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CHAPTER ONE

10 DISTRICT PROFILE

1A Historical Background

Kampala is the capital city of the Republic of Uganda. Its history can be traced back in the 1600s when it was established as the capital (Kibuga) of Buganda Kingdom. It served as a political and administrative capital until 1893, when the British declared Uganda, their protectorate and transferred the capital to Entebbe. It returned as capital city in 1962 at Uganda's independence.

Kampala means a "hill of Impalas" derived from a luganda word (Mpala), a type of antelope (*Aepyceros melampus*). These animals were common in a place today known as Old Kampala. Some have traced Kampala's planning as early as the 1600s, urging that there was some element of planning although not on paper.

The first modern urban planning scheme for Kampala was in 1912, covering Nakasero and Old Kampala hills, i.e. 567ha, and a population of about 2850 people. This was followed by other planning schemes in 1919, 1930, 1951, 1968, 1972 and the latest one in 1994. In 1993, Kampala became a District under the decentralization Act.

1B Geography

Situated: 32 Degrees and 15 minutes East of Greenwich;
0 Degrees and 19 minutes north of the equator, that is about 45 km north of the equator

Located: Central Uganda, on the northern shores of lake Victoria, bordered by Wakiso District to the North, East, West and South –West, while lake Victoria is in the South East.

Area: 169sq.km

Topography: Located on about 22 hills of altitude of 3,910 ft (1120m) above sea level, with flat summits, steeper upper slopes, merging into undulating slopes ending into broad valleys dissected by perennial streams/channels.

Climate

Rain fall: 1750 – 2000mm with peaks in March - May and September – November. Marked dry seasons in June – July and December to January.

Temperature: Average of 21.9°C and annual range of 2.4°C.

Relative Humidity: 53 – 89%

Vegetation: Natural vegetation was forests and swamp vegetation in the valleys. This has been destroyed in rapid urbanization and hence replaced by infrastructure, residential, commercial and industrial development. Currently, natural vegetation is limited to a few swamps.

Geology: Underlain by pre-Cambrian rock systems of undifferentiated genesis and granite rocks.

Soils: Ferralitic soils with no minerals and mainly Buganda Catena, and Kabira/katena and kaku series.

1C Population

Dynamics:

Year	Population	Growth Rate (%)	National growth Rate (%)
1969	330,700		
1980	458,503	3.14	2.71
1991	774,241	4.76	2.52
2002	1,208,544	4.1	3.4
1969-2002	---	3.8	2.87

Kampala is growing quite fast. In all cases, it is growing faster than Uganda. Between 1980 and 2002 (about 20) the population almost tripled, while between 1991 and 2000, (a period of 10 years, only) the population of almost doubled.

Densities and Distribution by Divisions

Division	Area (sq.km)	Population 2002	Density /km ² 2002	Distribution (%)
Central	14.6	90,392	6,191	8
Kawempe	31.5	268,659	8,529	22
Makindye	40.6	301,090	7,416	25
Nakawa	42.5	246,298	5,795	20
Rubaga	33.8	302,105	8,938	25
District	169.0	1,208,544	7,378	100

Demographic Indicators and Functional Age groups.

Resident Population:	1,208,544 (2002 census)
Daytime population:	Estimated at 2,000,000
Average annual growth rate:	4.1%
Age distribution:	Children below 5 years: 17.4%
	Below 15 years 40.3%
	15 –64 years 58.5%
	Above 64 years 1.2%
Sex Distribution:	Females 51.3%
	Males 48.7%
Sex Ratio:	9.5%
	Women 5 – 49years 26.7%
	Adolescence (10 – 19 years) 23.6%
	Youths (10 – 34 years) 46%

1D**Politics and Administration****Administrative units and Councilors.**

Area	Parishes (Wards)	Villages (Zones)	Councilors LCIII	Population
Central	20	138	38	90,392
Kawempe	22	122	40	268,659
Makindye	22	132	47	301,090
Nakawa	23	279	42	246,298
Rubaga	13	131	43	302,105
District	100	802	31	1,208,544

Political

Arrangement: The city is a District under the Decentralised Act 1997. It has no county level of administration. It consists of 5 political Administrative divisions (Sub-counties) namely; Central, Kawempe, Makindye, Nakawa and Rubaga.

Political

Head: Headed by His Worship the Mayor (LCV Chairperson), who presides over a council that makes policy decisions and bye-laws. It monitors implementation of programmes and policies.

Divisional

Heads: The LC III Chairperson heads an elected council. Below the LC III level, there is an LC II (parish) and LC I (village) councils, headed by chairpersons. Divisions are semi-autonomous statutory bodies.

Administration

District: The Town Clerk is the Chief Executive officer of KCC and is charged with implementing the policies enacted by the LC V Council. He is also responsible for the day-to-day management of the District.

Divisions: The Principal Assistant Town Clerk heads the division and reports to the LC III chairperson horizontally, and the Town Clerk, vertically.

Health and Health Facilities.

Division	Category of Health Facilities					
	Hospital	KCC	Health Center	Maternity Center	Nursing Home	Private Clinic
Central	5	3	6	--	108	104
Kawempe	1	2	--	--	169	75
Makindye	2	1	--	--	186	72
Nakawa	5	2	10	--	121	100

In addition to the above, KCC has 140 static health delivery points distributed among the five divisions.

Health Indicator

Health Indicators	Kampala	National
Total fertility rate	5.21	6.9
Teenage pregnancy rate	18.5	16.6
Below 5 years mortality rate	129.0	147.0
Infant mortality ratio	83.0	97.0
Crude death rate	17.3 per population per year	
Life expectancy at birth	56.4 years	43 years
Mother mortality rate		
Cause for specific mortality rates.	Malaria 15%, Diarrhea diseases 12.3%, Respiratory Tract Infections 9.9%, AIDs 8.1%	

Common Disease Prevalence

Disease	% Prevalence.
Malaria	29
Diarrhea diseases	14.4
Respiratory Tract Infections	10
Skin diseases	3
Intestinal worms	3
Trauma	3
Others	31.6

Safe Water Coverage

Source of water	% Coverage Population (K'la)	% Coverage Population (Uga)
Piped water	52.69	5.39
Bore holes	0.56	7.95
Protected springs	34.41	11.41
Others	12.34	75.25

The sources of piped water bore holes and protected springs are considered safe water sources, hence about 88% of Kampala population has access to safe water. However, a study in 1999 (Sanitation Quality gap), revealed that most of the wells / springs are being contaminated and thus puts safe water coverage at about 55%.

Sanitation.

Category of facility	% Coverage
Sewer connection	8
Septic tank	5

Solid Waste Management

Waste Composition

Material	% Weight
Vegetable	73.0
Paper	5.4
Tree cuttings	8.0
Others	13.6

Daily waste generated:	960 tones
Collection rate:	55%
Total skips	520 skips
Disposal system	Landfill (Kiteezi)
Private sector contribution to collection:	25%

Education

Primary Schools in Kampala District by Ownership and Division

Division	Ownership and number of schools				Total	Percentage
	Gov't Aided	Private	Community	Total		
Kawempe	15	85	7	107	21	
Lubaga	16	104	10	130	26	
Makindye	16	111	9	136	27	
Nakawa	18	64	6	88	18	
Central	18	17	7	42	8	
Total	83	381	39	503	100	

Sources: Kampala City Council Education Department

Secondary Schools by Division

Division	Number of schools			
	Gov't Aided	Community	Private	Total
Makindye	3	4	13	20
Lubaga	4	4	23	31
Nakawa	3	5	8	16
Kawempe	2	6	17	25
Central	5	6	8	19
Total	17	25	69	111

Source: Kampala City Council Education Department/MOES EMIS, 2002

Enrolment: Primary: Boys: 82,046 Girls: 88,005
Secondary: Boys: 26,970 Girls: 25,620

Literacy rate: 88%

Literacy rate is expected to improve further in the wake of UPE and increased Functional Adult Literacy classes.

Transport Infrastructure.

Settlement and Physical Planning

Total City Area	201 km ²
Planned and Implemented	20%
Unplanned	80%
Slum area	21%
Slum Population	39%

However, some areas have been planned, though enforcement of these plans has been limited by the existing land tenure system and compensation failures.

Land Tenure

75% mailo, perpetually owned especially by individuals
15% leasehold, rented for a period of time
7% Kabaka's land, can be leased by Kabaka
3% Freehold, perpetually owned especially by institutions

Land Use and Utilization

Use	% of total
Agriculture	56.1
Residential	23.2
Wetlands	3.6
Institutional	5.2
Water	2.1
Industrial	1.3
Mixed (residential, commercial, & industrial)	2.7
Utility	1.3
Open space parks	1.3

It is possible that this position has greatly changed, given the rapid growth of Kampala. The above statistics were derived from 1993 Aerial photographs for Kampala.

Housing

Housing stock:	Estimated at:
Households:	309,093
Mean Household size:	3.8
Occupancy rate:	

Kampala has experienced rapid growth, and this has had a big influence on housing conditions. 54% of the population staying in tenements (Muzigo), while 12% live in stores and garages. 65% rent their accommodation, while 71% occupy rooms than free standing houses. Housing provision is the responsibility of individuals and private sector, the Government provides an enabling environment.

Financial Status

Revenue:	
Local Revenue:	20.5 billions
Central Government Transfers:	16.0 billions
Donor / Ngo:	0.12 billion
Loans:	9.1 billions
Total:	45.72 billions

Expenditure:	
Wage bill:	4.7 billion
Recurrent Expenditure:	14.22 billions
Externally Funded Projects:	11.2 billions
Capital /Development:	11.7 billions
Total:	45.7 billions

The financial status figures are as per the 2001/02 financial year

Economic Status

City GDP:	
Population Below poverty line:	20%
Gini coefficient (income distribution):	0.45
Economically Active population:	10 - 64 years: 52.1% therefore, 47.9% are not economically active ie. Children, unemployed, destitutes (children and adults) and dependants
Working Population:	
Main source of livelihoods:	
Employment :	57.5%
Trading :	22.7%
Others :	19.19.8%

Kampala City is the centre for economic and industrial activities and this has attracted a lot of population to the city.

Industrial activities are mainly medium size plants dealing in manufacturing, small scale agro-processing, in formal small scale sector, ranging from metal fabrication and works to commercial shops. There is no heavy plant industry dealing in machinery, assembling plants. The informal sector employs many people and is also growing rapidly

MISSION STATEMENT

“To provide and facilitate the delivery of quality sustainable, customer oriented services effectively and efficiently”

1.1 ANALYSIS OF STRENGTH, WEAKNESSES, OPPORTUNITIES AND THREATS

Strengths

- Enabling national laws and ability to make own by laws through the District and Division by laws
- Qualified and exposed staff
- Relatively well-developed infrastructure that eases mobility of people and goods.
- Well-developed political and administrative structures.
- A large tax base
- Supportive and developmental political leadership

Weakness

- Some departments lack enough staff to ably meet their planned activates, and the existing ones are poorly motivated, given the fact that they earn low wages and salaries, and at the same time, poorly facilitated.
- Insufficient community mobilization and sensitisation
- Inadequate and outdated data, due to lack of logistical support to carry out research. There is no proper Information Management System
- Lack of equipment and tools
- Lack of co-ordination of programmes and sector activities
- Lack of effective and timely accountability

Opportunities

- One of the major assets of the City is the large population. Kampala District has the largest population in the country that is 1-2 million people (night population); and the day population could be 2.5 millions. The added advantage is that this population is concentrated in a small spatial area compare to other districts, Kampala is density is 4, 727 people/sq. km compared to 210 persons km of Mbale the next density populated. The above two facts (size and density) combined makes Kampala have been the biggest market in the country. This population has effective demand and costs of distribution to market are low given the density of the population. This has attracted investments in Kampala and sales of other products (agricultural and other wise).
- The big population offers a large labour force in informal and tertiary sectors and many works in the many business and industrial activities in the City. This offers a big tax base for KCC both in terms of license fees and Graduated tax from the working population.
- Lake Victoria is another asset for Kampala District. Kampala has a big inland water body connecting Uganda to two other countries. Portbell Kampala and Kisumu (Kisenyi) have rail-docking facilities. This lake can be

exploited to promote trade in the regional (with Kampala as a major part) fishing industry, paper industry (because of pyprus swamps surrounding the lake) and holiday resorts along the lake.

- Concentration and interest of researchers especially in disadvantage areas.
- Financial support from donors and Central Government.
- A lot of complementary effort by private sector, NGO and other stakeholders in contributing to development.

Threats

- Dependence on direct taxes, which are easily avoided by the payer and affected by social upheavals political climate.
- Warm Humid Climate which supports encourage disease out break
- Hilly nature and high rainfall incidence leading to quick deterioration of roads.
- Rural urban migration of poor people, which bring social evils and put pressure on social services and infrastructure.
- High cost of road construction due to many swamps and drains
- Negative attitudes of taxpayers to paying taxes.
- Wide spread unemployment and urban poverty
- Low rate of employment generation

1.2 SOCIAL ECONOMIC STATUS

1.2.1 Poverty

Although poverty in Uganda has a “rural face,” the urban poor in Kampala are much more disadvantaged, because they live in very poor and shanty housing conditions and lack access to supportive social network. Majority of the population (5.4%) lives in one-roomed houses (muzigos). Poverty is one of the underlying causes of low functional accessibility to health services since most people cannot afford service costs.

Definition

Local people in Kampala describe poverty as:

- The lack of means to satisfy basic materials and social needs, as well as a feeling of powerlessness. (UPPAP) voices of the poor).
- However, “Money is the underlying factor in what constitutes urban poverty. Everything in the urban center, including every call one makes to the toilet, is monetised hence survival revolves around money. It is the most important resources for a person living in the city.

Indicators of Poverty

- Lack of money and jobs leading to inability to meet basic necessities such as food, education, clothing, inadequate shelter.

- Inadequate medical care coupled with lack of affordability to access the services.
- Emotional stress resulting from helplessness, as one is unable to solve his/her personal problems.
- Social
 - Inability to borrow from lending institutions due to lack of collateral security.
 - Large families and congestion
 - Lack of latrines and poor garbage disposal
 - Lack of access roads and staying in flood prone areas

Poverty levels

Despite impressive economic national performance indicators; sustained high GDP growth rate of 7.8%, low inflation, stable exchange rates etc. (1999/2000 Background to the Budget), the number of the poor people has not significantly decreased. In fact, in the District Suburbs of Kampala district, poverty has increased. Therefore, sustainable development at the District level requires the full utilization, (participation) and development of human resources.

The District contributed to the National Population Statistics of those living in absolute poverty and the hard core poor, 38.9% and 5.7% respectively in 1995 (Background to the budget 1998/1999).

Major Causes of Poverty

The major causes of poverty in Kampala district include;

- High and multiple taxes
- Lack of skills and education resulting into unemployment/underemployment or low paying jobs
- Ill health leading to inability to work to earn a living
- Limited or no land for investment
- Poorly implemented policies
- Poor planning by Central and Local Governments
- Lack of effective demand as most people do not have money to purchase goods and services which constrains the expansion of the production sector
- High population densities leading to congestion and limited access to social services
- Corruption, misappropriation and embezzlement of public funds
- Insecurity
- Ignorance and poor family planning.
- Illiteracy levels- although many people can read and write, they do not have skills to apply in production of goods and services

Major Effects of Poverty

The major effects of poverty include:

- Inability to meet basic necessities such as food, housing, shelter and medical care
- Poor nutrition especially to the women and children

- Exploitation of child labour and street children. Many children, especially girls, are employed as house girls/ maids.
- Ill health due to malnutrition and unhealthy environments
- Corruption and embezzlement of public funds
- Population pressure due to high fertility rate
- Increasing illiteracy
- Poor housing and lack of shelter
- Drug abuse and alcoholism due to frustration and or redundancy
- Theft and insecurity
- Street children and destitutes on the streets

Economic Growth Indicators

As a result of these poverty levels, infant mortality rate is very high at 97 per 1000 live births; maternal mortality rate is 506 per 10,000 while crude death rate per 1000 is 73. There is a high fertility rate of 6.9 and therefore a high population growth. Life expectancy at births is standing at 45.7 years and 50.5 years for male and female respectively.

1.2.2 Environmental Situation Analysis

There is extensive wetland degradation through brick making, sand/clay extraction, cultivation, waste dumping, human settlement and other forms of development.

Degradation of wetlands is a drain on district resources for instance, higher incidents of diseases like cholera and diarrhea, washed out roads and bridges. Proper management of wetlands is therefore very important.

The public in most cases is not fully aware and may do not appreciate the diversity of values and functions of some of the natural resources. This has always led to degradation of resources.

Assessment and evaluation of environmental impacts of development activities helps to minimize the economic and social costs of preventing damage before occurrence as compared to restoring a degraded resource. This process is carried out to integrate environmental concerns into the socio economic planning and development, culture which many developers have not internalised, the Environmental Impact Assessment (EIA).

The District Environment Action Plan (DEAP) has not been done. DEAP, when carried out will be integrated into the District Development Plan (DDP) to ensure that district resources are effectively allocated to address the priority environmental problems identified through the consultative process.

To strengthen the capacity for environmental management, management structures i.e. The Local Environmental Committees will be formed at a lower local Council levels (as guided by the National Environment Statute, 1995). These should be functional committees.

Problem Tree Analysis

Underlying factors causing environmental degradation:

- high population growth
- lack of awareness
- poverty
- cultural practices

Environmental degradation includes: soil degradation, pollution, wetland degradation and, poor waste management. The degradation leads to poor standards of living.

SWOT Analysis

Strength

- Competent,
- Well-experienced staff.

