 Construction of access roads		REGIE	124.000,00	0,00	0,00	0,00	124.000,00	0%
15 Construction of sanitation infrastructure		REGIE	3.000,00	0,00	0,00	0,00	3.000,00	0%
16 Construction of water supply system		REGIE	24.854,00	0,00	0,00	0,00	24.854,00	0%
17 Upgrading drainage infrastructure & construction of new		REGIE	8.451,00	0,00	0,00	0,00	8.451,00	0%
18 Construction of minimum infrastructure & waste		REGIE	46.455,00	0,00	0,00	0,00	46.455,00	0%
<b>V BTC- JUNIOR ASSISTANT TRANSACTIONS</b>			1,00	-5.847,71	-2.130,84	-7.978,55	7.979,55	-79785
01 Compensation for BTC-JA			1,00	-5.847,71	-2.130,84	-7.978,55	7.979,55	-79785
01 BTC-JA expenses		REGIE	1,00	-5.847,71	-2.130,84	-7.978,55	7.979,55	-79785
<b>Z GENERAL MEANS - THE PROJECT IS IMPLEMENTED</b>			1.457.016,00	1.104.178,44	<b>223.886,41</b>	1.328.064,85	128.951,15	91%
01 The project is implemented effectively and efficiently			1.457.016,00	1.102.486,46	<b>223.478,99</b>	1.325.965,45	131.050,55	91%
01 Technical supervision and monitoring		REGIE	931.322,00	702.316,04	<b>151.362,87</b>	853.878,91	77.643,09	92%
02 project meetings & presentations		COGES	19.428,00	13.488,21	<b>3.452,54</b>	16.940,75	2.487,25	87%
03 Top Up allowances (KCC)		COGES	123.876,00	75.669,51	<b>29.365,04</b>	105.034,55	18.841,45	85%
04 KCC support staff		COGES	104.600,00	90.058,52	<b>10.290,63</b>	100.349,15	4.250,85	96%
05 Vehicles for project and KCC divisions		REGIE	0,00	0,00	0,00	0,00	0,00	??
06 vehicle operation and maintenance		COGES	0,00	0,00	0,00	0,00	0,00	??
07 Office space, equipment & consumables (project)		COGES	126.200,00	97.534,77	<b>19.581,83</b>	117.116,60	9.083,40	93%
08 Office equipment & consumables (KCC divisions and		COGES	7.800,00	7.315,07	<b>338,28</b>	7.653,35	146,65	98%
09 Formulation balance		REGIE	18,00	17,91	0,00	17,91	0,09	100%
21 Purchase of 4 Wheel drive vehicles (2)		COGES	48.272,00	48.272,32	0,00	48.272,32	-0,32	100%

## Budget vs Actuals (Year to Month) of UGA0500811

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

Budget Version: **G01**

Currency : **EUR**

Year to month : **31/12/2011**

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

	Status	Fin Mode	Amount	Start to 2010	Expenses 2011	Total	Balance	% Exec
22 Purchase of four Motor bikes (4 strokes)		REGIE	15.419,00	15.419,20	0,00	15.419,20	-0,20	100%
23 Vehicle and Motorcycle Operation and Management		COGES	75.081,00	61.943,28	8.058,77	60.002,05	15.078,95	80%
24 Bank Charges & expenses due to exchange rate		COGES	3.000,00	-228,26	695,51	467,25	2.532,75	16%
25 Bank charges & Expense due to Exchange rates		REGIE	2.000,00	679,89	333,52	1.013,41	986,59	51%
<b>99 Conversion rate adjustment</b>			0,00	1.691,98	407,42	2.099,40	-2.099,40	?%
98 Conversion rate adjustment		REGIE	0,00	1.691,98	420,49	2.112,47	-2.112,47	?%
99 Conversion rate adjustment		COGES	0,00	0,00	-13,07	-13,07	13,07	?%

	REGIE	1.359.050,00	758.439,85	149.986,04	908.425,89	450.624,11	67%
	COGEST	3.645.531,00	2.823.020,06	536.106,75	3.359.126,81	286.404,19	92%

## 7.4 Beneficiaries

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

Communities living and working in the three project parishes have, overall, positively benefited from the infrastructure that has been constructed under Result Areas 3—pre-paid water stand posts, public toilets, drainage and roads. Indeed, the infrastructure has contributed significantly towards improving environmental and living 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 improved sanitation; and the pre-paid water standposts have not only improved access to safe water supply, but have also enabled residents to benefit from NWSC’s pro-poor tariff structure and social connection policy. Communities in all three parishes are at less risk from flooding, in particular those in Bwaise III, where flood water retention times have been reduced considerably by the improved drainage network. And, in Katwe I and Kisenyi II, residents and businesses have benefited from improved all weather vehicular and pedestrian access.

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, a lot of redevelopment is already taking place, which will inevitably lead to increases in rent levels for housing and business premises. Hence, some of the primary target beneficiaries may be forced out of the parishes in which they currently live and work by market forces. However, gentrification is a predictable and understandable consequence of such upgrading interventions.

The other main targeted beneficiary is KCCA, which is expected to benefit from strengthened institutional capacities in EPM. The Project originally planned to build the capacity of KCCA technical staff focusing on division and local level staff. However, the strategic decision to have KCC/KCCA 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 KCCA staff at the division and local levels, but also to build the institutional capacity of KCCA to conduct capacity building trainings. The direct involvement of KCCA 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 in EPM.

It is expected that both KCCA 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. This has already been done locally through a number of successful workshops to which key stakeholders and development partners have been invited. Indeed, capitalising on past experiences in order to improve the quality of future interventions is an important goal for BTC, and constitutes an integral part of BTC’s project and programme cycle through the standard planning and M&E tools.

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.



## 7.5 Operational planning Q1-2012

**OPERATIONAL PLANNING  
YEAR 2012  
EXECUTION REPORT Q1  
COUNTRY: UGANDA  
PROJECT: UGA0500811**



**CTB**

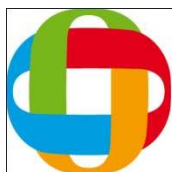
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# I. PROGRESS REPORT Q1-1

**UGANDA – UGA0500811 2012**



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## I.1. Progress Report Q1-1

## PROGRESS REPORT Q1-1

(Q4 2011: 15 January 2012 / Q1 2012: 15 April / Q2 2012: 15 July / Q3 2012: 15 October)

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

#### R1: Institutional Capacities of KCC are strengthened in terms of environmental planning and management

Activities	Subactivities	State of execution	Person in charge	Remarks - Difficulties – Points of attention
<b>A.1.1</b> : Training Needs Assessment		Completed		The training need assessment (TNA) was successfully carried out and the report submitted in Q4-2008 (21/11/2008)
<b>A.1.2</b> : Study tours for KCC staff	<b>A.1.2.1</b> : Plan study tour	Completed	PM/JA	Three study tours have been successfully conducted: to Ho Chi Minh City, Vietnam in Q2-2007; to Kitale and Nakuru, Kenya in Q4-2008 and to Nairobi and Mombasa, Kenya in Q4-2010. Following approval by the 12 <sup>th</sup> Steering Committee meeting of 28/11/2011, EUR 15,000 was reallocated to this budget line to enable a fourth study tour to Kigali, Rwanda. The fourth study tour will be conducted in Q1-2012.
	<b>A.1.2.2</b> : Conduct study	On-going	PM/JA	
	<b>A.1.2.3</b> : Prepare and distribute study tour report	Not yet started	PM/JA	
<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	KCCA/PMT	Seven (07) training modules were identified to address the competency gaps and specific training requirements identified in the TNA.
	<b>A.1.3.02</b> : Procurement of service providers (incl. No Objection from BTC)	Completed	PMT/KCCA	A decision was taken to have KCC Capacity Building Coordinators and qualified staff at the district and division levels take the lead in developing and delivering the capacity building training programme.
	<b>A.1.3.03</b> : Development of training modules	Completed	KCC staff	A capacity building training programme comprising seven (07) training modules was developed by KCC Capacity Building Coordinators and qualified staff at the district and division levels.
	<b>A.1.3.04</b> : Delivery of training modules	Completed	KCC/KCCA staff	Two (02) of the Seven (07) training modules were delivered—the first in Q4-2010 and the second in Q1-2011. Delivery of the remaining five (05) capacity building training modules was suspended following the KCCA Executive Director's directive to halt all capacity building activities until after the new KCCA technical and administrative staff have been appointed and are in post. Following approval by the 12 <sup>th</sup> Steering Committee meeting of 28/11/2011, EUR 15,000 from this budget line was re-allocated to Study Tour and EUR 8,900 to City Greening.

