



African Water Association (AfWA)
Association Africaine de l'Eau (AAE)

RASOP-Africa

Reinforcing African Sanitation Operators capacity through peer-to-peer learning
Partnerships

PARTNERSHIP

KCCA-EWS

(Uganda)

(South Africa)

*For a better management of non-sewer
sanitation in Kampala city*



BACKGROUND AND RATIONALE OF THE PROJECT

Access to safe drinking water and adequate sanitation is a daily struggle for many city dwellers in developing countries, particularly in Africa. Moreover, it arises, for populations having adequate sanitation to autonomous type, the problem of the management of drainage sludge generated by these facilities. Armed with these findings, several African countries, with the support of donors, want to reverse the trend by implementing various models of development of autonomous sanitation. It is in this context that the African Water Association (AfWA) with the financial support of the Bill and Melinda Gates Foundation (BMGF) has implemented a three-year project (2016-2018) entitled "Reinforcing Capacity of African Sanitation Operators on non-sewer and faecal sludge management systems through peer-to-peer learning partnerships (RASOP-Africa)". The project involves peer-to-peer mentorship and learning, whereby, the Kampala Capital City Authority (KCCA), which is the direct beneficiary of this program, is supervised by eThekweni Water & Sanitation (EWS) of the Municipality of eThekweni (Durban, South Africa) whose experience, developed in the area of FSM is proven successful and has resulted in effective improvement of sanitary conditions for the relevant populations. Through this partnership, AfWA intends to promote the establishment of FSM strategies and the identification of on-site sanitation projects for the city of Kampala.



MAIN CHALLENGES

The challenges in the provision of on-site sanitation facilities as well as in the delivery and improvement of the FSM services include:

(i)- Funding gap: Majority of the people who lack access to sanitation facilities are poor and have low incomes. Their inability to afford paying for sanitation facilities is further aggravated by the high prices of toilets, and the

lack of planning so that the money for emptying toilets is needed in 2-5 years depending on the time when the sanitation facility is due for emptying. The funding gap is further worsened by the lack of loan products from banks and micro-finance institutions to extend credit to low income households lacking sanitation facilities. Subsidies are not provided or supported by KCCA or any part of the government.

(ii)- Landlord-tenant relationship: A large proportion of the low-income categories of people are tenants. They lack authority to invest in construction of improved sanitation facilities on land that they don't own.

(iii)- Lack of innovations: There is a lack of innovations to develop new products for instance, to invent new desludging equipment that can access difficult areas and lack of capital to invest in manufacturing equipment or buying quality materials. There is no sufficient competition in the business of faecal sludge emptying to bring the costs down. This is further aggravated by the lack of sufficient treatment plants, resulting into long haul distances, which, together with the traffic jams, increases the cost of emptying to the residents. There are no innovations in resource recovery to generate competitive products that carry a higher financial value.

(iv)- Lack of subsidies onsite-sanitation: The sewerage services promoted by NWSC are heavily subsidised by government funding and that from donor grants and loans. The poor people in informal settlements, which have no sewers due to topographical challenges pay more for services.

(v)- Regulatory frameworks and enforcement: There are also challenges relating to regulatory framework and the failure to enforce the existing laws and regulations. This is caused by the: i) Inadequate budgets to support and monitor the enforcement of the regulations and laws; ii) Lack of a bylaw on sanitation or FSM in Kampala, even though there are plans to develop one; iii) Political interference often compromises law enforcement since there is a tendency for politicians to protect their electorate; and last but not least, corruption amongst some enforcement officers.



