FOLLOW UP REPORT ON VFM AUDIT REPORT ON SOLID WASTE MANAGEMENT BY KAMPALA CAPITAL CITY AUTHORITY

A REPORT BY THE AUDITOR GENERAL

DECEMBER, 2017
THE REPUBLIC OF UGANDA

OFFICE OF THE AUDITOR GENERAL

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DECEMBER, 2017
31st December 2017

The Rt. Hon. Speaker of Parliament
Parliament of Uganda
Kampala

FOLLOW UP REPORT ON VFM AUDIT REPORT ON SOLID WASTE MANAGEMENT BY KAMPALA CAPITAL CITY AUTHORITY

In accordance with Article 163 (3) of the Constitution, I hereby submit my follow-up report on the audit undertaken on Solid Waste Management by Kampala Capital City Authority.

I would like to thank my staff who undertook this audit together with the staff of Kampala Capital City Authority (KCCA) for the assistance offered during the period of the audit.

John F. S. Muwanga
AUDITOR GENERAL
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INTRODUCTION

The collection, transportation and disposal of garbage in Kampala is the responsibility of Kampala City Council or its agents. Kampala City Council (KCC) was replaced by Kampala Capital City Authority (KCCA) in 2011 after the coming into effect of the Kampala Capital City (KCC) Act, 2010.

In 2010, the Office of the Auditor General (OAG) conducted and submitted to Parliament, a Value for Money (VFM) audit on the management of solid waste by KCC. The audit, which sought to ascertain the extent to which KCC had established a solid waste management system to manage garbage collection in the city for the period 2002 to 2007, covered all the five (5) divisions of the City namely Central, Nakawa, Rubaga, Kawempe and Makindye. The following findings were noted in the audit: the database on waste management was not regularly updated which affected proper planning and budgeting for solid waste management; solid waste management awareness campaigns were not being implemented; enforcement of the Solid Waste Management by-laws was poor; poor working conditions of personnel involved in garbage collection; delayed payment of wages to staff involved in garbage collection; inadequate transportation of garbage collected; failure to establish a proper mechanism to regulate the operations of private collectors; and inadequate supervision and monitoring of solid waste management activities.

In 2017, the Auditor General decided to carry out a follow up to:
- establish the extent to which KCCA had implemented the recommendations in the 2010 VFM report mentioned above;
- assess whether or not there have been improvements in management of solid waste in the city;
- Ascertain whether any new recommendations are needed.

1 Section 17 of the Local Governments (Kampala City Council) (Solid Waste Management) Ordinance states “The council shall, either by its agents, servants or licensed collectors, ensure that solid waste in the district is collected and conveyed to treatment installations or approved disposal sites to the extent required to satisfy both public health and environmental conservation requirements, and as provided in this Ordinance”.
METHODOLOGY OF THE FOLLOW UP

The audit was conducted in accordance with the International Organization of Supreme Audit Institutions (INTOSAI) Performance Auditing Standards and the Value for Money Auditing guidelines prescribed in the Office of the Auditor General (OAG) VFM audit manual. The standards require that the audit be planned in a manner which ensures that an audit of high quality is carried out in an economic, efficient and effective way and in a timely manner. KCCA was requested by the Auditor General to provide to the audit team a report showing the actions taken by KCCA in response to the findings and recommendations of the 2010 VFM audit report on Solid waste Management. In order to verify the responses, the audit team used the following methods:

**Document review**: Reviewed a number of documents availed as evidence to support the actions taken by management on the audit findings and recommendations. A list of documents reviewed is attached in **Appendix I**.

**Interviews**: The team conducted interviews with various officials involved in Solid Waste Management so as to gain a better understanding of the Solid Waste Management systems and procedures currently used by KCCA, and also obtain clarifications and explanations for information obtained from the documents reviewed. A list of persons interviewed is attached in **Appendix II**.