Activities	Subactivities	State of execution	Person in charge	Remarks - Difficulties – Points of attention
A.1.3 : Capacity building for KCC technical staff focusing on division and local level.	A.1.3.05 : Implementation of follow-up activities	Process ongoing	KCCA/PMT	Implementation of the follow up activities for the two training modules that have been conducted commenced in Q4-2011, and will be completed in Q1-2012. Successful implementation of the follow-up activities will require active interest of KCCA divisions/staff.
	A.1.3.06 : Follow-up on training modules	Halted	KCCA/PMT	Only the two training modules that have been conducted will be followed up. Successful follow-up on the training modules will require active interest of KCCA divisions/staff.

## 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	Partially completed	DCI TL	Consultant developed a behavioural change communication (BCC) strategy which the PMT approved in principle; but which lacked a comprehensive monitoring and evaluation (M&E) framework with clear measurable indicators. Failure to develop a comprehensive M&E framework with clear measurable indicator was one of the key reasons for the termination of the Consultant's contract.
	A.2.2.02 : Development & pretesting of materials	Partially completed	DCI TL	Consultant developed and pre-tested only some of the information, education and communication (IEC) materials before termination of the contract.
	A.2.2.03 : Implementation of strategy	On-going	CHS	Implementation of the BCC strategy is significantly behind schedule owing to poor performance of the Consultant; which led to termination of the Consultant's contract. PMT is now taking the lead in the implementation of the BCC strategy, with the Community Health Specialist (CHS) having overall responsibility, and working in partnership with local CBOs/NGOs in the respective parishes.
	A.2.2.04 : Submission of reports	Halted	DCI TL	Revised 4th Quarterly Report was submitted end of Q1-2011; but rejected in Q2- 2011 as it fell short of the standards stipulated in the ToR.
				Consultant's contract was ultimately terminated in a letter signed by the KCCA Executive Director dated 29/07/2011.
A.2.3 : Participatory planning meetings	A.2.3.01 : Conduct participatory planning meetings	On-going	PMT	Participatory meetings have continued to be successfully conducted; and more are planned in Q1-2012.

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

Activities	Subactivities	State of execution	Person in charge	Remarks - Difficulties – Points of attention
<b>A.3.1</b> Advocacy, Mobilisation & Capacity Enhancement	<b>A.3.1.01</b> : Advocacy for MPs	Not yet started	CIDI TL	An advocacy workshop for the new MPs elected in the 2011 General Elections is still planned; but will be dependent on interest of MPs.
	<b>A.3.1.02</b> : Approval of CBOs by PPDA	Completed	PMT	Approval received from PPDA in Q1 2010 (16/02/2010) after a difficult and protracted process
	<b>A.3.1.03</b> : No objection by BTC	Completed	PMT	No objection received from BTC.
	<b>A.3.1.04</b> : Design & review of Memoranda of Understanding (MoUs)	Completed	CIDI TL	Completed.
	<b>A.3.1.05</b> : Award & signing of MoUs	Completed	PMT	MoUs signed with 12 CBOs/NGOs to carry out social mobilization activities under the supervision of the Consultant (CIDI). MoUs intended to serve as a template for partnership working with local CBOs/NGOs.
	<b>A.3.1.06</b> : Training Needs Assessment (TNA) for CBOs/NGOs	Completed	CIDI TL	TNA was carried out and training needs identified, which informed the design of the capacity building training programme.
	<b>A.3.1.07</b> : Design of training content	Completed	CIDI TL	Training programme was prepared and delivered by CIDI. Training programme will be developed into a resource for KCCA.
	<b>A.3.1.08</b> : Training of CBOs	Completed	CIDI TL	Training of CBOS successfully conducted by CIDI.
	<b>A.3.1.09</b> : Implementation of social mobilization activities by CBOs	On-going	CIDI TL	12 CBOs have carried out social mobilization activities very effectively in accordance with MoUs. As of the end Q2-2011, nine (09) of the 12 CBOs had successfully completed the activities they were engaged to carry out.
	<b>A.3.1.10</b> : Design of strategies for generating funds for O&M	Completed	CIDI TL	Strategies for generating funds for O&M have been operationalised and taught to caretakers of the pay-to-use public toilets.
	<b>A.3.1.11</b> : Design & implementation of M&E plan	Completed	CIDI TL	Participatory M&E plan is included in the exit strategy.
	<b>A.3.1.12</b> : Development of exit strategy	Completed	CIDI TL	The exit strategy has been revised in light of the new KCCA institutional structure.
	<b>A.3.1.13</b> : Dissemination of exit strategy	Not yet started	CIDI TL	Dissemination and implementation of the Exit Strategy will begin in Q1-2012.
	<b>A.3.1.14</b> : Submission of reports	Completed	CIDI TL	Consultant submitted 5 <sup>th</sup> Tri-Annual Report in Q4 2010. This was the last of the expected progress reports.
	<b>A.3.1.15</b> : Preparation of final reports/ documentation	Completed	CIDI TL	Final report was submitted and approved in Q4-2011.



Activities	Subactivities	State of execution	Person in charge	Remarks - Difficulties – Points of attention
<b>A.3.1</b> Advocacy, Mobilisation & Capacity Enhancement	<b>A.3.1.16</b> : Extension of MoUs with CBOs/NGOs	Ongoing	PMT	Partnership working with local CBOs/NGOs was very successful and significantly improved implementation of key social mobilisation activities. The PMT consequently proposed an extension of the MoUs with the CBOs/NGOs; which was approved by the 12 <sup>th</sup> Steering Committee meeting of 20/10/2012.
	<b>A.3.1.17</b> : Implementaion of additional social mobilisation activities	Ongoing	PMT	Implementation of additional social mobilisation activities will commence in Q1-2012 and continue in Q2-2012.
	<b>A.3.1.18</b> : Support and Capacity Building to CBOs/NGOs	Ongoing	PMT	While the performance of the CBOs/NGOs is praiseworthy, they can still benefit from additional support and capacity building. The 12 <sup>th</sup> steering committee meeting of 28/11/2011 approved the proposal to engage CIDI for this purpose. Support and Capacity Building to CBOs/NGOs will be provided by CIDI in Q1-2012 and Q2-2012.
<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. Minimum standards housing report to be submitted to KCCA for consideration and adoption. Recommendations of the report have been incorporated in the design of the low-cost demonstration model houses.
<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	KCCA/PMT	Public spaces for greening identified. Permission to green one of the key public spaces (Katwe Market playground) was finally obtained from the Buganda Kingdom; but the PMT has learned that there are plans to develop the area—hence alternative public spaces had to be identified. 12 <sup>th</sup> Steering Committee meeting of 28/10/2012 approved proposal to green and beautify Queen's Way which borders Katwe I is to be done on a cost sharing basis with KCCA.
	<b>A.3.5.02</b> : Procurement of contractor (incl. No Objection from BTC)	On-going	KCCA/PMT	Project has obtained a waiver from PPDA to use selective bidding to procure contractors for the greening works. Procurement of contractor to carry out greening improvement of Katwe Road Islands, and Nakivubo Blue and Nakivubo Settlement Primary Schools in Kisenyi II was completed in Q4-2011.
	<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/KCCA	Dependent on active interest of local communities and KCCA lower urban councils.