- **SWOT analysis of the Onside sanitation service in Kampala**

Strengths

- A strong institution (KCCA) with clear mandate to improve sanitation in Kampala City.
- Availability of vibrant and motivated skilled staff to spearhead OSS and FSM activities.
- KCCA technical leadership's willingness to support OSS and FSM improvements.
- A design manual developed,
- Minimum standards for OSS available,
- SOPs have been developed,
- City-wide GIS data base of OSS.
- Existence of the call center to support connections between emptiers and residents

Weaknesses

- Lack of a pro-poor strategy for funding OSS.
- Inadequate planning resulting in lack of land, and/or expensive RAPS for infrastructure.
- Lack of treatment capacity for FS generated in Kampala and surrounding areas.
- Long haulage distances coupled with traffic jams resulting into high costs of emptying.
- Lack of innovations to implement and operate modern treatment technologies incorporating resource recovery.
- Obsolete laws with little/no deterrent and insufficient monitoring and enforcement.
- Insufficient resources for city-wide advocacy to increase demand in OSS and FSM.
- Lack of financing/guarantee funds to support household OSS and renew truck fleet.
- Weak legal and institutional frameworks.

Opportunities

- Good coordination/working relations between KCCA & sanitation players.
- Existence of the PPP law, which supports private sector investment.
- Uganda is signatory to the ambitious SDGs and the pressure to meet them.
- Availability of markets for FS products.
- Good will from development partners to support sanitation improvements.
- Existence of vibrant partners like NWSC, which works on OSS and FSM.
- Established Associations of pit emptiers

Threats

- Informal private sector can't access credit.
- Unpredictable financial markets and high interest rates discourage private sector investment in FSM.
- High costs of on-site sanitation facilities and emptying services.
- Inadequately constructed and operated/ used OSS facilities.
- Lack of planning for emptying toilets, so that money to pay for emptying is needed in 2-5 yrs.
- Lack of investment authority by tenants to invest in OSS.
- Lack of political will to improve OSS & FSM.

DESCRIPTION OF THE PARTNERSHIP

The partnership between eThekwnini Water and Sanitation (EWS) and the Kampala Capital City Authority (KCCA) aims at improving the quality of urban faecal sludge management and non-sewer sanitation services and coverage for the city of Kampala through a better strategic sanitation planning, development of sustainable projects, and institutionalisation of sustainable operational and financing framework for sanitation in the city. This partnership includes several actions:

- Assessment of the situation of sanitation in the city of Kampala and other actors to respond to the need for remediation of the populations;
- organization of benchmarking missions to the

mentors for a sharing of best practices and knowledge;

- Elaboration of performance improvement plans;
- Capacity building of sanitation stakeholders' through thematic training sessions;
- Support during the preparation of the strategic urban sanitation plans (SUSAP) centered on onsite sanitation;
- Identification of bankable sanitation projects for funding by donors.



MAIN ACTIVITIES

DATE	PLACE	ACTIVITIES
25 - 26 January 2016	Dakar	Official launch of the RASOP, in the presence of the Executive Secretary of AMCOW
May 31, 2016	Kampala	RASOP kick-off workshop in Kampala at IREC
11 –13 July 2016	Durban	1 st benchmarking visit to eThekweni Municipality Water and Sanitation Unit (EWS)
October 2016	Kampala	Baseline assessment of the sanitation situation of Kampala
January 2017	Kampala	Audit of performance and elaboration of Performance Improvement Plan (PIP),
18-22 September 2017	Kampala	Training workshop on faecal sludge treatment technologies.
16-18 October 2017	Dakar	2 nd Benchmarking visit at ONAS, Senegal
23 and 24 November 2017	Bamako	Training workshop on the use of the African version of FSM toolkit and on the methodology to elaborate a Shit flow diagram
16-17 November 2017	Kampala	Strategic urban sanitation plan (SUSAP) workshop centered on non-sewer and faecal sludge management systems
January to March 2018	Kampala	Update of the Kampala Shit Flow Diagram (SFD)

5 staff and 3 private empties learned best practices through various benchmarking missions in Dakar and Durban.

1 Strategic urban sanitation plan centred on non-sewer and FSM for the city

A request to finance onsite sanitation projects to be submitted to African Water Facility (AWF/AfDB)

One of the key results of this partnership is the development of a strategic urban sanitation plan (SUSAP) centered on non-sewer sanitation and faecal sludge management for the city of Kampala. This plan describes the strategic objective and four strategic components:

- **Strategic Objective**

The objective of the SUSAP is to achieve sustainable access to improved onsite sanitation (OSS) and faecal sludge management (FSM) services in Kampala City.