Weakness:

- Inadequate staff level
- Lack of transport

Opportunities:

- Existence of many NGOs in the field of environmental activities.
- Communities are interested in environmental conservation matters.

Threat

- Unplanned developments.
- Population growth.

Major Challenges

- Poverty among communities
- Land tenure system
- Lack of basic data
- Low level of awareness on environment.

Recent Development

- Environment protection is taken as key for development.
- District Environment Action Plan (DEAP) process is being initiated.

1.2.3 Gender Issues

Kampala district has a population of about 1.2 million people, and of these, about 588,000 are male while 620,000 are female. (male to female sex ratio of 95:100). About 30% of the population of Kampala stays in female-headed households.

Challenges

- Gender is a relatively new concept and many people in Management, and Planning positions have not adequately conceptualized the gender issues.

- Very few women own land, have limited capital and have limited access to capital markets.
- Poor general feelings and conception about gender and gender main streaming (“a women thing”).
- Low levels of illiteracy amongst the women.
- Many women are targets of domestic violence and other forms of magnalisation.

Livelihood

- Usually women have to get permission from husbands to start employment or business.
- 30% of the population depends on women for livelihood. However, the percentage could be greater given that women contribute greatly or wholly financially to male headed households
- Majority of the women are involved in petty trade in the informal sector.
- Those who have education are in the service provision particularly in the secretarial and other low paying jobs.
- Many carry out their business on roadsides and in make shift structures.
- Women businesses have are limited capital ranging between Shs.30,000/- and Shs 50,000.
- Many of the women engaged in agriculture production and 70% of house hold farmers are women.

Access to credit

- Majority of women do not have access to credit
- Of those who access credit, the majority gets it from informal credit institutions.
- These credit institutions are formed on the basis of solidarity groups based on religion, neighbourhoods, place of employment and social status. Credit from the formal credit institutions is not accessible to many women due to the high and unfavorable terms.
- These Institutions are in accessible in terms of location (not within common women locality). They are managed by the elite who may exploit or despise the common woman.

Literacy and Education

- Primary school enrolment for girls is 51%
- Secondary school enrolment for enrolment for girls is 49%
- The majority of women are illiterate or with low level education
- Women are the majority in functional adult literacy classes

1.3 MENTORING ROLE

Having realized the increasing challenges under decentralized Governance and the opportunities arising out this policy, the District Council shall continue to

mentor lower Local Councils (Divisions) to fulfil their expected outputs and also to ensure smooth implementations of all Government Programmes.

The District Council will also impart more skills to its staff to ensure efficiency and effectiveness in service delivery.

KCC Vision

Kampala City Council's Vision is to serve the city residents through Coordinated Service delivery, focusing on national and local priorities and contribute to the improvement in the quality of life in the City.

The Development Planning in Kampala City

Development Planning is intended to address major issues concerning the development of the City. It handles all departments of the Council taking it account salient issues like children, women, and people with disabilities and the environment. It further draws out strategies that may lead to the policy makers to effectively and efficiently allocate the scarce resources to improve the standards of living of the people Citywide. This plan has also taken care of KCC's priorities as guiding principles during its formulation. It will further assist in improving KCC's planning process and capacity building by providing of an integrated planning approach towards the development of our society.

The development plan for 2003/04 has been prepared through a consultative process in which different stakeholders were consulted for their inputs especially in regard to challenges, priority activities and strategies for implementation. The consulted stakeholders included, lower local governments such as Division, the private sector, civil society, etc. Investment projects have been formulated to address the development needs of the city residents.

CHAPTER TWO:

2.1 DEVELOPMENT CHALLENGES FACING KAMPALA CITY

Challenges

- One of the major challenges of KCC is the City Dynamics and mobility. The City changes fast in many aspects especially social economic and development, and the population is mobile with about half the day population residing outside the City. This makes it difficult to mobilize for programmes and projects planning usually moves at a lower pace and data bases easily become outdate requiring more regular research, studies and data updates.
- Related to City dynamic is the mobile population, which stays outside Kampala and pay taxes outside Kampala. KCC has to provide services for these non-residents although their taxes are paid elsewhere. KCC services a population, the majority of which is unappreciative. The installations and services are seen as KCC property and not owned by the City community. Further, public views KCC as embezzlers. Hence the community is indifferent and does not protect and give enough support to KCC in service provision and does not want to pay taxes.
- Kampala about 70% of the land belongs to private people making planning and provision of land for industrial, and other infrastructural development difficult. In case KCC wants to implement infrastructural provision, land must be purchased at market prices hence making service provision very expensive.
- KCC largely depends on direct taxes for local revenue. These can easily be avoided by the taxpayers and are easily influenced by political climates and other social upheavals. Mean while KCC has to maintain a large force to enforce these taxes.
- Political interference in KCC normal running of work projects and programmes making it difficult to implement plans.
- National policies and programmes are planned with little regard to Kampala. Yet Kampala is basically complex and a unique district with own special problems, infrastructure requirements and services to provide. For example, Central Government Grants are base on census figures, which depicts night population, while KCC provides services for a day population suspected to be double the night population.
- High mortality rates due inadequate reproductive health facilities and framework camped with vulnerability situation of the Youth.

- The general exodus of people to the city usually when they are ill equipped to afford minimum standards of living is a strain to KCC's meagre services and resources
- Poor drainage system coupled with prevailing hot rainy climatic conditions which lead to quick road deterioration and spread of diseases
- The development rate of the city is more than KCC's capacity to plan and consequently a lot of unguided and un planned developments are going on many of them located in the prohibited areas like wetlands
- Increasing slum and slum dwellers living in poor housing conditions where there is high incidences of diseases due to poor water and sanitation facilities

2.2 MANAGEMENT SUPPORT SERVICES

2.2.1 District Council

Challenges

- Lack of a library where informative documents can be accessed by the Councillors, Committee Clerks, staff and the general public.
- Political interference from central government.

District service Commission

Challenges

- Only three (3) meetings are budgeted for District Service Commission by Council. However due to the heavy workload the Commission sits more days. For example when there are interviews, sittings are daily. During the said period the Commission interviewed applicants for the advertised posts, Teachers in service without appointment letters and carried out a verification exercise for City Law section. It therefore requires that more meetings be budgeted for; otherwise the bulk of business will take a long to be accomplished.

Tender Board

Challenge

- Political interference in the management award of tenders

Public Accounts Committee

Challenge

- The sitting of shs. 60,000/= for the Chairperson and shs. 50,000/= for each member per sitting is low. It de-motivates the members to religiously attend the meetings. It should be revised to shs. 120,000/= and shs. 100,000/= per sitting for chairperson and members, respectively.

Human Rights Committee

Challenges

- Lack of exposure – the committee members are not catered for under the budget for travel within the country and outside for purposes of networking with other stakeholders on human rights matters. If members visited other similar bodies handling human rights matters, they would get exposed to the best practices in human rights issues.

Administration

Challenges

- High influx of immigrants into the city out stripping city infrastructural services. This has subsequently led to uncontrolled development of slums areas characterized by poor public hygiene, and practices and Increasing crime rates
- High prevalence of poverty among vulnerable groups and
- Inadequate central government financial support to city programmes and projects
- Poor and inadequate road net work
- Adverse effects of Central Government policy on local revenue e.g. graduated tax
- Lack of funding for District Restructuring programmes.

Internal Audit

Challenge

- Although Audit is able to produce fairly good reports, most of these reports are never read and internalised. So the major challenge faced is to convince Management and Council to read the sector's reports. It has also been observed that when the reports do not contain something to do with fraud they are not acted upon and yet the bulk of these reports is about fraud cases.

Legal Section

Constraints, Problems and Challenges

- Lack of working materials – stationery, photocopier and reading materials.
- Poor office accommodation for the department staff.
- Lack of sufficient provision for keeping records
- Lack of transport constrains the legal officer from interacting with division officials on regular basis.

City Law Section

Challenges

- Political leaders tend to unlawfully protect some people who try to violate the laws and regulations governing the city development. For example, building regulations, health guidelines and regulations, and methods of collection of Graduated Tax, are always affected by political interfering tendencies

2.3 FINANCE AND PLANNING

Challenges

- One of the major challenges facing the finance and planning department is to mobilize resource for efficient and effective provision of services and implementation of programmes. While KCC's local revenue base has limitation to growth, the population of Kampala city is increasing every day. For example, in the last five years KCC has only identified one new source of revenue i.e. boda boda cycle operation fees.
 - Secondly KCC has not revised the fees rates in the last five years, yet the population has grown from an estimate of 890, 800 people to 1,208,544 according to 2002 census provisional results.
 - It was estimated that the per capital local revenue collection in 1990 was about Shs.18, 000 per annum and fell to Shs 14,000 by end of the decade. Presently with a collection of Shs.20.5 billion and estimated day population of 2.4million people per capital revenue is Shs 8528. This is very little money to provide services. This limited resources result into inability to provide money for service provision in some sectors. These conclude they are marginalized.
- KCC's sources of local revenue are the direct taxes, that is, paid directly by the taxpayer. These direct taxes can easily be avoided and need a lot of enforcement if they are to be realized. Hence KCC has to maintain a large labour force, carry out operation and patrols to ensure that residents have paid graduated tax, trading licenses, property rates and others.
 - Direct taxes can easily be influenced and affected by political situation, political statements and other social upheavals since they are paid directly and can be avoided by the payer. For example graduation tax the major source of revenue for KCC (and other local governments) has tended to fluctuate and this is partially explained by the political situation in the city/country. The minimum tax was reduce to Shs 3000 yet Central Government did not come up with compensation measures for KCC. Other taxes like licenses, property rates, rent from KCC building are affected to some extent by politics.

- If KCC had access to some indirect taxes, it would improve the situation since these are difficult to avoid and cannot easily be affected by politics and social upheavals. Unfortunately, the indirect taxes were all taken by Central Government, because they are easy to administer.
- The challenge of city dynamics: There are many changes, which take place in the city, and constant monitoring and updating of data bases is difficult but necessary if reliable data is to be obtained for planning and improving revenue generation. For example tax payers keep on changing their residences while businesses keep on opening up and closing up every now. New buildings come up and others renovated hence gaining value.
- The public does not, appreciate the need and usefulness of paying taxes. Many of the city dwellers do not want to pay taxes but want to enjoy quality services. Given that many of the taxes are direct taxes, the dwellers avoid them at the slightest opportunity and some pay less given the lack of reliable information.
 - The big debt owned to KCC may be explained by the unwilling public to pay taxes especially property rates. However, some have urged that the taxes paid do not much the services provided to them and hence the reluctance.
- Poor enforcement methods especially in case of graduated tax. The tax payers are trapped along the roads and public places which they can avoid, and not at homes where it would be difficult to avoid. Hence those moving are the only ones entrapped and pay.
- While central government transfers are growing steadily, their calculation is based on census population figures. This is misleading in case of Kampala. While Kampala's' night population is about 1.2 million people as per provisional results of 2002 Population and Housing Census, the day population is estimated to be 3 million people (more than double the night population). Ironically central division had the least population of about 90,000 people according to census yet, it is possible that it has the highest population during the day compared to all the other four division. Therefore, a calculation of grants using the above basis would grant central division the least funds yet provides more services to a greater population during the day.

2.4 TECHNICAL SERVICES AND WORKS

2.4.1 Engineering

Challenges

- Poor drainage system coupled with prevailing hot rainy climatic conditions lead to quick roads deterioration
- High cost of some gravel roads maintenance due to high traffic flows (volumes) per day. Some of the roads would require Tarmacing due to high

traffic flows i.e. above 300 vehicles per day but this is not possible to limited funds hence they need more regular maintenance.

- Poor waste disposals leading silting and blockage of drainage hence more regular drain maintenance and high cost of drains maintenance.
- The Public is generally against KCC, stealing and damaging furniture and property at will; yet they don't want to pay taxes.
- Topography

2.4.2 Urban Planning and Land Management

Challenges

- Development grows at a much faster rate than planning resulting into slums and informal settlements.
- Land tenure systems: Much of the land in the city belongs to individuals as mailo land. These require big compensation in order to give up land to be used for utilities.
- Lack of appreciation for planning by the majority of the city residents, hence frustrating even the little effort made.

2.5 HEALTH AND ENVIRONMENT

Problems, Constraints and Challenges

- The health units cater for large number of patients some of whom come from other neighbouring districts. This places significant impact on the health sector budget in terms of human resources, medical supplies and infrastructure facilities.
- Lack of sufficient funds to procure drugs to enable and sustain the operation of K.C.C health units on a 24-hour services basis
- Health units lack adequate equipment. Where vestigial equipment exists, it is in deplorable state of diminishing returns, i.e. there is no x-ray units and ultra sound unit.
- More residential houses are needed to cater for the various categories of health workers at the respective health units.
- The health units are classified as level II health units yet each of them attends to an average of 3,000 out-patients in a month.
- Kampala district has the highest HIV/AIDS prevalence in the country (14%) hence requiring more funds to prevent transmission and to cater for the victims.
- Gross understaffing of the section: There are only 10 Health Inspectors and Health Assistants
- Lack of transport
- Un controlled informal settlements
- Lack of funds to implement Inspectorate activities, i.e. only 5% of the total section budget is accessed.
- Some parents are reluctant to immunize their children
- Low service coverage of solid waste i.e. 40% is collected.

2.5.1 Vector control

Challenges.

- Due to lack of health inspectors, many food places are not inspected regularly
- It is difficult to control the quality of milk sold due to high number of mushrooming milk and water retail shops.

2.5.2 Solid Waste Management

Solid waste collection and transportation is a responsibility of the division while KCC headquarters is responsible for the final disposal.

Constraints, Problems and Challenges

- The existing refuse trucks are insufficient in number and frequently break down hence high maintenance costs.
- Management of final solid waste disposal because of increased waste generation, increased stringent environmental standards, depleted land fill capacity, increasing quantity of polythene and plastics in waste

2.5.3 Environment Section

Problems, Challenges and Constraints

- Lack of funds from KCC to carry out environment work.
- Delayed processing of funds donated to KCC from KCC Accounts section to carry out environment activities.
- Lack of a vehicle for quick response to environment abuse in the City.
- Understaffing of the Section.
- Lack of a computer to produce the timely reports required by the Section.

2.6 PRODUCTIONS AND MARKETING

Problems, Challenges and Constraints

Kampala city dwellers, like others in the Sub-Saharan countries, face enormous challenges to satisfy their food security needs. In this part of the paper, four major challenges to urban food security are discussed. These are;-

- Social economic related challenges.
- Urban food markets
- Access to resources
- Institutional challenges.

Social economic related challenges.

Employment

Statistics reveal that 61.8% of the city population is employed, while 38.2% are not. The employment status in Kampala ranges from formal to informal in nature, represented by 49.8% and 49.4%, as salary and wage earners respectively. Therefore, as the figures show, employment opportunities in the city are rather poor and seasonal for the majority of the urban dwellers. The peoples' purchasing power therefore, is accordingly rather low to enable them meet their basic requirements (an average of 2 \$ per day). Hence, with regards to access to food availability, the people live from hand to mouth.

Uncontrolled Urbanisation

Up to now, there has been no deliberate institutional or economic arrangements to limit the city's population growth or rural urban migration. Furthermore, the economic situation in the country has not enabled people to meet their basic needs, through exploiting opportunities in industry and other service sectors. As a result, urban farming which is one of the sources of food and nutrition security, evolved by default; and not by plan. This has led to the mushrooming of small gardens and livestock grazing on any spaces available.

As urban farming seems to have developed by default, farmers themselves do not keenly respond to seeking new ideas and technologies. However, through sensitisation, training and demonstrations, the attitude of people is gradually changing.

Consumption patterns

In terms of quality and quantity, consumption patterns can be seen as remnants of the onward march of the urban dwellers against their rural counterparts. This has resulted in the loss of value for traditional foodstuffs and has brought an increase in consumerisation and dependency on externally produced foods, e.g. preference of processed fruits or canned beef, to fresh fruits or yams.

Further still, the number of meals taken per day range from 1 - 5 as detailed below.

4.7%	1 meal / day
11.6%	2 meals/ day
50.5%	3 meals/ day
33.0%	4 meals/ day
0.2%	5 meals/ day

However, the quality of meals eaten is poor, ranging from a piece of jackfruit and sugar cane, to a maize cob, reflecting inadequate food consumption. This is attributed to a number of socio-economic factors. These include among others the large household sizes, the low levels of education attainment, and inadequate income, marital status of the household heads..

Expenditure patterns

Bearing in mind the different sources of income and social interests of the households, the linkage between production / consumption and family welfare is still a lacking. Men normally have an upper hand in determining the expenditure items not directly related to food for the family. "Alcohol". Women on the other hand too, are interested in having cosmetic nourishment at the expense of the household's nutritional needs.

Unfortunately, also the so-called well-to-do families, consider vegetables such as Amaranthus, cabbages etc, to be a "poor man's food", rather than that nutritious food of immense value. Compared to meat and fish, vegetables are cheaper and readily accessible since some grown wildly. You find men and women drinking beer and eating chicken or pork daily without any accompanying fruit or vegetable. On the other hand, their family members back home, take livestock products only once a month or less than that.

Extended families

The challenges of the extended African families are well known. Extended families come about in many ways. These include cases of political insecurity in some parts of the country, causing high rate of rural – urban influx; AIDs orphans, and relatives who take advantage of their kins being in the city and wish to use the opportunity to enjoy what they think are better social services. These include medical and education services.

It is more likely to have malnourished children in homes whose household sizes are bigger than 5 people.

Policy / Administrative Decisions

Most of the services provided to the people in the city are social in nature such as desilting drainage channels, patching road pavements, cutting grass and garbage collection, to give the city a face lift. However, minimal considerations are given to the nutritional well-being of the general populace. This neglect is reflected in the inadequate budgetary provisions of the extension service delivery sectors.