Activities	Subactivities	State of execution	Person in charge	Remarks - Difficulties – Points of attention
A.3.5 : City greening	A.3.5.05 : Development of strategy for household greening and urban agriculture	Completed	PMT/KCCA	Project has developed a strategy which is informed by the experience of Sustainable Neighbourhoods in Focus (SNF) Project and lessons learned from study tour to Kenya in Q4 2010.
	A.3.5.06 : Implementation of household greening and urban agriculture strategy	On-going	Households/CBOs/ KCCA	Learning visits to successful SNF urban agriculture initiatives were conducted in Q3 2011. Demonstration/training workshops were carried out in Q4 2011. Dependent on active interest of households, CBOs & KCCA lower urban councils.
	A.3.5.07 : Monitoring of household greening and urban agriculture	Not yet started	Households/CBOs/ KCCA	Dependent on active interest of households, CBOs & new KCCA lower urban councils.
A.3.6 : Environmental Health Engineer	N/A	N/A	N/A	N/A
A.3.7 : Solid waste management	A.3.7.01 : Development & implementation of detailed solid waste management (SWM) action plans	On-going	Households/CBOs/ KCCA lower urban councils	SWM action plans developed by Consultant. PMT is engaging with KCCA to harmonise the project SWM action plans with KCCA SWM strategy and division action plans. Successful implementation dependent on active interest of households, CBOs & KCCA lower urban councils.
	A.3.7.02 : Identification of sites for construction of garbage banks.		PMT/KCCA lower urban councils	Identification of sites for garbage banks is proving to be a considerable challenge; but PMT is liaising closely with KCCA.
	A.3.7.03 : Construction of garbage banks.	Not yet started	PMT/KCCA lower urban councils	Two bids for construction of garbage banks in Katwe I and Kisenyi II were received and evaluated. None of the bidders was complaint and the tender was re-advertised and still invalid bids were received. A contractor is to be procured under the BTC Regie Mode through the negotiated procedure without publication.
	A.3.7.04 : Provision of garbage collection sacks to households.	On-going	PMT	100 households in each parish to be supplied with three (03) sacks to separate waste and encourage recycling. Dependent on active interest of households/ CBOs/ KCCA lower urban councils
	A.3.7.05 : Provision of 6 no. banana peel milling machines	On-going	PMT	Machines were delivered by supplier in Q2 2011 (15/05/2011). Training of beneficiary groups to be conducted in Q1-2012. Dependent on active interest of targeted beneficiary groups.
	A.3.7.06 : Provision of 15 no. charcoal briquette machines	On-going	PMT	15 no. charcoal briquette machines were delivered to the project parishes by supplier in Q2-2-11 (15/05/2011).
	A.3.7.07 : Training in use of recycling machines and basic business skills.	Not yet started	PMT/LEU	Beneficiary groups to receive training in briquette making and basic business skills from local NGO Living Earth Uganda (LEU) in Q1-2012. Dependent on active interest of targeted beneficiary groups.
	A.3.7.08 : Procurement and provision of plastic shredders/ collection centres	Not yet started	PMT	Were to be procured in Q2 2011 but has been delayed due to changes in KCC/KCCA. Project is trying to link with KCCA plastic waste recycling initiative. Dependent on active interest of targeted beneficiary groups.

Activities	Subactivities	State of execution	Person in charge	Remarks - Difficulties – Points of attention
<b>A.3.7</b> : Solid waste management	<b>A.3.7.09</b> : Procurement and provision of organic fertilizer machines	Not yet started	PMT	Were to be procured in Q2 2011 but has been delayed due to changes in KCC/KCCA. Dependent on active interest of targeted beneficiary groups.
	<b>A.3.7.10</b> : Training in use of recycling machines and basic business skills.	Not yet started	Supplier/ Service provider.	Beneficiary groups to receive training in use of recycling machines and basic business skills..
	<b>A.3.7.11</b> : Engagemant of CBOs.	On-going	CBOs	CBOs are being engaged through MoUs under the social mobilisation component.
	<b>A.3.7.12</b> : Construction of two (02) demonstration sanitation units using waste plastic bottles	Not yet started	PMT/ ECOTEC-Africa	Steering Committee meeting of 28/12/2011 approved proposal to reallocate EUR 6,000 to enable construction of two (02) demonstration sanitation units using waste plastic bottles in Bwaise III parish, in partnership with ECOTEC-Africa. Dependent on active interest of local community.
<b>A.3.8</b> : Core dwellings (model houses)	<b>A.3.8.01</b> : Identification of suitable locations for model houses	Completed	PMT/KCCA 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	PMT/KCC divisions	Land ownership verified and agreements signed.
	<b>A.3.8.03</b> : Finalization of designs & preparation of working drawings & BoQs	On-going	PMT/KCCA	Design finalised; preparation of BoQs is on-going. Model house plans have been submitted to KCCA for approval; following which Bills of Quantities will be finalised.
	<b>A.3.8.04</b> : Approval of model house plans	Not yet finalised.	PMT/KCCA	Project has submitted model house plans to KCCA Planning Department for approval as KCCA type house plans. Dependent on prompt action by KCCA
	<b>A.3.8.05</b> : Procurement of Hydraform blockmaking machines	On-going	PMT/KCCA	Procurement of Hydraform machines to produce interlocking stabilised soil blocks for construction of model houses was delayed due to changes in KCC/KCCA. Following recommendations of Steering Committee meeting of 28/11/2011 to move all key procurements from Cogest to Regie Mode, supplier will be procured under Regie Mode through the negotiated procedure without publication.
	<b>A.3.8.06</b> : Construction of model houses	Not yet started.	Contractor	Construction of model houses will start once plans have been approved and Hydraform machines acquired.
	<b>A.3.8.07</b> : Defects liability period	Not yet started.	Beneficiaries	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 division urban councils	Completed	PMT/Contractor	Construction of Clusters 1 and 2 completed in Q1 2010; and the roads were formally handed over to respective KCCA division urban councils in Q3 2011.
	<b>A.3.9.02</b> : Defects liability period	Completed	PMT/ KCCA lower urban councils	Defects liability period expired.
	<b>A.3.9.03</b> : Identification & design of new roads	Completed	PMT/KCCA lower urban councils	New roads were identified and designed.

Activities	Subactivities	State of execution	Person in charge	Remarks - Difficulties – Points of attention
<b>A.3.9 :</b> Access roads	<b>A.3.9.04:</b> Procurement of contractor	Completed.	KCC/ PMT	Three contracts were appointed for the three respective road works contracts: <ul style="list-style-type: none"> <li>▪ Upgrading Bagambaki and Katimbo Roads to bitumen standards (surface dressing) in Kisenyi II parish (Cluster 3).</li> <li>▪ Upgrading Rwamutula Road to bitumen standards (surface dressing) in Kisenyi II parish (Cluster 4).</li> <li>▪ Upgrading Sebyala Road to bitumen standards (surface dressing) in Katwe I parish (Cluster 5)</li> </ul>
	<b>A.3.9.05 :</b> Construction of new roads	Completed	Contractors	<ul style="list-style-type: none"> <li>▪ Cluster 3 completed in Q3 2011 (16/09/2011).</li> <li>▪ Cluster 4 completed in Q3 2011 (17/08/2011).</li> <li>▪ Cluster 5 completed Q2 2011 (23/05/2011).</li> </ul>
	<b>A.3.9.06 :</b> Hand over to division urban councils	Not yet started.	PMT/ KCCA lower urban councils	Cluster 4 and 5 were handed over in Q3-2011 (17/08/2011) Clusters 3 to be handed over to respective KCCA division urban council in Q1 2012.
	<b>A.3.9.07 :</b> Defects liability period	Ongoing	PMT/ KCCA lower urban councils/ Community	12 months defects liability period for Clusters 3, 4 and 5 commenced.
	<b>A.3.9.08 :</b> Identification of major pedestrian ways/ minor access roads/parking areas to be upgraded using alternative low-cost paving technologies.	On-going	KIEMP/ Community	Low traffic volume major pedestrian ways, minor access roads and parking areas to be identified.
	<b>A.3.9.09 :</b> Procurement of Hydraform Vibraform V3SE paving machines	On-going	PMT/ BTC	Following recommendations of the steering committee of 28/11/2011, supplier will be procured under Regie Mode through the negotiated procedure without publication.
	<b>A.3.9.10 :</b> Onsite training in production and construction using alternative low-cost paving technologies.	Not yet started	Supplier	On-site training will be conducted once Hydraform Vibraform V3SE paving machines have been procured.
	<b>A.3.9.11 :</b> Upgrading of major pedestrian ways/ minor access roads/ parking areas using alternative low-cost paving technologies.	Not yet started	KCCA	Construction will begin once on-site training has been conducted. Construction will require active participation of KCCA lower urban councils.
<b>A.3.9.12 :</b> Monitoring of upgraded pedestrian ways/ minor access roads/parking areas.	Not yet started	PMT/ KCCA lower urban councils	Will be dependent on active interest of KCCA lower urban councils and local communities.	
<b>A.3.10 :</b> Toilets	<b>A.3.10.1 :</b> Procurement of contractor to carry out routine maintenance and repair works of 34 public toilets (sanitation units) constructed by the Project.	Not yet started	PMT/ BTC	Following approval by the Steering Committee meeting of 28/10/2011, routine maintenance and repair works will be carried out as part of the exit strategy. Contractor will be procured under Regie Mode through negotiated procedure without publication.
	<b>A.3.10.1 :</b> Routine maintenance and repair works of 34 of public toilets (sanitation units) constructed by the Project.	Not yet started	PMT/ KCCA lower urban councils	Following approval by the Steering Committee meeting of 28/10/2011, routine maintenance and repair works will be carried out as part of the exit strategy.