**Inspections**: These were carried out in order to physically confirm: presence, distribution and status of litter bins; whether the casual workers were equipped with protective gear; whether streets were free of garbage; and the current condition of the weigh bridge and the status of the landfill at Kiteezi.
SUMMARY OF AUDITOR GENERAL’S FINDINGS AND RECOMMENDATIONS OF PREVIOUS AUDIT REPORT AND ACTIONS TAKEN BY KCCA

The audit team noted that out of the eight (8) recommendations made in the Auditor General’s report of 2010, 5 were fully implemented while 3 were partially implemented. (Refer to Appendix III)

**Summarised status of implementation of recommendations**

<table>
<thead>
<tr>
<th>Status</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fully implemented</td>
<td>62.5%</td>
</tr>
<tr>
<td>Partially implemented</td>
<td>37.5%</td>
</tr>
<tr>
<td>Not implemented</td>
<td>0%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
</tr>
</tbody>
</table>

The progress of implementation on each recommendation is further discussed below:

### 3.1 PLANNING AND BUDGETING

The divisions lacked data for example on the estimated tonnage of garbage expected to be generated and collected, number of households, number and capacity of private collectors, and the composition of solid waste stream. Lack of such a database led to the preparation of work plans and budgets that are not based on proper assessment. Thus KCC may fail to adequately address the challenges in garbage collection, transportation and disposal.

It was recommended that:

- KCC and its Divisions should ensure that a database is created on all the variables in solid waste management such as the amount of garbage generated and collected, the composition of the solid waste stream, generators by geographical area among others which should be updated regularly to enhance the appropriateness of budgets.
and work plans to address the challenges faced in solid waste management.

- In order to properly guide policy and decision making, KCC management should revise the current Solid Waste Management Strategy (SWMS) so as to align it with the current trends and developments in solid waste and environmental management.

### Remedial action reported by KCCA Management

During the Financial Year 2012/13, KCCA, through International Financial Corporation (IFC), carried out a comprehensive survey on estimated quantities of waste generated and collected. This report conformed to the zoning of the city into 7 collection zones and subsequent procurement of concessionaires.

A strategic plan which includes aspects of solid waste management (SWM) was developed for the new Directorate of Public Health and Environment (DPHE).

### Audit comment on Follow up

The follow up established that KCCA has put in place a solid waste database which is being updated on a regular basis (daily, monthly and annually). The data includes daily garbage collections per division at Kiteezi, number of garbage trucks, number of garbage collection casual workers and number of concessionaires (private garbage collectors).

The team established that KCCA uses mainly two approaches to aid the SWM planning and budgeting. These are:

1. The collected data is used to determine: the desirable fleet size of garbage trucks to collect the estimated waste; and the landfill usage levels (the level at which the landfill stands against the designed capacity). This has enabled KCCA to purchase land in Dundu Mukono district to construct a modern waste treatment facility and landfill. The same data is also used by KCCA to determine the authority’s performance regarding waste collection.

2. Also, KCCA depends on the number and length of roads and/or trenches in the city to determine the number of solid waste casual workers needed (sweepers, garbage gangs and de-silters).

### 3.2 SOLID WASTE MANAGEMENT AWARENESS

According to the Solid Waste Management Strategy (SWMS) 2002, as revised in 2006 Para.7, members of the public are supposed to be educated in matters of waste management such as: sorting/separation of waste according to their categories of organic and inorganic, efficient use of skips, waste recycling, home composting, waste minimization and adherence to waste management laws. It was noted that most of the city dwellers were not aware of the provisions of the KCC (Solid Waste Management) Ordinance, 2000. Solid waste awareness campaigns were not being conducted by KCC and the divisions. This was attributed to lack of specific solid waste management work plans in the divisions and also the failure of the divisions to properly provide for such campaigns in their budget estimates.

Lack of solid waste management awareness campaigns led to the contribution of unacceptable waste management practices such as indiscriminate littering and burning of garbage in the city.
It was recommended that:

- KCC and the divisions should initiate solid waste management awareness campaigns and these should be carried out regularly so as to increase public participation to free the city of garbage.
- The divisions should also prepare specific solid waste management budgets and work plans to enable them implement awareness activities as scheduled.

Remedial action reported by KCCA Management

Since KCCA came into existence in 2011, the following sensitization campaigns have been carried out throughout the city on solid waste management.

- Kampala “City Yange”
- Keep Kampala Clean
- Kampala goes green and now
- The urban bulungi bwansi campaign with Buganda Kingdom and Coca-Cola.