On the other hand, the more frequent argument in urban planning is that agriculture should be confined to rural areas. It is thought that it interferes with the more lucrative uses of land by other economic activities. Thus urban farming is seen as hampering urban development. This fear is mainly raised by the business investors.

Urban Food markets as a challenge to urban food security

Food processing and storage

A lot of food is wasted during the bumper harvests due to the high production of perishable foods, both within and outside the city. And yet in most of the households, there are no storage facilities for perishable or dry food. Thus no food is stored to last through harsh periods of the year like, during drought or even when there is no money to purchase food from the market

To both buyers and sellers, seasonality in food supply is a big issue. There is either an over supply of food during the harvest seasonal, a problem with regard to limited market display area, or a problem of middle men dictating food prices.

Infrastructure

The nature and quality of the infrastructure available greatly determines the price of the food in the markets. For example, a bunch of Matooke brought all the way from Mbarara (approximately 280km) costs approximately US \$6 can comfortably feed 5 people for 4 days (2 meals per day). But the average income per day is approximately US \$2 only.

Food Demands

It is important to realise that the food demand in the city either remains constant or at times rises. However, as discussed above, food production is seasonal. This situation normally results in the fluctuation of food prices, with serious implications on food security.

Access to Resources.

Access to resources that contribute to food security such as land and water is a major challenge to urban agriculture. Farming depends on surface and ground water, which, in most cases, is either polluted or centralized in people's plots. On the other hand, tap water is available to only a few households.

Further still, some farmers (11.6%) have a sizeable amount of land to practice farming to grow food and supplement their food and income. However, they lack the appropriate knowledge to utilise the modern technology to maximise production per unit area.

Technological challenge

To optimally utilize the land resource, farmers in an urban setting, need to have highly productive crops and animal breeds. However, there is lack of a body of knowledge and skills specially geared for such production challenges. For example, the growing climbing beans which are suitable for urban farmers because they produce all year round. Besides, there is a cost attached to utilizing such technologies, which farmers may not be able to accommodate.

In addition, there is a challenge of optimum utilisation of available resources without endangering the lives of the people and the environment. The following are some of the examples of the environmental problems of urban agriculture.

- Poor waste disposal, where you find toilets in high-density neighbourhoods, spilling in the drainage channels, which flow across the yam gardens.
- Crop Hygiene: whereby you find drunkards having simple biological calls on the roadside vegetables)
- Irresponsible farmers who leave their animals to loiter along the streets grazing in the flower gardens and roadside food gardens.

Other challenges

- Diminishing size of land holdings
- Pre and Post harvest losses
- Degradation of soils and vegetation cover
- A growing population and its concentration in resource poor areas.

Institutional factors

Health concerns

▪ Threat to public health

There is a major concern about human health risks and the nuisance posed by livestock in some high-density neighbourhoods like slums, where livestock is kept in close proximity to households. It is feared that some livestock contagious diseases such as TB, brucellosis and parasites can easily be spread as a result of inappropriate management system and poor animal waste disposal.

Application of the "night soil" as fertiliser and insecticide has been of significant importance to crop production. However, little research has been carried out on the health risk of the night soil [the human wastewater / excreta] in relation to the spread and transmission of human related diseases.

▪ Water availability and waste management

In zero grazing systems, the direct contamination of water with livestock dung, urine and mud which are washed down into the water sources are likely to increase human and livestock health risks.

▪ Environmental health

Environmental concerns include visual untidiness, soil erosion, siltation and pollution of resources [soil, air, and water]. Garden location in the low lying swampy areas of Kampala where most yams and sugarcanes are cultivated, are exposed to contamination due to the toxic wastes from industrial areas, motor oil garages, silt from roads, markets. These wastes are believed to be contaminated with heavy metals like lead, pesticides, sulphurs and nitrates. These toxicants are known to affect the nervous, digestive and circulatory systems of humans.

▪ Poor handling during marketing and distribution

There has been a belief that vegetables sprayed with Dithane M45, a fungicide, last longer on the market shelves and that they were not affected by pests and

diseases while still in the gardens. Most of these vegetables especially tomatoes and cabbages are consumed raw in pubs with roasted beef or chicken. These also pose a health risk.

It is also of a major concern that unhealthy people are not productive. In Kampala 20% are HIV victims, while 14% to 23% of the population suffers from malaria annually, and 15% reflects annual hospital mortality. Such conditions increase the households' expenditure on medication other than food.

▪ **Lack of household planning.**

Studies indicated that only 28% of the households said do not experience any food shortages at all. The rest of the households run short of food for periods ranging between less than one month to over two months. With high unemployment and low paid occupations coupled with high food prices, it is unlikely for the majority of the households to be food secure.

- Low staff motivation in terms of refresher training, promotions and performance awards.
- Poor performance due to understaffing in some of the divisions. The
- existing staff may not be in position to satisfy the clientele's demand.
- Lack of data on key issues of the respective sectors of the department.
- Unclear policies and by-laws governing some of the Urban Agricultural activities.
- Unclear demarcation of roles between Councillors and technical staff in the implementation of some of the government related programmes, especially at the divisional level.

Constraints

Lack of attention by researchers:

Not much has been done to develop appropriate technologies and improved varieties suitable for urban farming.

Competing land uses.

A Kampala Urban Study carried out in 1994, indicated the following land use patterns.

Activity	Percentage [%]
Residential	32.7
Commercial	3.2
Big industries	2.15
Small scale industrial	0.61
Institutional land use	5.89
Open space	1.10
Transportation	0.62
Utilities	0.19
Forests	3.68
Wetlands	2.44
Agricultural land [undeveloped]	49.67

Source: Kampala urban study 1994

In a bid to generate income, other informal entrepreneurs such as sand excavators and 'block makers', also compete for land in the city. Unfortunately they create gaping holes, which have of late, left permanent hollow places and mosquito breeding grounds.

Inappropriate Planning and Co-ordination between stakeholders.

Co-ordination between NGO's and the local Government (KCC) is to some extent not well defined. Each of these institutions has different perspectives on how to respond to food security problems.

Further still, the working methods and procedures regarding the planning and implementation of urban agricultural projects are not holistic. There is minimal linkage in the working relationships between various sectors whose activities are geared towards improving food, nutrition as well as health services. For example, in KCC, Agriculture, Veterinary, Fisheries and Health, work in isolation. With such a situation, there are a few opportunities of sharing information, ideas and experiences.

Further more, to that, planning, policy initiatives and programme monitoring are still limited and catered. There is need for policy makers to become more aware of the importance of integrating such service delivery activities in planning, implementation and impact evaluation.

Lack of motivation to carry out farming by some urban dwellers.

Individual subsistence farmers are to a large extent, excluded from financial / technical and material assistance. They do not have enough capital to invest in technologies suitable for the urban environment. This is one of the reasons why they would rather grow staples, other than improved and high yielding vegetables, although the latter have higher returns per unit area.

The level of organisation among urban farmers compared to rural farmers is very low. This is attributed to the differences in social classes and ethnicity. Most farmers therefore, operate on an individual basis. Lack of organisation, is a disadvantage when it comes to the allocation of resources from city authorities and Extension agents.

Inadequate financial support to extension staff.

The objective of agricultural extension services is to assist farmers and the general populace in farm management and to help them adopt appropriate farming technologies. However, there is a lack of motivation to carry out extension / advisory services. For instance, from the allocation to the Urban Agriculture for the financial year 1998 / 1999, the section received only 4.4% of the sectional budget. Further still the budgeting department is also not well informed about the costs involved in extending agricultural services in urban areas. This is mainly because the budgeting exercise is not participatory. KCC, does not involve the extension staff during the budgeting exercise.

This has resulted in the extension staff spending a lot of their own money on items such as fuel, stationery and secretarial services, in order to fulfil the above set objectives.

Public opinion

A city is regarded as a place with a big population, high-rise buildings, tarmaced roads, assorted industries, and a hive of business transactions. The impression built among most of the politicians, policy makers, administrators, and the general public about the city therefore, is not in terms of production activities like agriculture, but the existence of assets.

Divided royalty

Bearing in mind the fact that the cost of living is high, many of the residents engage in two or more different types of jobs to earn a fair income. For instance, one may practice farming, while at the same time, have a grocery in town on top of being a civil servant.

2.7 EDUCATION AND SPORTS

Challenges and constraints to the Education sector.

- Over crowding in classrooms in primary schools i.e. there is high pupil classroom ratio
- High school drop out rate
- Many school age going children are engaged in the labour market especially the informal sector.
- Poor sanitation and environmental health conditions especially in private schools.
- Lack of adequate scholastic materials like textbooks and learning/teaching aids especially in private schools.
- Inadequate teachers housed
- Lack of land for horizontal expansion of schools
- Lack of land adequate classroom furniture e.g. about 50% of pupils in Government grant aided schools lack furniture.
- Suppliers of school items provide poor quality items and services of construction and furniture.
- Low teachers salaries
- Ineffective monitoring of secondary schools because they are still centralized but theoretically decentralized.
- High accumulated utilities bills e.g. water and electricity and reluctance of parents to pay users fees and rigid government policy of Universal Primary Education i.e. Kampala City Council cannot introduce/charge any other fees to parents apart from those provided for by the Universal Primary Education programme.
- Limited management capacity of the school management committees.
- Lack of transport and communication facilities and supervise primary and secondary schools.
- Lack of teachers or newly introduced examinable e.g. Agriculture, Swahili, Performing arts and physical education
- Universal Primary Education capitation is not released in time to allow management committees to make practical budget plans to allow Head teachers to make realistic plans
- Lack of dependable data for effective education planning.

- Most schools do not have stores. Theft of school property and vandalism of suppliers under SFG, TDMs, etc is a serious problem due partly to adequate security at the schools.

2.8 GENDER AND COMMUNITY SERVICES

Constraints

- Lack of integration of activities in all departments which lead the Gender and Community Development sector under utilized especially in community mobilization for any activities to be implemented by any department.
- Lack of funding in form of physical transport especially Divisional level, overtime allowance and stationery from KCC
- Lack of funding for our programme especially for PWDs, elderly destitute and FAL at divisional level.
- The sector has outputs that cannot be easily quantified within a given financial year with tangible results. For example mobilising communities on tax payment the results will not be seen as ours but the Finance Department
- Low morale of staff due to lack of promotion and recognition

Challenges

- **Mobilization:**
The department is charged with mobilization of communities to participate in development programmes. This includes building their capacity to be able to participate actively. The major challenge here is that mobilization involves a lot of sensitisation training and movement and yet facilitation is inadequate.
- **Voluntary nature of the work:**
There is no law or sanctions that compels communities to attend programmes or participate in activities. So, people come at their will, which make implementation of some activities prolonged.
- **No Permanent places of Residence:**
Most people, especially the underprivileged who are the main centre of attention, don't have permanent places of residence. As a result capacity building activities for communities have to be continuous to cater for new people in the area.
- **Poverty:**
The under privileged communities have Hand-To-Mouth lifestyle therefore expect some allowance every time they are invited for an activity.
- **Evaluation**
It is not easy to evaluate our performance because most of the work is not quantifiable.

CHAPTER THREE

KAMPALA CITY DEVELOPMENT STRATEGY

3.1 DISTRICT GOALS

1. Goal

Combating the infection and spread of HIV/AIDSs.

Strategies

- Mainstreaming HIV/AIDSs in the planning process.
- Establishment of Community Based Organisation HIV/AIDS Management programme
- Strengthen coordination and networking with stakeholders participating in HIV/AIDSs programmes

2. Goal

Improving living conditions of the poor

Strategy

- Provision of health centers
- Development and implementation of the Kampala Drainage Master Plan
- Upgrading slum areas
- Application of appropriate technology in refuse management
- Formulation and implementation of the District / City Environment Action Plan

3. Goal

Improving the environmental living conditions

Strategies

- Lobby for programmes from development partners to improve sanitation
- Revitalization of hygiene and health education programmes
- Enactment of by-laws for sustainable utilization of fragile areas especially wetlands
- Strengthen vector control programmes
- Design and implement appropriate onsite excreta disposal systems

4. Goal

Promotion of research and information management systems in planning and policy formulation..

Strategies

- Research
- Information dissemination
- Monitoring Lower Local Government levels, sections and stakeholders
- Implement the ICT strategy

5. Goal

Reduction of infant and child mortality

Strategies.

- Strengthening of immunisation programmes
- Strengthen nutritional programmes
- Strengthen of family planning programmes
- Strengthen FAL Education programmes

6. Goal

Improvement of reproductive health to reduce maternal mortality

Strategy

- Family Planning programmes
- Strengthen FAL education programme
- Men involvement in reproductive health services
- Provision of maternity facilities and services

7. Goal

Improve the nutritional and food security status among the city dwellers.

Strategies

- Promotion of improved and low cost food production technologies
- Promotion of appropriate food processing, preservation and preparation techniques
- Strengthen the purchasing powers of the disadvantaged households
- Enactment of byelaws that enhance foods production activities that are environmentally friendly, economically sound, socially and culturally acceptable.
- Co-ordination and networking with other development partners in the field of food nutrition, production and economic empowerment.
- Home and institutional visits

8. Goal

Empowerment and facilitation of communities to realise and harness their potential for purposes of full and sustainable development

Strategies

- Skill development
- Economic empowerment through credit provision
- Development of coordination and networking forum
- Home care and institutional visits
- Implementation of the statutes for the vulnerable groups

9. Goal

To improve accessibility and transport infrastructure

Strategies

- Traffic management
- Road network development and maintenance
- Road junction improvement
- Upgrading of murrum roads
- Walk ways and pavement development and maintenance

3.2 DISTRICT STRATEGIES

- Sensitisation and training is one of the main strategies of implementing this plan. This will be strategically planned to bring the different stakeholder such as NGOs, private sector, civil society, CBOs, PWD, Youth, etc on board by sensitising them on their roles. Political leaders will be trained on their roles and responsibilities, in city Management, while the community will be trained to appreciate KCC as partner in provision service with whom to cooperate and participate.
- KCC staff will be trained to improve their performance.
- Privatisation and contracting to private companies to collect revenue will continue.
- Privatisation of works and services will continue since this is cost effective.
- Continue to lobby Central Government and explain KCC's complex and unique situation, and her special service mandate i.e. urban planning and street lighting.

3.3 MANAGEMENT AND SUPPORT SERVICES

3.3.1. District Council

Goals

- To provide quality, sustainable support and service to the Council in an efficient, and timely manner”.

Objectives

- To improve service delivery in a participatory integrated approach blended with a spirit of mutual trust.
- The section endeavours to make available facilities and administrative services for effective running of Council and Committee meetings.
- The section aims at perfecting and enhancing a fair and correct image of council at all times.

Strategies

- Proper administration and organization of the operations of the Council including its Committees.
- Coordination of activities of the Council and its statutory bodies.
- Safe custody of all records of the Council relating to its function as a legislature.

District Service Commission

Goal

“ To attract, recruit, develop and retain efficient and well motivated public servants who will enable council to promptly execute its programmes and deliver the required services efficiently and effectively”.

Objective:

- To recruit, retain, develop and maintain a well-motivated public service that delivers timely, high quality and appropriate services to the stakeholders.

Strategy:

- To exercise impartiality, fairness and equity in appointments, discipline and removal of public officers.

Tenders Board

Objectives:

- To facilitate the operations of the District Tender Board
- To strengthen capacity of the members of the District Tender Board

Strategies

- Recruit one officer qualified in quantitative economics to assist the Secretary in researching.
- Half yearly or quarterly presentation of requirements by the departments
- Ample time to carry out surveys on current prices
- Efforts in payment of services provided

District Land Board

Goal

The main goal of the Board is to implement the Land Act, 1998 in Kampala District.

Objectives:

- Hold and allocate land in the District, which is not owned by any person or authority.
- Facilitate the registration and transfer of interests in land.
- Take over the role and exercise the powers of the lesser in the case of leases granted by a former controlling authority.
- Cause surveys, plans, maps, drawings and estimates to be made by or through its officers as agents.
- Compile and maintain a list of rates of compensation payable in respect of crops, buildings of non-permanent nature and any other thing that may be prescribed.
- Review every year the list of rates of compensation referred to in paragraph (e) of this subsection and
- Deal with any matter, which is incidental or connected to the foregoing.

Strategies

- In Implementing the statutory objectives of the Board as already spelt out in paragraph 3 above, the following strategies shall be adopted:
- Hold meetings to discuss land applications
- Make site visits for purpose of assessing the land/plots that require leasing
- Carry out community sensitisation/workshops and radio programmes for purposes of understanding the functions of various land sector departments and the Land Act, 1998.

Public Accounts Committee

Objective

- To ensure that the Local Governments Financial and Accounting Regulations are adhered to in Kampala District.
- To oversee the Management of Council's Financial and other resources in order to ensure consistency with the accepted policies and the spirit and provisions of the relevant Laws and Regulations.

Administration

Goal

“To provide and facilitate the delivery of quality sustainable and customer oriented services efficiently and effectively”

Objectives

- To appoint and place well qualified and well trained manpower in the right places and thereby strengthen management and supervisory capacity in the key areas of City Council with the aim of achieving efficiency and effectiveness
- To continue with the restructuring exercise in order to ensure delivery of services at minimum cost with a better remunerated workforce.

Human Resource Management

Objectives:

- To appoint and place well qualified manpower in the light places and thereby strengthen management and supervisory capacity in the key areas of City Council with the aim of achieving efficiency and effectiveness.
- To continue with the restructuring exercise to ensure delivery of services at minimum cost.

Strategy.