Activities	Subactivities	State of execution	Person in charge	Remarks - Difficulties – Points of attention
<b>A.3.11 :</b> Public standposts	<b>A.3.11.01 :</b> Completion of installation of pre-paid public water standposts & connection of water supply	Completed	Contractor/NWSC	Final payment made in Q4- 2011. Standposts have been handed over to National Water and Sewerage Corporation(NWSC).
	<b>A.3.11.02 :</b> Monitoring of O&M of standpipes	On-going	KIEMP/CBOs	On-going. Dependent on active interest of community/ NWSC
	<b>A.3.11.03 :</b> Defects liability period	Completed	KIEMP/Community	Completed.
	<b>A.3.12.04 :</b> Identification of sites/locations for additional water supply/pre-paid meters	Completed	Focal persons/ Community	Sites for additional pre-paid water stand posts have been identified.
	<b>A.3.12.05 :</b> Procurement of pre-paid meters	On-going	KIEMP/NWSC	Pre-paid meters supplier will be procured through negotiated procedure without publication under Regie Mode.
	<b>A.3.12.06 :</b> Preparation and signing of MoU with National Water & Sewerage Corporation (NWSC)	Not yet started	KIEMP/KCC/ BTC	Services of NWSC will be procured through negotiated procedure without publication under Regie Mode.
	<b>A.3.12.07 :</b> Construction & installation of additional pre-paid public water standposts	Not yet started	Contractor	Contractor will be procured through negotiated procedure without publication under Regie Mode Dependent on punctual delivery by contractor.
	<b>A.3.12.08 :</b> Defects liability period	Not yet started	NWSC/KIEMP	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 identified through a participatory process involving the local community.
	<b>A.3.12.05 :</b> Procurement of contractor (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	Completed	Contractor	Construction of Cluster 7 completed in Q1-2011 (15/02/2011) Construction of Cluster 8 completed in Q2-2011 (07/04/2011) Construction of Cluster 9 completed in Q1-2011 (04/03/2011)
	<b>A.3.12.07 :</b> Defects liability period	On-going	Community/KCCA	Defects liability period for Clusters 7, 8 and 9 is going.
	<b>A.3.12.08 :</b> Identification & design of additional drains (Cluster 10)	Completed	Community	Additional drains identified through a participatory process involving local community Drains designed by Project Manager and Division Engineer
	<b>A.3.12.09 :</b> Procurement of contractor	Ongoing	PMT	Procurement of contractor will be completed in early Q1-2011.
	<b>A.3.12.10 :</b> Construction of drains Cluster 10	Not yet started	Contractor	Works will commence in Q1-2012. Will be dependent on performance of contractor.
	<b>A.3.12.11 :</b> Defects liability period Cluster 10	Not yet started	Contractor	Defects liability period will commence when construction is completed. Dependent on active interest of communities/ KCCA.

## 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	Completed	Town Clerk/ Deputy Town Clerk	An Accounts and Administrative Assistant (AAA) was employed in Q1-2011 to replace the Project Accountant whose contract was terminated; and also the Project Secretary who resigned for personal reasons in Q1-2011. The appointment of the AAA to cover the two posts is in line with the retention of minimal staff for the one-year no-cost extension period.
Training of project staff	<ul style="list-style-type: none"> <li>• Training of Project Manager in Monitoring &amp; Evaluation</li> </ul>	On-going	BTC Resident Representative	Project Manager is undertaking a Post Graduate Diploma in Monitoring & Evaluation at Uganda Management Institute.
	<ul style="list-style-type: none"> <li>• Training of Community Health Specialist in Monitoring &amp; Evaluation</li> </ul>	Not yet started	BTC Resident Representative	Community Health Specialist to undertake a three month certificate course in Monitoring & Evaluation at Cavendish University.
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	Accountants & Admin. Assistant	Maintenance costs will increase as equipment ages.
Office supplies and equipment	Supply, operation and maintenance	On-going	Accountants & Admin. Assistant	Maintenance costs will increase as equipment ages.

## I.2. Comments on Progress Report Q4-1

### Comments progress report

In Q4-2011, the PMT prepared and submitted *Budget Modification Proposition UGA0500811—November 2011*, which was motivated by the following:

- (i) The institutional changes resulting from the entry into force of the Kampala Capital City Act 2010 on 1<sup>st</sup> March 2011, whereby Kampala City Council (KCC) ceased to exist as a legal entity and was superseded by Kampala Capital City Authority (KCCA) as the governing body of the city, and hence as the project implementing partner.
- (ii) The extension, through an exchange of letters between The Ambassador of the Kingdom of Belgium to Uganda and The Permanent Secretary/Secretary to the Treasury, Ministry of Finance, Planning and Economic Development in June 2011, of the *Specific Agreement between the Republic of Uganda and the Kingdom of Belgium on Kampala Integrated Environmental Planning and Management Project* from a period of 78 months to a period of 90 months; and the granting of a one-year (12 months) no-cost extension of the project from 31<sup>st</sup> July 2011 until 31<sup>st</sup> July 2012.
- (iii) The Steering Committee Meeting of 28<sup>th</sup> October 2011, which under *Min. 5: Presentation of the Work Plan - 1st October 2011 to 31st July 2012* **unanimously agreed** that:

***In light of the time constraints faced by the project.....all the remaining key procurements be handled by BTC by reallocating funds from Cogestion mode to Regie mode.***

*Budget Modification Proposition UGA0500811—November 2011* included the creation of several new budget lines under Regie Financial Mode as well as budget line reallocations, which were aimed to facilitate and expedite outstanding procurements and implementation of behind schedule activities. However, as the budget modification was only approved in mid-December 2011, the anticipated progress with procurements and implementation of activities was not achieved in Q4-2011.

## II. OPERATIONAL PLANNING – UPDATE Q1

**UGANDA – UGA0500811 2012**



**CTB**

**AGENCE BELGE  
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## II.1. Annual planning of the activities – Update Q1

## ANNUAL PLANNING OF THE ACTIVITIES – Update Q1

**To be updated in Q1 2012: 20 January 2012 / Q2 2012: 20 April / Q3 2012: 20 July / Q4 2012: 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	Q1			Q2			Q3	Person in charge	Remarks - Difficulties – Points of attention
		J	F	M	A	M	J	J		
A.1.1 : Training Needs Assessment	N/A									
A.1.2 : Study tours for KCC staff	A.1.2.1 : Plan study tour								PM/JA	Following approval by the 12 <sup>th</sup> Steering Committee meeting of 28/11/2011, EUR 15,000 was reallocated to this budget line to enable a fourth study tour to Kigali, Rwanda.
	A.1.2.2 : Conduct study								PM/JA	
	A.1.2.3 : Prepare and distribute study tour report									PM/JA
A.1.3 : Capacity building for KCC technical staff focusing on division and local level.	A.1.3.01 : Identification of first training modules *								KCC/PMT	Completed
	A.1.3.02 : Procurement of service providers								PMT/KCC/ BTC	Completed
	A.1.3.03 : Development of training modules								KCC	Completed
	A.1.3.04 : Delivery of training modules								KCC/KCCA	Two (02) training modules delivered before suspension of training programme following instructions of KCCA Executive Director; as all KCC staff will have to reapply for jobs in KCCA.
	A.1.3.05 : Implementation of follow-up activities								KCCA/PMT	Follow up activities for the two training modules conducted commenced in Q4-2011 and will be completed in Q1-2012.
	A.1.3.06 : Follow-up on training modules								KCCA	Only the two training modules that have been conducted will be followed up Successful implementation of follow-up activities will require active interest of KCCA city and divisions/staff.