In addition, schools are involved in community clean-up activities. Furthermore, a new resource Centre for school children has been established at Nakivubo Blue P/S to sensitize school children on cleaning Kampala and protecting the environment.

Audit comment on Follow up

The follow up established that awareness campaigns were undertaken. Through review of the Memorandum of understanding between KCCA and Buganda Kingdom, it was noted that the awareness campaigns were to be conducted in the Luganda language, by KCCA officials, on Central Broadcasting Services (CBS) Radio Buganda. In addition, KCCA through the Buganda kingdom chiefs was carrying out on-going sensitization campaigns in local dialect.

The audit team further confirmed that 95 litter bins with behavioural change messages were distributed and installed in all the five divisions of the city. Relatedly, campaigns for community voluntary clean up (Kampala “City Yange” and Keep Kampala Clean) were undertaken in 2012 at specific places and on specific days.

However, audit could not determine the amount spent on the entire awareness campaign as no documentary evidence was provided to the effect. In addition no monitoring and evaluation studies were conducted by KCCA to determine whether the campaigns were effective or not.

From observations and physical inspections, audit noted that the city was cleaner. This however could not be tied or directly linked to being a result of the awareness campaigns. It was also noted that KCCA divisions started preparation of SWM work plans and budgets in 2016/17 to enable them implement awareness campaigns.

3.3 ENFORCEMENT OF THE SOLID WASTE MANAGEMENT BY-LAWS

Under the Solid Waste Management Ordinance, 2000, it is illegal and punishable to dump garbage in places where it may be or become a public health nuisance. These places include water bodies, public streets and the roadside. The responsibility to enforce these rules and regulations rests with KCC and the divisions.

Lack of enforcement of the by-law by KCC and the divisions has led to illegal and indiscriminate dumping and burning of garbage in the city despite the existence of a fully-fledged enforcement department. This has caused air pollution and blockage of the drainage systems.
**It was recommended that:**
KCC and the divisions should operationalize the SWM ordinance including the enforcement of the provisions therein. The public should be sensitized on the provisions in the by-law and the role of the enforcement department in solid waste management.

**Remedial action reported by KCCA Management**
- New garbage scout teams have been established in each division.
- The teams also sensitize the public in liaison with the local leadership especially councilors.
- Enforcement is ongoing in places where illegal dumping still exists.
- Many culprits arrested dumping waste have been prosecuted in court.

**Audit comment on Follow-Up**
The enforcement of the SWM by-laws was being effected. A review of the scout distribution lists confirmed the existence and deployment of the scouts with a mandate of among others, “conducting surveillance and arrest any person throwing rubbish in unaccepted areas.” The scouts distributed in the five divisions are 21, 15, 14, 18, and 26 in the divisions of Kawempe, Nakawa, Central, Makindye and Rubaga respectively.

A review of prosecution reports from the KCCA Directorate of Legal Affairs revealed that between January 2017 and June 2017, 33 culprits had been prosecuted for littering the city.

### 3.4 WORKING CONDITIONS OF PERSONNEL IN GARBAGE COLLECTION

The SWM ordinance provides that staff involved in collection, transportation and disposal of garbage should be provided with protective clothing which includes gumboots, industrial gloves, masks, overalls and head covers.

It was observed that protective clothing for the staff involved in garbage collection, transportation and disposal was inadequate despite the presence of a budgetary provision for protective clothing. Absence of conducive working conditions affects staff morale which may in turn affect their performance at work.

**It was recommended that:**
Management at both KCC and divisions should prioritize the procurement of protective clothing for the refuse gang members so as to improve their working conditions.

**Remedial action reported by KCCA Management**
Since 2013, 750 cotton drill overalls, 380 water proof nylon overalls, 360 helmets, 540 pairs of gumboots and 1,080 pairs of heavy industrial gloves had been issued to the garbage loaders.

**Audit comment on Follow-Up**
A review of the stores received notes, stores issue vouchers and distribution lists for protective clothing to casual employees showed that protective clothing was procured and distributed to the casual workers.
Through interviews and inspections, it was observed that sweepers had a pair of gumboots, one reflector jacket, a helmet and a mouth mask while the garbage loaders had a pair of gumboots, a helmet, an overall and a mouth mask. However, the workers complained that the gumboots were old and no longer water tight. Workers further complained that one pair of overalls was not adequate and some were visibly torn.

