



FORT PORTAL CITY FIVE YEAR STRATEGIC SANITATION ACTION PLAN

2026 – 2030



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REPUBLIC OF UGANDA
MINISTRY OF WATER AND ENVIRONMENT

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Table of Contents

LIST OF ARYCRONMS.....IV

FOREWORDV

EXECUTIVE SUMMARYVI

1 INTRODUCTION 1

1.1. Background to the Sanitation Strategic Action Plan (SSAP) 1

1.2. Purpose of the SSAP2

1.3. Scope of the SSAP3

1.4. Development process of the SSAP3

2 SITUATION ANALYSIS4

2.1. Geographical Position4

2.2. Physical Layout4

2.3. Administrative Structure5

2.4. Demographics6

2.5. Socioeconomic situation7

2.6. Water Supply7

2.7. Sanitation8

2.8. Policy, Acts, Strategies and Guidelines aligned with the SSAP 12

3 KEY SANITATION ISSUES IDENTIFIED IN FORT PORTAL CITY 16

3.1. Policy, institutions, and regulations 16

3.2. Water supply 16

3.3. Liquid waste management 16

3.4. Solid Waste Management 17

3.5. Stormwater Drainage 17

4 STRATEGIC SANITATION ACTION PLAN 18

4.1. Objectives of the SSAP 18

4.2. Strategic Components 19

4.3.	Accountability framework for the SSAP	24
4.4.	Costed M&E Framework for the SSAP – Fort Portal City	24
4.5.	Strategic partnerships for implementation of SSAP	26
5	FINANCIAL REQUIREMENTS FOR THE SSAP.....	27
6	CONCLUSIONS AND RECOMMENDATIONS	28
7	ANNEXES	30
7.1.	Annex 1: Literature Review	30
7.2.	Annex 2: Relevant National Policy, Acts, Strategies, and Guidelines	30
7.3.	Annex 3: Status of sanitation in schools, healthcare facilities and public places	34
7.4.	Annex 5: Proposed Interventions	39
8	CONCLUSIONS.....	56
9	APPENDIX: PICTURES OF THE TSP PROCESS IN FORT PORTAL CITY.....	57
	REFERENCE.....	62

List of Arylicronms

CBO	Community-Based Organization
DMS	Data Management System
FPC	Fort Portal City
FSTP	Faecal Sludge Treatment Plant
GKMA	Greater Kampala Metropolitan Area
HC	Health Centre
KCCA	Kampala Capital City Authority
NEMA	National Environment Management Authority
NGO	Non-governmental Organization
OpEx	Operational Expenditure
SME	Small and Medium-sized Enterprise
SOPs	Standard Operating Procedures
SSAP	Strategic Sanitation Action Plan
STF	Sanitation Task Force
SHF	Sanitation and Hygiene Fund
VHT	Village Health Team
WASH	Water, Sanitation and Hygiene
WSDF-SW	Water & Sanitation Development Facility-South West
WSUP	Water & Sanitation for the Urban Poor
NSWC	National Water and Sewerage Corporation
MWE	Ministry of Water and Environment
CSDA	Citywide Inclusive Sanitation Diagnostic and Assessment
FSM	Faecal Sludge Management

Foreword

It is with great pride that I present the **Fort Portal City Sanitation Strategic Action Plan** is a reflection of our shared vision for a cleaner, healthier, and more prosperous city. This plan shows our strong commitment to sustainable urban development, built on evidence, community participation, and teamwork among government, private sector, and civil society partners.

The strategies and actions in this plan are designed to meet the specific needs of Fort Portal City while staying in line with national development goals and the global Sustainable Development Goals. They provide a clear strategy for improving public health, protecting our environment, and enhancing the quality of life for all residents.

We are deeply grateful to all partners and stakeholders whose efforts made this plan possible. Special thanks go to the **Ministry of Water and Environment** and **Water For People** for their technical support, and to the many local stakeholders who shared their views during the consultations. Their ideas ensured that this plan reflects both expert advice and the real experiences of our people.

As we move forward, let this plan guide our actions, encourage innovation, and promote accountability. Together, we can make Fort Portal City a model for inclusive and sustainable sanitation in Uganda.

For God and My Country

.....
City Mayor, Fort Portal City

Executive Summary

The Fort Portal City Sanitation Strategic Action Plan (SSAP) is a city-led framework designed to promote a coordinated, inclusive, and sustainable approach to addressing sanitation challenges in Fort Portal City. The plan aims to achieve universal access to safely managed sanitation services by 2030, in line with national development targets and Sustainable Development Goal 6.

The development of this plan was made possible through funding from Water For People, in partnership with the Ministry of Water and Environment (MWE), the Ministry of Health (MoH), and the Ministry of Education and Sports (MoES) under the Sanitation and Hygiene Fund (SHF). The Ministry of Water and Environment, working closely with Water For People and Fort Portal City, provided the technical support needed to kick-start a transformative sanitation agenda for the city.

As part of the preparatory process, a Sanitation Task Force (STF) was established and trained to coordinate and oversee sanitation activities within the city. A baseline assessment was carried out to map existing service coverage, identify gaps, and support evidence-based planning. In addition, manual emptiers were formally trained and equipped to safely manage fecal sludge, helping to improve services in informal and under-served areas.

The Strategic Action Plan is organized around six key thematic areas:

- 1. Policy and Institutional Strengthening:** Improving coordination, governance, and regulation among city departments and sanitation stakeholders.
- 2. Sanitation Infrastructure and Service Delivery:** Expanding access to improved on-site and off-site sanitation facilities, with focus on informal settlements and public institutions.
- 3. Fecal Sludge and Wastewater Management:** Strengthening the sanitation chain from safe containment and collection to transport, treatment, and reuse.
- 4. Sanitation Economy and Circular Resource Use:** Promoting business models and innovations that turn waste into useful products such as compost and biogas.
- 5. Environmental Sustainability and Climate Resilience:** Integrating climate adaptation and nature-based solutions into sanitation planning, including flood-resilient infrastructure.
- 6. Behavior Change and Community Engagement:** Encouraging improved hygiene and sanitation practices through awareness campaigns, behavior change communication, and community involvement.

The Sanitation Task Force (STF) has outlined activities, roles, and responsibilities for the city and its partners, along with estimated time-frames and costs for achieving each objective. It is estimated that hardware investments required for improvements in FSM across the sanitation chain will cost **5,602,700,000 UGX** until 2026 (short term), **17,233,000,000 UGX** until 2028 (midterm) and **28,868,000,000 UGX** until 2030 (long term). The cost will be met by households/ landlords, City Council, donor agencies and the Ministry of Water and Environment, depending on the type of interventions.

Five Year Strategic Sanitation Action Plan At a Glance

Goal



To achieve universal access to safe, equitable, and sustainable sanitation services for all residents of the city, ensuring a clean, healthy, and environmentally resilient urban environment that promotes public health, social well-being, and economic development by 2030.

Objectives



To improve Access to Safe and Sustainable Sanitation Services



To Strengthen Institutional and Governance Frameworks



To promote Hygiene and Behavioral Change



To enhance Waste Management Systems.



To Strengthen the capacity of local authorities and service providers for planning, operation, and maintenance of sanitation systems.

Principles



Equity and Inclusiveness



Environmental Sustainability



Health and Hygiene Promotion



Good Governance and Accountability



Partnership and Collaboration

I Introduction

Fort Portal City, as a key urban centre in western Uganda, has been selected as a beneficiary city under the Sanitation and Hygiene Fund (SHF) Project, which aims to address sanitation inequalities and promote sustainable, inclusive, and climate-resilient urban sanitation. In preparation for this intervention, a baseline survey on sanitation was conducted across the city. The findings from the survey provided critical data on access levels, infrastructure status, service delivery gaps, and community behaviors related to sanitation and hygiene.

Fort Portal City faces significant sanitation challenges including inadequate public toilets, inefficient waste management, and a lack of proper and among others, the city is addressing these issues through initiatives like a garbage management ordinance, the “Baragira Kiki” campaign to promote cleanliness, and the introduction of affordable emptying technologies for sanitation facilities.

Water For People, as a development partner in collaboration with the Ministry of Water and Environment (MWE), has worked closely with the leadership of Fort Portal City through the formation of the Sanitation Task Force (STF). Together, MWE and Water for People have undertaken capacity-building initiatives to strengthen local skills and knowledge. These efforts have included training on various technical tools such as the Fecal Sludge Management (FSM) Tool, Shit Flow Diagram (SFD), Stakeholder Mapping, Citywide Inclusive Sanitation Diagnostic and Assessment (CSDA) Tool, and the Decision Support Tool (DIS). Additional training has also focused on essential skills such as report writing, monitoring, and evaluation.

I.1. Background to the Sanitation Strategic Action Plan (SSAP)

Fort Portal City, one of Uganda’s emerging urban centers, as an urban centre experiencing rapid population growth and urbanization, resulting in increased demand for sustainable water, sanitation, and hygiene (WASH) services. Despite this growth, the city faces significant challenges in providing adequate and safely managed sanitation services. Limited sewerage coverage, over-reliance on on-site sanitation systems, poor fecal sludge management, and weak enforcement of sanitation regulations have contributed to environmental pollution, contamination of water sources, and heightened public health risks.

To address these challenges, Ministry of Water and Environment in partner with Water for People with funding under the Sanitation and Hygiene Fund (SHF) Project in collaboration with Fort Portal City technical team and the leadership, implemented targeted interventions, the SHF Project aims to catalyse investments in sanitation, strengthen institutional capacity,

and promote inclusive, equitable, and climate-resilient sanitation solutions, particularly for vulnerable and underserved populations.

The development of the Sanitation Strategic Action Plan (SSAP) for Fort Portal City represents a key milestone in achieving these objectives. The SSAP provides a comprehensive framework for planning, implementing, and monitoring sanitation interventions in the city. It is aligned with national priorities, including Uganda Vision 2040, the National Development Plan IV (NDP IV), and the Water Supply and Sanitation Policy, while also contributing to Sustainable Development Goal 6 on ensuring availability and sustainable management of water and sanitation for all.

The SSAP seeks to enhance multi-stakeholder coordination, mobilize financial resources, and foster private sector participation in delivering equitable and sustainable sanitation services in Fort Portal City.

1.2. Purpose of the SSAP

The Overall purpose of the **Sanitation Strategic Action Plan (SSAP)** for Fort Portal City is to provide a comprehensive, coordinated, and results-driven strategy for improving urban sanitation and hygiene services in a sustainable, inclusive, and climate-resilient manner. The SSAP is designed to guide the planning, implementation, and monitoring of targeted interventions that address the existing sanitation challenges identified through the baseline survey and gap analysis.

Specifically, the SSAP aims to:

- ▶ **Translate national and global sanitation goals into local action** by aligning with Uganda's National Development Plan IV the National Sanitation and Hygiene Policy, and Sustainable Development Goal 6 (SDG 6).
- ▶ **Improve access to safely managed sanitation services** for all residents of Fort Portal City, especially those in vulnerable and underserved communities.
- ▶ **Strengthen institutional capacity and governance structures** to support effective sanitation service delivery and regulatory enforcement.
- ▶ **Promote behavior change and hygiene awareness** through sustained community engagement and communication strategies.
- ▶ **Enhance private sector participation and innovation** in the provision of affordable and appropriate sanitation products and services.
- ▶ **Mobilize and coordinate resources** from government, households, development partners, and the private sector to support sanitation investments.
- ▶ **Establish a monitoring and accountability framework** to track progress, inform decision-making, and ensure transparency in the implementation of sanitation initiatives.

I.3. Scope of the SSAP

This strategy covers the area under the two Divisions i.e North Division with 25 wards, 196 cells of Fort Portal City. It includes all parts of the value chain for sewer and on-site sanitation, i.e., containment, collection, transportation, treatment, disposal, and/or reuse. It highlights improvements to be undertaken in associated sectors that have a direct interconnection with sanitation, such as solid waste management, water supply, etc.

I.4. Development process of the SSAP

The SSAP was developed based on secondary data and consultative meetings with stakeholders engaged in sanitation in Fort Portal City, namely:

- ▶ Government/parastatal bodies responsible for planning, implementing, and regulating sanitation activities in the City explicitly Fort Portal City, and National Water and Sewerage Corporation (NWSC), as well as the Ministry of Water and Environment (MWE).
- ▶ Actors responsible for providing sanitation services in City specifically, private sector organizations and formal service providers.