- **Strategic components**

The SUSAP has four strategic components, namely:

- ✓ **Component #1: To improve the enabling environment, increase private sector and civil society participation for improving sustainable access to OSS services and FSM in Kampala city.**
- ✓ **Component #2: To build capacity and conduct research for improving sustainable access to OSS and FSM in Kampala.**
- ✓ **Component #3: To build infrastructure for sustainable OSS and increase treatment capacity of FS in Kampala.**
- ✓ **Component #4: To manage the program efficiently**

- **Actions' Plan**

Many interventions have been identified along the whole sanitation value chain to be implemented to improve OSS and FSM in Kampala City. The total amount of money needed to finance the SUSAP is US\$ 18,933,000 for a five year duration (2018-2022). This money should be pulled from various funding agencies, including Government of Uganda and development partners.

MAIN RESULTS

The following key results can be highlighted:

1 baseline report of the sanitation status of Kampala
1 Shift flow Diagram (SFD) of Kampala
1 performance evaluation report on FSM services in KCCA/ municipalities & small private providers
1 OSS Performance Improvement plan (PIP) for KCCA
2 experts trained on the use of FSM toolkit
25 experts trained on Faecal Sludge treatment technologies

Strategic components	Expected Results
To improve the enabling environment, increase private sector and civil society participation for improving sustainable access to OSS services and FSM	Improved enabling environment through developing the OSS and FSM and FSM ordinance
	Increased private sector involvement in sanitation service provision along the sanitation
	Improved safely managed sanitation at house hold level



To build capacity, conduct research and build the capacity of municipalities to improve sustainable access to OSS and FSM	Improved management of FS and improved understanding of running sanitation as a business
	Testing and demonstration of various resource recovery possibilities
	Improved OSS and FSM in other municipalities in Uganda (at least five)
	Construction of transfer stations/ Tanks
	Construction of 200 Public Toilets
To build infrastructure for sustainable OSS and increase treatment capacity of FS in Kampala	Five decentralised faecal sludge treatment plants, each capable of treating at least 50 m ³ /d of FS
	Omni processor capable of treating 500 - 1,000 m ³ /d mixed FS and organic solid wastes
To manage the OSSS and FSM program and services efficiently	Upscaling the condominal sewerage infrastructure with one system for each of the Decentralised FST plant
	Efficient management and administration
	Ensure smooth running of the operations
	Efficient monitoring and evaluation, audits
	To cater for all unforeseen expenses

• **Human Resources**

The implementation of this project will require a full-time project coordinator, and five other staff. The five will include at least one engineer, two project officers, a secretary and a driver will be needed. The project will also require an external technical support staff. Other functions necessary for this project, for instance procurement, accounting etc. will be done by the main stream KCCA staff, allocated the required amount of time on the SUSAP project.

• **Monitoring and evaluation**

This project will be evaluated at mid-year and at the end of project. External evaluators (consultants) will be hired to undertake this exercise. Internal quarterly, mid-year and end of year self-evaluations of the project will be done and reported alongside the normal reporting requirements by KCCA and as and when requested by the funding agencies.

LESSONS LEARNED

Preliminary lessons drawn after two years of implementation of the project in Kampala are as follow:

- **Governance:** Building Strong Political Will and Capacity
- **Vision setting:** Clear Targets with defined Implementation mechanisms and roles
- **Adapting knowledge and technology to local context-** Strong political-technical commitment, developing models, local capacity building and public participation
- **Building Partnership Confidence requires:** Accountability, Transparency, Involvement and Efficient Feedback;
- **Private Sector Development & Participation:** Evidence based Demand-Supply information, Risk allocation, Clear obligations, Incentives, Efficient targeted engagement and Transparency

OUTLOOK

- Submission of funding request to potential donors;
- Organisation of capacity building workshops for non-sewer stakeholders of Kampala;
- Final assessment of the project in Kampala;
- Organisation of a final workshop of the project.