In addition, it was noted that KCCA does not have a protective gear replacement policy but rather relies on the annual procurement plans to determine the number of protective gears to be purchased and frequency of distribution to the casual workers. This is not an effective method as the gear usually does not last the replacement period.

### 3.5 TIMELINESS OF WAGE PAYMENT

Although the refuse collection workers are supposed to be paid by the 28th day of every month, it was noted that the division authorities paid wages late. Delayed payment of wages affects the staff morale which in turn affects their performance at work.

**It was recommended that:**

Management should ensure that wages of staff involved in refuse collection and transportation are promptly paid.

**Remedial action reported by KCCA Management**

- Since 2013 payments of wages are done on the 15th day of every month and remitted to their respective bank accounts.

**Audit comment on Follow-Up**

Audit confirmed that the casual workers in all divisions were consistently paid by the 15th day of every month. Each casual worker’s pay is calculated on the basis of the number of days worked in the month and the rate of pay which depends on the scale of the casual worker. The casual workers payrolls are then prepared for payment.

A review of the Public health and environment casual workers daily attendance sheets and casual workers payrolls for the period under review confirmed that all the casual workers on attendance lists appeared on the payroll. However, the team noted that whereas the casual workers’ salaries were paid net of NSSF deductions, KCCA management had not remitted casual workers NSSF contributions for the period January to June 2017 to NSSF. Non remittance of workers statutory deductions impacts negatively on their social security at the time of retirement.

### 3.6 TRANSPORTATION OF GARBAGE

KCC and the divisions required on average 86 five tonnage lorries to collect and transport garbage from the city on the assumption that each vehicle would make 3 trips per day.

However, KCC and the divisions operated on average 35 five tonnage lorries which was 40% of the fleet required to enable prompt waste collections and disposal in the city.

In the absence of the required number of vehicles to transport garbage, KCC and the divisions could not attain the 80% required garbage collection performance level.

Out of the required 86 refuse vehicles in the city, only 35 (40%) were operational at the time of audit. Constant vehicle breakdown had led to accumulation of undesirable levels of un-collected garbage.

**It was recommended that:**

KCC management should develop suitable repair and maintenance policies to enable regular repair and maintenance of vehicles so as to reduce on the frequency of vehicle breakdowns.
Remedial action reported by KCCA Management

In the new KCCA structure, the Directorate of Engineering and Technical services established an operational department that is responsible for repairs of trucks (especially minor repairs). In addition, KCCA has entered into framework contracts with service providers to ensure timely repair of vehicles.

During the financial year 2013/14, KCCA purchased 8 (eight) brand new garbage trucks. In 2015, three (3) additional new trucks were obtained through partnerships.

Audit comment on Follow-Up

It was confirmed that KCCA procured 8 (eight) new garbage trucks during the financial year 2013/2014 and 3 (three) trucks in 2015/16.
A review of the lists of solid waste trucks revealed that by May 2017, KCCA had a total of 56 (46 owned by KCCA and 10 by the concessionaires) garbage trucks in the following condition: 30 trucks running, 5 trucks under repair, 6 trucks down, and 15 trucks grounded. Most of the grounded trucks shown below were to be disposed of.

Figure 1: Pictures showing some of the trucks to be boarded off.

Source: OAG inspection photos taken on 01/08/2017

Through interviews and document review, audit established that the combined total of the KCCA’s vehicle fleet together with that of the concessionaires’ (86-56 trucks) was still not adequate to clear the daily garbage generated in the city. Out of 1,500 tonnes of garbage generated daily, only 1,000 tonnes are collected because of the inadequate number of garbage trucks. The team also noted that KCCA has a framework contract with local garages for instances where repairs and maintenance is to be done outside the KCCA in-house maintenance and repair department.
3.7 ENGAGEMENT OF PRIVATE GARBAGE COLLECTORS

It is an offence under the SWM Ordinance, 2000 to collect, transport, remove or dispose refuse for a fee or other consideration without a valid permit from the Council. The SWMS also recommends providing legal recognition of the private garbage collectors so that they become more organized. It was observed that a number of private garbage collectors were operating without permits from KCC and KCC had also failed to establish a proper mechanism for regulating the operations of private collectors. Furthermore, some of the private collectors had no capacity to collect and transport refuse to the landfill.