Local representatives of development partners, Non-governmental Organizations (NGOs), and Community-Based Organizations (CBOs) are involved in sanitation-related activities.

A stakeholder meeting was conducted at the Town Hall on 23rd June 2025, to discuss and validate key issues pertaining to sanitation in the city and identify possible interventions to improve the situation. The stakeholders in Table I attended the meeting.

Table I: Stakeholders' Meeting in Fort Portal City (23-25/06/2025)

Organization	Staff
Fort Portal City	Mayor, Deputy Mayor, City Town Clerk, Health Inspector, Senior Environment Officer, Educational Officers, Senior Economic Planner, Senior Physical Planner, City Engineer, Senior Health Inspector, City Community Development Officer.
National Water and Sewerage Corporation	Area manager, Senior Manager (wastewater)
Ministry of Water and Environment	Senior Environment and Sanitation Officer, Sociologist, Senior Environmental Health Officer [Water & Sanitation Development Facility-Central (WSDF-SW)]
Sanitation Service Provider	Representative from Private sector

A literature review of several documents (Annex I) pertaining to sanitation in Fort Portal City was analyzed to create a situational analysis.

2

Situation Analysis

2.1. Geographical Position

Fort Portal is situated at an average elevation of 1,523 metres (4,997 ft) above sea level. Fort Portal City is approximately 296 kilometres by road, to the West of the Capital City Kampala, via Mubende. It lies between 0°39'16.0"N and 30°16'28.0"E at an altitude of 1,523 m above sea level. It is the Central most important point in the Southern segment of the Albertine region at the foothills of Mt Rwenzori.

It is bordered by Kiko Town Council in the South East, Buhesi Sub County in the South, Mugusu Sub County in the South West, Karangura Sub County in the West, Kichwamba Sub County in the North and Busoro Sub County in North East.

Fort Portal is Centrally Located and serves a regional Administrative and Commercial Services Centre. It is well connected with fairly improved road infrastructure and connects well to other important towns and cities i.e. Mbarara via Kamwenge, Kasese, Hoima and the Eastern Democratic Republic of Congo via Bundibugyo. Its close proximity to the Eastern DRC provides opportunities for enhanced trading activities that attract investment necessary for economic development.

2.2. Physical Layout

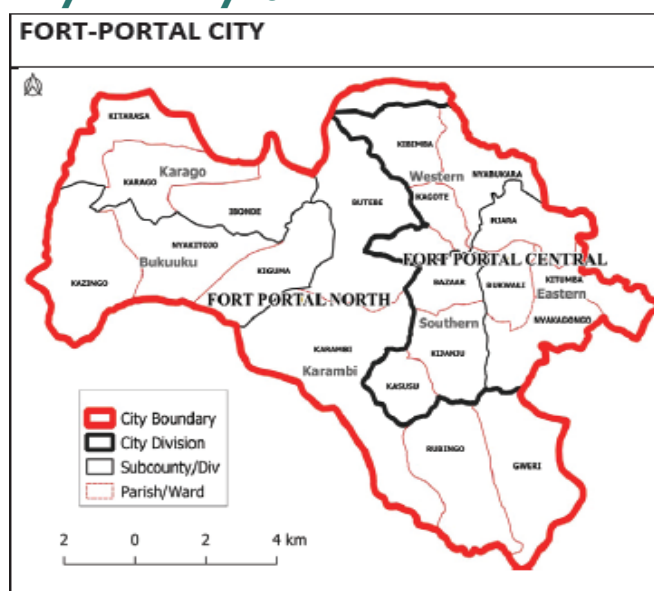


Figure 1: Map indicating the location of Fort Portal City

Source: Fort Portal City Physical Development Plan 2022-2040

The city is strategically located in the heart of Uganda's tourism region, nestled near the Rwenzori Mountains and various national parks. The city's physical layout is characterized by a blend of traditional settlements and modern infrastructure, reflecting its role as a regional hub and tourism destination.

2.3. Administrative Structure

Fort Portal City has 2 Divisions, 25 Wards and 196 Cells. The Five-Year Development Plan addresses the needs of these 2 Divisions namely: Central and North. These Divisions were created and made substantive body corporate Local Government Councils under Part II of the Local Governments Act 1997 as amended. Each of these Divisions is further subdivided into wards and cells.

Table 2 of Administrative Units of Fort Portal City

Fort Portal City is comprised of 2 divisions with 25 wards and 196 Cells in total as shown below;

Table 2: Fort Portal City Divisions and Wards

City/Division/Ward	Male	Female	Total
	62,575	74,974	137,549
Central Division	30,272	36,511	66,783
Bazaar Ward	3,988	3,600	7,588
Bukwali Ward	2,926	3,555	6,481
Ibaale Ward	1,066	1,277	2,343
Kagote Ward	2,060	2,741	4,801
Kasusu Ward	2,493	3,072	5,565
Kibimba Ward	1,976	2,610	4,586
Kijanju Ward	2,487	2,318	4,805
Kitumba Ward	2,809	3,623	
Njara Ward	3,006	3,845	6,432
Nyabukara Ward	2,319	3,019	5,338
Nyakagongo Ward	2,482	3,220	5,702
Rwengoma Ward	2,660	3,631	6,291
North Division	32,303	38,463	70,766
Butebe	8,581	10,215	18,796
Gweri	2,407	2,934	5,341
Ibonde	1,908	2,349	4,257
Karago	2,234	2,689	4,923
Karambi	5,497	6,368	11,865

City/Division/Ward	Male	Female	Total
Kazingo	1,469	1,847	3,316
Kiguma	797	992	1,789
Kitaka	1,571	2,012	3,583
Kitarasa	2,468	2,958	5,426
Mandako	1,161	1,283	2,444
Nyakitojo	699	737	1,436
Rubingo	2,595	2,949	5,544
Rwenkuba	916	1,130	2,046

Source: Five Year Development Plan 2025/26 - 2029/30

2.4. Demographics

Fort Portal City, a vibrant trade and tourism hub predominantly inhabited by the Batooro people alongside other Ugandan tribes and international visitors, has a rapidly growing population of 137,549 residents (2024 Census). With a daytime population of 176,994, an annual growth rate of 3.5%, and a density of 1,075 persons per square kilometre, the city faces increasing demand for services, infrastructure, and sustainable urban management. It's 33,525 households, averaging four members each, reflect a youthful and expanding demographic that underscores the urgency for strategic planning to ensure inclusive growth, efficient service delivery, and enhanced quality of life for all residents.

Table 3: Key Demographic Statistics for Fort Portal City

Demographic Variable	Statistic
Total population	137,549
Male population	62,575
Female population	74,974
Number of households	33,525
Average households' size	4.0 persons per household
Child population (0-17 yrs.)	55,565
Youth (18 - 30 yrs)	37,932
Adults 18 years and above	81,984
Older persons (60yrs and above)	7,480
Population growth rate	4.2%
Population Density	1,077 persons per square kilometre
Total Fertility Rate	4.2

Source: UBOS NPHC 2024

Distribution of Refugees by Sex

City	Male	Female	Total
Fort Portal City	236	257	493
Total	236	257	493

Source: NPHC 2024 Report

2.5. Socioeconomic situation

Fort Portal City’s socioeconomic profile is anchored in agriculture and tourism, which present both opportunities and challenges for sustainable urban development. The city is a leading exporter of bananas, and maize, and serves as a gateway to major national parks such as Kibale and Queen Elizabeth, attracting both domestic and international visitors. However, rapid urbanization, high food prices, and inadequate land use management continue to undermine food and nutrition security, particularly among children. These pressures strain infrastructure, physical planning, and social services, including sanitation. To address community needs, the City Administration supports agricultural productivity through vaccination campaigns, agrochemical training, and on-farm extension services, while the Community and Social Development Department prioritizes vulnerable groups such as women, children, older persons and persons with disabilities. In addition, refugees from neighbouring settlements of Kyaka II and Rwamwanja are relocating to the city in search of better services and employment, with many youth and women engaged in petty trade such as selling textiles, foodstuffs, and phone accessories. Strengthening sanitation in this context is critical to safeguard public health, enhance tourism potential, and ensure inclusive and resilient growth.

2.6. Water Supply

Fort Portal’s water supply is primarily managed by the National Water and Sewerage Corporation (NWSC), mandated to provide piped water and ensure compliance with quality and quantity standards. NWSC has expanded its network up to 40 km beyond the city, serving three of city councils; however, significant challenges remain. These include low sewerage coverage, aging infrastructure, and intermittent water supply, forcing some residents, including university communities, to rely on alternative sources such as the Mpanga River.

The Mpanga River, the city’s main raw water source, has suffered degradation from unsustainable land use, raising concerns about water quality and long-term sustainability. To address these issues, NWSC has initiated feasibility studies for improved water and sanitation services, focusing on constructing a new water treatment plant, rehabilitating sewer networks, and strengthening infrastructure.

Key challenges include insufficient sewage systems, limited private service providers, an unregulated private sector, rapid population growth with space constraints, heavy reliance on onsite sanitation with low-quality latrines, and pollution of water sources due to poor sanitation. NWSC continues to collaborate with local leaders and stakeholders on water

and sanitation projects, though affordability of water tariffs remains a concern for low-income households, particularly in newly annexed areas. Safeguarding the Mpanga River is a critical priority to ensure the resilience of Fort Portal's water supply system.

2.7. Sanitation

2.7.1. Summary

Fort Portal City has implemented several initiatives to strengthen sanitation and solid waste management, demonstrating its commitment to a cleaner, healthier, and more sustainable urban environment. Key interventions include closing open garbage dumping sites, installing warning signage to discourage illegal disposal, and investing in essential equipment such as skip loaders. The city has also operationalized the “polluter pay principle,” requiring residents to contribute a modest fee to encourage responsible waste management.

The revitalized “Clean Fort Portal Campaign” has enhanced community engagement through monthly clean-up drives, drainage desilting, and drain clearing to reduce malaria and other public health risks. The enactment of a waste management ordinance has further strengthened regulatory frameworks, enabling private sector participation in licensed garbage collection and transportation.

Despite these efforts, challenges remain, including limited access to adequate public sanitation facilities, high water tables increasing the risk of groundwater contamination, failures in on-site sanitation systems, and insufficient sewerage infrastructure particularly in the predominantly rural North Division. To address these gaps, the city has prioritized expanding public toilet infrastructure as a critical step toward improving sanitation standards and safeguarding public health.

2.7.2. Sewer Sanitation Sewer Network

Low sewer coverage: Only about 3% of premises in the central business district are connected to the sewer network, an estimate of 84% rely on on site sanitation systems.

Frequent sewer spillage occurs in areas like Kisenyi and Rukiidi Street, resulting in raw sewage flowing onto roads and into drains, with strong foul Odors, a serious public health.

Inadequate policy enforcement: Although sanitation policies like the environmental Act, public Health Act are in existence mandating toilets, dustbins, and penalties was passed by the municipal council.

Sewer coverage in the central business district remains critically low, with only about 3% of premises connected to the sewer network, while the majority approximately 84% depend on onsite sanitation systems, many of which discharge directly into streams, rivers, or the environment. This limited coverage is further complicated by blockages and runoff connections that contribute to frequent sewer spillages in areas such as Kisenyi and Rukiidi Street, where raw sewage often flows onto roads and drains, generating strong foul odors and posing serious public health risks. Despite the city council's City's adoption of a sanitation policies like the environmental Act and public Health Act sanitation policy

requiring toilets, dustbins, and penalties for compliance, enforcement has been weak, leading to persistent challenges such as inadequate/ use of damaged toilet facilities in commercial buildings and recurring overflows.