- Identify and recommend 5 staff for retrenchment per month
- Provision of a 15% increase in the wage bill.
- Confirm recruited staff in their appointments
- Prompt processing of staff retirement benefits for employees who have attained age of retirement.
- Monitor the payroll and ensure that no ghost workers are available
- Prompt preparation of the payroll so as to ensure fast payment of salaries
- Evaluation of staff in liaison with heads of departments so as to maintain a quotable wage structure
- Encourage training and development of manpower so as to raise efficiency and effectiveness.

Internal Audit

Objectives:

- To ensure that the council is facilitated with monthly, quarterly and half yearly audit reports in time.
- To ensure that council spends according to the approved plans and that it gets value for whatever is expended.
- To ensure that Financial Accounts are prepared and audited within the statutory period.

Strategies

- Every cash office must be audited for cash received and banked at least once every three months. But in the peak periods we intend to make it every month. This is aimed at curbing the many forgeries with Council income.
- Promote timely accountability for all advances by ensuring that officers produce documentation after they have used the money advanced to them. Every quarter an auditor will go through all the vouchers for works and services rendered.
- Improve stock control, in particular of fuel which has a lot of forgeries by promoting the use of fuel cards and auditing every quarter.
- Ensure accountability of UPE funds, an area with potential danger given that many of our bursars have been handicapped from within council with very little training if any.
- To increase the capacity of the department by recruiting a Deputy Chief Internal Auditor, and two senior auditors
- Allocate two senior auditors to the functions of SFG, PAF and other grants.
- Allocate an auditor to man the Teacher's / Doctor's salaries and other delegated audit functions
- Need to acquire 4 laptops to be able to capture data in the field and analyse it there and then so as to have meaningful discussion with the Audi tees.
- Since the Audit Pick up is never available for use by Audit, need alternative facilitation in form of fuel and or mileage allowances for the auditors.
- The sector intends to introduce an executive summary for each and every report produced. This will enable the busy officers to go through the Executive summary and get the salient issues.
- The books of Council are still manual. This requires a lot processing to be done in order to get the data organised into meaningful figures. Audit has to carry out a lot of analysis, which would normally be done by machine. The immediate solution would be to purchase laptop computers for Auditors. The possibility of acquiring a mechanised accounting system is also very likely as we have been chosen as one of the pilot Districts under IFMS. We have also got an expert in computing who has already written an IT strategy.

Legal Services Section

Objectives:

- To provide legal advice to Kampala City Council, Division Councils and staff.
- To secure Kampala City Council's legal position.
- To represent Council in Court of law.

Goals

- Communicate timely advice to council on all legal issues.
- To improve on the accessibility to information on new laws and jurisprudence.
- Prepare sound Contracts between Kampala City Council and Private firms.
- Draft laws and byelaws not inconsistent with the constitution or any other law by the legislature when requested.
- Draft laws and byelaws timely after request has been received.

- Monitor and manage outstanding Court cases on a monthly basis.
- Effectively pursue Court cases and advise on cases to be settled out of Court.

Strategies

- Design formats of contracts on privatized services and works.
- Respond to all legal issues raised within the minimum time possible and in any case not later than two weeks.
- Train staff in managing the computerized systems, develop and maintain computerized filing systems of all legal advice provided.
- Increase efficiency and effectiveness in drafting ordinances and bye laws.
- Set up a database of all laws affecting Kampala City Council operations.
- Set up a monitoring system on all ongoing Court cases (Computerized the data)
- Carry out internal investigations on all Court cases.
- Provide more office accommodation for keeping records.

Priority service delivery areas for the year 2003/2004

- Producing agreement for all tenants in the markets
- To have the legal framework approved by Council and Ordinances published.
- To have legal binding documents for works and services privatized.
- To create legal awareness to councilors and staff on the laws governing council.
- To reduce on the number of pending cases by advising on those which should be settled out of court.
- To improve on the cases prosecuted by Council.

City Law Section

Objectives:

- Development control
- Create trade order
- Enforcement of environment regulations
- Enhancement of revenue
- Sensitisation of the masses
- Security of all council assets and interests.
- Carry out routine patrols / beats to curb street vending and illegal developments.
- Affect arrests of offenders and forward them to court for prosecution
- Demolish illegal structures that are discovered during the routine inspections.
- Arrest all license defaulters after failing to adhere to the contracted companies notices.
- Impound all stray animals found roaming the streets.
- Impound machines of people found playing excessive music or noise.
- Need for regular workshops to educate the public on the role of City Law and also to enlist the support of politics.
- Purchase of a vehicle and one motor cycle for each division

- Purchase of communication gadgets e.g. walk talkies.
- Provide office accommodation for all staff at all levels.
- Provide full uniforms at least 2 pairs for the staff per year,
- Regular staff training, promotions and reorganization of meritorious service.
- Revise the existing by laws to suit the present conditions
- Provide tools e.g. handcuffs, demolition tools, batons, torches etc.

Data Processing Unit

Objectives

- To collect, process and provide information needed to enable, support and improve services required by the Council customers.
- To collect, process and provide information needed for an effective and efficient functioning of the Council.
- To support improvement of the financial position of the Council through ICT based systems.
- To support improvement of efficiency, organizational capacity and management by the provision of management information and more and better communication.
- To support the marketing and standing of the Council, its image and its services through the provision of quality information to be channeled through traditional and new information channels.

Strategies

- The capabilities of the ICT steering committee, charged with the coordination of the ICT activities, will be strengthened through training and improving familiarity with best practices elsewhere.
- An ICT department will be established with three sub-units, employing in total eight professionals (including the manager). These units are:
 - A network section manned by two network specialists, to administrate common and shared ICT assets, in particular, the Council communication Network (CCN).
 - An ICT training section, manned with two trainers/administrators, to manage, administrate the ICT Training Centre and operate the generic software curricula.

- Five ICT specialists will be recruited to be attached to the Divisions (one per Division), to execute, and assists with, ICT oriented tasks such as (1) light computer and network trouble shooting, (2) computer user support, (3) development and maintenance of small applications, (4) administration and management of the facilities, (5) advise on ICT issues.
A large scale training program will be executed to ensure that all professionals, managers and staff become computer literate and will be able to use computerized tools to improve the quality and quantity of their output, to participate in committees and workgroups charged with ICT related issues such as studying the feasibility, or implementation, of ICT applications.
- A yearly workshop will be organized in which management, councilors and selected staff will be briefed on strategic ICT issues and discuss how these issues will affect the functioning of the Council.

Priorities

- Implement interventions, which contribute substantially to the revenue
- Collection and interventions, which are mandatory or are the result of external requirements.
- Building organizational capacity and capabilities, especially, but not only, in the area of ICT.
- Implement interventions which support communication with the customers,
- Improve the Councils image and/or should lead to more fruitful cooperation with donors, charities and NGOs.

Planned activities

Physical Infrastructure

- A modern voice and data communication network, called KCC Communication Network (KCN) will be installed in the HQ and the five Divisions. It will provide against limited fixed costs:
 - Practical unlimited excellent internal KCC communication for voice (telephone), data and Email.
 - Access of the public to the district and divisional offices through telephone lines (planned are 6 lines for the head office and 2 lines for each division),
 - An Intranet for internal communication.
 - The system will provide the tools for tight control over the variable cost related to external connections needed for:
 - Outgoing telephone calls
 - External Email
 - Access to the Internet.
- The feasibility of the application of a Geographical Information System (GIS) will be investigated. This will probable be followed by application of it in one or two pilot systems.

General Applications

- A Website will be developed and maintained to improve the external communication. It will be used in particular to strengthen the relations with the press, NGOs and Donor organizations;
- Email will be introduced and propagated on a large scale as an, almost, ideal channel for internal and external communication.
- The temporary contract management system, used to manage revenue collection contracts, will be adapted for use in other areas. The system will be used as prototype for a permanent system to be procured and implemented after installment/deployment of the KCN;

Council Management Applications

- A Resolution/Decision management system, similar to the system used by the parliament, will be developed and implemented to improve the effectiveness of the Council and ensure that resolutions and decisions do not contravene previous ones;

Financial and Revenue Applications

- An Integrated Financial Management System (IFMS) will be implemented to improve financial control and improve financial reporting. The first part of the IFMS, dealing with expenditures and related issues, such as procurement, will be implemented by July 1st 2003 under guidance of the MoFPED.
- A Revenue model will be designed and implemented by July 1st 2004. This activity will be executed by KCC but financed by the WB through the MoFPED.
- The temporary Fixed Asset register will be replaced by a permanent system after implementation of the first phase of the IFMS.
- A Temporary Property and Ground Rent Billing System will be developed to enhance the revenue collection. The module will be used until the mentioned Revenue Module becomes operational.
- A Property Valuation support system will be developed to assist the planned large- scale property revaluation.
- A business register will be developed to support the collection of business license revenues. The register can also be used to support business regulation and various planning activities.
- A Bill Board Management System will be developed and implemented, consisting initially mainly of a database with the location and characteristics of the legal and illegal billboards in the City. It will optimize the management of this source of revenue.

Management Support Applications

- The Law Enforcement Management System will be developed to improve the efficiency and effectiveness of the large number of law enforcement officers.

- The Personal Administration/Payroll System will be implemented to support the planning and administration of staff and facilitate the monthly running of the payrolls.
- A Court Case Management System will be implemented, based on a database with relevant data on the status and progress of court cases. Its objectives are to handle the cases as efficient as possible and to minimize the number of lost cases.
- The implementation of the Document and Information Management System developed by the MoLG and based on the TRIM Capture software, provided by the Ministry of Local Government (MoLG), will be completed.
- A Complaints Management System will be implemented. This system is essentially a register of complaints and their follow-up. Its objectives are (1) to improve the image of the Council through a better response to the complaints (2) more and better management information about the quality of the services.

Works and Urban Planning Applications

- A Road and Drainage Assets Management System will be developed to optimize the planning to road maintenance and support claims by the Council for more funds from the central government.
- A Property Management System will be developed on the basis of mentioned property valuation support system. It is needed for a number of functions including city planning, valuation and building control.
- A Ground Rent Registration System will be developed to support the management of ground leases.

Education Applications

- The Educational Management Information System (EMIS) under development by the Ministry of Education will be implemented.
- A School Inspection Management System will be developed and implemented to increase the effectiveness and efficiency of the school inspection and thus improve the quality of the education.
- The School Financial Management system will be developed and implemented to assist with the supervision on the spending of the funds provided to the Aid Granted government schools.

3.4 FINANCE AND PLANNING

Objectives for the planning period

- To determine the number of properties in the City so as to establish the tax potential in from this source.
- To establish contracts management office that will monitor, evaluation and ensure proper management of KCC contract for collection local revenue.
- To organize ratio programmes to sensitise public on the need to pay taxes.
- To train the law enforcement personnel in more civilized ways of collecting revenue.
- To prepare all financial and planning documents that is BFP, budgets DDP.

- To carry out at least one mentoring meeting for the Division in Kampala where economic planning issues will be addressed.
- To established a resource endowment base for Kampala so as to put in place basic data requirements for economic and development planning.
- To spearhead the production of a new three year District Development Plan
 - for the council by the end of June 2003.
- To raise local revenue performance from 23 billions to 31billions that is
- To document the internal rules and financial regulations and procedures for Council by December 2003
- To update data on all revenue sources in the District.
- Computerization of financial activities to ensure accurate and timely accountability to the public and other stakeholders.

Strategies

The major source of finances for Kampala City Council programmes is locally mobilized revenue, contributing to more than 50% of Kampala City Council finances. Kampala City Council has a direct influence on this source of finance and its different sub – categories. But Kampala City Council influences central and external funding to a title degree.

Therefore, many of the strategies are geared towards enhancing the local revenue.

- Establish databases for the different revenue sources so as to avail data for planning and implementation. Surveys and studies have been planned and some are already under way to try and update or establish date bases to assist in revenue collection. For example;
 - A census for graduated tax payers is planned to try to establish how many are in the city, where they stay and how much is expected from this sources.
 - Property valuation exercise which will ensure revaluation of expired lists and inclusion of new property is planned to start soon. (May 2003)
 - Efforts to establish Kampala City Council leased land in the city have already started especially in central division. This will result into data on ground rent revision.
 - A census for taxis operating in the city is already underway.

All the above surveys will improve the data sets and enhance revenue collection. Measures will be put in place to ensure constant updating through the local leaders and the Kampala City Council agents.

- In the passed Kampala City Council has contracted to private firms the collection of revenue from some of the sources for example street parking, markets and vehicles parks and this has yielded good results. The revenue obtained has improved at a low cost since Kampala City Council does not employ its own people to collect the revenue.

Kampala City Council therefore, is to strengthen this policy and streamline it. It is planned that after getting reliable data/information other sources of revenue (such as property rates, graduated tax, ground rent) will be contracted out for collection. Licenses collection through private firms will be extended to other division where it does not exist.

- Advocate and lobby central government to revise the laws and policies, which limit Kampala City Councils' efficient collection of revenue. For example the law, which burns Kampala City Council from carrying out its own valuation without going through central government.
- Train personnel in more civilized ways of collecting revenue.
- Step up sensitisation of public on the need to pay taxes so as to get quality services. And also to directly much service provision to rates/taxes collection.
- Continue to lobby central government for increased funding.
- Encourage sectors to work with the economic planning unit to write proposal to seek for funding from other sources than Kampala City Council.

3.5 TECHNICAL SERVICES AND WORKS

3.5.1 Engineering

Objectives for the planning period

- To tarmac 25km of road and re-gravel 40 roads so as to improve accessibility, traffic flows and encourage densification of settlements and economic activities.
- To install Geographical Information System in KCC so as to enhance revenue collection, physical and Engineering activities.
- To improve 3 junctions by installing traffic lights and widening the roads close the junctions so as to reduce on traffic jams.
- To install lights on 9km roads in the City so as to improve visibility at night enhance road safely and security.
- To stone pitch...km of drains in the City, so as to improve on flooding, reduce on mosquito breeding areas and sanitation situation in the City.
- To prepare at least one plan for sub-centre in one of the Divisions.
- To upgrade at least one slum around the CBD.
- To process all the proposed building plans to be submitted.
- To prepare at least one detailed neighbourhood plan in every Division.
- To sensitise at least one community in each Division on issues in physical planning. This will make the City residents more appreciative of physical planning.

Strategies

- Address all maintenance activities in terms of Routine Periodic and Rehabilitation/Reconstruction

- Have Senior Engineers trained in the use of HDM4 and have both Senior Engineers & some Councillors attend Senior Road Executive Programme course. This will provide exposure to a modern approach to Road Maintenance.
- Train Engineers in preparation of achievable work Plans
- Make improvements on Roads in accordance with the newly approved Kampala Urban Traffic Improvement Plan (KUTIP)
- Implement the Kampala Drainage Master Plan – (KDMP)
- Create or update a Comprehensive Data Base for all the sections in the Department
- Train the Engineers in the use of various computer packages relevant to Engineering field to boost output.

3.5.2 Urban Planning and Land Management

Goal

To provide for the orderly spatial development of various sectors activities and require infrastructure service and utilities

Objectives

- To prepare and implement at least 3 detail schemes (parishes) in each division.
- To prepare and implement at least 3 detailed schemes for shopping centres in each division.
- Identify major road network in all parishes through piece-meal planning.
- To identify and map out sites for services and public amenities
- To ensure sustainable land management through creation of LIS and GIS.
- To start groundwork on preparation of new structure plan.
- To inspect the city neighbourhood to ensure proper developments.
- To prepare plans for a larger CBD by re-planning neighbouring slums.

Strategies

- Sensitisation of KCC staff and management to appreciate physical planning.
- Sensitisation of the Public to be more appreciative of physical planning.
- Work more with the communities and make planning participatory so that communities may offer land for services such as road reserves.
- Advise KCC/Government to pass a Law of minimum land for compensation and minimum land, which can be, acquired compulsorily for infrastructure services especially roads.
- Sensitise landowners especially BLB to act in line with KCC policies.
- Continue talks with Central Government so as to source funding for physical planning and development.

Slum Improvement Strategies in Kampala

There are four strategies which have been devised to improve on the Slums / informal settlements in the city.

- Relocation / Clearance

- Site and senile schemes
- Land re-adjustment and consolidation
- Slum upgrading / clearance

Relocation / Clearance

This intervention relies on acquiring / purchasing land for a thorough re-planning and development of the area in conformity to the spelt out planning standards and guidelines. The major issue to address is compensation and resettlement of slum dwellers.

It is recommended that the following areas be cleared to give way for the expansion of the Central Business District;

- Kisenyi I, II & III
- Kivulu
- Kagugube
- Mengo Area
- Katwe I and II
- Kibuye I and II
- Nsambya
- Kibuli

Site and Service Schemes

Kampala City Council in conjunction with the Central Government should provide large-scale site and service schemes for the low-income people. Since most of the land in the city and surrounding environs is privately owned, funds should be set aside to purchase it.

The site and service schemes will involve mainly infrastructure planning which includes; land clearance, access roads, water mains, main sewers, street lighting, concrete stands for dwelling units, connector water pipes and sewage pipes, communal buildings with supply, toilets etc.

It is recommended that site and service schemes be developed in peri-urban areas with sparse settlement pattern.

The areas identified include Luby, Busega, Komamboga, Salaama, Kyanja.

These involve mainly infrastructure planning and community social service facilities. The costs involved are to cover the following:

- Purchase of land and compensation of properties
- Land surveying
- Site clearance and construction of roads
- Water and sewer mains

Land Readjustment and consolidation

The physical improvement involves combining several pieces of land for communal/public services. This intervention is normally based on land sharing as a principle. Compensation is limited to acquisition of only big chunks of land for establishing public facilities like schools, health units etc. This strategy could be employed together with upgrading.