It was recommended that:

- KCC should develop a coordination mechanism that would stipulate the specific roles and responsibilities of each key stakeholder in order to improve their efficiency in waste management.
- All private collectors should be registered and authorized by Council to collect, transport and dispose garbage.

Remedial action reported by KCCA Management

- Responsibilities of each stakeholder including main and sub-contractors are stipulated in the Public Private Partnership (PPP) waste collection contracts.
- Private waste collectors have been registered.

Audit comment on Follow-Up

It was confirmed that KCCA entered into a Private Public Partnerships with three concessionaire firms to cover waste collection in the 7 zones of the city. According to the contracts, these three firms were assigned the responsibility of registering any private garbage collector intending to operate in a zone controlled by any of the concessionaires.

The team also noted that KCCA was issuing operating licences to registered private collectors. However, from interviews and document review, audit noted that whereas the concessionaires were awarded various zones, Zone II had no private garbage collector. This was due to the failure of the contracted private collector to raise the required trucks and manpower to operate in the mentioned zone.

Also, from inspections and a review of the Waste Collection Service Progress reports, it was noted that there were complaints about the operations of the concessionaires such as limited capacity of garbage collection vehicles, delayed and untimely waste collections, failure to submit performance reports, poor response to contract manager recommendations and over charges (residents are not to be charged in excess of UGX 30,000 per month for garbage collection).

3.8 SUPERVISION, MONITORING AND CONTROL OF SOLID WASTE MANAGEMENT ACTIVITIES

According to the SWM ordinance, 2000, KCC or its agents, servants or licensed collectors are required to ensure that solid waste in the district is collected and conveyed to treatment installations or approved disposal sites. The SWM Ordinance, 2000, also requires that the various refuse generators should be correctly identified, categorized and mapped to enable determination of the revenue potential.
KCC and the divisions were not supervising and monitoring the activities of private collectors due to absence of signed agreements and data on the numbers and capacity of private collectors. There were no records to indicate any form of supervision being undertaken.

The refuse gangs were also not supervised daily due to lack of fuel and the overwhelming number of garbage sites, some of which were illegally operated by garbage generators. It was further noted that the garbage sites were not mapped thereby making it difficult to plan and monitor the progress of garbage collection.

**It was recommended that:**

- KCC and the divisions should develop a proper supervision, monitoring and control mechanism policy stipulating the specific roles and responsibilities of each stakeholder.
- All authorized garbage sites in the divisions should be mapped to allow proper planning, supervision, monitoring and control of the activities at these sites.

**Remedial action reported by KCCA Management**

Contract managers for each waste collection zone were appointed to monitor the performance of private waste collectors and monitoring has been on-going since 2015.

**Audit comment on Follow-Up**

A review of the staff structure and appointment letters confirmed that KCCA recruited 7 (seven) supervisors under environment management and 5 (five) environmental officers who supervise garbage collection (including activities of the garbage gang), the performance of the concessionaires and other related activities.

The supervisors and environment officers update contract files, closely monitor the concessionaires’ contracts, appraise the performance of the providers and compile monthly SWM monitoring reports.
CHAPTER FOUR
AUDIT FOLLOW UP RECOMMENDATIONS

Solid Waste Management Awareness
KCCA should undertake Monitoring and Evaluation of the awareness campaigns [and other programmes] to determine the effectiveness of its awareness activities.

Working Conditions of Personnel in Garbage Collection
KCCA should develop a Protective Gear Replacement Policy to guide and ensure consistency in the procurement and distribution of the protective wear. This will ensure that the casual workers are at all times properly dressed and thus protecting them from occupational hazards.

KCCA should also increase on the awareness and sensitization campaigns so as to prevent illegal and indiscriminate dumping of garbage by the public.

Wage Payment
KCCA should ensure that the casual workers’ NSSF deductions are remitted in a timely manner as required by law.

Transportation of Garbage
KCCA should consider increasing the concessionaires so as to increase the number of solid waste collection trucks to enable complete collection of garbage in the city.