Waste water Treatment

Fort Portal City has made commendable progress in strengthening waste treatment and management, though significant gaps persist. In wastewater management, the National Water and Sewerage Corporation (NWSC) installed a compact sewage treatment plant that treats effluent to national standards, thereby reducing pollution of the Mpanga River; however, Fort Portal City “only utilizes 3% of the sewage facility”. To complement this effort, Ecotech is developing an innovative packaged wastewater treatment system with a daily capacity of 300 m³ (Ecotech East Africa Limited. (n.d.). Wastewater treatment plant project – Fort Portal, Uganda. Ecotech East Africa). In solid waste management, Kitere recycling plant was established to process organic waste into compost and animal feed, but operational challenges and inadequate funding have left the facility largely dormant. Meanwhile, Kabarole Research and Resource Centre (KRC-Uganda) is piloting a waste-to-value initiative that EWASA activities that included converting organic waste into charcoal briquettes, providing a sustainable energy alternative and advancing circular economy practices. Collectively, these initiatives demonstrate the city’s commitment to sustainable waste management while emphasizing the pressing need to revive recycling operations, expand sewerage coverage, and invest in scalable, decentralized treatment solutions to meet the growing sanitation demands of a rapidly urbanizing population.

2.7.3. Non-Sewer Sanitation Situation and Gaps Identified.

Faecal sludge containment

Households

In Fort Portal City, household sanitation is largely provided through on-site sanitation systems, as most households rely on pit latrines and septic tanks that are not connected to the sewer network. Faecal sludge management is supported through emptying services, with the National Water and Sewerage Corporation (NWSC) operating vacuum trucks (cesspool emptiers) alongside community-based “gulper” teams and manual pump operators. For treatment, the city hosts an NWSC operates Faecal Sludge Treatment Plant (FSTP), which is integrated with the wastewater treatment works and provides a dedicated facility for safe sludge processing.

Schools

On-site sanitation: School facilities predominantly use pit latrines or septic systems. With pupil stance ratio of 1:60, 80% of schools having lined pit latrines. Specific desludging data is scarce, but schools likely rely on the private cesspool or gulper services during maintenance or when pits fill. Opportunities: The emerging sanitation infrastructure presents an opportunity to extend desludging and treatment services to schools through scheduled public health programs and partnerships with NWSC

Healthcare facilities

It is noted that there are Latent risks when it comes to medical centers when generating fecal waste but alternative discharge routes are limited. Without dedicated containment and desludging protocols, they may resort to on-site septic systems. Potential needs are the uptake of desludging should align with Sphere humanitarian standards, which require access and safe handling of excreta facilities including handwashing points for at least one per ten inpatients and use of a formal desludging schedule and connection to the FSTP would greatly improve health safety. Patient stance ratio is at 1:40, 82 % having lined latrines the rest having septic tanks.

Public toilets

Public toilets in Fort Portal City rely on pit or septic tank systems emptied periodically by NWSC cesspool trucks or manual operators. The service frequency data specific to Fort Portal is limited, but regional norms suggest on-demand emptying with intervals ranging from weeks to months. There are gaps noted such as inconsistent emptying may lead to overflows, contamination, and service breakdowns, these factors are contributing to the overall sanitation burden in the city. 14 public toilets, franchised to private companies for operation and maintenance. Fort portal city lacks clear operation and maintenance guidelines for public toilets charges range from 200ug sh -500ugsh depending on the location of the facilities

Communal toilets

Fort Portal City still experience incidences of shared toilets among multiple households or community members, especially in informal settlements, and in north division due to land fragmentation .typically serviced via NWSC's cesspool trucks or manually by gulper teams. Identified issues include irregular emptying and high use volumes can lead to rapid fill-up, blockages, and environmental leakage. Lack of scheduled desludging exacerbates hygiene risks.

2.7.4. Faecal sludge emptying and transport

Households, schools, healthcare centers, public and communal toilets mostly rely on on-site containment (pit latrines or septic tanks). Sludge is removed using guplers, a model also used in Kampala as well. 3 cesspool private service providers are in emptying business Water for People trained a number manual emptiers, provided them with the relevant equipment to use and these groups are already registered, licenced and regulated by the city though the quality of sludge collected by these manual emptiers is not acceptable by NWSC due to its poor quality.

2.7.5. Faecal sludge treatment

Fort Portal City faces significant challenges in fecal sludge management (FSM) due to limited sewer coverage, reliance on onsite sanitation systems, and inadequate treatment infrastructure. The National Water and Sewerage Corporation (NWSC) operates centralized sewerage systems in 17 towns, including Fort Portal, but the coverage remains low, with a limited pipe network of 764 km Source: [Water For All](#).

To enhance fecal sludge management in Fort Portal City, it is recommended to:

1. **Develop a dedicated fecal sludge treatment facility:** Establish a centralized treatment plant to safely process fecal sludge from onsite sanitation systems.
2. **Regulate and formalize emptying services:** Ensure that cesspool service providers are licensed, equipped with appropriate vehicles and protective gear, and adhere to safety standards.
3. **Promote proper pit emptying and sludge handling practices:** Conduct public awareness campaigns on safe disposal methods and the importance of regular maintenance of onsite sanitation systems.
4. **Integrate fecal sludge management into the broader sanitation strategy:** Align FSM efforts with existing water and sanitation plans to ensure a holistic approach to urban sanitation.

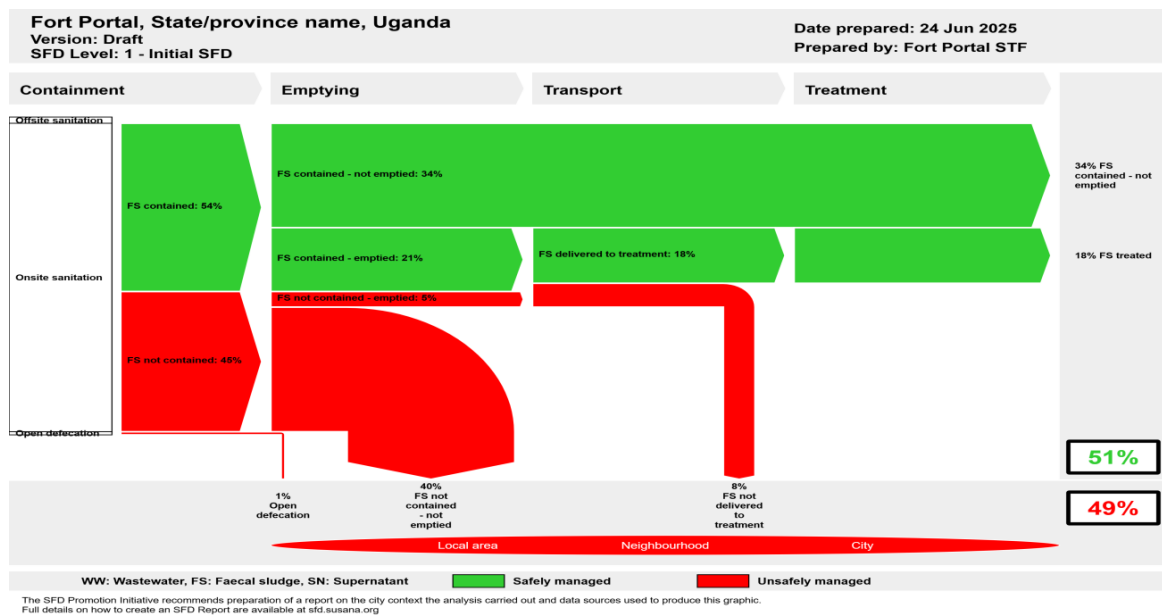


Figure 2: Shitflow Diagram of Fort Portal City showing FSM

Source: Fort Portal Baseline Data on sanitation situation 2025

2.7.6. Complementary sectors and crosscutting issues

Solid waste management

All the city's solid waste is deposited at the Kitere composting site, receiving over 70% of city solid waste, approximately 170 tons daily, currently 150 Tons collected to the waste composting plant in Kitere (temporarily no longer composting due to structural related issues) renovation has kick started, there are plans to recruit garbage sorters /scavengers to segregate waste at the disposal site , the city has eliminated skips and reduced illegal dumping sites .The city is rolling out the implementation of “polluter pay” fee structure where private companies collect and transport waste to the disposal site at a fee of 100

Ugshs per kg of waste, slow roll out is registered in north division, waste from markets is still being collected by the division authorities.

Monthly city sanitation campaigns are held with the help of cultural institutions (Toro kingdom), education institutions, religious institutions ,NGOs,The city administration is actively obliging privatized collection in central zones.

Ongoing issues; slow roll out in some areas ,resistance from community members resulting into illegal dumping of waste ,Understating, limited funding, infrequent collection,poor segregation practices at the points of generation, and low user awareness remain constraints.

2.7.7. Storm-water and Grey-water management

Storm water is managed by permanent and semi-permanent storm water channels that were constructed by FPCC, UNRA, they are maintained routinely to avoid blockages.The biggest percentage of grey water is managed by individual households using soak pits, some grey water is managed by NWSC (**statistics from NWSC**), that is managed by NWSC is at an estimate of 8%.

As part of monthly cleanup and desilting campaigns, Fort Portal runs targeted interventions on storm drains and antimalarial channel to be replaced with drainage addressing mosquito breeding and flood risks, similar to storm-water, Grey-water is discharged into traditional drainage channels.This approach benefits from regular clearing, but risks water-logging and pollution when drains are clogged with solid waste.

There are cases of accumulations of solid and fecal sludge which can block drainage systems, worsening flooding and cross-contamination. Thus, integrated FSM, solid waste disposal, and storm-water maintenance are essential to uphold environmental and public health standards.

Challenges: Coverage remains limited, only about **3% of the city's waste water** (including sludge) flows through NWSC management systems. Many households in low-income or informal areas may use informal or irregular desludging services, risking environmental contamination

2.8. Policy, Acts, Strategies and Guidelines aligned with the SSAP

2.8.1. Summary

Fort Portal City has developed the human and solid waste management ordinance,to guide An Ordinance to provide for on control, storage, collection, transportation, treatment, processing and disposal of waste generated within Fort Portal City. The control and establishment, maintenance and operation of waste treatment facilities for all waste generated within the Sub County and the whole city which is at draft stage.

The SSAP will align with the principles of the above. There are national laws and local by-laws governing sanitation in the city but gaps in the regulatory framework exist when it comes to FSM e.g. licensing regime.

Despite the urban development plan including the development of additional conventional sanitation infrastructure (sewers and wastewater treatment plants) the lack of government control over land use means that land available for the siting of sanitation infrastructure is increasingly difficult to obtain.

There is limited coordination between the key sanitation stakeholders, namely Fort Portal City local leadership, private service providers, NWSC and the private sector, in Fort Portal City. The mandate of each actor is clear, but the absence of a joint sanitation plan and proactive coordination means that little progress has been made towards improved sanitation in the city.

2.8.2. National level

The list of laws, policies, plans strategies and guidelines relevant to the SSAP are summarized in Table 5. Details of how these documents relate to the SSAP are presented in Annex 2:

Table 4: List of Relevant Laws, Policies, Plans, Strategies and Guidelines

Laws
The Constitution of the Republic of Uganda
Local Government Act 1997
Public Health Act 1935 (Revised 2000)
Public Health (Amendment) Bill 2021
National Water and Sewerage Corporation Act, Cap. 317, 1995
The Water Act, Cap. 152, 1997
Building Control Act, 2013
National Environment Act 2019
Policy
National Environmental Health Policy 2005
A National Water Policy 1999
Draft - National Sanitation Policy – Uganda
National Environmental Health Policy 2005
Plans, strategies, and guidelines
Uganda Vision 2040
National Development Plan III (NDPIII and NDPIV)
National Environment (Standards for Discharge of Effluent into Water or on Land) Regulations, 1999
Guidelines for Three Star Approach for Planning WASH in Schools 2017

2.8.3. Local level Policy

Draft National Sanitation Policy (NSP) of Uganda aims to ensure universal access to improved sanitation and a clean and healthy environment by 2030. This goal is to be attained through:

- ▶ Scaling urban and rural sanitation approaches towards open defecation free (ODF) status and universal access to improved sanitation by 2030
- ▶ Promoting appropriate technology choices for waste management and pollution control
- ▶ Fostering strong private sector participation and investment in sanitation service delivery
- ▶ Establishing an enabling legal and regulatory environment for sanitation
- ▶ Strengthening institutional and human resource capacity
- ▶ Sustainable financing via a Sanitation Fund, and
- ▶ Establishing effective monitoring and evaluation frameworks for the sanitation sector

The policy is still at a draft level and yet to be approved by council. In the absence of clear national sanitation policy, this document is critical for sanitation improvements in Fort Portal and the SSAP aligns itself to the guiding directions of the policy.