Slum Upgrading/Clearance

This involves onsite clearance or improvement on existing conditions, which may include upgrading of houses, roads, drains, provision of water and sanitation and issuance of construction loans.

Areas eligible for upgrading cut across all the divisions:

LUBAGA	Kasubi, Natete, Nalukolongo, Kabowa
KAWEMPE	Kikoni, MakerereII Parish, Kifumbira & Kisalosalu Kyabando, Kisowera in Kawempe Parish, Mulago Nalwewuba
NAKAWA	Mulimira Zone of Bukoto, Acholi quarters in Banda, Kinawataka in Mbuya, Kitintale zone XII in Mutungo, Naguru godown & Katale zones
MAKINDYE	Kabalagala, Gaba, Wabigalo, Kyeitabya /Kanyogoga, Kansanga

3.6 HEALTH AND ENVIRONMENT

Goal

“To improve the health status of the people of Kampala district and thereby enhance the quality of life”.

With the adoption of Health Sector Strategic Reform (HSSR) the basic function of the sector was expanded from offering curative and preventive health to:

- Strategic planning for health services delivery in the city
- Monitoring and harmonizing all health geared activities in the city.
- Expanding and strengthening the health delivery system
- Laying strategies to meet challenges of “emerging” diseases and Epidemics such as HIV/AIDS, Cholera, Malaria etc.
- Copying with challenges of delivery health services in a decentralized system.

Priorities

- To provide minimum health packages to citizens of Kampala, and thereby reduce the prevalence of communicable and non-communicable diseases
- To strengthen support supervision, monitoring and evaluation of health activities

- To increase and strengthen community mobilization and resourcefulness for disease prevention and control, and health promotion
- To improve the environmental health standards and sanitation, particularly refuse management, safe water supply, wetlands protection and excreta disposal

3.6.1 Vector Control Section

Objectives

- To develop treatment guidelines, drugs and other logistics in malaria and other parasitic diseases management
- To implement in-door residual spraying of households and promoted impregnated materials
- To promote environmental sanitation at household and community levels
- To maintain the established anti-malarial drains
- To increase community participation and involvement in malaria control activities
- To increase manpower and its capacity to ensure inspection of drugs and food outlets.
- To increase the number of abattoirs in the city
- To establish a Biochemical – Bacteriological laboratory.

Priorities

- Recruit 5 more Health Inspectors and 9 Health Assistants.
- Gazetting areas for cattle and pig Abattoirs.
- Inspect water and milk outlets

Strategies

- Appeal to central Government to provide funding to enable establishment of a Biochemical Bacteriological laboratory.

3.6.2 Environment Section

Goal

The mission for the environment section is “ to Sustainable Development of the City by taking the Environment concerns into consideration”

Objectives

- Planning of the City- Bottom up Planning from the Parishes, through Divisions to the City to produce the District Environment. Action Plan (DEAP), which is a three-year rolling plan of action.
- Implementation of the DEAP in conjunction with the communities.
- Capacity building of the Local Environment Committees (LECs) to handle Parish Planning and Implementation.
- Monitoring and Supervision of on-going projects and Developments in the City for compliance.

- Coordinating of Environment projects in the City
- Monitoring and Evaluation of environment activities.

Priorities

- City planning to produce the District Environment Action Plan (DEAP).
- Implementation of the drawn DEAP through the Local Environment Committees (LECs).
- Inspecting Developments for Compliance.

Strategy

- Establish an Institutional framework up to the village to plan and implement environment programs at the community level.

3.6.3 Solid Waste Management

Objectives

- To collect 80% of all the solid waste generated
- To prepare the 20 acre land for a second land fill site
- To privatise solid waste collection in central division
- To introduce solid waste collection and disposal fees in the privatised division
- To conduct public education and sanitation programmes to enhance public awareness about their role in solid waste management
- To introduce a “Skip less” system of waste storage in all residential areas. Skips will be used in industrial, commercial and Institutional areas of markets, schools, hotels, etc.
- To encourage recycling of waste through sorting it especially in residential areas where home sorting of packages will be encouraged.
- To obtain 20 trucks from China and the existing KCC trucks shall be leased to the contractors where solid waste collection will have been privatized

Strategy

- Gradually privatise solid waste collection
- Recruit competent technical personnel to the public health department at each division. The new officer will prepare specifications; supervise contractors and generally manage contracts.
- Charge solid waste collection/transportation fees in order to recover costs and effect sustainability of privatised solid waste management
- Sensitise the public about the privatisation of solid waste collection and disposal, garbage collection and disposal ordinance, the new “pay as you dump” fees,

3.7 PRODUCTION AND MARKETING

Goal

To ameliorate the adverse socio-economic effects of poverty, through promoting agro-enterprises, which are environmentally friendly and cost effective, with regards to labour, energy and time saving, in order to ensure self-reliant communities

Objective.

- To support, promote and guide the communities interested and involved in urban agriculture, to ensure household food security and nutrition.
- To mobilise and organise farmer groups and other members of the society, and empower them with skills, knowledge and resources for development.
- To promote community participation in identifying, planning and Implementation of the development programmes.
- Empowering farmers, schools and institutions with knowledge and skills in sustainable agricultural production technologies (crop, livestock & fisheries), and the various aspects of food and nutrition security.
- To encourage, maximise and sustain effective utilisation of natural resources.
- To guide, co-ordinate and work in partnership with civil society, research institutions, higher institutions of learning and the private sector.
- To promote and strengthen community initiatives in food processing, and credit schemes.
- To safeguard the populace against zoonotic diseases.
- To ensure that adequate standards are maintained for the health, education and welfare of children in Kampala.
- To promote peaceful labour relationships between employers and workers and improve terms and conditions of service.
- To promote health and safety at work and compensation of victims of job-related accidents.
- Staff development in their respective fields.

Strategies

- Enhance multi-sectoral planning and networking, within and out of KCC.
- Mobilisation and sensitisation of the general populace.
- Lobbying and advocacy through different fora, to attract funding institutions to support the departmental activities where KCC, may not be in the position to do so.
- Training, demonstrations and exposure visits.
- Poverty eradication and skills development.
- Marking the International days
- Disaster preparedness.
- Inspection and routine supervision of community based activities.
- Monitoring and Evaluation of implanted programmes.

- Participatory review of the existing and draft sector ordinances
- Considerations should be made by Council to improve the terms and conditions of service of the KCC staff, in regards to promotions and performance awards.
- Councillors especially at the lower levels should be sensitised on their roles and responsibilities.
- Increased funding to the department programmes, to facilitate awareness and skills development programmes.
- Lobbying partners in development to fund some of the activities

3.7.1 Urban Agriculture - Livestock Services

- To control contraction and spreading of animal diseases such as rabies
- To improve on meat and milk handling
- To promote environmentally safe, and economically viable animal production.

Coordinator's Office

- Improve on mobility by acquiring a vehicle for the HOD.
- Increase interactions with NGOs/CBOs for proper coordination and monitoring.

3.7.2 Urban Agriculture – Crop production

- Revise the existing provisional bye-laws
- To equip farmers, schools and institutions with knowledge and skills on various aspects of household food, nutrition and security
- To update extension staff with knowledge and skills on modern technology and innovations on agriculture scene
- To develop documentaries and train guides on urban and peri urban agriculture.
- Participate in international days.

3.7.3 Urban Agriculture - Fisheries

- To provide the quality and value of fish products, in the Districts
- To eliminate catching and selling of immature fish.
- To participate in both National and International Days e.g. World Food Day, World Fisheries Day and Agriculture Show

3.7.4 Labour

- To promote social justice and industrial peace
- To put to good use skilled, semi skilled and unskilled human resources
- To ensure proper application of labour standards.
- To ensure that those injured while on duty are compensated

3.7.5. Co-operatives and Marketing

- To supervise and promote co-operative societies and crop marketing
- To impact leadership skills among cooperative groups.
- To ensure custodian of co-operatives and marketing
- To establish a data Bank and co-operative movement and marketing information.

3.8 EDUCATION AND SPORTS

Goal

The mission for the Education department is to ensure the provision of quality education, to popularize Universal Primary Education as a policy that is capable of providing both qualitative and quantitative education to the citizens.

Objectives

- To improve the quality of education at the primary level through regular monitoring and supervision.
- To enhance the management of education services delivery at service centres.
- To improve the quality of Universal Primary Education.
- To improve the capacity of the department to plan, programme and manage education services effectively and efficiently.

Priorities

- Construction of more classrooms in Universal Primary Education schools
- Harvesting rain water in Government grant aided primary schools
- Establishing a district education data base
- Inspection of Government and private primary and secondary schools
- Construction of water borne toilets in all Universal Primary Education schools.
- Supporting and prompting school children talented in games and sport.
- Improve communication between district education officials and school administration of private schools.
- Promoting of Special Needs Education in primary and secondary schools
- Carry out refresher and continuous training for teachers

Strategies

- Training of staff and retraining of teachers to improve performance.
- Support and strengthen Education Management information system (EMIS) for education planning and monitoring.

3.9 GENDER AND COMMUNITY DEVELOPMENT

Goal

To empower and facilitate the communities particularly the vulnerable groups, to realise and harness their potential for purposes of full and sustainable development.

Objectives

- To sensitise communities particularly the marginalized groups on their legal rights and how they affect their lives.
- To mobilise, organise and empower vulnerable groups and other members of society, and empower them with knowledge and skills for community development.
- To promote community participation in identifying, planning and implementation of development programmes.
- To guide, co-ordinate and work in partnership with civil society, research institutions, higher institutions of learning and the private sector.
- To encourage and promote community based rehabilitation of the disabled.
- To ensure that adequate standards are maintained for the health, education and welfare of children in Kampala.
- To promote and preserve positive cultural relationships.

3.9.1 Gender and Women in Development

Priorities

- Gender maintaining and sensitisation in all the KCC programmes and activities.
- The capacities of vulnerable groups through training and leadership and management skills.
- Establish a gender-disaggregated data for the whole district.
- Establish a resource centre for women.
- Develop District Gender Action Plan for the next 3 years.

3.9.2 Community Development

Priorities

- Advocate and promote PAF programme
- Strengthen Community Management Systems
- Establish Community Based Information Management Systems
- Mark the International and National Days
- Encourage, establish and promote Community Based Garbage Management Systems.

- Build the capacity of Parish Development Committees to be able to demand for services and monitoring their activities for sustainable development.
- Sensitise the communities especially women and PWDs on their legal rights.

3.9.3 Social Rehabilitation for PWDs, Destitutes and Elderly

Priorities

- Establish community based rehabilitation system.
- Create a referral system acceptable to all players.
- Provide appliances to the needy in the under privileged communities.
- Support income-generating activities in order to fight poverty.
- Built their capacities in order to participate in development programmes.
- Develop an action plan for Elderly and PWDs.

3.9.4 Culture and Antiquities

Priorities

- Promote and maintain cultural sites and monuments in Kampala district.
- Establish monuments of great persons as per the district decisions.
- Sensitise the society on negative and positive cultural values and how they affect development programs.
- Develop a district culture and Antiquities Action Plan for the next 3 years.

Strategies

- Enhance multi-sectoral planning and networking within and out side KCC.
- Poverty eradication and skills development.
- Strengthening community initiatives.
- To facilitate communities be able to collect information, utilize it and share it with other departments for planning strategies at all levels.
- Gender mainstreaming and sensitisation in all KCC programs.
- Marking the international and National days.
- Ensuring proper monitoring and coordination of NGO's and CBOs
- Advocate for support to the FAL programme
- Community based rehabilitation for PWDs and elderly.
- Establish community based garbage management systems.
- Monitoring and evaluation of the district implemented programs.
- Capacity building for the communities in fight against HIV/AIDs

3.9.5 Probation and Youth Affairs

Goal

Improved care and protection of children in Kampala district, empowerment of the youth with knowledge, skills and resources to participate in social economic development.

Objectives

- To reduce the number of street children on Kampala streets by 70% by end of 2003/2004
- To reduce all forms of child abuse by 20% by end of 2003/2004

Linkage between Development Planning and Capacity Building

The implementation of the projects identified in the Investment plan shall be facilitated by capacity building activities reflected in the capacity building plan. The capacity building activities linked to the identified projects, for example, include sensitisation of the community and civil society on reproductive health and the extension of maternity centre in Komamboga and Kitebi health centres; sensitisation about collective responsibility regarding public property installed in the city, etc.

KCC staff are mandated to supervise and coordinate the implementation of the investment projects both at the district and Lower Local Government level require appropriate tools for the job. Accordingly, a retooling schedule has been made in the CBP outlining the various items to be acquired to directly or indirectly improve the performance capacity of staff and other stakeholders.

CHAPTER FOUR

4.0 KAMPALA CITY DEVELOPMENT BUDGET

4.1 FINANCIAL PROJECTIONS FOR 2003/04 – 2005/06

In the next three years KCC predicts go through a difficult financial period, since it will experience big fluctuation in income. The overall income is expected to jump from shs. 45.3 bn in 2002/03 to shs. 80.0 bn in 2003/04, a rise of about 77%. However, the following year 2004/05 KCC expects to receive shs. 60.0 bn and shs. 55.5bn in 2005/06. These are negative growths of 25% and 8%, respectively.

Revenue Projections for 2003/04 – 2005/06

REVENUE SOURCES	ACTUAL	ACTUAL	ESTIMATES	PROJECTIONS	PROJECTIONS	
	2001/02	2002/03	2003/04	2004/05	2005/06	
Graduated Tax	3293891155	351508795	9	3541297373	3723350812	3873426253
Property Tax	3498501714	333028788	6	11065120884	10748101635	9357063807
Ground Rent	5503966997	336207844	5	2436251534	2453801350	2599146942
Housing	251253780	227614180	4	439946264	156894900	113086845
Licenses	2840998420	382960395	4	4558913125	4997056531	5144611233
Vehicle Parks	2517424089	403871620	0	5084285880	5018997774	5028015663
Markets	1456846903	238335923	2	2875726141	2904955018	2986480186
Education tax	81504736	129380570	1	134302083	144382361	156179433
Advertising	108694555	186202540	2	225287536	242009686	259459580
Building Plans and Permits	363661170	574022978	6	20164231	744268011	810114705
Other Income	1,150,069,037	1,512,028,000	5	1,770,847,820	1,945,205,684	2,167,728,264
TOTAL LOCAL REVENUE	20,513,070,190	22,200,379,000	31	31,884,099,111	32,063,909,088	31,389,132,613
GOVERNMENT TRANSFERS						
Unconditional Grants	2,439,591,593	239219732	3	2,456,195,000	2,456,195,000	2,456,195,000
Delegated Funds	6,978,648,029	782433755	2	7,674,326,000	7,674,326,000	7,674,326,000
Conditional Grants	3,786,832,154	455652165	3	5,115,391,100	5,115,391,100	5,115,391,100
Development Funds	2,758,645,337	270589100	3	7,511,304,000	7,911,450,000	8,354,698,000
TOTAL GOVERNMENT TRANSFERS	15,963,717,113	17,478,947,000	22	22,757,216,100	22,838,362,100	023,281,610,100
EXTERNAL FUNDING						
World Bank -	9,129,936,698	338488030	7	7,671,440,000		

NCRP		9	0		
LGDP -		194667928	11,760,000,0		
Component III	0	5	00		
Miscellaneous			5,858,985,47		
Donors	144,839,725	263987045		5 6,003,239,387	456,859,600
TOTAL					
EXTERNAL		5,595,547,0	25,290,425,4		
FUNDING	9,274,776,423	00	75	6,003,239,387	456,859,600
GRAND TOTAL		45,330,345	79,931,741,160,905,511,30	55,127,602,30	
INCOME	45,751,563,726	,000	86	5	7

4.1.1 Local Revenue

This will remain the major source of income in the next three years; projected to grow by about 40% overall, from 22.2 bn in 2002/03 to shs 31.4bn in 2005/06. However, local revenue is expected to grow negatively between 2004/05 and 2005/06, that is from shs.32.1bn to 31.4bn.

The 6 major sources of revenue (see table...) are predicted to remain graduated tax, property tax, ground rent, licences, and vehicles parks and markets. All these, but property rates, will experience slight growth through the medium term. Slight growth is predicted in these sources because a good number will be contracted to private collection and contract sums are not adjusted every year.

While there are six major sources, 9 local revenue are as mentioned earlier on, other sources are expected to experience considerable growth that is, Education tax, Advertising fees and Building plans, and permits. These individually experience growth of about 50%. Education tax growth can be explained by many private schools starting up, while rapid physical buildings developments contribute to growth in building plan fees. Increased businesses and competition can explain growth in advertising fees.

4.1.2 Central Government Transfers

Central government transfers have experienced moderate growth over years, as already mentioned in the situation analysis. It is expected to grow from shs. 17.5 bn in 2002/03 to shs. 23.3 bn in 2005/06, which is about 33% growth. However, given the continued lobbying KCC expects to have increased funding through showing challenging situation in providing services and infrastructure given her income, it is possible and hoped for that central government will considerably increase her funding.

4.1.3 External funding

As mentioned in the situation analysis, this source of income shows more fluctuations than any of the three major sources. It is predicted to fluctuate in the planning period. External funding will increase five fold from about shs. 5 bn in 2002/03 to shs. 25 bn in 2003/04. This is because of new projects such as Kampala urban sanitation project, Ecological sanitation project, African youth alliance projects. However, as these projects phase out and new ones and

not yet conceived, finances from this source are predicted to fall, hence the from shs. 25 bn to 6 bn in 2004/05 and to less than a billion in 2005/06. In these years KUSP, Ecosan and LGDP will have been phased out.

The fluctuation and falls in external funding are the major causes for the big fluctuation in the overall income of Kampala City Council. However, it is possible to conceive new projects and more money comes in through external funding.