Engagement of Private Garbage Collectors
KCCA should increase the supervision of the concessionaires as well as invoke penalty clauses in the PPP agreement for cases where concessionaires fall short of the agreed performance targets.
## APPENDIX I: DOCUMENTS REVIEWED

<table>
<thead>
<tr>
<th>NO</th>
<th>DOCUMENTS REVIEWED</th>
<th>REASON FOR REVIEW</th>
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<tbody>
<tr>
<td>1</td>
<td>KCCA Solid Waste Ordinance</td>
<td>To get an understanding of the guidelines for SWM.</td>
</tr>
<tr>
<td>3</td>
<td>Private Public Partnership agreements for Solid Waste collection and transportation services</td>
<td>To establish the terms of reference for the private collectors.</td>
</tr>
<tr>
<td>4</td>
<td>Memorandum between International Finance Corporation(IFC) and KCCA</td>
<td>To determine the criteria for the zoning of the city and recommendations made for proper SWM</td>
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<tr>
<td>5</td>
<td>Kampala Solid Waste Management Project by IFC and COWI</td>
<td>To understand the comprehensive survey carried out on estimated quantities of waste generated and collected.</td>
</tr>
<tr>
<td>6</td>
<td>KCCA work plans and budgets</td>
<td>To establish the SWM plans, funds planned and released</td>
</tr>
<tr>
<td>7</td>
<td>KCCA payrolls</td>
<td>To confirm number of staff employed under SWM</td>
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<td>8</td>
<td>Kiteezi Solid Waste data</td>
<td>To determine the daily and monthly total solid waste collection</td>
</tr>
<tr>
<td>9</td>
<td>KCCA truck register</td>
<td>To determine the number of functioning and grounded trucks.</td>
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## APPENDIX II: PERSONS INTERVIEWED

<table>
<thead>
<tr>
<th>No</th>
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<tbody>
<tr>
<td>1</td>
<td>Director – Public Health</td>
<td>To understand the general SWM process, key players, plans and challenges faced</td>
</tr>
<tr>
<td>2</td>
<td>Deputy Director – Public Health.</td>
<td>To understand the general SWM process, key players, plans and challenges faced</td>
</tr>
<tr>
<td>3</td>
<td>Kiteezi officers</td>
<td>To establish the landfill capacity and status, mode of operation and challenges faced.</td>
</tr>
<tr>
<td>5</td>
<td>Director – Engineering</td>
<td>To establish the KCCA vehicle fleet status and maintenance policy</td>
</tr>
<tr>
<td>6</td>
<td>Supervisor – casual workers</td>
<td>To establish the casual workers working conditions, dates of payment, adequacy of protective gears and general working conditions challenges faced</td>
</tr>
<tr>
<td>7</td>
<td>SWM casual workers</td>
<td>To establish the casual workers working conditions, dates of payment, adequacy of protective gears and general working conditions challenges faced</td>
</tr>
<tr>
<td>8</td>
<td>Acting Supervisor Mechanical Engineering Workshop</td>
<td>To deter the total number of SWM truck in the mechanical workshop, number of grounded trucks, number of trucks under service and number of trucks to be auctioned off.</td>
</tr>
<tr>
<td>9</td>
<td>Deputy Acting Supervisor Engineering workshop</td>
<td>To deter the total number of SWM truck in the mechanical workshop, number of grounded trucks, number of trucks under service and number of trucks to be auctioned off.</td>
</tr>
<tr>
<td>10</td>
<td>Manager – Accounts</td>
<td>To establish the annual SWM work plans and budgets</td>
</tr>
<tr>
<td>11</td>
<td>Human Resource Officer</td>
<td>To determine the total number of SWM staff, staff contracts, staff structure and payment terms</td>
</tr>
<tr>
<td>12</td>
<td>Director – Internal Audit</td>
<td>To determine the general status of implementation of OAG recommendations.</td>
</tr>
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### APPENDIX III: STATUS OF IMPLEMENTATION OF OAG RECOMMENDATIONS