2.8.4. Laws and Ordinance

The Fort Portal City Human waste Ordinance aims to regulate the containment, collection, transport, treatment, and disposal of solid waste. The by-law highlights the different technologies that are permitted in each part of the value chain. Additionally, it stipulates how the community and private sector are to be supervised for proper solid waste management..the ordinance has undergone several council reviews and approvals

2.8.5. Plans, Strategies, and Guidelines

The Fort Portal City Development Plan (2025/26 - 2029/30) is aligned to both the National Vision and NDP IV priorities to ensure consistency with and conformity to national goals and objectives (with regard to national and regional development of the country). It also integrates a renewed vision; core values and direction that helped shape its Goals, Objectives and Priority Programs/projects towards simultaneously addressing current needs and future aspirations of the city. Furthermore, the Development Plan provides a strategic and reference framework for systematic planning, budgeting and implementation. This is in part because it adopts a programmatic and more focused approach predicted on clear and realistic transformative results, and impart the fact that its formulation process was inclusive, participatory and thus facilitated the involvement of stakeholders (particularly primary stakeholders) in the identification and confirmation (through participatory situational analysis) of critical elements of the plan.

2.8.6. Institutions

Fort Portal City operates under a structured political and administrative framework, with the City Council serving as the highest political authority. The Council is composed of elected members under the leadership of the City Mayor, with five members forming the Executive Committee. This committee is responsible for initiating and formulating policies for Council approval and ensuring the effective implementation of both local and central government policies.

The City Town Clerk heads the Management and Support Services sector, which is tasked with coordinating Council operations, interpreting policy, and overseeing the timely execution of all Council programs.

Sanitation service delivery in Fort Portal City is the responsibility of several key departments, including: Public Health Department, Physical Planning Department, Education Department and Environment Department.

These departments jointly do develop and plan sanitation initiatives, monitor implementation to ensure compliance with set standards, issue nuisance notices and enforce sanitation regulations and penalize defaulters.

Despite this comprehensive mandate, the effectiveness of these departments is significantly constrained by limited financial and human resources. For example, the Public Health Department operates with only 7 staff members and an annual budget of UGX 30 million (approximately USD 7,900), which is predominantly allocated to waste management. As a result, there are no dedicated funds for sanitation promotion, demand activation, or enforcement activities.

While development partners can temporarily support these functions, a sustainable solution requires increased political commitment and investment in sanitation. Strengthening institutional capacity and increasing budget allocations at the city level are essential to achieving long-term sanitation improvements in Fort Portal City.

National Water and Sewerage Corporation is contracted to provide water supply and sewerage services to the city. It provides FSM services in the city through the Fecal Sludge Facility. NWSC is a professional, well-functioning utility, but focuses primarily on water supply. Sewerage Service Available: NWSC operates a sewage treatment facility in Fort Portal, but usage is extremely low just about 23% utilization, indicating minimal connections currently in service, Low Sewer Connections Overall: Nationally, NWSC has about 29,400 sewerage connections out of 930,000 total NWSC customers just at 3% of all connections. Tariff Structure: Customers on sewerage pay an additional surcharge that can be 75–100% of the water tariff, depending on user category. It maintains the sewerage network, but connections are minimal.

The private sector provides sanitation services in the city. Solid waste management services are well regulated but FS emptying services are less controlled and run on an on-demand basis.

3

Key Sanitation Issues Identified in Fort Portal City

3.1. Policy, institutions, and regulations

- ▶ Limited Capacity on Urban Sanitation Implementation
- ▶ Inadequate Stakeholder support and commitment of local leaders in Sanitation Advocacy in FPC
- ▶ Limited financial resources assigned to sanitation
- ▶ Understaffing
- ▶ Limited infrastructure
- ▶ Lack of funding for WASH Activities
- ▶ Existing manual emptiers who are unregulated.
- ▶ Gaps in the regulatory framework (FSM – Ordinance, licensing regime)
- ▶ Lack of an approved CWIS (sewer and non-sewer) strategic plan
- ▶ Limited coordination between key stakeholders (FPC, NWSC and private sector)
- ▶ Uncontrolled urban development limits options for siting of sanitation infrastructure

3.2. Water supply

57.11% of population does not have access to safely managed water supply

3.3. Liquid waste management

3.3.1. Sewer sanitation

Sewer Coverage: An estimated only 3% of premises in Fort Portal are connected to the sewer network meaning 84% of buildings are not connected.

3.3.2. Non-sewer sanitation

Approximately 76% of the population use improved on-site sanitation facilities, such as lined pits or septic tanks.

Around 24% rely on unimproved on-site facilities, including shared, unlined, or makeshift latrines. An estimated 1% still practice open defecation, mainly in informal settlements and urban areas.

Roughly 20% of the population are believed to discharge grey-water or black-water into open drains, contributing to surface water pollution. There is inadequate provision of and often unsustainable O&M for institutional sanitation facilities (schools, healthcare centers, public and community toilets).

3.4. Solid Waste Management

The city generates approximately 70 tonnes of solid waste daily, at an estimated 0.47 kg per ca-pita per day. Over 80% of the waste is organic/biodegradable, with the remainder comprising plastics, paper, metals, and construction debris. Fort Portal City achieves a relatively high waste collection rate around 65% of generated waste is collected and officially disposed of waste. According to national audits, Fort Portal City leads Ugandan urban centers with an 86% waste collection rate, outperforming many other cities.

3.5. Stormwater Drainage

The Works and Engineering Department is mandated to maintain and design city drainage infrastructure, but resource constraints and planning gaps hinder its effectiveness.

4

Strategic Sanitation Action Plan

4.1. Objectives of the SSAP

Goal:

To achieve universal access to safe, equitable, and sustainable sanitation services for all residents of the city, ensuring a clean, healthy, and environmentally resilient urban environment that promotes public health, social well-being, and economic development by 2030.

The objectives of the SSAP are to:

- ▶ To improve Access to Safe and Sustainable Sanitation Services
- ▶ To Strengthen Institutional and Governance Frameworks
- ▶ To promote Hygiene and Behavioral Change
- ▶ To enhance Waste Management Systems by establishing sustainable systems for collection, transport, treatment, and safe disposal or reuse of fecal sludge and wastewater..
- ▶ To Strengthen the capacity of local authorities and service providers for planning, operation, and maintenance of sanitation systems.

The strategy is based on the following principles:

- ▶ Equity and Inclusiveness: Ensure universal access to sanitation services, with special focus on vulnerable and marginalized groups (low-income households, informal settlements, persons with disabilities, women, and children), Promote gender-sensitive and child-friendly sanitation facilities.
- ▶ Environmental Sustainability: Protect natural resources (water, soil, and air) from pollution caused by poor sanitation and encourage resource recovery and reuse.
- ▶ Health and Hygiene Promotion: Recognize sanitation as a public health priority and emphasize behavioral change and hygiene education
- ▶ Good Governance and Accountability: Ensure clear institutional roles and responsibilities among government departments, private operators, and communities and promote transparency, stakeholder participation, and accountability in planning and implementation.

- **Partnership and Collaboration:** Foster collaboration between government, private sector, communities, NGOs, and development partners and encourage public-private-community partnerships (PPCPs) for service delivery and innovation.

4.2. Strategic Components

The overall strategy for the Fort Portal City is divided into four components as illustrated in Figure 2. For the purposes of the SSAP for individual demonstration areas recommended strategic inventions will be grouped under Components 2 to 4 since Component 1 focuses on the activities that will be undertaken at regional level.

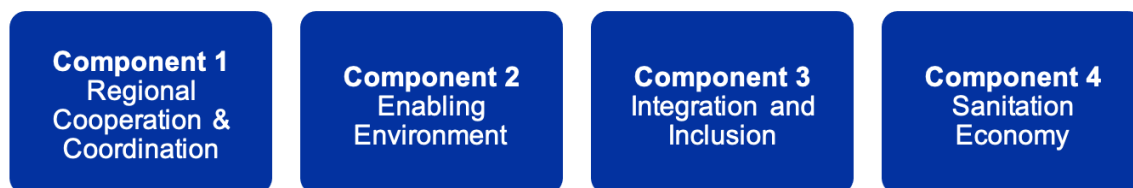


Figure 3: Components of Fort Portal City Strategic Plan



Figure 4: Explaining components for the Fort Portal City

4.2.1. Component 2: Enabling Environment

Table 5: Summary of Proposed Interventions under Component I of the SSAP

No.	Intervention	Objective	Timeframe	Overall Cost (UGX)
2.1	Establish Sanitation Ordinance Activities/actions Stakeholder Engagement - Conduct consultations with key stakeholders and communities. - Form a technical working group for ordinance development. Validation and Review - Organize validation workshops to gather stakeholder feedback. - Revise and finalize the draft ordinance. Approval and Gazetting - Submit the final draft to the City or District Council for approval. - Facilitate legal review and official gazetting. Awareness and Dissemination - Disseminate the approved ordinance to communities and institutions. - Conduct awareness campaigns and capacity building for enforcement teams. Implementation and Enforcement - Enforce the ordinance through designated officers. - Monitor compliance and apply penalties for non-adherence.	Provide a framework for the regulation of sanitation activities in Fort Portal City	2025-2026	10,000,000-Done by Water for People
2.2	Establish a licensing framework for FSM Increase and track City budget attached to performance indicators	Provide a framework of licensing of E&T operators Inadequate City budget is currently assigned to liquid and solid waste management in Fort Portal City	2025-2030	Increase City sanitation budget
2.3	Formation of an Public health Unit in FPC Activation of a multi-stakeholder coordination platform	Set up Public Health Unit to spearhead sanitation improvements in the city Lack of coordinated actions for sanitation interventions	2028-2030	Increase City sanitation budget (525,000,000)

No.	Intervention	Objective	Timeframe	Overall Cost (UGX)
2.4	Establish a sanitation baseline and a Data Management System How it helps VHTs: • Guides Planning: VHTs can identify households without toilets or those practicing unsafe sanitation and plan targeted follow-ups. • Informs Priorities: Helps VHTs focus their efforts on the most vulnerable or undeserved areas. • Monitors Progress: Serves as a reference point for measuring changes and improvements over time. • Supports Advocacy: Provides evidence for mobilizing community leaders and local authorities to invest in sanitation improvements. • Enhances Coordination: Data allows VHTs to align their work with health centers, local councils, and sanitation programs.	Lack of reliable data on sanitation situation	2026-2028	1,800,000,000

4.2.2. Component 2: Integration and Inclusion

Component 3 of the FPC-SSAP aims to bring about the adoption and mainstreaming of SSAP planning and service delivery in the City.

For demonstration areas this translates into actions designed to ensure the design and delivery of appropriate and affordable sanitation services to all in a city.

The main focus of these interventions are on:

1. Ensuring the efficient use of existing conventional sanitation infrastructure (sewers and wastewater treatment plants),
2. Introduction of innovative sanitation delivery models in densely populated areas where it would not be feasible or would be too expensive to introduce conventional sewers and
3. Improve the viability of FSM E&T services and reduce the risk of illegal discharging through the construction of an FSTP for the city. Not clear

Table 6: Summary of Proposed Interventions under Component 3 of the SSAP

No.	Intervention	Objective	Timeframe	Overall Cost (UGX)
3.1	Advocacy for sanitation improvements; focusing on: • Ensuring access to safe sanitation for vulnerable groups. • Promoting hygiene practices • Advocating for stronger sanitation policies, financing, and enforcement of standards • Need for improved, climate-resilient, and affordable sanitation systems • Using surveys, case studies, and community data to highlight sanitation gaps	To enhance awareness and capacity of stakeholders on sanitation improvement and hygiene best practices	Immediate target (2025-2026) Midterm target (2026-2028) Long term (2028-2030)	20,000,000 20,000,000 20,000,000
3.2	Zoning of sanitation service delivery areas: Zone A: Central Division (City Centre) Zone C: Kabundaire, Rwembwa / Kasusu.	To Reduce potential environmental contamination in the city	2025-2028	700,000,000
3.3	Densification of sewer connections	To increase household sewer connections and optimize the utilization of wastewater treatment plants	2026-2030	26,500,000,000 with support from NWSC
3.4	Implement clusters of simplified sewer systems	High levels of unlined pit latrine use in areas with water supply	2026-2028	30,500,000,000
3.5	Expansion of treatment capacities at NWSC treatment plant	To upgrade the wastewater infrastructure to meet increased demand resulting from the densification of sewer connections	2026-2030	20,500,000,000
3.6	Improvement of school sanitation to increase the stances from 1:60 to 1:40 and promote proper hygienic practices	To address shortages of toilet stances, group washing facilities, and menstrual hygiene management facilities in schools.	2026-2030	1,100,000,000

4.2.3. Component 3: Sanitation Economy

Component 4 of the FPC-SSAP aims to strengthen the sanitation economy by promoting innovative service delivery models, enhancing private sector participation, and stimulating investment across the entire sanitation value chain. This component builds on the understanding that sustainable sanitation services in urban areas like Fort Portal City require robust public-private collaboration, business-friendly environments, and demand-driven innovation.