CHAPTER FIVE

DEVELOPMENT PLAN IMPLEMENTATION STRATEGY

Kampala City Development Strategy 2003/4 – 2005/2006 and the budget for investment profiles were presented to District council for approval before implementation of the identified sectoral programmes. Appropriate implementation strategies have also been provided in consideration of the guiding principles indicated below:

Principles of Projects Implementation

- Decentralised implementation framework
- Partnership implementation involving stakeholders
- Participatory planning and implementation
- Transparency and accountability

Implementation process and Procurement arrangements

- Operation and maintenance, and monitoring and evaluation of the projects will be done from time to time
- Procurement of goods, works and services will be done in accordance with the established guidelines and procedures.

Sector: Management and Support Services

Objectives	Activities	Target	Time Frame	Duration	Budget '000'	Performance indicators	Resp. person(s)
To improve KCC services and operations through the application of Information and Communication Technology (ICT)	- Network all Departments at Headquarters and Divisions - Establish data and Voice communication network - Install internet connections	All Departments at Headquarters and Divisions					ICT Manager

Sector: Health and Environment

Objectives	Activities	Target	Time Frame	Duration	Budget, '000 (Shs)	Performance indicators	Resp. person(s)
To provide accommodation facilities for night shift health workers at KCC health units	Constructing staff houses at Kiruddu health units	1 block of flat with 4 units			120,000	No. of blocs of Flats constructed	CE&S DDSH
	Constructing staff houses at Komamboga health units	1 block of flat with 4 units			120,000		
	Constructing staff houses at Kitebi health units	1 block of flat with 4 units			120,000		
To provide maternity facilities and services	Construct maternity centre at Kitebi KCC Health Unit	1 maternity centre			80,000	Maternity centres constructed	DDHS CE&S Div. Medical officers
	Construct maternity centre at Komamboga KCC Health Unit	1 maternity centre			80,000		

Sector: Technical Services and Works

Objectives	Activities	Target	Time Frame	Duration	Budget `000 Shs.	Perform- ance Indicators	Resp. person(s)
To seal pot holes as they show up on the city roads	Identify potholes and seal them	All tarmac roads			380,000 (District Budget)	No. of potholes sealed	CE&S Div. Engineers
To give smooth movement to pedestrians and keep the city clean	Slab-laying on the pavements in the CBD	All roads in the CBD			1.5bn	<ul style="list-style-type: none"> ▪ No. of Kms paved ▪ No. of roads covered 	CE &S
Slum upgrading in Kinawatak a, Kagugube, Mulimira, Kisenyi I,II,III	Planning of the areas, Building drainage, water supply, sanitation roads	3km of drainage, 10stand water pipes, water bone toilets	2003/2004			-No. of Kms built. No. of water pipes installed. -No. of toilets built.	CE&S CTP SDI

Sector: Education and Sports

Objectives	Activities	Target	Time Frame	Duration	Budget `000 Shs.	Perform- ance Indicators	Resp. person(s)
To provide classroom accommodation to UPE schools	Construct classrooms in Gov't Grant Aided P. Schools	50 classrooms			87,140	No. of classrooms constructed	CEO CE&S
To provide teachers accommodation in Gov't Grant Aided Primary Schools	Constructing teachers houses at Kyanja P. School	1 block of flats with 4 units			120,000	No. of blocks of flats constructed	CEO CE&S School Head Teachers
	Constructing teachers houses at Kawempe Muslim P. School	1 block of flats with 4 units			120,000	No. of blocks of flats constructed	CEO CE&S School Head Teachers
	Constructing teachers houses at Nsambya P/S	1 block of flats with 4 units			120,000	No. of blocks of flats constructed	CEO CE&S School Head Teachers

CHAPTER SIX

INVESTMENT PROFILES

PROJECT PROFILE

Sector	:	Health and Environment
Sub Sector	:	Clinics
Title	:	Construction of a maternity centre
Code	:	
Location	:	Kitebi KCC Health Unit
Implementing Agency	:	KCC
Cost	:	Shs. 80,000,000
Funds Secured	:	Shs. 80,000,000
Funding Gap	:	NIL
Funding Agency:		KCC/ LGDP-II

Objective

To provide maternal health care and services to community 24 hours a day

Background

In line with the Health Sector Strategic Planning and Implementation, the existing Health structures in all the sub counties (divisions) are being elevated to an operational level III of Health service delivery. This development has created the need for increased staffing and broadened the scope of services that are provided at the various units. All these health units are set to provide a 24 – hour service. Furthermore, due to increased cases of maternal mortality, it is necessary to strengthen maternity care and services at KCC Health Units. The project therefore involves construction of a maternity centre/ unit at Kitebi HU

Technical description

The project will involve construction of a maternity ward building and purchase of necessary furniture and medical maternity fittings

Expected output

- Improved maternal health care and services
- 24 hour services at Kitebi KCC Health Unit

Present status

The project has since taken off after approval and award of tender by the District Tender Board.

PROJECT PROFILE

Sector	:	Health and Environment
Sub Sector	:	Clinics
Title	:	Construction of maternity centre
Location	:	Komamboga KCC Health Unit
Implementing Agency	:	KCC
Cost	:	Shs. 80,000,000
Funds Secured	:	Shs. 80,000,000
Funding Gap	:	NIL
Funding Agency	:	KCC/ LGDP-II
Status:		Work has commenced

Objective

To provide maternal health care and services to the community 24 hours a day

Background

In line with the Health Sector Strategic Planning and Implementation, the existing Health structures in all the sub counties (divisions) are being elevated to an operational level III of Health service delivery. This development has created the need for increased staffing and broadened the scope of services that are provided at the various units. All these health units are set to provide a 24 – hour service. Furthermore, due to increased cases of maternal mortality, it is necessary to strengthen maternity care and services at KCC Health Units. The project therefore involves construction of a maternity centre/ unit at Komamboga HU.

Technical description

The project will involve construction of a maternity ward building and purchase of necessary furniture and medical maternity fittings

Expected output

Improved maternal health care and services to the community.

PROJECT PROFILE

Sector : Health and Environment
Sub Sector : Clinics
Title : Construction of Health workers' houses
Location : Kiruddu KCC Health Unit

Implementing Agency : KCC
Cost : Shs. 120,000,000
Funding Agency : KCC/ LGDP-II
Status : Works have Commenced

Objective

To provide on-site accommodation to health workers to ensure provision of services to the community 24 hours a day.

Background

In line with the Health Sector Strategic Planning and Implementation, the existing Health structures in all the sub counties (divisions) are being elevated to an operational level III of Health service delivery. This development has created the need for increased staffing and broadened the scope of services that are provided at the various units. All these health units are set to provide a 24 – hour service. Furthermore, due to increased cases of maternal mortality, it is necessary to strengthen maternity care and services at KCC Health Units. The project therefore involves construction of health workers houses at Kiruddu KCC HU.

Technical Description

The project will involve construction of a block of flat with 4 units. This is similar to that provided for under the Schools Facilitation Grant (SFG) guidelines, urban houses are constructed in form of 4 – Housing Unit blocks

Each block to be constructed is estimated to cost Shs.90, 000,000 and it is expected that 1 block will be constructed this year at Kiruddu KCC Health Unit

Expected output

- Improved health workers accommodation
- 24 hour services at Kiruddu KCC Health Unit

Quality Assurance

The Division Engineer and the Division Health Officer shall be responsible for supervision of contractors to ensure that quality work is done.

PROJECT PROFILE

Sector	:	Health and Environment
Sub Sector	:	Clinics
Title	:	Construction of Health workers' houses
Location	:	Komamboga KCC Health Unit
Implementing Agency	:	KCC
Cost	:	Shs. 120,000,000
Implementing Agency	:	KCC/ LGDP-II
Status	:	Works have commenced

Objective

To provide on-site accommodation to health workers to ensure provision of services to the community 24 hours a day.

Background

In line with the Health Sector Strategic Planning and Implementation, the existing Health structures in all the sub counties (divisions) are being elevated to an operational level III of Health service delivery. This development has created the need for increased staffing and broadened the scope of services that are provided at the various units. All these health units are set to provide a 24 – hour service. Furthermore, due to increased cases of maternal mortality, it is necessary to strengthen maternity care and services at KCC Health Units. The project therefore involves construction of health workers houses at Komamboga KCC HU.

Technical Description

The project will involve construction of a block of flat with 4 units. This is similar to that provided for under the Schools Facilitation Grant (SFG) guidelines, urban houses are constructed in form of 4 – Housing Unit blocks

Each block to be constructed is estimated to cost Shs.90, 000,000 and it is expected that 1 block will be constructed this year at Kiruddu KCC Health Unit

Expected output

- Improved health workers accommodation
- 24 hour services at Komamboga KCC Health Unit

Quality Assurance

The Division Engineer and the Division Health Officer shall be responsible for supervision of contractors to ensure that quality work is done.

PROJECT PROFILE

Sector : Health and Environment
Sub Sector : Clinics
Title : Construction of Health workers' houses
Location : Kitebi KCC Health Unit

Implementing Agency : KCC
Cost : Shs. 120,000,000
Funding Agency : KCC/ LGDP-II
Status Works have commenced

Objective

To provide on-site accommodation to health workers to ensure provision of services to the community 24 hours a day.

Background

In line with the Health Sector Strategic Planning and Implementation, the existing Health structures in all the sub counties (divisions) are being elevated to an operational level III of Health service delivery. This development has created the need for increased staffing and broadened the scope of services that are provided at the various units. All these health units are set to provide a 24 – hour service. Furthermore, due to increased cases of maternal mortality, it is necessary to strengthen maternity care and services at KCC Health Units. The project therefore involves construction of health workers houses at Kitebi KCC HU.

Technical Description

The project will involve construction of a block of flat with 4 units. This is similar to that provided for under the Schools Facilitation Grant (SFG) guidelines, urban houses are constructed in form of 4 – Housing Unit blocks

Each block to be constructed is estimated to cost Shs.90, 000,000 and it is expected that 1 block will be constructed this year at Kitebi KCC Health Unit

Expected output

- Improved health workers accommodation
- 24 hour services at Kitebi KCC Health Unit

Quality Assurance

The Division Engineer and the Division Health Officer shall be responsible for supervision of contractors to ensure that quality work is done.

PROJECT PROFILE

Sector	:	Health and Environment
Sub Sector	:	Sanitation
Title	:	Solid Waste Management
Location	:	Kampala City
Implementing Agency	:	KCC
Cost	:	Shs.
Funding agency	:	KCC/Chinese Government
Funds secured	:	20 Refuse TRUCKS
Funding gap	:	30 refuse trucks

Objective

To improve the system of refuse manage

Background

There is a need to improve the system of garbage collection, storage and transportation in order to minimise the public outcry about the nuisance of smell, unsightliness and also to protect the health of the city community.

Technical Description

Purchase of 50 refuse trucks and the community trained how to care for their refuse at the collection points.

Expected Output

Improved systems of refuse collection and transportation

PROJECT PROFILE

Sector:	Education and Sports
Sub-Sector:	Primary Education
Title:	Construction of teachers' houses
Location:	Kampala district- St. Peter's Nsambya P. School (Makindye Division)
Implementing Agency:	KCC
Cost:	Shs.120, 000,000
Source of funding:	KCC/LGDP-II
Status	Works have commenced

Objective:

To improve adequate housing accommodation to teaching staff in primary schools.

Background:

Kampala district is facing an acute shortage of teachers' houses. There are presently 1000 teachers' houses for a staff establishment of 5,817 teachers in 83 Government Grant Aided primary schools. This implies that less than 20% of the teachers are accommodated. However, some little progress has been made

with 96 teachers houses presently under construction. To provide adequate housing accommodation to teachers, some 1,508 new houses will need to be constructed, and 905 of these houses will be constructed in the next 3 years.

Technical Description

Under the Schools Facilitation Grant (SFG) guidelines, urban houses are constructed in form of 4 – Housing Unit blocks

Each block to be constructed is estimated to cost Shs.90, 000,000 and it is expected that 1 block will be constructed this year at Mirembe Primary School (Makindye Division)

Quality Assurance

The Division Engineer and the Inspector of Schools will be responsible for supervision of contractors to ensure that quality work is done.

PROJECT PROFILE

Sector:	Education and Sports
Sub-Sector:	Primary Education
Title:	Construction of teachers' houses
Location:	Kampala district- Kyanja Primary School (Lubaga Division)
Implementing Agency:	KCC
Cost:	Shs.120, 000,000
Source of funding:	LGDP-II
Status	Works have commenced

Objective:

To improve adequate housing accommodation to teaching staff in primary schools.

Background:

Kampala district is facing an acute shortage of teachers' houses. There are presently 1000 teachers' houses for a staff establishment of 5,817 teachers in 83 Government Grant Aided primary schools. This implies that less than 20% of the teachers are accommodated. However, some little progress has been made with 96 teachers houses presently under construction. To provide adequate housing accommodation to teachers, some 1,508 new houses will need to be constructed, and 905 of these houses will be constructed in the next 3 years.

Technical Description

Under the Schools Facilitation Grant (SFG) guidelines, urban houses are constructed in form of 4 – Housing Unit blocks

Each block to be constructed is estimated to cost Shs.90, 000,000 and it is expected that 1 block will be constructed this year at Mutundwe Primary School (Lubaga Division)

Quality Assurance

The Division Engineer and the Inspector of Schools will be responsible for supervision of contractors to ensure that quality work is done.

PROJECT PROFILE

Sector:	Education and Sports
Sub-Sector:	Primary Education
Title:	Construction of teachers' houses
Location:	Kampala district- Kawempe Muslim Primary School
Implementing Agency:	KCC
cost:	Shs120, 000,000
Source of funding:	LGDP-II
STATUS	Works have commenced
Objective:	

To improve adequate housing accommodation to teaching staff in primary schools.

Background:

Kampala district is facing an acute shortage of teachers' houses. There are presently 1000 teachers' houses for a staff establishment of 5,817 teachers in 83 Government Grant Aided primary schools. This implies that less than 20% of the teachers are accommodated. However, some little progress has been made with 96 teachers houses presently under construction. To provide adequate housing accommodation to teachers, some 1,508 new houses will need to be constructed, and 905 of these houses will be constructed in the next 3 years.

Technical Description

Under the Schools Facilitation Grant (SFG) guidelines, urban houses are constructed in form of 4 – Housing Unit blocks

Each block to be constructed is estimated to cost Shs.90, 000,000 and it is expected that 1 block will be constructed this year at Kiwatule Primary School (Nakawa Division)

Quality Assurance

The Division Engineer and the Inspector of Schools will be responsible for supervision of contractors to ensure that quality work is done.

Detailed budget for the construction of teachers' accommodation at Kawempe Muslim Primary School

PROJECT PROFILE

Sector:	Education and Sports
Sub-Sector:	Administration
Title:	Construction
Location:	Kampala City
Implementing Agency:	KCC
cost:	Shs.
Source of funding:	Central Government
Funds secured	Shs.
Funding gap	Shs.
Status	Land secured

Objective: To construct classrooms to ease congestion in schools and also improve and sanitation.

Background

Most schools were built in 1950s for a capacity of 40 children per class. But with the introduction of Universal Primary Education (UPE) there was an increase in enrolment in our schools calling for construction of more classrooms and expansion of the sanitation facilities in our schools.

Technical Description

The project will cover the following areas:

Improvement of infrastructure.

Improvement of sanitation facilities.

Provision of classroom space.

Supply of furniture for classrooms constructed

Status of primary education infrastructure and facilities in Government grant aided primary schools.

Infrastructure	Existing	Under construction	Needed 2005/2006	Total
Classrooms	3,683	796	355	5,070
Offices	694	73	89	915
Staff rooms	236	34	76	396
Teachers' houses	1000	96	905	2604
Latrine blocks	877	84	151	1213

Laboratory	10	3	71	131
Libraries	220	20	95	398
Workshops	55	11	77	194
Storerooms	496	44	97	702

Sources: Ministry of Education & Sports, EMS 2001

PROJECT PROFILE

Sector:	Technical Services
Sub-Sector:	Physical Planning
Title:	Slum upgrading
Location:	Kisenyi I,II,III
Implementing Agency:	KCC
cost:	Shs.250, 000,000
Source of funding:	KCC/SDI/Homeless International
Funds secured	Shs. 50,000,000
Funding gap	Shs.200,000,000
Status	Land secured

Objective:

- To develop a strategy aimed at training cities without slums
- To provide good sanitation and infrastructure setting for the people living in these slums
- To promote good health conditions within the slums

Background;

The provision of adequate water and sanitation and adequate housing services is one of the most critical challenges that cities in the world experience now. Particularly the urban poor face health-related problems due to limited or non-existing access to good housing, drinking water, sanitation and solid waste management. But lack of these basic services affects the dignity of the poor and their economic development. This project is aimed improving on the living conditions of the people living in these slums and at the same time fulfilling the goals of cities alliance to create cities without slums.

Technical Description

The project is to start with demonstration sites for improved housing on sites to be purchased by KCC and then improvement on sanitation.

PROJECT PROFILE

Sector:	Technical Services
Sub-Sector:	Physical Planning
Title:	Slum upgrading
Location:	Kinawataka slum
Implementing Agency:	KCC
cost:	Shs.
Source of funding:	KCC/LGDP
Funds secured	Shs. 27.5million
Funding gap	Shs.
Status	Land secured

Objective: To improve on the living conditions of residents in the area by planning the neighborhood.

Technical Proposal

The area shall be planned and a proper planning scheme developed to address the following, access roads, recreational areas, demarcation of the wetland and railway reserve. It is only then that proposal for the various land uses will be adequately addressed.