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

Activities	Subactivities	Q1			Q2			Q3	Person in charge	Remarks - Difficulties – Points of attention
		J	F	M	A	M	J	J		
A.2.1 : Baseline survey	N/A									
A.2.2 : Behaviour change	A.2.2.01 : Development of BCC strategy								DCI TL	Consultant developed a BCC strategy which lacked a comprehensive M&E framework with clear measurable indicators.
	A.2.2.02 : Development & pretesting of materials								DCI TL	Consultant developed and pre-tested only some IEC materials before contract was terminated.
	A.2.2.03 : Implementation of strategy (incl. M&E and adjustments)								CHS	Contract was finally terminated in Q2-2011 because of poor performance by the Consultant. PMT is now taking the lead in the implementation of the BCC strategy, with CHS having overall responsibility, and working in partnership with local CBOs/NGOs in the respective parishes
	A.2.2.04 : Submission of reports								CHS	CHS will prepare and submit a final report of the implementation of the BCC strategy..
A.2.3 : Participatory planning meetings	A.2.3.01 : Conduct participatory planning meetings								PMT	Participatory meetings have continued to be successfully conducted; and more are planned in Q1-2012.

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

Activities	Subactivities	Q1			Q2			Q3	Person in charge	Remarks - Difficulties – Points of attention
		J	F	M	A	M	J	J		
A.3.1 Advocacy, Mobilisation & Capacity Enhancement	A.3.1.01 : Advocacy for MPs								CIDI TL	An advocacy workshop for the new MPs elected in the 2011 General Elections is still planned; but will be 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.3.1.04 : Design & review of MoUs								CIDI TL/PMT	Completed
	A.3.1.05 : Approval of CBOs by PPDA								PPDA	Completed
	A.3.1.06 : No objection by BTC								CIDI TL	Completed
	A.3.1.07 : Award & signing of MoUs								PMT	Completed
	A.3.1.08 : Training of CBOs								CIDI TL	Completed

Activities	Subactivities	Q1			Q2			Q3	Person in charge	Remarks - Difficulties – Points of attention
		J	F	M	A	M	J	J		
<b>A.3.1</b> Advocacy, Mobilisation & Capacity Enhancement	<b>A.3.1.09</b> : Implementation of CBO activities								CBOs/ CIDI TL	12 CBOs very successfully carried out activities very effectively in accordance with MoUs.
	<b>A.3.1.10</b> : Dissemination of O&M guidelines								CIDI TL	Has been carried out through the CBOs, and is continuing.
	<b>A.3.1.11</b> : Design of strategies for generating funds for O&M								CIDI TL	Completed.
	<b>A.3.1.12</b> : Design & implementation of M&E plan								CIDI TL	Completed.
	<b>A.3.1.13</b> : Development of exit strategy								CIDI TL	Exit strategy has been revised in light of the new KCCA institutional structure.
	<b>A.3.1.14</b> : Dissemination of exit plan								CIDI TL	To commence in Q1 2012.
	<b>A.3.1.16</b> : Submission of reports								CIDI TL	Completed
	<b>A.3.1.15</b> : Preparation of final reports and documentation								CIDI TL	Completed.
	<b>A.3.1.16</b> : Extension of MoUs with CBOs/NGOs									Partnership working with local CBOs/NGOs was very successful; hence PMT proposed an extension of the MoUs with the CBOs/NGOs; which was approved by the 12 <sup>th</sup> Steering Committee meeting of 20/10/2012.
	<b>A.3.1.17</b> : Implementaion of additional social mobilisation activities									Implementation of additional social mobilisation activities will commence in Q1-2012 and continue in Q2-2012.
<b>A.3.1.18</b> : Support and Capacity Building to CBOs/NGOs									CBOs/NGOs performance is praiseworthy; but they can still benefit from additional support and capacity building. Support & capacity building to CBOs/NGOs will be provided by CIDI.	
<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								Consultant	Completed.
<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								PMT	Public spaces for greening identified. 12 <sup>th</sup> Steering Committee meeting of 28/10/2012 approved proposal to green and beautify Queen's Way which borders Katwe I on a cost sharing basis with KCCA.
	<b>A.3.5.02</b> : Procurement of contractor (incl. No Objection from BTC)								PMT/BTC	Procurement of contractor to carry out greening improvement of Katwe Road Islands, and Nakivubo Blue and Nakivubo Settlement Primary Schools in Kisenyi II was completed in Q4-2011.
	<b>A.3.5.03</b> : Implementation of public space greening								Contractor	Works to commence in Q1-2012. Dependent on punctual delivery by contractor.
	<b>A.3.5.04</b> : Monitoring of public space greening								PMT/KCCA	Dependent on active interest of local communities and KCCA.

Activities	Subactivities	Q1			Q2			Q3	Person in charge	Remarks - Difficulties – Points of attention
		J	F	M	A	M	J	J		
A.3.5 : City greening	A.3.5.05 : Development of strategy for household greening and urban agriculture								PMT	Strategy for household greening and urban agriculture completed in Q3-2011
	A.3.5.06 : Implementation of household greening and urban agriculture strategy								Households/CBOs/ KCCA lower urban councils	Implementation of the strategy commence in Q4-2011 and is on-going Dependent on active interest of households, CBOs & KCCA lower urban councils.
	A.3.5.07 : Monitoring of household greening								CBOs/ KCCA lower urban councils	Dependent on active interest of households, CBOs & KCCA lower urban councils.
A.3.6 : Environmental Health Engineer	N/A									
A.3.7 : Solid waste management	A.3.7.01 : Development & implementation of detailed action plans								Households/CBOs/ KCCA divisions	Dependent on active interest of households, CBOs & KCCA lower urban councils.
	A.3.7.02 : Identification of sites for construction of garbage banks								PMT/KCCA lower urban councils	Identification of sites for garbage banks is proving to be a considerable challenge; but PMT is liaising closely with KCCA.
	A.3.7.03 : Construction of garbage banks.								PMT/KCCA lower urban councils	A contractor is to be procured under the BTC Regie Mode through the negotiated procedure without publication.
	A.3.7.04 : Provision of garbage collection sacks to households.								Households/CBOs/ KCCA divisions	Dependent on active interest of households, CBOs & KCCA lower urban councils.
	A.3.7.05 : Provision of 6 no. banana peel milling machines								Households/CBOs/	6 no. peel mill machines have been distributed to CBOs in the three parishes.
	A.3.7.06 : Provision of 15 no. charcoal briquette machine								Households/CBOs/	Briquette machines have been distributed to CBOs in the three parishes.
	A.3.7.07 : Training in use of recycling machines and basic business skills.								Service provider	Beneficiaries to receive training in briquette making and basic business skills from local NGO Living Earth Uganda (LEU). Dependent on active interest of targeted beneficiary groups. Dependent also on performance of service provider.
	A.3.7.08 : Procurement and provision of plastic shredders/ collection centres								Households/CBOs/	Requires active interest of KCCA/ CBOs households.
	A.3.7.09 : Procurement and provision of organic fertilizer machines								Households/CBOs/	Requires active interest of households/ CBOs.
	A.3.7.10 : Training in use of recycling machines and basic business skills.								Service provider	Dependent on performance of service provider.

Activities	Subactivities	Q1			Q2			Q3	Person in charge	Remarks - Difficulties – Points of attention
		J	F	M	A	M	J	J		
	<b>A.3.7.11</b> : Engagement of CBOs								CBOs	To commence in Q1-2012
	<b>A.3.7.12</b> : Construction of two (02) demonstration sanitation units using waste plastic bottles								ECOTEC-Africa	Steering Committee meeting of 28/12/2011 approved proposal to reallocate EUR 6,000 to construct two (02) demonstration sanitation units using waste plastic bottles in Bwaise III parish, in partnership with ECOTEC-Africa. Dependent on active interest of local community. Dependent on performance of ECOTEC-Africa.
<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	Completed
	<b>A.3.8.04</b> : Approval of model house plans								PMT/KCCA	Dependent on active interest of KCCA.
	<b>A.3.8.05</b> : Procurement of Hydraform brick making machine								PMT/BTC	Supplier will be procured through negotiated procedure without publication under Regie Mode.
	<b>A.3.8.06</b> : Construction of model houses								PMT/KCCA	Construction of model houses will start once plans have been approved and Hydraform machines acquired.
	<b>A.3.8.07</b> : Defects liability period								Beneficiaries/ KCCA	Will commence once construction is complete.
<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	Completed.
	<b>A.3.9.03</b> : Identification and design of additional roads								Communities/ PMT	Completed.
	<b>A.3.9.04</b> : Procurement of contractors								PMT	Completed.
	<b>A.3.9.05</b> : Construction of Roads Cluster 3								Contractor	Completed
	<b>A.3.9.06</b> : Construction of Roads Cluster 4								Contractor	Completed
	<b>A.3.9.07</b> : Construction of Roads Cluster 5								Contractor	Completed
	<b>A.3.9.08</b> : Defects liability period Cluster 3								PMT/KCCA lower urban councils	Ongoing
	<b>A.3.9.09</b> : Defects liability period Cluster 4								PMT/KCCA lower urban councils	Ongoing
	<b>A.3.9.10</b> : Defects liability period Cluster 5								PMT/KCCA lower urban councils	Ongoing