In Fort Portal City, where sanitation challenges persist due to limited infrastructure coverage, informal service provision, and poor-quality on-site facilities, Component 4 translates into specific actions to:

- ▶ Create an enabling environment for private sector participation in sanitation service delivery.
- ▶ Improve the viability and sustainability of businesses operating in faecal sludge management (FSM), toilet construction, and solid waste handling.
- ▶ Encourage investment in technology and innovation suited to the city's diverse settlement patterns and topography.

Based on the sanitation situation analysis in Fort Portal City, the sanitation baseline survey carried out by the City with assistance from Water for People 2025, there are three strategic intervention that have been identified to support the growth of the sanitation economy in Fort Portal City.

Table 7: Summary of Proposed Interventions under Component 4 of the SSAP

No.	Intervention	Objective	Timeframe	Overall Cost (UGX)
4.1	Develop and advocate for minimum standards for on-site sanitation facilities	More than 50% of toilets in Fort Portal City are poorly built	2025-2028	96,000,000 Water for People to provide information
4.2	Incentivize private sector to support Household toilet construction that are climate resilient	To increase private sector involvement in toilet construction	2025-2030	170,000,000
4.3	Improvement in primary collection of solid waste management i.e more small trucks, tricycles, proper waste handling, sorting, and timely disposal, Supporting waste pickers with protective gear, formal recognition, and integration into the waste value chain.	To establish defined waste service zones with specific collection schedules and assigned responsible teams	2025-2030	450,000,000

4.3. Accountability framework for the SSAP

A three-tier accountability framework will be developed to support the implementation of the SSAP.

The first level is made up of the FPC political leadership and the Sanitation Task Force (STF). The STF with the help of Village Health Teams (VHTs) will monitor implementation progress. The Village Health Teams will collect the data required to determine the performance indicators and this information will be fed into the HMIS and the STF will prepare a bi-annual report for the FPC political leadership.

On the second level the STF will engage in the annual stakeholder forum (5.2) where the implementation results are presented to a wider group of stakeholders, progress evaluated and further actions initiated and agreed.

The third level is related to independent evaluation, in addition to the above, FPC allows other organizations such as WSDF, civil society organization such as NGOs, CBOs, and funding agencies to access the HMIS and carry out periodic independent evaluation of sanitation improvements across the various sanitation components. The results of such independent evaluation should be disseminated widely via the stakeholder forum.

4.4. Costed M&E Framework for the SSAP – Fort Portal City

M&E Level / Objective	Indicators	Main Activities	Means of Verification / Data Source	Frequency	Responsible Actors	Estimated Cost (UGX)
1. Routine Monitoring (STF & VHTs)	% of households with improved sanitation % of solid waste properly collected and disposed % of households with functional sanitation facilities	- Conduct household and facility surveys by VHTs (quarterly) - Spot inspections and Geo-tagging of sanitation facilities - Compile field reports and upload to HMIS	VHT reports, DMS data entries, photos, supervision reports	Monthly / Quarterly	VHTs, STF, Environmental Health Officer	UGX 35,000,000 (transport, field allowances, mobile data collection tools, supervision)
2. Bi-annual Reporting (STF to Political Leadership)	- Bi-annual progress reports submitted % of planned actions implemented	- Analyze VHT data and prepare reports - Hold internal STF review meetings - Present findings to City political leadership	STF minutes, bi-annual reports, DMS analytics	Twice per year	STF, FPC Technical & Political Leaders	UGX 10,000,000 (meetings, stationery, report printing)

M&E Level / Objective	Indicators	Main Activities	Means of Verification / Data Source	Frequency	Responsible Actors	Estimated Cost (UGX)
3. Annual Stakeholder Forum (Accountability Level)	- Annual stakeholder forum conducted % of stakeholders attending % of previous action points implemented	- Organize stakeholder forum - Facilitate participatory scorecard sessions - Disseminate results of monitoring & evaluations	Attendance lists, forum report, presentations	Annually	STF, MWE, NGOs, CSOs	UGX 25,000,000 (venue, facilitation, materials, documentation, refreshments)
4. Independent Evaluation (Learning Level)	- Independent performance rating - Stakeholder satisfaction level - Gaps identified and recommendations acted upon	- Commission independent evaluator (NGO/ consultant) - Conduct sanitation audit and household surveys - Disseminate findings via stakeholder forum	Evaluation report, audit findings, feedback session minutes	Every 2 years	External evaluator (WSDF, NGO, Consultant)	UGX 45,000,000 (consultant fees, travel, logistics, data analysis, dissemination)
5. Data Management & System Strengthening (Cross-cutting)	% of wards submitting timely data - Functionality of HMIS - Number of staff trained on DMS use	- Maintain and update HMIS - Conduct refresher training for data clerks - Carry out data quality assessments	HMIS analytics, training attendance sheets, DQA reports	Quarterly	STF Data Officer, MWE IT Support	UGX 12,000,000 (system maintenance, training, internet, equipment)

Note: Total cost for M&E of the SSAP will be 117,000,000 UGX

Table 8: Summary of Proposed Interventions under the Accountability Framework

No.	Intervention	Objective	Timeframe	Overall Cost (UGX)
5.1	Monitoring and accountability of SSAP implementation	Ensure adequate monitoring of SSAP implementation and promote accountability	2025-2030	Internal budgets
5.2	Improving public participation in monitoring and accountability for sanitation improvements through promoting the stakeholder forum engagements through meeting twice a year.	To strengthen accountability mechanisms for Fort Portal City and NWSC in the delivery of sanitation and wastewater management services.	2025-2030	22,000,000

4.5. Strategic partnerships for implementation of SSAP

The SSAP is a framework for a combined effort by all actors in Fort Portal City to achieve sanitation improvements. Table 9 presents the current and proposed strategic partners identified to participate in this concerted effort to implement the interventions outlined in the SSAP.

Table 9: List of present and proposed partners

Area of intervention	Current partners	Proposed partnerships
Implementation	Water for People, IRC, NWSC, MWE, NRDI	Pit Emptiers Association of Fort Portal City, Blight Sanitation, ENABLE, GIZ etc.
Financing (ODA)	World Bank	World Bank, AfDB, EIB, KfW, Belinda and Gates, AfDB - AUSI, etc.
Financing (climate)		Global Climate fund, City Gap Fund, International Climate Initiative (ICI), etc.
Research & Development	-	Water for People, Makerere University, Mountains of the Moon University, Water Resources Institute.
Business development		Aqua for All, WASTE, CEWAS, etc.
Technical assistance		GIZ, AFD, SNV, etc.

5

Financial Requirements For The SSAP

The overall cost of the implementation of the SSAP between 2025 and 2030 is around **49,860,700,000** UGX as shown in Table 10.

Table 10: Summary of Costs of SSAP

	Strategic components	Immediate	Short - midterm	Long term (2028-2030) UGX (C)
		(2025-2026) UGX (A)	(2026 - 2028) UGX (B)	
1	Improved Enabling Environment	2,119,100,000	108,000,000	1,800,000,000
2	Improved Integration and Inclusion		19,565,600,000	27,105,000,000
3	Enhance Sanitation Economy	55,000,000	220,000,000	225,000,000
4	Monitoring and Accountability	4,000,000	8,000,000	8,000,000
	framework for the SSAP			
		2,178,100,000	19,901,600,000	27,781,000,000
	Total A+B+C	49,860,700,000		

6

Conclusions and Recommendations

A summary of the SSAP is provided in Table 12.

Table 11: Summary of SSAP for Fort Portal City.

Name	Fort Portal City, Uganda		
Estd. Popn (2030)	74,500	Type of Settlement	Urban Centre I (50,000 – 499,999)
Total Budget	UGX 60,511,100,000	Time frame	2025-2030
Key Issues to Address			
1. Limited city capacity and poor coordination between city, water utility, private sector operators 2. Inadequate Stakeholder support and commitment of local leaders in Sanitation Advocacy. 3. Limited Capacity on Urban Sanitation Implementation 4. Under staffed-few sanitation enforcement officers 5. Lack of funding for WASH Activities 6. Slow process of the Ordinance 7. No standards for Onsite Sanitation facilities 8. No strategic plans 9. Regulation and licensing service providers 10. Existing manual emptiers who are unregulated. 11. Inadequate provision and O&M for institutional sanitation facilities			
Proposed Actions			
Component I: Enabling Environment	• Set up and ensure on-going funding for FSM Unit • Activation of a multi-stakeholder planning and implementation platform • Strengthen the regulatory framework for sanitation • Develop city situational analysis and establish Data Management System to track sanitation improvements.		

Component 2: Integration and Inclusion	• Densification of sewer connections in sewer-ed areas • Innovative service delivery models in dense unsewered areas • Facilitate E&T service provision with FSTP construction • Institutional and public toilet construction		
Component 3: Sanitation Economy	• Development of market for toilet construction • Support to development of FS E&T services • Support to development of SWM services		
Accountability Framework	• Establish three tier accountability frameworks		
Cross Cutting issues			
Job Creation	Toilet construction, FS E&T services, Primary waste collection		
Climate change	Encourage the reuse of treated sludge for soil conditioning or energy production (e.g., briquettes), reducing methane emissions from uncontrolled dumping.	Circular Economy	• Promote the treatment and conversion of faecal sludge into reusable products such as bio-fertilizer, compost, and biogas. • Support the establishment and upgrading of sludge treatment facilities that integrate resource recovery and safe reuse. • Provide tax breaks, subsidies, or incentives to companies that invest in sanitation innovations and recycling technologies. • Collaborate with schools and community groups to promote separation of waste streams and composting at household level.

7.1. **Annex 1: Literature Review**

The following documents were identified, collected, and reviewed:

1. The Constitution of the Republic of Uganda
2. Local Government Act 1997
3. Public Health Act 1935 (Revised 2000)
4. Public Health (Amendment) Bill 2021
5. National Water and Sewerage Corporation Act, Cap. 317, 1995
6. The Water Act, Cap. 152, 1997
7. The Building Control Act, 2013
8. National Environment Act 2019
9. National Environmental Health Policy 2005
10. A National Water Policy 1999
11. The National Sanitation Policy – Uganda
12. Uganda Vision 2040
13. National Development Plan III (NDPIII)
14. National Environment (Standards for Discharge of Effluent into Water or on Land) Regulations, 1999
15. Guidelines for Three Star Approach for Planning WASH in Schools 2017
16. Fort Portal City Draft Five Year Development Plan 2025/26 - 2029/30
17. Draft The Local Government (Fort Portal City) (Waste Management) Ordinance, 2021-2022
18. Fort Portal City Baseline Sanitation Data 2025 by Water for People

7.2. **Annex 2: Relevant National Policy, Acts, Strategies, and Guidelines**

Sanitation and hygiene are covered under several water, environmental and health policies including the National Environmental Health Policy 2005 and the National Water Policy 1999. The National Sanitation Policy – Uganda remains at draft level. Current policies do not include FSM and are not harmonized.

7.2.1. Laws

The **Constitution of the Republic of Uganda**, under Article 39 bestows upon every Ugandan the right to a clean and healthy environment. Under Article 178, the constitution tasks regional governments to provide sanitation within their jurisdiction.

The **Local Government Act 1997**, under Part 2 of the Second Schedule, includes environmental sanitation as one of the services that district councils must provide subject to Article 176 (2) of the constitution and Sections 96 and 97 of the Act. Despite this mandate devolution to local governments, sanitation service provision remains poor, uncoordinated, and allocated limited budget.