Expected output

Well-planned neighborhood

PROJECT PROFILE

Sector	:	Technical Services and Works
Sub-Sector	:	Engineering
Title	:	Pedestrian walkways CBD
Implementing Agency	:	KCC – City Engineer/Surveyor
Location	:	Roads in CBD
Total Planned Expenditure	:	Shs. 1,835,215,200
Funds Secured	:	Shs. 1,500,000,000
Funding Gaps	:	Shs. 335,215,200
Status	:	Bid opening on 27/02/2004

Objective

To give smooth movement and protection to pedestrians and keep the City clean

Background

The availability of efficient, affordable and safe mobility is a key necessity for sustainable economic and social development, both at the city and household level. It follows that the lack thereof results in reduced opportunities for income generation and social exclusion.

For decades, transport planning and management and infrastructure provision have overlooked the fact that large proportions of the urban population (more in particular: the urban poor) are dependent on walking and (to a lesser extent) cycling). Motorised forms of transport (public transport, private cars) are outside their reach.

A number of recent studies, including those under the World Bank/UNECA Sub-Sahara Africa Transport Programme (SSATP) have concluded that this negligence has in many cases resulted in transport systems where the poor lack basic mobility and suffer disproportionately from traffic safety.

In Kampala city, although some form of provision for pedestrian had been made, the roads look do not smart with the side pavements uneven due to lack of slabs. Worse still there are broken slabs, which were laid many years ago. These areas are a source of dust and silt, which not only blocks storm- water drains when it rains, but also makes pedestrians dirty in the course of their movement.

Some pavements that have been covered by premix or surface dressing tend to wear away and/or get broken after a short time. Individuals who cover their shop fronts, use slabs of different shapes, sizes and some use slate stones, which makes the well- intentioned idea look clumsy. This project will ensure that all pavements are uniform and neat to accommodate the pedestrian traffic.

Technical Description

The project involves the clearing and levelling of required areas of a minimum of 2 metres width, placing and levelling of lake-sand (about 50mm thick), aligning well 600x600x50mm concrete slabs, finishing with a cement/sand mortar in the joints.

BASIC URBAN SERVICES

The provision of adequate water and sanitation services is one of the most critical challenges that cities in the world experience now. Particularly the urban poor face health-related problems due to limited or non-existing access to drinking water, sanitation and solid waste management. But lack of these basic services affects the dignity of the poor and their economic development. The provision of these services to the poor requires not only efficient and flexible approaches to involve committed public and private partners. Municipalities need to develop new capacities to address basic urban services provision as a strategy for the poverty reduction and environmental improvement.

In order to improve on the assistance to its city partners in this area, the French, Swedish governments and the World Bank extended assistance to Kampala City Council in the three projects namely: Kampala Urban Sanitation Project (KUSP) Ecological Sanitation (ECOSAN) and the Local Government Development (LGDP) Program respectively.

1. KAMPALA URBAN SANITATION PROJECT (KUSP)

Sector:	Health and Environment
Sub-Sector:	Primary Health Care
Title:	Kampala Urban Sanitation Project
Location:	Kampala
Implementing Agency:	KCC
cost:	Euros 5.4 million
Source of funding:	French Development Agency (AFD)/KCC
Duration:	30 months
STATUS	Works have commenced

Main objective

Improve the living conditions of the urban poor communities of Kampala by supporting safe water supply and sanitation infrastructure, and small occasional developments proposed by the population.

Background:

The Project was conceived as a result of a series of cholera epidemics that inflicted the slum communities of Kampala between 1997 and 1999.

The Project is funded by the Government of Uganda in partnership with the French Development Agency (FDA).

The Project will be implemented in 35 urban poor parishes of Kampala City and KCC is the implementing Agency.

Target group(s) and stakeholders

The project will be implemented in 35 urban poor parishes of Kampala City, were selected in a stakeholders meeting held in Colline Hotel Mukono on 22nd August 2000. The parishes were selected with guidance of a pre-feasibility report using following selection criteria; cholera attack rates, population density, informal settlements, poor excreta and water coverage, and the poverty index.

The project will support appropriate sanitation infrastructure, safe water supply infrastructure, health education and promotion, community capacity building and institutional support activities within Kampala City Council.

Project objectives:

The principle objective of the project is to improve living conditions in urban poor communities in Kampala by supporting safe water supply, sanitation infrastructure and creating an enabling environment for maintenance and sustenance of the investment.

The principle objective is to improve the living conditions in the urban poor communities in Kampala by supporting **safe water supply, sanitation infrastructure** and creating and enabling environment for maintenance and sustenance of the investments.

Specific objects:

- To improve excreta waste disposal in the urban poor parishes/communities.
- To improve safe water supply in the urban poor parishes/amenities.
- To raise awareness about personal and environmental hygiene in the urban poor communities.
- To built capacity among the participating communities to ensure sustenance of the investments.
- To promote institutional capacity for support supervision and quality assurance of the investments.

Preparatory activities accomplished (phase I):

- Set up a PCU with Project Coordinator and the specialist.
- Procured office equipment
- Procured an external auditor
- Procured technical assistance for supervision of works and prepared tender documents for feasibility study, monitoring and evaluation
- Procured 2 vehicles.
- Procure 5 motorcycles
- Carryout country mobilization

Proposed activities for phase II:

- Acquisition of land
- Construction of 50 toilets

- Construction of 140 stand posts
- Revamp 35 disconnected stand posts
- Protect 25 springs
- Repair 15 contaminated springs
- Construct 15 rainwater-harvesting units in schools.
- Construct 3 water fountains.
- Procure 2 cesspool emptier

Implementation: Phase III (July – June 2003/04)

- Construction of 50 toilets.
- Construction of 140 stand posts.
- Revamping 35 disconnected stand posts
- Protection of 25 springs
- Repair of 15 contaminated springs
- Construction of 15 rain water harvesting units in schools.
- Construction of 3 water fountains.

PROJECT OUTLINE

SECTOR:	Health and Environment
SUB-SECTOR:	Primary Health Care
PROJECT TITLE :	Ecological Kampala Sanitation Project
DURATION :	3 Years, ending December 2005
PROJECT COST :	USD. 900,000
IMPLEMENTOR :	Kampala City Council
FUNDING INSTITUTION :	Swedish International Development Agency

BACKGROUND:

Uganda is one of the countries in the eastern part of Africa. Its capital, Kampala, is located on the western shores of Lake Victoria. Kampala city being the capital is the hub of political, governmental, commercial, and industrial and transport activities in the country. It has an area of 196km² and a population of about 2 million people. The city is characterized by high water table and poor drainage, and about 30% of the population dwell in the swampy and poorly drained areas (slum settlements). Sanitation is one of the challenges of Kampala city. The current sanitation services include “flash and discharge”, “drop and store” or “drop and discharge into the water channels”. Approximately 78% of Kampala’s population uses the drop- and store sanitation system while 2% are completely devoid of toilet facilities. However, majority of the above population is settled in slum settlements, which are commonly located in high water table areas.

Reasons for Poor Sanitation Situation in the City

- Poverty leading to inability to afford an appropriate toilet facility.
- Overcrowding especially in slum areas (lack of space for toilet construction)

- High water table and making the technology of sucking toilets unaffordable.
- Poor drainage system in the city
- Poor solid waste disposal and management in
- The authorities have not been giving priority to sanitation related issues.

Project Background:

In view of the above sanitation problems, KCC is piloting a project for promoting ecological sanitation in the city. The project aims at developing and demonstrating a holistic sanitation system in the disadvantaged areas of Kampala, including developing toilet designs and systems for re-use of human nutrients in farming, training and promotion of activities.

Goal: improve the standard of living for people living in poorly sanitized areas of the city.

Objectives:

- To develop appropriate system of ecological sanitation for peri-urban Kampala.
- To prepare for the large-scale implementation in peri-urban Kampala of the developed ecological sanitation system.
- To strengthen the institutional framework for the sanitation sector under KCC jurisdiction.

Project Output:

The following are the outputs expected to be delivered by the Project:

1. Project structure, components and activities developed and operationalised.
2. Developed Ecological Sanitation System, which is suitable and manageable for peri-urban areas.
3. Trained and built capacities in ecological sanitation and associated systems.
4. Developed toilet designs (at least 3 alternatives) suitable for ecological sanitation in city.
5. Promote and Raise Awareness on Ecological Sanitation and Associated system.
6. Developed ecological sanitation systems which pose no threat to human health and hence no negative effects if well managed.
7. Developed and Operationalised model for popular use of human nutrients in farming.
8. Developed structure for further implementation of ecological sanitation in Kampala.

Project Implementation Structure:

The project is implemented by KCC under the directorate of Health and Environment. This is mandated to plan, implement supervise and monitor health and environment projects and issues in the city.

The project is headed by a Project Steering Committee responsible for co-ordination, support, approve plans budgets and reports.

The project is managed by a Project Management Unit which is composed of five units namely:

The project has five units that is:

- Project administration unit responsible for outputs 1, 2, 3, and 8

- Design unit responsible for output 4 above
- Promotion unit responsible for output 6 above
- Health unit responsible for output 6 above
- Agriculture unit responsible for output 7

A Project Manager assisted by an Assistant and Technical Advice is responsible for the first unit. Each of the other units is headed by part - time development co-ordinator and an assistant. It is supported by unit members who come in, in a while to especially plan. This poses a big Challenge to running of the project activities.

Activities carried out to-date:

All Project personnel and equipment are in place. A detailed 9 month workplan for implementation has been prepared and coordination with stakeholders has been initiated.

Challenges:

- Co-ordinator are part-time employees.
- Delayed procurement of logistics
- Length internal administrative procedures
- Designing a collection system for nutrients in the densely populated area

Project Monitoring:

The project is yet to come up with a monitoring plan, which will include beneficially individuals, communities, technical officers and project staff.

Sustainability of future Project Activities

At the end of the project life, the project will recommend an appropriate sanitation system, with integration of ecological sanitation. The system will define roles, responsibilities and principal actors based on a participatory approach.

3. The Local Government Development Program (LGDP II)

This programme has been extended for another three years effective 2003/2004-2005/2006, where Kampala City Council is accessing Shs 5,645,835,587 from Central Government in the first year. LGDP II has two components i.e. local development grant and capacity building. Accordingly these funds have been allocated for investment projects using a stakeholder consultation and eventually a investment plans drawn for them. (See annex)

OTHER SECTORAL PROGRAMMES

HEALTH AND ENVIRONMENT

1. KAMPALA DISTRICT HIV/AIDS PROGRAMME

Objectives

- Prevent further transmission of HIV/AIDS in the District.
- Mitigate the socio-economic impacts of the HIV/AIDS epidemic through the provision of care and support for those infected and affected.
- To develop the District capacity for the prevention and control of HIV/AIDS epidemic in the District.

Achievements

- There has been an increased number of NGOs/CBOs implementing HIV/AIDS activities in 2002/2003 i.e. 47 as compared to 2001/2002 i.e. 17.
- There is increased involvement of the various sectors in Kampala City Council in implementing HIV/AIDS activities.
- There is remarkably great improvement in the bureaucracy of requisition of funds in KCC.
- There is increased participation of DHAC members in both the District initiatives and CHAI activities.
- There is demand driven for CHAI projects after a change in implementation.

Challenges

- Change in administration with lack of proper guidance and preferably an induction course on implementation of HIV/AIDS led to a delay in implementation of HIV/AIDS activities especially the CHAI projects.
- Political interference leading to delay in the submission of proposals to the District office.
- Motivation of staff: DHAC members are required to meet at least twice a month. However during the 2002/2003 Work Plan this was not adequately taken care of leading to demoralization of some of the members.
- Some DHAC members still define HIV/AIDS as a health problem leading to some of them keeping away.
- Lack of staff, the project is so demanding in that there is need for support staff to take care of the District and CHAI initiatives of which the DHAC members cannot fully fulfil due to other obligations as well.
- Awareness of the level of the staff (DHAC members) in the project about the procedures, guidelines for the CHAI and District initiatives, which leads to poor monitoring and supervision.

2. TUBERCULOSIS CONTROL SERVICES KAMPALA DISTRICT

National approximately 36,000 tuberculosis (TB) cases are notified to the National Tuberculosis and Leprosy Program. 9000 (25%) is notified by Kampala district. In an effort to strengthen TB control services and reduce morbidity and mortality due to TB the District Director of Health Services (DDHS) Kampala established a TB office.

Objectives

- To Co-ordinate Tuberculosis control activities within Kampala district
- Liase with and give technical support to all health units within Kampala district regarding tuberculosis control activities.
- To strengthen the monitoring and surveillance system of tuberculosis in Kampala district.
- Streamline the management of Anti-TB drugs in Kampala health units
- Explore modalities for the involvement private sector in TB control

In an effort to improve TB control services, implementation of TB control has been phased in the following:

- Improvement of Tuberculosis laboratory services
- Improvement of diagnosis and management of Tuberculosis
- Improve community awareness of tuberculosis to improve tuberculosis health care seeking behaviour

Achievements

- Quality assessment/quality control in microscopy laboratories in Kampala
 - A survey among 22 laboratories performing sputum microscopy in Kampala district.
 - A focus group discussion was held to identify aspects of the process of sputum microscopy under technician control; what aspects of projects can technician control and improve
- Organised sputum microscopy training for health scientists
The following recommendations were made during the survey and Focus Group Discussion:
 - Continuous Medical Education (CME) training sessions in tuberculosis have been conducted in Lubaga, Mengo, Nsambya hospital. Further CME sessions will be conducted in all government and non-Governmental hospital within the city before the end of the financial year.

Laboratory Related Recommendations

- Sputum examination should be standardized, therefore Standard Operating Procedures (SOPs) should be provided

- A technical person should be involved in the panning, budgeting and purchase of laboratory materials and reagents
- There is need for a constant supply of sputum microscopy materials and reagents by both the NTLP and Kampala City Council
- Concerned authorities, KCC endeavour to improve to maintain and also make appropriate repairs to the laboratory infrastructure
- Periodic quality control should be carried out involving all units, government, private and Non-Government Organisations.

General Recommendations

- Need for other professionals to recognize and value the laboratory services in patient management.
- Recruitment of more qualified staff to reduce the current workload, which directly affects the quality of services.
- Needs for a District Laboratory Technologist for supervision and coordination of TB laboratory services.
- Need for continuous medical education at unit level to address knowledge gaps such as those identified in completion of the TB laboratory register.
- Refresher training for laboratory staff should be organised and also made regular.
- There is need to involve private practitioners in management of TB patients.
- Training and sponsorship of laboratory related research.

Strategies

- Conduct continuous TB health education sessions within the community of Kampala. The different types of media available in Kampala will be used to reach the community. Political leaders will be required to play a vital role in advocacy for TB control services.
- To strengthen TB control services in the city by involving the private sector, as it is where most people seek for health care.

Planned activities for the year 2003/2004

- Introduction of a district TB register by September 2003
- Conduct sensitisation workshops and film shows on tuberculosis within the community of Kampala City. Workshops aimed at increasing awareness about TB so that the community gets involved in providing support to those with TB.
- Radio and television messages about tuberculosis
- Training of 5 Health care workers in management and supervision of TB services (District TB and leprosy Course – Buluba). These will be responsible for supervision of TB and Leprosy services within the five divisions of the city. (One per division).
- Support to a medical officer to attend an International Tuberculosis Course Arusha – Tanzania (3 weeks – course). The course emphasizes the theory of tuberculosis through lectures and discussion, the conduct of a national tuberculosis programme under field conditions that is taught

- primarily by practical field experience in the sputum microscopy laboratory, at the district tuberculosis centre and in the hospital.
- TB continuous medical education to clinicians involved in the management of TB in the various hospitals and health facilities in Kampala (both government, non-government and private health facilities)
 - Isoniazid prophylaxis therapy (IPT) among HIV positive people in Nsambya Home Care and Kiswa health centre. Pilot program aimed at studying the feasibility of implementing IPT in the general health care. Information generated from the pilot project will be used to develop a national policy on IPT.
 - Refresher training for laboratory technicians\technologists involved in the laboratory diagnosis of TB
 - Survey of laboratory capacity to conduct sputum smear microscopy
 - Computerization of TB data
 - Establishment of referral system for specimens for culture and sensitivity from Kampala Health facilities to the National reference laboratory

Source of Funding

- The activities will be funded mainly by Kampala Council, Central government (Primary Health Care conditional grant), External sources e.g. AITRP at CWRU

Expected outcome

Improved case holding among TB patients notified to the national tuberculosis and Leprosy Control programme.

GENDER AND COMMUNITY SERVICES SECTOR

1. COMMUNITY MANAGEMENT PROGRAMME (CMP)

This programme was initiated in Uganda in the early 1990s.

Three district. i.e. Mubende, Mpigi and Kampala were selected as pilot areas.

The programme aims at empowering local communities with knowledge, skills and resources so as to participate in identifying and implementing programmes affecting their lives.

In Kampala, Nakawa and Kiwatule Parishes were selected for the project. So far the following have been done: -

- Nakawa Parish Wash Hand Closet Project was the project identified by Nakawa residents, and it is being constructed.
- Piped water installation and establishment of a market are the projects identified by Kiwatule Parish. The water project has gone far, but the market project is still in its infancy.
- Training programmes to impact knowledge in various areas are conducted by staff, to the community groups.

- Workshops were conducted to sensitise both District and Divisional leaders about the programme, and it was resolved that it should be extended to other divisions.

The external funders pulled out and the Central Government has not identified any other.

2. FUNCTIONAL ADULT LITERACY (FAL) PROGRAMME

This is a programme, which is geared towards poverty alleviation. KCC was enrolled in this programme in 1999.