Activities	Subactivities	Q1			Q2			Q3	Person in charge	Remarks - Difficulties – Points of attention
		J	F	M	A	M	J	J		
<b>A.3.9</b> : Access roads	<b>A.3.9.11</b> : Identification of major pedestrian ways/ minor access roads/ parking areas to be upgraded using alternative low-cost paving technologies.	■	■						Communities/ KCCA lower urban councils	Dependent on active interest of local communities/ KCCA lower urban councils.
	<b>A.3.9.12</b> : Procurement of Hydraform Vibraform V3SE paving machines	■	■						Contracts Committee	Supplier will be procured under Regie Mode through the negotiated procedure without publication.
	<b>A.3.9.13</b> : Onsite training in production and construction using alternative low-cost paving technologies.			■						On-site training will be conducted once Hydraform Vibraform V3SE paving machines have been procured.
	<b>A.3.9.14</b> : Upgrading of pedestrian ways/ minor access roads/ parking areas using alternative low-cost paving technologies.			■	■	■				Construction will begin once training has been conducted. Will require active participation of KCCA.
	<b>A.3.9.15</b> : Monitoring of upgraded pedestrian ways/ minor access roads/ parking areas.									Will commence once construction is complete.
<b>A.3.10</b> : Toilets	<b>A.3.10.1</b> : Procurement of contractor to carry out routine maintenance and repair works	■	■						PMT/BTC	Following approval by the Steering Committee meeting of 28/10/2011, routine maintenance and repair works will be carried out as part of the exit strategy. Contractor will be procured under Regie Mode through negotiated procedure without publication.
	<b>A.3.10.1</b> : Routine maintenance and repair works			■	■				Contractor	Dependent of performance of contractor.
<b>A.3.11</b> : Public standposts	<b>A.3.11.01</b> : Completion of installation of water standposts & water supply connection								Contractor/ NWSC	Completed
	<b>A.3.11.02</b> : Monitoring of O&M of standposts								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 Execution Agreement with NWSC	■	■						PMT/NWSC	Services of NWSC will be procured through negotiated procedure without publication under Regie Mode.
	<b>A.3.11.05</b> : Procurement of Supplier		■	■					PMT/BTC	Pre-paid meters supplier will be procured through negotiated procedure without publication under Regie Mode.
	<b>A.3.11.05</b> : Installation of pre-paid water meters & connection of water supply				■	■	■		Contractor	Contractor will be procured through negotiated procedure without publication under Regie Mode. Dependent on punctual delivery by contractor.
	<b>A.3.11.06</b> : Defects liability period								Community/ NWSC	To commence after installation of the meters.

Activities	Subactivities	Q1			Q2			Q3	Person in charge	Remarks - Difficulties – Points of attention
		J	F	M	A	M	J	J		
A.3.12 : Drains	A.3.12.01 : Completion of construction & hand over to communities									Completed.
	A.3.12.02 : Defects liability period								PMT/Community/ Contractor	Completed.
	A.3.12.03 : Development & implementation of community monitoring plan								CBOs	Dependent on active interest of CBOs/ local communities
	A.3.12.04 : Identification & design of additional drains								Community/ KCCA Divisions/ PMT	Completed
	A.3.12.05 : Procurement of contractors								PMT/KCC/BTC	Completed
	A.3.12.06 : Construction of drains Cluster 7								Contractor	Completed
	A.3.12.07 : Construction of drains Cluster 8								Contractor	Completed
	A.3.12.08 : Construction of drains Cluster 9								Contractor	Completed
	A.3.12.09 : Completion of construction & hand over to communities								Contractor	Completed
	A.3.12.10 : Defects liability period Cluster 7								Community/ KCCA lower urban councils	Ongoing
	A.3.12.11 : Defects liability period Cluster 8								Community/ KCCA	Ongoing
	A.3.12.12 : Defects liability period Cluster 9								Community/ KCCA	Ongoing
	A.3.12.04 : Identification & design of additional drains (Cluster 10)								Community/ KCC Divisions/ PMT	Completed
	A.3.12.05 : Procurement of contractor								PMT/KCCA/BTC	Procurement of contractor will be completed in early Q1-2012.
A.3.12.06 : Construction of drains Cluster 10								Contractor	Works will commence in Q1-2012. Will be dependent on performance of contractor.	
A.3.12.12 : Defects liability period Cluster 10								Community/ KCCA lower urban councils	Defects liability period will commence when construction is completed. Dependent on active interest of communities/ KCCA lower urban councils.	



## Z. General management activities

### Personnel

Activities	Subactivities	Q1			Q2			Q3	Person in charge	Remarks - Difficulties – Points of attention
		J	F	M	A	M	J	J		
Recruitment of Accountant	Obtain consent to recruit identified candidate from KCC.								Deputy Town Clerk	An Accounts and Administrative Assistant was employed in Q1-2011 to replace the Accountant and also the Project Secretary who resigned for personal reasons in Q1-2011.
	Issue appointment letter									
	Notify candidate/ conduct negotiations/ confirm acceptance of position									
Training of project staff	<ul style="list-style-type: none"> <li>Training of Project Manager in Monitoring &amp; Evaluation</li> </ul>								BTC Resident Representative	Project Manager is undertaking a Post Graduate Diploma in Monitoring & Evaluation at Uganda Management Institute.
	<ul style="list-style-type: none"> <li>Training of Community Health Specialist in Monitoring &amp; Evaluation</li> </ul>								BTC Resident Representative	Community Health Specialist to undertake a three month certificate course in Monitoring & Evaluation at Cavendish University.
Prior notice (in closing phase)	N/A									

### Investment

Activities	Subactivities	Q1			Q2			Q3	Person in charge	Remarks - Difficulties – Points of attention
		J	F	M	A	M	J	J		
Vehicles	Operation and maintenance								Driver/ Project Manager	Maintenance costs will increase as vehicles age
Construction	N/A									
IT equipment	Operation and maintenance								PMT	Maintenance costs will increase as equipment ages.
Office supplies and equipment	Operation and maintenance								PMT	Maintenance costs expected to increase as equipment ages.

## Quality (Monitoring &amp; Evaluation)

Activities	Subactivities	Q1			Q2			Q3	Person in charge	Remarks - Difficulties – Points of attention
		J	F	M	A	M	J	J		
Backstopping	Technical backstopping									Following the agreement of the Steering Committee meeting of 28/10/2011 and approval of <i>Budget Modification Proposition – November 2011</i> , the former Technical Advisor has been contracted to provide technical.
Mid-term Evaluation										Already completed
Final Evaluation										Will have to be planned and consultant engaged.
Audit									Auditor/PMT	Will have to be planned.