Public Health Act 1935 (Revised 2000) prohibits nuisances deemed dangerous to health by any person on any land or premises owned or occupied by them (Section 54). The strategy proposes that the local government utilizes notices or court action as per the Act to curb all nuisances. Under Section 88, the local authority has the mandate to issue notices to owners of buildings with latrines that are not adequate, are in poor sanitary state, or causing nuisances, and demand that they provide additional latrines or substitute the latrines with a type approved by the authority.

Public Health (Amendment) Bill 2021 seeks to repeal the provisions on building and construction in Part IX of the Act which are now under the Building Control Act, 2013 and the provisions on public sewers which are governed by the Water Act Cap. 152 and the National Water and Sewerage Corporation Act, Cap. 317.

National Water and Sewerage Corporation Act, Cap. 317, 1995 requires NWSC to provide water and sewerage services in the areas entrusted to it under the Water Act, and to develop water and sewerage systems in urban centers and big institutions throughout the country.

Water Act, Cap. 152, 1997 gives NWSC, in addition to water supply, the mandate to construct, operate or arrange for the construction or operation of sewerage collection and treatment services in their areas of operation (Section 62). Under section 63, NWSC may charge sewerage fees to buildings in the sewer area irrespective of whether they are connected or not. Section 63 also gives NWSC the mandate to issue notices in writing instructing buildings in the sewer area to connect. Finally, the owners of buildings may apply to NWSC to be connected to the sewer. To date, NWSC has not fully taken advantage of these provisions to stimulate buildings to connect to the sewers.

Building Control Act, 2013 provides for the formation of Urban Physical Planning Committees at each urban authority to scrutinize and approve building plans, and issue building and occupation permits. This strategy aims to strengthen compliance to health, sanitation, and drainage requirements as some of the aspects scrutinized by the building committee during the above processes as specified in the Act.

National Environment Act 2019 gives NEMA the authority to establish standards for the treatment and discharge of any effluent including wastewater into the waters of Uganda.

7.2.2 Plans, Strategies, and Guidelines

Uganda Vision 2040 recognizes sanitation and hygiene as a contributing factor to over 70% of the disease burden. This strategy contributes to Uganda Vision 2040 plans by improving sanitation systems to reduce the disease burden.

National Development Plan III (NDPIII and NDPIV), in line with attaining Uganda Vision 2040, sets the target of increasing basic sanitation coverage in Uganda from 19% to 40% by 2025. The strategy contributes to NDPIII by eliminating open defecation and increasing access to safely managed sanitation in Fort Portal City.

National Environment (Standards for Discharge of Effluent into Water or on Land) Regulations, 1999 provide standards for the discharge of effluent or wastewater into water or land. The strategy aims to protect water resources through improving wastewater treatment.

Guidelines for Three Star Approach for Planning WASH in Schools 2017 provide a road map for monitoring and improving the hygiene behaviour and standards for WASH facilities in schools in an incremental manner through ranking schools from 0 star (worst) to 3 star (best) along the process. The strategies proposed are in line with making the schools 3 star.

7.2.2. Institutions

The institutional framework for sanitation in Uganda is shown in Table 12. One of the major challenges facing sanitation in Uganda is the existence of duplicated responsibilities among different ministries and levels of government which lead to coordination issues. The Ministry of Health, the Ministry of Water and Environment and the Ministry of Education and Sports at national and local authority level, via their respective departments within the Council share the sanitation mandate.

Table 12: Ugandan institutional Framework for Sanitation

Functional attributes	Behavioral aspects	Toilets			Conveyance		Treatment/Disposal	
	Hygiene promotion	Household sanitation	Schools/ educational institutions	Health care facilities	Public facilities	Faecal sludge collection/ transport	Sewerage network	Treatment of Fecal sludge and wastewater
Enabling-National Level								
Policy	MoH	MoH	MoH	MoH	MWE	MWE	MWE	MWE
Regulations	MoH	MLG	MoES	MoH	MLG/ MWE	NEMA	WURD/ MWE	NEMA
Financing	MoH	HH	MoS/MWE	MoH	MWE/ WSDF	Private sector(F)	MWE	MWE
Capacity Building	MoH	MoH/MWE	MoS/MWE	MoH	MLG/ MWE	MWE/ WSDF	MWE	MWE/ WSDF
Developing-Regional Level								

Functional attributes	Behavioral aspects	Toilets			Conveyance		Treatment/Disposal	
Planning	MoH	FPC	MoE	MoH	FPC	FPC	MWE	MWE/ WSDF
			FPC	FPC		MWE/ WSDF	NWSC	NWSC
Infrastructure provision	Private sector(F)	HH	MoES	MoH	MWE/ WSDF		MWE	MWE/ WSDF
			FPC			Private sector(F)		
				FPC				
Sustaining-Local Level								
Enforcement	FPC	FPC		FPC	FPC	NEMA	NEMA	NEMA
						FPC		
Assets management	FPC	HH		HC/ HUMC		Private sector(F)	NWSC	NWSC
Service delivery	Private sector(F)			Private sector(F)	Private sector(F)	Private sector(F)	NWSC	NWSC
Monitoring evaluation	FPC	FPC		FPC	FPC	FPC	NEMA	NEMA

MoH	Ministry of Health
HC	Health Centre
MWE	Ministry of Water and Environment
HUMC	Human Unit Management Committee
WSDF	Water and Sanitation Development Facility
FPC	Fort Portal City
Private F	Formal I- Informal
HHs	Households
NEMA	National Environment Management Authority
NGO	Non-Government Organization
NWSC	National Water and Sewerage Corporation
MoS	Ministry of Sports
WURD	Water Utilities Regulation Department

7.3. Annex 3: Status of sanitation in schools, healthcare facilities and public places

Table 13: Status of Sanitation Facilities in Public Places in Fort Portal City

No.	Public Place	No. of Toilet Stances	Type of Toilet	Handwashing Facilities
		Public toilets (Male: Female Ratio)		
1	Lugard	2M 3W	FLASH (not in use)	YES
2	Kabundaire mkt	3M 4W	FLASH (pour)	NO
3	Kabundaire fresh mkt	2M 2W	PIT LATRINE (emptiable)	NO
4	Nyakaseke	3M 4W	FLASH (pour)	NO
5	Bundibugyo Park	1M 2W	PIT LATRINE (emptiable)	NO
6	Lorry Park	2M 3W	FLASH (pour)	NO
7	Kahinju	2M 3W	FLASH (pour)	NO
8	Kitumba mkt	2M 3W	PIT LATRINE (emptiable)	NO

Table 14: Status of Sanitation Facilities in Public Schools in Fort Portal City

School	Total Pupils	Required Stances (1:40)	Approx. Ratio (if built)
Bagaaya P.S	624	16	1:39
Buhinga P.S	2128	53	1:40
Bukuku P.S	1087	27	1:40
Bukwali P.S	825	21	1:39
Burungu P.S	612	15	1:41
Butebe P.S	574	14	1:41
Canon Apolo	541	14	1:39
Gweri P.S	245	6	1:41
Haibale P.S	461	12	1:38
Kabarole	413	10	1:41
Kagote P.S	524	13	1:40
Kahinju P.S	640	16	1:40
Kahungabunyonyi P.S	840	21	1:40
Kamengo P.S	776	19	1:41
Karambi P.S	728	18	1:40

School	Total Pupils	Required Stances (1:40)	Approx. Ratio (if built)
Kazingo P.S	628	16	1:39
Kazingo SDA	496	12	1:41
Kiguma P.S	610	15	1:41
Kitarasa P.S	534	13	1:41
Kitumba P.S	411	10	1:41
Kyebambe P.S	788	20	1:39
Mts of the Moon	452	11	1:41
Mukumbwe P.S	467	12	1:39
Ngombe P.S	630	16	1:39
Njara Hill P.S	694	17	1:41
Nyabukara P.S	807	20	1:40
Nyakagongo P.S	316	8	1:40
Nyakasura Junior	532	13	1:41
Kinyamasika P.S	933	23	1:41
Sts. Peter & Paul	968	24	1:40

Source: Fort Portal Data for UPE FY 2024/2025

- **Total pupils (all schools): 20,284**
- **Total required toilet stances: 505**
- **Average stances per school: ~17**

This means to meet the 1:40 ratio, the district should plan for **about 505 stances in total** across the 30 schools.

Figure 5: Annex 4: Map Showing Distribution of Tourism Facilities in Fort Portal City

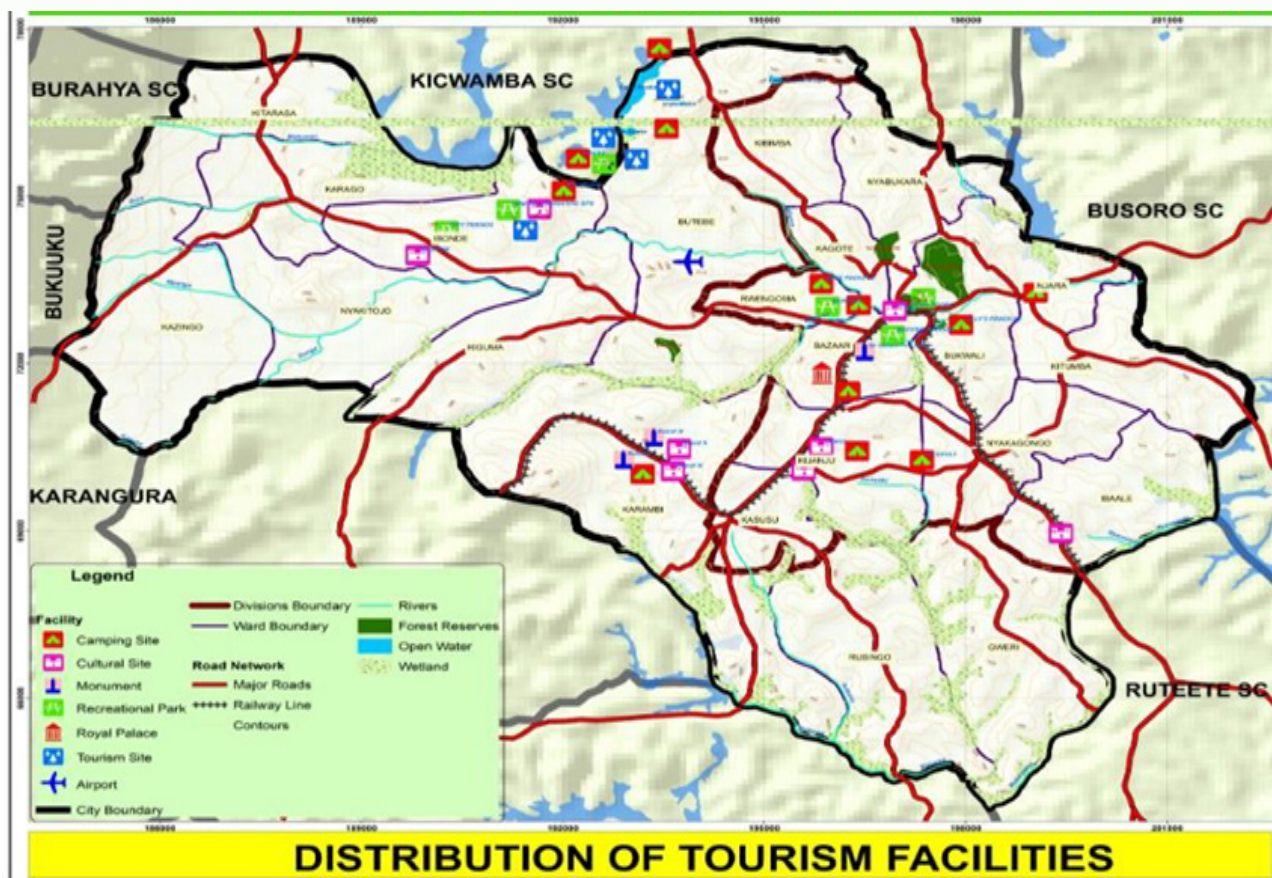


Table 15: Status of Sanitation Facilities in Healthcare Facilities in Fort Portal City

Unit name	105-OA01. New attendance Jul 2024 to Jun 2025	No of toilet stances	Type of toilet	HWF	Comments
Alpine Clinic	7112	4	2 flushing and 2 ordinary pits	no	inadequate
Bukuku Health Centre IV	14406	9	3 flushing and 6 ordinary pits	yes	some old a d filled up
Fort Portal Regional Referral Hospital	116904	14	10 flushing and 4 ordinary pits	yes	some are poorly maintained
Great Lakes Hospital	2719	20	18 flushing and 2 ordinary pits	yes	good state
Ibaale Health Centre II	3295	2	ordinary pit latrines	no	shared btn staff and patients