PRESENTATION OF THE MENTEE

KCCA is a special corporate body that was put in place to govern Kampala City. KCCA was established in 2010 by an Act of Parliament. The actual operations of KCCA started in April 2011. As a corporate body, KCCA has a Minister and Deputy Minister. Below the Minister, there is a technical wing and the political wing. The technical wing is headed by the Executive Director, who is appointed by the President of the Republic of Uganda. The political wing is headed by the Lord Mayor, who is elected by the people of Kampala through universal adult suffrage. The political wing is responsible for policy issues and oversees the activities of the technical wing.

MANDATE OF KCCA

- To administer and mobilize local revenue and provide public services in the city
- To promote and control physical development in the city
- To promote socio-economic development in the city
- Ensure Provision of safe water and sanitation in communities

PRESENTATION OF THE MENTOR

eThekwini Water and Sanitation (EWS) is a unit of the eThekwini municipality and is responsible for the provision of water and sanitation services to all customers in the municipality. The Unit is continually looking for new and innovative ways to provide services to our customers and has been recognised through many awards and acknowledgements. EWS has been able to use GIS based tools, specifically developed call centre, electronic workflow and document management software to further improve service delivery.

EWS VISION AND MISSION

- To provide world class water and sanitation services to the citizens of eThekwini Municipality by 2030
- To provide efficient, effective and sustainable water and sanitation to the people of eThekwini in a customer friendly manner

The Reinforcing Capacity of African Sanitation Operators on non-sewer and faecal sludge management systems through peer-to-peer learning partnerships is funded at USD 2,546,447 by the Bill and Melinda Gates Foundation for a period of three years (2015-2018) and implemented by the African Water Association (AfWA). Through this project, AfWA will promote the implementation of strategies for the management of onsite sanitation and faecal sludge management in five African cities: Bamako (Mali), Yamoussoukro (Côte d'Ivoire), Yaoundé (Cameroon), Kampala (Uganda) and Lusaka (Zambia) with the National Office for Sanitation of Senegal (ONAS) and the Municipality of eThekwini in Durban, South Africa as mentors.

CONTACTS

Ives Magloire KENGNE

Coordinator of the RASOP-Africa program, imkengne@afwa-hq.org

Siméon KENFACK

Director of Programs, skenfack@afwa-hq.org

Sylvain USHER

Executive Director, susher@afwa-hq.org

AFRICAN WATER ASSOCIATION

Head Office

Côte d'Ivoire – Abidjan - Cocody, Riviera Palmeraie – Rond-Point, place de la renaissance-Immeuble SODECLI 2^{ème} Etage,

25 BP 1174 Abidjan 25

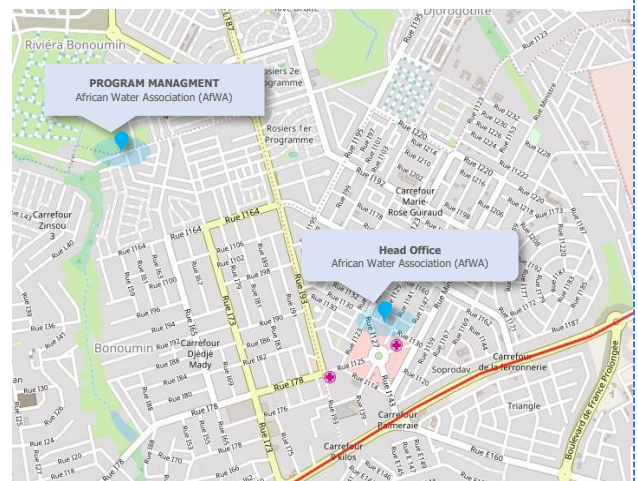
Tel : +225 22 49 96 11 / 22 49 96 13

Fax : +225 22 49 23 30

Programs Branch

Cocody, Riviera Bonoumin, cité Emeraude 7,

Tel : +225 22 49 96 11



www.afwa-hq.org



[African Water Association](#)



[africanwaterassociation](#)



[afwa_aae](#)