## II.2. **Annual planning of public contracts – Update Q1**

PLANNING TENDERS Q3-2011

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 codes(s)	Supplier(s)	Award procedure	Progress of tender	Remarks	Date(s) / period(s) Preparation of	D P Pu
UGA 108	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 (CID)	Open invitation to tender.	Final Report submitted in Q3-2011.			
KIEMPB/C01 & BTCUGA/109	Behavioural Change consultancy services	Formulation and implementation of a behavioural change strategy.	Services	UGX	122,895,000	44,689	Joint management	A02 02	M/s Development Consultants Int. Ltd (DCI) in association with Change Masters Associates	Open invitation to tender.	Contract terminated owing to poor performance of Consultant.			
KIEMPHOUSING /01 7 BTCUGA/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.			
KIEMPSWM01	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 & Wanjohi Consulting Engineers	Open invitation to tender.	Consultancy assignment completed.			
KIEMPRDS/01 & 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.			
KIEMPRDS/02 & 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.			
	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			
KIEMPWSP/01 & BTCUGA 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			
KIEMPRDNV01 & BTCUGA 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			
KIEMPRDNV02 & 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			
KIEMPRDNV03 & BTCUGA 115	Construction of drainage channels (cluster 3)	Construction of drainage channels	Works	UGX	230,251,700	83,728	Joint management	A03 12	Uganda Kw egatta Constructions Ltd	Open invitation to tender.	Final Certificated paid. Defects liability period			
KIEMPRDNV04 & BTCUGA 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			
KIEMPRDNV05 & BTCUGA 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			
KIEMPRDNV06 & BTCUGA 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.	Closed			
KIEMPRDCSC/01 & BTCUGA 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			
KAMP516/WRKS/2009/2010/01/021/ DRN/07 & BTCUGA 144	Construction of Eden, Bw aise 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.	Final Certificated paid. Defects liability period			
KAMP516/WRKS/2009/2010/01/022/ DRN/87 & BTCUGA 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/2009/2010/01/023/ DRN/09 & BTCUGA 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	Bamco Technical and Construction Company Limited	Open invitation to tender.	Ongoing. Advance payment of 20% of contract value made in December 2010.			
KAMP516/WRKS/2010/2011/001/176/RDS/03 & BTCUGA 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			
KAMP516/WRKS/2010/2011/001/177/RDS/04 & BTCUGA 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.	Final Certificated paid. Defects liability period			
KAMP516/WRKS/2010/2011/001/178/RDS/05 & BTCUGA 155	Upgrading Sebyala 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	Bamco Technical and Construction Company Ltd.	Open invitation to tender.	Final Certificated paid. Defects liability period			
	Supply of solid 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.	Completed			
BTCUGA 187	Supply of mobile diesel hydraulic block making machines for production of interlocking stabilised soil blocks (ISSBs) and mobile diesel machines for production of interlocking cement	Supply of mobile diesel hydraulic block making machines for production of interlocking stabilised soil blocks (ISSBs) for construction of demonstration houses; and mobile diesel machines for production of	Goods	UGX			Own management							

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## II.3. Annual financial planning – Update Q1-2012

Project Title : <b>Kampala City Council Environmental Planning and Management Project</b>													
Fin Plan Version: <b>11-NEW</b>													
Budget Version: <b>G01</b>													
Donor: <b>DGD</b>													
Currency: <b>EUR</b>													
Amounts in 1000 EUR													
	Status	Fin Mode	Budget	TtY-1	Balance	2012				2013 to end	Est. end Proj. Bal.	Est. % exec.	
						Q1	Q2	Q3	Q4				Total
<b>A ENHANCE ENVIRONMENTAL</b>	x		3.547,58	2.947,45	800,13	316,61	280,59	4,29	0,00	601,49	0,00	-1,38	100%
01 Institutional Capacities of KCC	x		114,32	94,56	19,76	19,75	0,00	0,00	0,00	19,75	0,00	0,01	100%
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	80,00	44,16	15,84	15,84	0,00	0,00	0,00	15,84	0,00	0,00	100%
03 capacity building for KCC		COGEST	30,62	26,70	3,92	3,92	0,00	0,00	0,00	3,92	0,00	0,01	100%
02 Behaviour of communities on	x		233,38	210,84	22,54	9,41	10,95	1,37	0,00	21,72	0,00	0,82	100%
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	93,45	87,81	5,64	3,30	2,34	0,00	0,00	5,64	0,00	0,00	100%
03 Participatory planning and		COGEST	21,00	13,00	8,00	2,00	4,50	0,00	0,00	6,50	0,00	1,50	93%
04 A Public health/community		COGEST	86,15	77,25	8,90	4,11	4,11	1,37	0,00	9,58	0,00	-0,68	101%
03 Environmental and housing	x		3.199,88	2.642,05	557,83	287,45	269,64	2,92	0,00	560,02	0,00	-2,19	100%
01 Advocacy, social mobilisation		COGEST	61,01	56,80	4,21	2,67	1,33	0,00	0,00	4,00	0,00	0,21	100%
02 Land for resettlement scheme	Deleted	COGEST	0,00	0,00	0,00							0,00	??%
03 Short term consultancy fees		COGEST	36,47	36,47	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%
04 Resettlement costs	Deleted	COGEST	0,00	0,00	0,00							0,00	??%
05 City greening (city greening,		COGEST	143,26	16,89	126,37	16,85	106,57	0,00	0,00	123,43	0,00	2,94	98%
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	40,55	40,54	0,01	0,00	0,00	0,00	0,00	0,00	0,00	0,01	100%
08 Construction of 200 "bare		COGEST	0,00	0,01	-0,01	0,00	0,00	0,00	0,00	0,00	0,00	-0,01	??%
09 Construction of access roads		COGEST	1.356,95	1.343,95	13,00	13,00	0,00	0,00	0,00	13,00	0,00	0,01	100%
10 construction of sanitation		COGEST	311,93	316,68	-4,75	0,00	0,00	0,00	0,00	0,00	0,00	-4,75	102%
11 Construction of water supply		COGEST	113,05	113,05	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%
		REGIE	1.359,05	907,20	451,85	251,42	185,03	3,08	0,00	439,52	0,00	12,33	99%
		COGEST	3.645,55	3.359,11	286,44	97,87	178,02	9,85	0,00	285,74	0,00	0,70	100%
		<b>TOTAL</b>	<b>5.004,60</b>	<b>4.286,31</b>	<b>738,29</b>	<b>349,28</b>	<b>363,05</b>	<b>12,93</b>	<b>0,00</b>	<b>725,26</b>	<b>0,00</b>	<b>13,03</b>	<b>100%</b>



Project Title : **Kampala City Council Environmental Planning and Management Project**Fin Plan Version: **11-NEW**Budget Version: **G01**Donor: **DGD**Currency: **EUR****Amounts in 1000 EUR**

	Status	Fin Mode	Budget	TtY-1	Balance	2012				2013 to end	Est. end Proj. Bal.	Est. % exec.	
						Q1	Q2	Q3	Q4				Total
12 Upgrading drainage		COGEST	755,55	686,84	68,71	30,72	35,07	2,92	0,00	68,71	0,00	0,00	100%
13 Construction of 200 "bare	x	REGIE	143,53	0,00	143,53	104,32	39,21	0,00	0,00	143,53	0,00	-0,00	100%
14 Construction of access roads	x	REGIE	124,00	0,00	124,00	81,54	42,46	0,00	0,00	124,00	0,00	0,00	100%
15 Construction of sanitation	x	REGIE	3,00	0,00	3,00	2,00	1,00	0,00	0,00	3,00	0,00	0,00	100%
16 Construction of water supply	x	REGIE	24,85	0,00	24,85	9,80	15,25	0,00	0,00	24,85	0,00	-0,00	100%
17 Upgrading drainage	x	REGIE	8,45	0,00	8,45	5,92	2,54	0,00	0,00	8,45	0,00	-0,00	100%
18 Construction of minimum	x	REGIE	46,46	0,00	46,46	20,85	26,21	0,00	0,00	47,05	0,00	-0,59	101%
<b>V BTC- JUNIOR ASSISTANT</b>	x		0,00	-7,98	7,98	0,00	0,00	0,00	0,00	0,00	0,00	7,98	??%
01 Compensation for BTC-JA	x		0,00	-7,98	7,98	0,00	0,00	0,00	0,00	0,00	0,00	7,98	??%
01 BTC-JA expenses		REGIE	0,00	-7,98	7,98	0,00	0,00	0,00	0,00	0,00	0,00	7,98	??%
<b>Z GENERAL MEANS - THE PROJECT IS</b>	x		1.457,02	1.326,84	130,18	32,67	82,46	8,64	0,00	123,77	0,00	6,41	100%
01 The project is implemented	x		1.457,02	1.324,74	132,28	32,67	82,46	8,64	0,00	123,77	0,00	8,51	99%
01 Technical supervision and		REGIE	931,32	852,46	78,86	11,25	58,25	3,04	0,00	72,54	0,00	6,32	99%
02 project meetings & presentations		COGEST	19,43	16,94	2,49	0,44	1,95	0,00	0,00	2,39	0,00	0,10	100%
03 Top Up allowances (KCC)		COGEST	123,88	105,03	18,85	10,18	10,18	3,39	0,00	23,75	0,00	-4,90	104%
04 KCC support staff		COGEST	104,60	100,35	4,25	1,85	1,85	0,62	0,00	4,33	0,00	-0,08	100%
05 Vehicles for project and KCC	Deleted	REGIE	0,00	0,00	0,00							0,00	??%
06 vehicle operation and	Deleted	COGEST	0,00	0,00	0,00							0,00	??%
07 Office space, equipment &		COGEST	126,20	117,12	9,08	4,06	2,88	0,67	0,00	7,61	0,00	1,47	99%
08 Office equipment &		COGEST	7,80	7,65	0,15	0,15	0,00	0,00	0,00	0,15	0,00	0,00	100%
09 Formulation balance		REGIE	0,02	0,02	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%
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%
		REGIE	1.359,05	907,20	451,85	251,42	185,03	3,08	0,00	439,52	0,00	12,33	99%
		COGEST	3.645,55	3.359,11	286,44	97,87	178,02	9,85	0,00	285,74	0,00	0,70	100%
		<b>TOTAL</b>	<b>5.004,60</b>	<b>4.266,31</b>	<b>738,29</b>	<b>349,28</b>	<b>383,05</b>	<b>12,93</b>	<b>0,00</b>	<b>725,26</b>	<b>0,00</b>	<b>13,03</b>	<b>100%</b>