Unit name	105-OA01. New attendance Jul 2024 to Jun 2025	No of toilet stances	Type of toilet	HWF	Comments
Kabarole COU Hospital	15159	10	8 flushing and 2 ordinary pits	yes	disrupted by water supply some times
Kagote Health Centre III	8787	4	ordinary pits	yes	functional
Karambi (Kabarole) Health Centre III	10934	6	2 flushing and 4 ordinary pits	yes	inadequate
Kasusu Health Centre III	6113	4	ordinary pit latrines	yes	inadequate
Kataraka Health Centre IV	14165	4	ordinary pit latrines	no	shared btn staff and patients
Katojo Prisons Health Centre III	13586	2	ordinary pit latrines	no	inadequate
Kiguma Health Centre III	2546	4	ordinary pit latrines	yes	shared btn staff and patients
Kihembo SDA Health Centre II	865	4	ordinary pit latrines	yes	functional
Kisakye Clinic (Fort Portal)	674	4	ordinary pit latrines	no	inadequate
Lillah Muslim Health Centre II	1234	2	flushable	no	inadequate
Maranatha Health Centre III	6078	6	2 flushing and 4 ordinary pits	yes	functional
Marie Stopes Uganda Fort Portal Health Centre II	3300	1	flushing	yes	inadequate
Marvis Medical Centre	1435	4	flushing	yes	well maintained
MK International Hospital	955	20	flushing	yes	well maintained
Mucwa Health Centre III	6267	4	ordinary pit latrines	yes	inadequate
Muhooti Barracks Health Centre III	21699	6	ordinary pit latrines	yes	well maintained

Unit name	105-OA01. New attendance Jul 2024 to Jun 2025	No of toilet stances	Type of toilet	HWF	Comments
Police (Kabarole) Health Centre III	8150	4	ordinary pit latrines	no	poorly maintained
Reproductive Health Uganda (Fort Portal)	809	2	flushing	yes	inadequate
Rubingo Health Centre III	2242	4	ordinary pit latrines	yes	well maintained
Sarah Medical Health Centre II	1585	2	flushing	yes	well maintained
St. Paul's Medical Centre	472	2	ordinary pit latrines	no	lacked adequate privacy
Vine Hospital	953	4	flushing	yes	well maintained
Virika Hospital	16218	8	6 flushing and 2 ordinary pits	yes	well maintained
Yawe Health Centre II	788	4	2 flushing and 2 ordinary pits	yes	well maintained, inadequate

7.4. Annex 5: Proposed Interventions

7.4.1. Strategic Component I - Improved Enabling Environment

I	Intervention	Establish sanitation by-laws
	Rationale	Liquid waste management unregulated due to lack of Ordinance and inadequate enforcement by FPC
	Description	The development of the by-law should be a participatory process spearheaded by the political leadership of Fort Portal City. The process should engage in wider consultation with the community, business, service providers, public institutions, local NGOs, and CBOs active in the field of sanitation, such that the awareness of the issues surrounding sanitation is highlighted and appropriate legal interventions are co-created in a bottom-up approach. This will ensure the ownership and acceptance of the Ordinance. FPC to develop by-law for liquid waste management in-line with the existing, but not ratified, solid waste management by-law. The liquid waste management Ordinance should be developed to comply with: • The Water Act (1997), • Public Health Act 1935 (Revised 2000), • Public Health (Amendment) Bill 2021, • National Water and Sewerage Corporation Act 1995, • National Environment Act 2019, etc. The by-law should be based on the above acts but should be contextualized to conditions in Fort Portal City. The by-law should encompass the whole sanitation chain (containment, emptying and transport, treatment, and disposal) for sewer and non-sewer sanitation and include regulations for dwellings, commercial buildings, public buildings, transportation hubs, etc. In addition, the by-law should: • Define requirements for sewer connections • Minimum standards for containment of faecal sludge for on-site sanitation systems • SoPs for faecal sludge emptying and transportation • Minimum standards for greywater disposal where non-sewer sanitation systems exist • Standard procedures for storm water management • Effluents standards for wastewater and SoPs for sanitized faecal sludge disposal at treatment units Where national guidelines for any of the above do not exist, international best practices or regional standards should be adopted. FPC should engage in improved compliance monitoring activities and reporting systems by increasing enforcement officers in the Division A and B.

	Activities	Lead	Implemented by	Financed by	Indicator/ Milestones	Cost estimate	Immediate (2025-2026) UGX	Short - midterm (2026- - 2028) UGX	Long term (2028-2030) UGX
1	Stakeholder consultation for co-creation of Ordinance	FPC	FPC	Water for People	Two consultative workshops conducted	UGX 10,000,000 x 2 events		20,000,000	-
2	Liquid waste management by-Ordinance developed and enacted	FPC & NWSC	Team of legal & sanitation experts	Water for People and Internal Budget	Finalized by-law approved by the Auditor General	UGX 2,035,000 x 60 days		122,100,000	-
3	Liquid waste management by-Ordinance enforced	FPC	FPC	FPC	Minimum of 5 new enforcement officers enrolled in FPC	Internal budget	-	150,000,000	-

2	Intervention	Establish a licensing framework for FSM							
	Rationale	Lack of licensing framework for faecal sludge management mean private sector sanitation service providers operate without control in Fort Portal City							
	Description	To enhance and regulate FSM services in Fort Portal City, a licensing framework for private service providers is proposed. The framework should provide details of: • Roles and responsibilities of parties • SoPs for FSM • Type of equipment to be used • Personnel safety requirements • Tariffs for emptying and disposal of faecal sludge – Punitive measures for non-compliance The licensing framework should be co-created in close cooperation between FPC, service providers and NWSC							

Activities	Lead	Implemented by	Financed by	Indicator/ Milestones	Cost estimate	Immediate (2025-2026) UGX	Short - midterm (2026 - 2028) UGX	Long term (2028-2030) UGX
1 Develop a licensing agreement for FSM	FPC- Service providers	FPC – Consultant	FPC	License framework initialized and operational	UGX 35,000,000	-	-	35,000,000
2 Licensing condition advocated and popularized by FPC	FPC	FPC	FPC	Print, and digital copies of conditions published and disseminated	Internal budget	-	-	-

3 Formation of an FSM unit in FPC

Rationale	A focus point for FSM service planning and implementation is required to speed up sanitation improvements.							
Description	FPC will establish an FSM unit comprising of personnel from the health and environment department to spearhead sanitation improvements in Fort Portal City. The unit should consist of 2-3 qualified persons and manage all activities pertaining to and not limited to: advocacy and sanitation marketing, compliance monitoring, sector coordination, etc. This will require gradually increase in the municipal budget allocation for sanitation over a five-year period							
Activities	Lead	Implemented by	Financed by	Indicator/ Milestones	Cost estimate	Immediate (2025-2026) UGX	Short - midterm (2026 - 2028) UGX	Long term (2028- 2030) UGX
1 Increase budget allocation	FPC	FPC	FPC	FSM Unit established	Internal Budget	25,000,000	100,000,000	400,000,000

4	Intervention	Increase and track City budget attached to performance indicators							
	Rationale	Inadequate City budget is currently assigned to liquid and solid waste management in Fort Portal City							
	Description	Fort Portal City currently faces significant challenges in managing liquid and solid waste due to insufficient budgetary allocation. The funds designated for these critical services fall short of what is necessary to effectively operate, maintain, and expand waste management infrastructure and services. This financial constraint limits the city's ability to provide regular and comprehensive waste collection, treatment, and disposal, resulting in negative environmental and public health outcomes.							
	Activities	Lead	Implemented by	Financed by	Indicator/ Milestones	Cost estimate	Immediate (2025-2026) UGX	Short/mid term (2026-2028) UGX	Long term (2028-30) UGX
I	Increase budget allocation	FPC	FPC	FPC		Internal Budget	-	-	-

5	Intervention	Activation of a multi-stakeholder coordination platform							
	Rationale	Lack of coordinated actions for sanitation interventions							
	Description	Creation of a multi-disciplinary and multi-stakeholder Sanitation Task Force (STF) to improve coordination of sanitation related activities in the city. The STF will identify, plan, implement and or supervise/ monitor solid and liquid waste management activities in Fort Portal City. The STF consists of a max. of 10-15 representatives from the following stakeholder groups: - Fort Portal City (represented by the City Town Clerk, City Heath Officer, City Educational Officer, City Economic Planner, Physical Planner, City Engineer, Law Enforcement Officer, Community Development Officer) - NWSC (represented by the Area Manager), Sanitation service providers, - NGOs/CBOs/representatives of sanitation workers. The STF is chaired by the Town Clerk and meets quarterly to coordinate sanitation activities, including the responsibility to plan implement and oversee activities listed in the Strategic Sanitation Action Plan. The members of the STF undertake their role on a pro-bono basis, with FPC providing logistical support to organization of meetings, namely venues and other ancillary costs associated to the coordination activities.							

	Activities	Lead	Implemented by	Financed by	Indicator/ Milestones	Cost estimate	Immediate (2025-2026) UGX	Short - midterm (2026 - 2030) UGX	Long term (2028-2040) UGX
I	STF activated and functioning	City Town Clerk, FPC	FPC	FPC	Min. 4 sanitation interventions planned and implemented annually	Once in Quarter STF meetings held meeting	2,000,000	8,000,000	8,000,000

6	Intervention	Establishing a sanitation baseline situation and a Data Management System (DMS)							
	Rationale	Lack of reliable data on sanitation situation							
	Description	The need for reliable data cannot be over-emphasized. To make planning and implementation of sanitation interventions effective, a detailed Sanitation Situational Analysis should initially be prepared. Data collection should cover all aspects of the sanitation chain and present a detailed understanding of and not limited to: • The sanitation technology landscape • Understanding of behavioral choices among the various socioeconomic groups • The extent to which formal and informal service providers operate in the city • Costs for various services • influence of other sub-sectors on sanitation e.g. stormwater drainage, greywater management, SWM. The situational analysis should cover all divisions/subdivision/wards/parishes under the municipal council, including schools (public and private), health centers and private clinics, public buildings, transport hubs, commercial, and industrial facilities. The data is presented in a City-wide Sanitation Mapping Report for verification and validation by the STF during a one-day workshop. All collected data is compiled in an excel based Data Management System within the Dept. of Health and Environment at FPC. The DMS comprises of key indicators pertaining to sanitation, covering households, schools, health centers, markets, abattoirs, industries, etc. FPC carries out regular monitoring of the performance of each indicator and updates the DMS. The data collection activities for regular monitoring of households, schools, health centers, and public places is conducted by Village Health Teams (VHTs) under the budget line of Dept. of Health. The monitoring of indicators on emptying and transportation and service providers is undertaken by the Dept. of Environment under their budgets.							
	Activities	Lead	Implemented by	Financed by	Indicator/ Milestones	Cost estimate	Immediate (2025-2026) UGX	Short - midterm (2026 - 2028) UGX	Long term (2028-2030) UGX
1	City-wide Sanitation Mapping	FPC and NWSC	Consultants	Development banks/ agencies	Report compiled and validated by STF	Estmd for an indicative amount of UGX 300,000,000		300,000,000	
2	Data Management System activated	FPC	FPC	Internal Budgeting	DMS established and functional, including training provided to FPC staff on data entry, analysis and reporting protocols	Estmd for an indicative amount of UGX 1,500,000,000		1,500,000,000	

3	Monitoring of performance indicators in sanitation	FPC	FPC	FPC	DMS systems updated annually, and State of Sanitation Report submitted to STF for verification	Internal FPC budgets	Internal funding	-
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7.4.2. Strategic Component 2 - Integration and Inclusion

I	Intervention	Advocacy for sanitation improvements						
	Rationale	Limited awareness on sanitation improvements and hygiene practices among stakeholder						
	Description	In Fort Portal City there is limited support of leadership and ownership of the sanitation issues. FPC has made efforts to improve SWM and improvements are noticeable, especially in primary collection. Nevertheless, liquid waste management needs equal attention. There is a need to raise awareness on the issue among the political leadership as well as the community. A campaign like KCCA's Weyonje should be initiated in Fort Portal City but tailored to the needs and context of the city. A team of communication experts with guidance from KCCA and FPC would develop an Information, Education and Communication (IEC) strategy covering but not limited to, the following aspects, of sanitation improvements: • Solid waste segregation, collection and transportation • Minimum standards and what improved toilet construction should entail • Appropriate means of wastewater discharge and faecal sludge emptying, transportation and discharge • Linking community to service providers of sanitation hardware (masons) and service providers (emptiers), including costs of standardised toilets, and emptying charges • Personal sanitation and hygiene responsibilities • Menstrual hygiene and taboos around it • Minimum number of users for shared sanitation facilities, responsibilities of tenants and landlords with regards to provision of facilities and maintenance of facilities • Information on existing regulations/by-laws (when enacted) and the extent of punitive measures for noncompliance • Information on Water Act (1997) and its statute on sewer connections targeted at densification of primary connection to sewers The dissemination of IEC messages is carried out via various channels such as radio talk shows with experts, FPC officials, politicians, messaging via music, art, and theatre, print and digital media, using VHTs for information dissemination, school campaigns, etc. Furthermore, FPC establishes a Hotline service for sanitation related issue. The hotline is used to provide information on aspects of the campaign as well as record complaints related to non-compliance of the law by citizens, organizations and or institutions. These complaints are forwarded to the enforcement units within FPC for further action. The same Hotline service can also be used for providing information on SWM issues as the department's handling the two sub-sectors are the same, namely the Dept. of Public Health and Dept. of Environment.						