Objectives

- To reduce that rate of illiteracy among youth and adults.
- To enable learners to actively participate in their individual development and that of their community.
- To build the capacity of communities to engage in Income Generating Activities (IGA) to increase household income for eradication of poverty.
- To speed up development activities at community level.
- To build the culture of continued learning while at home and at work.

Activities:

- Training of FAL Supervisors.
- Training of FAL Instructors.
- Organizing FAL classes. The usually last for one year and the learners graduate after passing a proficiency Test.
- Purchase of FAL materials e.g. Chalk, Chalk Boards, Books (PRIMERS)

This Department is comprised of the following sections;-

- Gender and Community Services
- Probation, Youth and Social Welfare
- Social Rehabilitation of People With Disabilities (PWD) and Elderly
- Culture and Antiquities

Goal

“To empower and facilitate the communities particularly the vulnerable groups, to realise and harness their potential for purposes of full and sustainable development”.

Objectives

- To sensitise communities particularly the marginalized groups on their legal rights and how they affect their lives.
- To mobilise, organise and empower vulnerable groups and other members of society, and empower them with knowledge and skills for community development.

- To promote community participation in identifying, planning and implementation of development programmes.
- To guide, co-ordinate and work in partnership with civil society, research institutions, higher institutions of learning and the private sector.
- To encourage and promote community based rehabilitation of the disabled.
- To ensure that adequate standards are maintained for the health, education and welfare of children in Kampala.
- To promote and preserve positive cultural relationships.

EDUCATION AND SPORTS SECTOR

1. Education Assessment and Resources Services/Special Needs Education (EARS/SNE)

The mission of the programme is to “provide appropriate educational services to all children with Special Education Needs (SNE)”

The programme targets children from 0 – 18 years.

Background

EARS/SNE programme was introduced in 1993 in all district and jointly funded by the government of Uganda and DANIDA the programme has focused on training teachers on handling children with physical disabilities. It also provides facilities and equipment for teaching.

Objectives

- To identify children with Special Education Needs in the Kampala District
- To assess children with Special Education Needs.
- To place children with Special Education Needs in schools/units (inclusive education) and other Institutions.
- To establish special units/homes for children with severe Special Education Needs
- To equip teachers with skills in management of children with Special Education Needs.
- To create awareness in all the stakeholders about children with Special Needs Education.
- To provide educational materials and information to teachers and parents about children with Special Needs Education.

Key achievements for 2002/2003

- 380 children with Special Educational Needs have been identified and placed in ordinary schools.
- 120 parents have been trained in management of children with Special Education Needs

- 7 children have been trained in mobility and orientation
- 110 teachers have been trained in classrooms management about children with Special Education Needs
- 35 schools management committees and teachers sensitised about the welfare of children with Special Education Needs.

Constraints/challenges

- No funds are released by the district for any EARS/SNE activities.
- The veterans who are occupying the space by the perimeter wall separating the EARS/SNE centre and St. Balikudembe market are a health hazard.
- There is no maintenance of EARS/SNE buildings and educational equipment.

2.Basic Education in Urban Poverty Areas (BEUPA)

Background

There is a considerable number of children who did not have the chance to attend school at the right age or dropped out for various reasons (working children, poor children, orphans, and other disadvantaged children) despite the introduction of UPE. This depends on a number of factors ranging from lack of money to lack of time.

It is the concern of BEUPA, to offer three-year non-formula courses in general basis education and in some pre-vocational skills to these children. With the help and the commitment of the surrounding communities in this endeavour, the life perspectives of these children will be enhanced.

Objectives

- To improve the capacity of the education department of urban authorities with large populations of urban poor children to deliver non-formal basic education.
- To increase community demand for and participation in basic education activities.
- To develop a three-year non-formal education package.
- To test strategies for supportive measures and career guidance
- To further develop the pre-vocational skills approach and implement it.
- To work on the inclusion of BEUPA products and services into ESIP in the decentralized system.

Achievements for 2002/2003

- Trained (induction) 30 instructors (17 male and 13 female)
- Trained (in-service) 126 instructors.
- Supervised 62 learning centres
- Provided scholastic materials to all the 62 learning centres including end of year assessment and reports.

- Published 2 learners' books Tusome Oluganda 1, Tuyige Okubala 1 and corresponding instructors guides 1-3 for year 1 are already in the process of printing.
- Produced and translated into Luganda a set of six peer education books on HIV/AIDS, sexuality and development.

FINANCE AND PLANNING SECTOR

1. THE INTEGRATED FINANCIAL MANAGEMENT SYSTEM (IFMS)

Background

The Government of Uganda with support from the World Bank, the Department for International Development (DFID) and the Loyal Netherlands Embassy is implementing the Integrated Financial Management System (IFMS). IFMS is a computerised budgeting, accounting and reporting systems

Project objectives

- To improve on public financial management and accountability in Government Ministries/Departments and Local Governments
- To enable the Government of Uganda to plan and use its financial resources more efficiently and effectively

Project Implementations

Ministries of Finance, Planning and Economic Development is spearheading the implementation of the IFMS on a pilot basis in 6 ministries and Government Institutions and 4 districts (Local Governments) including Interfaces with Bank of Uganda and the Uganda Revenue Authority. The IMFS is to go live in the first week of February 2004. The system will be rolled out to other Ministries, Agencies and Local governments effective next financial year up to June 2006.

Achievements (IMFS)

- Equipment received and installed at KCC headquarters and Central Division. These include computers, generators, server room, fire extinguishers, printer and soft ware.
- Main equipment users have been trained on the six financial modules / reforms.
- New Chart of Accounts has been received and is already operational.
- Training of finance staff in financial management courses is on going.

Constraints

- Increased pressure on the existing staff in the Finance Department, who are involved on more than one project
- Lack of motivation in terms of allowances

2. LOCAL GOVERNMENT REVENUE MODULE (LGRM)

Background

During the IFMS study phase, KCC emphasized that Local Governments spend out of what they collect (as local revenue from taxes) and transfers from Central Government.

Given the fact IFMS is expenditure based, for Local Governments to benefit from the financial reforms being introduced under this project there was need to address the issue of local revenue performance in Local Governments.

A study is already underway, by Ernst and Young (E&Y), out of which a Local Government Revenue Module shall be developed. The study commenced in September 2003. All districts piloting the IFMS are also carrying out the LGRM study and Kampala district is spearheading this study.

Objectives of the LGRM

- To identify and assess strategic business issues (Internal and External), Including impacts of existing deployments of people, processes and technology.
- To identify local revenue mobilization strategies within the existing legal frameworks
- To develop a consensus and commitment to the Information System, Technology Architecture Plan.
- To design a Revenue Management Module with specific reference to the definition of the user requirements and functional specifications
- To develop a comprehensive Business Re-engineering program incorporating transition strategies to attain the proposed improvement portfolio to subsequently transform the existing processes into more effective, efficient and transparent system
- To detail out cost estimates of implementing the Revenue Management Module and the associated change program

The LGRM will interface with the IFMS

The deliverables for this project include:

- An inception report
- 1st Interim Report;- The Revenue Management Framework and Business Process review
- 2nd Interim Report;- Functional and Technical specifications and the Information System Architecture
- 3rd Interim report; Resource requirements
- 4th Interim Report;- Implementation Plan, Revenue Project, Charter and Risk Management plan.
- Draft consolidation of all reports.

The successful completion of the study will lead to the development of the local Government revenue module, which will be implemented in the pilot sites and later rolled out to other Local Governments.

Achievements (LGRM)

- Held several workshops at which findings were discussed and way forward agreed on with stakeholders
- Inception report was received and reviewed
- 1st and 2nd deliverables were received and are still under review

Constraints

- Counter part staff are also engaged on other projects/ programmes in addition to the routine work- they are not available full time. As a lead team for the project, there is need to have some full time staff.
- Lack of motivation

2. GEOGRAPHIC INFORMATION SYSTEM (GIS) Unit

Background

At the start of November 2003, KCC fulfilled its desire to have a Geographic Information Systems unit (GIS) after a 12-month period of preparation and consultations. The GIS unit is meant for the provision of spatial information that would be used in City Management. The GIS unit has been established as part of the Strategic Framework for Reform (SFR under the Local Government Development Programme (LGDP), financed by the World Bank. The unit has been established as a pilot project running until 30th July 2004 in which three pilot activities are to be undertaken.

The need for GIS was recognized by the ICT steering committee during the Jinja workshop held on 21st – 23rd May 2003. GIS was recognized as a decision support tool that can greatly enhance the operation and management of functions and services in the City. A study by a consultant followed between August 2003 and September 2003 in which it was further noted that pilot studies would be undertaken in the process to establish the GIS unit. A list of 8 potential studies was identified for the pilot phase. These include;

- Topographical basemap of Kampala (with buildings, roads, contour and land use)
- Digital Cadastre Maps
- KCC Master plan 2004
- Billboard Management Information System
- Property Valuation Information System (linking available list with properties)
- Linking TRIM and the Digital Cadastre Maps
- Kampala Road Information System
- School Location Information System

Objectives of the GIS Unit

The main objective of the KCC GIS unit is to provide different departments within KCC with spatial information driven services. All departments with KCC will then refer to the GIS unit for their spatial information requirements. Specifically the GIS unit is expected to achieve the following;

- Establish spatial information systems on Kampala City for the provision of information to support decision making
- Sensitise the KCC leadership and management teams in the various departments on the potentials of GIS in City Management
- Design pilot information systems of identified pilot studies to act as models for the design and implementation of other information systems in KCC
- Provide training to identified KCCC staff in basic GIS concepts and operations
- Identify projects that can be sustainably undertaken after the pilot phase period to enhance continuity of GIS use in KCC

Priorities

Given the enormous work and activities involved in all identified potential pilot studies, prioritisation was done on the basis of criteria scores for all the potential studies. The criteria used in the evaluation included;

- Cost effectiveness (return on investment < 1 year)
- Legal obligation of KCC
- Saving costs for better services
- Sustainability
- Maintenance level
- Risk analysis

Based on the above criteria and scoring of the potential pilot studies, three pilot studies were identified for the pilot phase of the GIS unit establishment project. These pilot studies, which are underway, include;

Creation of a Topographical Basemap of Kampala City

- The objective is to create a topographic basemap of Kampala City. This involves creation and up dating of an accurate Kampala basemap (using Quickbird Satellite Imagery) to be used as a reference for spatial information requirements by all departments. It includes buildings, roads and contours.

Property Valuation Information System

- The objective of the pilot study is to digitise all properties in a selected pilot area and link them to the existing valuation and payments database

Road Information System

- The objective is to digitise all roads data using the Quickbird satellite imagery and link them to the KUTIP data by linking the attribute information to the road network database. This is meant to support road maintenance programme of KCC.

Phasing of the Pilot Studies

The proposed pilot studies are implemented under the following phases;

- Phase One; Creation of a property valuation Information System for a selected pilot area of Bukasa in Makindye Division
- Phase Two; Creation of a Road Information systems for the same pilot area
- Phase Three; Creation of the Kampala Base map using the Quickbird imagery for up-to-date information

Targets

- A prototype and operating Property Information System
- A prototype and operating Road Information System
- A Digital Topographical map of Kampala
- An accomplished sensitisation campaign in KCC

CHAPTER SEVEN

UNFUNDED PRIORITIES

7.1 PRODUCTION AND MARKETING

7.1.1 Crop Production: Un funded Priorities

Sector Rank	Activity description	Output of Activity	Location	Cost '000
1	Finalising the process of approving the Bills for Ordinances related to Urban Farming	Revised and passed ordinances related to urban agriculture	District activity	9,500
2	Developing and testing guidelines to give detailed guidance to the implementation of the laws on urban agriculture	A set of guidelines to the ordinances related to urban farming developed	District activity	15,000
3	Lobbying for the development and approval of a central government policy on urban farming	Policy on urban farming developed	District activity	12,000
4.	Develop a sensitisation documentary, training manuals and guides on urban farming in Kampala city	Sensitisation Documentary, training manuals and guides developed	District activity	28,700
5	Exposure tours to agricultural research centres, and other cities practicing urban farming in the sub-Saharan region.	Capacity for staff to deliver extension services and other related activities built	District activity	25,000
6	Carry out a nutritional survey and develop nutrition intervention programmes for Kampala City	Nutrition intervention programmed developed and commissioned.	District activity	35,300
Total for un funded priorities				125,500

7.1.2 Fisheries Section: Un funded Priorities

Sector Rank	Activity description	Output of Activity	Location	Cost
1	A survey to establish information on fish storage facilities, fish weights, fish mongers and fish supplies in the District	A data base on fisheries statistical data established.	District activity	35,000
2	Inspection of fish and fish handling facilities	Reduced post harvest fish losses.	Fish markets, landing sites and processing plants in the district	9,300
3	Construction of a Fish fry centre and Certified Fish fries supplied to farmers at a subsidised cost.	Fish fry production centre established	Nakawa Division	100,000
4	Construction of a fisheries office in Gaba	A fisheries office established	Gaba	10,000
Total for un funded priorities				154,300

7.1.3 Animal Production and Extension: Un funded Priorities

Sector Rank	Activity description	Output of Activity	Location	Cost
1	Equipping the sector's office with typing & communication facilities	All office work produced in time All necessary information communicated in time	Head office	6,500
2	Training of staff in different fields and sharing of international experience. At least to have 2 staff trained each year.	Capacity of the staff built at international level	Abroad	44,100
3	District celebrations for national & international days. These include World Food Day, Farmers' Exhibition & competitions	Many stake holders involved in the celebrations	Kampala district	25,000
Total for un funded priorities				75,600

7.1.4 Co-operative and Marketing Section: Un funded Priorities

Sector Rank	Activity description	Output of Activity	Location	Cost
1	A survey to establish information on co-operative societies in the District	A data base on co-operative statistical data established.	District activity	27,000
2	Conducting sensitisation seminars for political leaders, technical staff and co-operators	The new co-operative programme aimed at poverty eradication implemented.	District activity	16,600
3	Taking stock of societies achievements, short comings and proposing possible solutions	All co-operative society activities audited	District activity	25,000
Total for un funded priorities				68,600

7.1.5 Labour Section

Sector Rank	Activity description	Output of Activity	Location	Cost
1	A survey to generate labour statistical information	A data base on labour statistical information established.	District activity	30,000
2				
3				
Total for un funded priorities				

7.2 TECHNICAL SERVICES AND WORKS

7.2.1 Engineering

Sector rank	Activity description	Output of activity/ impact of cut	Location	Cost (US\$)M
1	Kampala Urban Traffic Improvement Plan (KUTIP) ⁴	Area-wide traffic management schemes, junctions and corridor improvements and road widening.	Central Business District.	75.95 ⁵
2	Kampala Drainage Master Plan (KDMP) ⁶	Improvement schemes for 7 out of the 8 drainage systems for Kampala.	Kampala District	70.74
3	Tarmacing all roads in Kampala		Kampala District	75
4	Lighting all streets/ roads in the City		Kampala City	9.25
Total Unfunded priorities				

7.2.2 Urban Planning and Land Management

Activity description	Out put of activity	Location	Cost '000
Embark on the preliminary studies and preparation for the review of Kampala Structure Plan	Report for the review of Kampala Structure Plan 1994 prepared	Entire City	2,600,000
Mapping exercise to capture and create a permanent up-to-date database on current topographical situation of Kampala.	Data base on topographical situation of Kampala established	Entire City	4,000,000
Re-develop land within the vicinity of the CBD by embarking on slum intervention programmes of slum clearance by acquiring land and purchasing land for thorough re-planning and development of the area.	Approved plans for extended CBD prepared	Entire City	561,000
Facilitate the development of housing estates for the low income people	Serviced housing sites	Sites to be selected	12,500,000

7.3 EDUCATION AND SPORTS

Sector Rank	Activity Description	Output of Activity/Impact of cut	Location	Cost '000
1. Transport Double Cabin Pick-up	Purchase of a vehicle	Facilitate: Inspection of schools Monitoring &	Makindye Division HQRs	40,000

		supervision of schools Co-ordination with HQRs and the field		
2. New Primary School	Construction of a new school Purchase & survey of land	Increase school access Save children from travelling long distances	Lukuli/ Nanganda area/ parish	75,000
3. Water Tanks & sanitation facilities (Bathrooms) for girls	Provide water tanks Construct toilets & bathrooms for girls	Girls' access increased Girls' retention increased Girls' performance improved		

7.3.1 Public Relations

ACTIVITY DESCRIPTION	OUTPUT OF ACTIVITY	LOCATION	COST '000
Radio Station	Intensified Publicity	City wide	200,000
TV Programs	“	City wide	26,000
Brochures and Souvenirs	“	City wide	20,000
City News	“	City wide	28,000

7.4 Public Health

Rank	Activity description	Output/Impact of Activity	Location	Cost.
1	Theatre, Maternity & laboratory equipment	Reduction in MMR and IMR	Kawempe, Kiruddu and Kawala Health Centres	800,000,000
2	Purchase of 4 Cesspool Emptiers	Improvement in Sanitation levels	One per Division	380,000,000
3	Purchase and Development of new Landfill.	Improved solid waste management.	Site to be determined	150,000,000
4.	Purchase 5 double cabin pick-ups and 10	Further decentralization of Health services to the Divisions and	One pick-up per Division and two motorcycles	302.000,000

	motorcycles.	effective Inspections of premises and support supervision.	Division.	
5	Purchase of 5 Ambulances	Strengthening of the Emergency Health Services and Referral Services, reduction in deaths due Road Traffic Accidents	One Ambulance per Division (Health Sub-district)	200,000,000.
6.	Water testing facilities and reagents	Provision of Safe water to communities.	Regular testing of all water sources in all 99 parishes	100,000,000
Total				1,932,000,000/=