Project Title : **Kampala City Council Environmental Planning and Management Project**Fin Plan Version: **11-NEW**Budget Version: **G01**Donor: **DGD**Currency: **EUR**

## Amounts in 1000 EUR

	Status	Fin Mode Budget	TtY-1	Balance	2012				Total	2013 to end	Est. end Proj. Bal.	Est. % exec.
					Q1	Q2	Q3	Q4				
22 Purchase of four Motor bikes (4	REGIE	15,42	15,42	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%	
23 Vehicle and Motorcycle	COGEST	75,08	80,00	15,08	4,40	6,99	0,80	0,00	12,19	0,00	98%	
24 Bank Charges & expenses due	COGEST	3,00	0,47	2,53	0,24	0,24	0,08	0,00	0,56	0,00	34%	
25 Bank charges & Expense due to	REGIE	2,00	1,01	0,99	0,11	0,11	0,04	0,00	0,26	0,00	63%	
99 Conversion rate adjustment		0,00	2,10	-2,10	0,00	0,00	0,00	0,00	0,00	0,00	??%	
98 Conversion rate adjustment	REGIE	0,00	2,11	-2,11	0,00	0,00	0,00	0,00	0,00	0,00	??%	
99 Conversion rate adjustment	COGEST	0,00	-0,01	0,01	0,00	0,00	0,00	0,00	0,00	0,00	??%	

REGIE	1.359,05	907,20	451,85	251,42	185,03	3,08	0,00	439,52	0,00	12,33	99%
COGEST	3.645,55	3.359,11	286,44	97,87	178,02	9,85	0,00	285,74	0,00	0,70	100%
<b>TOTAL</b>	<b>5.004,60</b>	<b>4.266,31</b>	<b>738,29</b>	<b>349,28</b>	<b>363,05</b>	<b>12,93</b>	<b>0,00</b>	<b>725,26</b>	<b>0,00</b>	<b>13,03</b>	<b>100%</b>



## II.4. Comments on operational planning – Update Q1

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### Comments operational planning

As stated in the *Operational Planning Year 2011 Execution Report Q4*, the institutional changes resulting from the transition from KCC to KCCA have significantly adversely affected implementation of project activities; and continue to do so.. In particular, the repeated changes in financial and procurement procedures and controls, and consequent protracted and uncertain processing times are jeopardising the operational planning.

In Q4-2011, the 12<sup>th</sup> Steering Committee meeting of 28<sup>th</sup> October 2011 unanimously resolved that all the remaining key procurements be handled by BTC by reallocating funds from Cogestion mode to Regie mode; and the operational planning was adjusted accordingly.

However, following approval of *Budget Modification Proposition UGA0500811 – November 2011* later in Q4-2011 (December 2011), the operational planning has been further revised. Thus the operational planning for Q1-2012 reflects the several new budget lines under Regie Financial Mode and budget line reallocations, which were aimed to facilitate and expedite outstanding procurements and implementation of behind schedule activities.

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## II.5. Risk analysis – Update Q1

### Risk analysis

#### OVERALL RISK

- The Kampala Capital City Act 2010 came into effect on 1<sup>st</sup> March 2011; and Kampala Capital City Authority (KCCA) superseded Kampala City Council (KCC) as the governing body of the city and hence also as the project implementing partner.

The institutional changes resulting from the transition from KCC to KCCA are jeopardizing the operational planning. In particular, the repeated changes in financial and procurement procedures and controls, and consequent protracted and uncertain processing times have, and continue to significantly adversely affect implementation of project activities. Hence both the activity and financial planning are at risk of falling behind schedule.

Mitigating measures: The 12<sup>th</sup> Steering Committee meeting of 28<sup>th</sup> October 2011 unanimously resolved that all the remaining key procurements be handled by BTC by reallocating funds from Cogestion mode to Regie mode to facilitate and expedite outstanding procurements and implementation of behind schedule activities.

In addition, the PMT, specifically through the Accounts and Administrative Assistant, is closely following up all procurements and payments submitted to KCCA for processing.

The specific risks in each result area are as follows:

#### **Result Area 1: Institutional capacities of KCCA are strengthened in terms of environmental planning & management**

*A.01.03 : Capacity building for KCCA technical staff focusing on division and local level.*

#### Operational risks:

1. The follow-up activities for the two (02) of the planned seven (07) training modules that have been conducted are not efficiently and effectively completed owing to the cessation of the capacity building training programme following the instructions of the KCCA Executive Director that all capacity building activities be suspended as all KCC staff will have to reapply for jobs in KCCA.
2. Capacity building in environmental planning and management is not considered a priority by KCCA directorates/lower urban councils; and there is no follow up of the two training modules that were successfully conducted.

#### Risk mitigation measures:

1. Work closely with the training module leaders (Capacity Building Coordinators) to ensure successful completion of the follow-up activities for the two training modules that have been conducted.
2. Ensure that the reports are distributed to all the relevant offices/personnel in KCCA directorates/lower urban councils.

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

*A.02.02 : Increase awareness on environmental health and improving operation and maintenance of infrastructure works*

Operational risks:

1. Following the termination, in Q3-2011, of the contract of the consultant engaged to develop and implement a behavioural change communication (BCC) strategy owing to continued poor performance, the PMT is taking the lead in its implementation, with the Community Health Specialist having overall responsibility, working in partnership with local CBOs/NGOs in the respective project parishes—but it may not be successfully implemented.

Risk mitigation measures:

1. The PMT will develop a comprehensive implementation plan, with clear performance indicators, including activity and financial milestones.

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

*A.03.05 : 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 implement the greening works.
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 in the new KCCA lower urban councils; and local communities and their leadership in the respective parishes.
2. Allow adequate time for procurement of the contractor/s.
3. 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.03.13 : Construction of dwelling units*

Operational risks:

1. There are delays in the approval of the demonstration model house plans.
2. There are delays in the procurement process for the Hydraform blockmaking machines for the construction of the demonstration model houses.
3. There are delays in getting approval to use direct labour for the construction of the demonstration model houses.
4. The contract of the BTC Technical Advisor expires before construction of the demonstration model houses commences.

Risk mitigation measures:

1. The two (02) Hydraform M7MI Twin machines together with the accessories and training are being procured through Regie mode.
2. Provide for the cost of technical expertise/ consultancy services for the construction of the demonstration model houses commences.

*A.03.14 : Construction of access roads*

Operational risks:

1. There are delays in procuring the two (02) Hydraform Vibraform V3SE paving machines to be used to produce cement pavers to demonstrate alternative low-cost paving technologies; leading to delays in the activity and financial planning.
2. Central and Makindye urban division councils are unwilling or unable to be trained and take a supervisory role, together with the PMT, and specifically the Project Manager, in the construction of the major pedestrian thoroughfares, selected minor access roads and selected parking areas that the project is planning to upgrade.
3. There are delays in the construction of the selected major pedestrian thoroughfares, minor access roads and parking areas identified for upgrading.

Risk mitigation measures:

1. Follow up closely the procurement process of the two (02) Hydraform Vibraform V3SE paving machines, are being procured through BTC through Regie mode.
2. Engage with key technical staff at the City and urban division level to raise awareness and interest in alternative low-cost paving technologies, and their potential in upgrading major pedestrian thoroughfares, minor access roads and parking areas.
3. Closely supervise and monitor the construction process of the major pedestrian thoroughfares, minor access roads and parking areas.

*A.03.18 : 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 in the new KCCA lower urban councils; and local communities and their leadership in the respective parishes.