<table>
<thead>
<tr>
<th>SN</th>
<th>Finding</th>
<th>Recommendation</th>
<th>Actions Taken by KCCA</th>
<th>Status of implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Planning and Budgeting</td>
<td>KCC and divisions should ensure that a database is created on all the variables in solid waste management such as the amount of garbage generated and collected, the composition of the solid waste stream, generators by geographical area among others which should be updated regularly to enhance the appropriateness of budgets and work plans to address the challenges faced in solid waste management. The current SWMS should be revised to bring it in line with current trends and developments in the solid waste management and environmental issues to properly guide management in policy and decision making.</td>
<td>During the Financial Year 2012/13, KCCA, through International Financial Corporation (IFC), carried out a comprehensive survey on estimated quantities of waste generated and collected. This report conformed to the zoning of the city into 7 collection zones and subsequent procurement of concession agreements. A strategic plan which includes aspects of solid waste management (SWM) was developed for the new Directorate of Public Health and Environment (DPHE).</td>
<td>Fully implemented</td>
</tr>
<tr>
<td>2</td>
<td>Solid Waste Management Awareness</td>
<td>KCC and divisions should initiate solid waste management awareness campaigns which should regularly be carried out to increase public participation to free the city of garbage. Divisions should also prepare specific solid waste management budgets and work plans to enable them implement awareness activities on scheduled.</td>
<td>Since KCCA came into existence in 2011, the following sensitization campaigns have been carried out throughout the city on solid waste management. • Kampala “City Yange” • Keep Kampala Clean • Kampala goes green and now • The urban bulungi bwansi campaign with Buganda Kingdom and Coca-Cola. In addition, schools are involved in community clean-up activities. Furthermore, a new resource Centre for school children has been established at Nakivubo Blue P/S to sensitize school children on cleaning Kampala and protecting the environment.</td>
<td>Partially implemented</td>
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| 3 | Enforcement of the Solid Waste Management By-Laws | KCC and the divisions should operationalize the SWM ordinance including the enforcement of the provisions therein. The public should be sensitized on the provisions in the by-law and the role of the enforcement department in solid waste management. | • New garbage scout teams have been established in each division.  
• The teams also sensitize the public in liaison with the local leadership especially councillors.  
• Enforcement is on-going in places where illegal dumping still exists.  
• Many culprits arrested dumping waste have been prosecuted in court. |
| 4 | Working Conditions of Personnel in Garbage Collection | Management at both KCC and divisions should prioritize the procurement of protective clothing for the refuse gang members so as to improve their working conditions. | Since 2013, 750 cotton drill overalls, 380 water proof nylon overalls, 360 helmets, 540 pairs of gumboots and 1,080 pairs of heavy industrial gloves had been issued to the garbage loaders. |
| 5 | Wage Payment | Wages of staff involved in refuse collection and transportation should be paid promptly at the month end. | Since 2013 payments of wages are done on the 15th day of every month and remitted to their respective bank accounts. |
| 6 | Transportation of Garbage | KCC should develop suitable repair and maintenance policies to enable regular repair and maintenance of vehicles to be carried out so as to reduce on the frequency of vehicle breakdowns. | In the new KCCA structure, the Directorate of Engineering and Technical services established an operational department that is responsible for repairs of trucks (especially minor repairs).  
In addition, KCCA has entered into framework contracts with service providers to ensure timely repair of vehicles.  
During the financial year 2013/14, KCCA purchased 8 (eight) brand new garbage trucks. In 2015, three (3) additional new trucks were obtained through partnerships. |
<table>
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<th>7</th>
<th>Engagement of Private Garbage Collectors</th>
<th>KCC should develop a coordination mechanism that stipulates the specific roles and responsibilities of each stakeholder in order to improve their efficiency in waste management. All private collectors should be registered and authorized by Council to collect, transport and dispose garbage.</th>
<th>• Responsibilities of each stakeholder including main and sub-contractors are stipulated in the Public Private Partnership (PPP) waste collection contracts. • Private waste collectors have been registered.</th>
<th>Fully implemented</th>
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<tr>
<td>8</td>
<td>Supervision, Monitoring and Control of Solid Waste Management Activities</td>
<td>KCC and divisions should develop a proper supervision, monitoring and control mechanism policy stipulating the specific roles and responsibilities of each stakeholder. All authorized garbage sites in the divisions should be mapped to allow proper planning, supervision, monitoring and control of the activities at these sites.</td>
<td>Contract managers for each waste collection zone were appointed to monitor performance of private waste collectors and monitoring has been on-going since 2015.</td>
<td>Fully implemented</td>
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</tbody>
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