Activities	Lead	Implemented by	Financed by	Indicator/ Milestones	Cost estimate	Immediate (2025-26) UGX	Short - midterm (2026 - 2028) UGX	Long term (2028-2030) UGX
1 IEC strategy development	FPC	Health Educator	Development banks/ Development agencies, Internal Budgeting	IEC strategy developed, including training offered to FPC officials and piloted in one ward	At actual and estimated for an indicative amount of UGX 200,000,000		200,000,000	
2 Implement and sustain IEC campaign until 2030	FPC	FPC	FPC	Annual awareness-raising monitoring report	UGX 7400 per household/year for an estimated of 15000 households for four years		265,000,000	265,000,000
3 Functionalise the Hotline service for sanitation	FPC	FPC	FPC	Internal budgets	At actual and estimated at an indicative amount of UGX 18,500,000		18,500,000	
2	Zoning of sanitation service delivery areas							
Rationale	Fort Portal City faces several sanitation challenges: the city lacks sufficient public toilets with just one public WC reported in 2014 forcing many residents to resort to open defecation; its solid waste system captures only around 65 % of the approximately 80 tons generated daily, leaving much waste to be dumped illegally or accumulate in clogged drains; and drainage infrastructure is often blocked by silt and plastics, contributing to poor hygiene, disease risk, and flooding in wet conditions.							
Description	–	Pre sanitation development strategy based in the first instance on an appreciation of population densities						
		Sewer connection coverage in Fort Portal City is currently very limited only around 16% of premises are connected to the public sewer system, meaning approximately 84% rely on on-site sanitation like pit latrines or septic tanks.						
	–	The nonsewer zones represent the vast majority of urban areas approximately 84% of all residential and commercial premises remain unconnected to the public sewer nets. Notably, suburbs like Kisenyi, and many newly developed commercial buildings, routinely fail to connect to the sewer system; tenants often dump waste into Mungumu stream, which drains into River Mpanga, causing sewage overflow and environmental contamination, especially during rains. Buildings frequently exceed occupancy norms, sharing single toilets among dozens of occupants, leading to frequent sewer spillage into corridors and streets in districts such as South, East, and West Divisions.						

	Appropriate business models with a focus on service delivery improvements and cost recovery options should be developed for the sewer and non-sewer zone, namely: - Conventional sewers - Simplified sewers - Onsite-sanitation septic tanks - Onsite sanitation pit latrines (low-income groups) - Communal sanitation facilities (vulnerable groups)							
Activities	Lead	Implemented by	Financed by	Indicator/ Milestones	Cost estimate	Immediate (2025-26) UGX	Short - midterm (2026 - 208) UGX	Long term (2028-2030) UGX
I. Concept for sanitation zone	FPC/ NWSC	FPC/NWSC	FPC/NWSC/ Development partners	Sanitation service zones established, and services enabled	Indicative amount UGX 700,000,000		700,000,000	

3	Intervention	Densification of sewer connections	
	Rationale	Low sewerage coverage (4%) due to customer unwillingness to pay additional costs associated with sewer O&M as well as a lack of enforcement of Section 63 of the Water Act which required households and commercial establishments to connect to sewers where they exist.	
	Description	To undertake the densification of sewers, the following strategic actions are proposed: - NWSC to rationalize tariff structure for sewerage services to achieve an optimized sewerage cost to the customers, especially households and public institutions like schools and health centers. - NWSC ring fences the revenues from sewerage tariffs to sewerage expenditures, namely O&M and expansion of sewerage network towards pro-poor connection. Monitored according to performance indicators - NWSC to spearhead the development of a Sewer Densification Plan in close collaboration with FPC and its political wing as key implementing partners to achieve densification of sewerage connections. The Sewer Densification Plan should encompass the following: - Mapping of all properties (commercial and residential) within 100 meters of the sewers (estimd 3,033 h/h connections) that should connect to the network, including detailed network design of connections. - Details of sewerage marketing and communications approach - Details of compliance monitoring mechanism that FPC and NWSC should undertake for densification - Implement the sewerage marketing campaign in close collaboration with FPC via there structures and establish a hotline within NWSC for customers needing more information on the sewerage connections. - FPC to enforce connection to the network in Southern Division & Northern in close collaboration with NWSC. - NWSC to undertake sewerage densification for households in catchments	

Activities	Lead	Implemented by	Financed by	Indicator/ Milestones	Cost estimate	Immediate (2025-2026) UGX	Short - midterm (2026-2028) UGX	Long term (2028- 2030) UGX
1 Development of the Sewer Densification Plan	NWSC	Consultant	NWSC	An NWSC/FPC approved Sewer Densification Plan	UGX 33,000 x 60 days		122,100,000	-
2 Sewerage marketing campaign implemented	NWSC	NWSC/FPC	NWSC	At least 100 connections in the first year of implementation	Indicative amount of UGX 85,000,000/annul		85,000,000	--
3 Enforcement of sewer connection in Division A & B	FPC	FPC/NWSC	NWSC	At least 100 connections in the first year of implementation	UGX 18,000 per notice for a target of 500 properties		100,000,000	-
4 Undertake sewer network densification	NWSC	NWSC	NWSC	Catchments densified (area of approx. 200 Hectares)	Indicative average figure of UGX 129,500,000/Ha		5,000,000,000	15,000,000,000

4	Intervention	Implement clusters of simplified sewer systems (SSS) in high density – low-income areas not covered by the sewer network						
	Rationale	Areas with high population densities currently using poorly designed unlined pit latrine constitute for majority of the unsafely managed sanitation in Fort Portal City. Nearly 50% of the households (approximately 16,276) with piped water supply to their properties rely on unlined pit latrines. Piped water supply to households also increases the amount of wastewater generated, so target properties with piped water supply						

Description	NWSC to undertake simplified sewerage network installation in high-density areas (>3000 ppl/km²) in the areas of Kisenyi. All properties with piped water supply and feasible for a simplified sewer system to be targeted for connections. The SSS should be planned for clusters of 100 households and connected to Decentralized Wastewater Treatment Systems (DEWATS), such as communal septic tanks or ABR for primary treatment and combined with a constructed wetland for secondary treatment of effluent. The management of system should be undertaken by NWSC providing regular maintenance of the simplified sewers and operations of the treatment facilities. The tariffs charged to the customers should be rationalized with costs based on the OpEx and CapManEx of the SSS, which could be collected along with the water bills. Activities under this intervention include: 1) Feasibility study, including the development of a rationalized tariff of simplified sewers, such that the surcharge is affordable to customers. 2) Pilot test a simplified sewer connection in one of the catchments; 3) Undertake a sewerage marketing campaign in close coordination with FPC.							
Activities	Lead	Implemented by	Financed by	Indicator/ Milestones	Cost estimate	Immediate (2025-2026) UGX	Short - midterm (2026 - 2028) UGX	Long term (2028-2030) UGX
1 Feasibility study to upscale sewerage connections	NWSC	Consultant	NWSC/ Development banks/ Development agencies	Finalized feasibility study with Economic analysis, EIA Resettlement Action Plan	Indicative figure of UGX 500,000,000	-	500,000,000	-
2 Piloting simplified sewer in one catchment	NWSC	NWSC	NWSC/ Development banks/ Development agencies/NWSC	At least 100 connections achieved during the pilot phase	UGX 1,100,000/ user x 3.8 persons/ HH x 100		630,000,000	
3 Sewerage marketing campaign	NWSC	NWSC and FPC	NWSC		Indicative figure of UGX 185,000,000			185,000,000

5	Intervention	Increase wastewater treatment	
	Rationale	To expand the coverage of sewerage and wastewater treatment to serve at least 30–50% of the urban population by 2030, which translates to an increase in treatment capacity from ~1,500 m ³ /day to 6,000–8,000 m ³ /day, depending on the projected population growth.	
	Description	NWSC to undertake expansion of wastewater treatment capacities at Kabundaire, which handles wastewater from the central part of the city. Additionally, there's a smaller, newer plant near Fort Portal Regional Referral Hospital that can process 300,000 liters of sewage. The Kabundaire abattoir also discharges wastewater into the Mpanga River, impacting its water quality	

	Activities	Lead	Implemented by	Financed by	Indicator/ Milestones	Cost estimate	Immediate (2025-2026) UGX	Short - midterm (2026-2028) UGX	Long term (2028-2030) UGX
1	Feasibility and detailed design of sewer densification and treatment capacity needs	NWSC	Consultants	NWSC/ Development banks/ Development agencies	Finalized feasibility and detail design report	UGX 500,000,000		400,000,000	100,000,000
2	Expansion of treatment capacities at the Kabundaire	NWSC	Consultants	NWSC/ Development banks/ Development agencies	Operationalisation of the wastewater treatment plants	Indicative amount of UGX 20,000,000,000		11,000,000,000	11,000,000,000

6	Intervention	Improvement of school sanitation							
	Rationale	- Severe shortage of toilet stances in schools to cater to national standards of 1 stance to 40 students • Lack of menstrual hygiene facilities in schools - Lack of group handwashing facilities in schools - Lack of facilities for menstrual hygiene management - Lack of toilets for disabled students							
	Description	To improve sanitation in schools the following interventions are required:							
		- Construct 80 stances (20 toilet blocks) for schools with the highest pupil stance ratio, and an additional 50 stances (10 toilet blocks) in the long term (considering higher enrolment number) to normalize to standards in all schools. - Install group hand-washing facilities in the other 5 schools - Refurbish 14 schools with menstrual hygiene facilities for female pupils Refurbish 9 school toilets to accommodate children with disabilities.							
	Activities	Lead	Implemented by	Financed by	Indicator/ Milestones	Cost estimate	Immediate (2025-26) UGX	Short - midterm (2026 - 2028) UGX	Long term (2028-2030) UGX
1	Increase toilet stances in public schools	FPC – Dept. of Education	FPC	Min. of Education and Sports and FPC	20 toilet blocks constructed	Indicative amount of UGX 30,000,000 per toilet block		300,000,000	300,000,000
2	Installation of group hand washing facilities	FPC – Dept. of Education	FPC	Min. of Education and Sports/ Development partners	10 facilities installed	Indicative amount of UGX 5,000,000 per school		20,000,000	30,000,000
3	Refurbish schools with menstrual hygiene facilities for female pupils	FPC – Dept. of Education	FPC	Min. of Education and Sports/ Development partners	10 schools with improved MHM facilities	Indicative amount of UGX 30,000,000 per school		150,000,000	150,000,000

6	Intervention	Improvement of school sanitation						
4	Refurbish school toilets to accommodate children with disabilities	FPC – Dept. of Education	FPC	Min. of Education and Sports/ Development partners	5 schools rehabilitated	Indicative amount of UGX 30,000,000 per school	75,000,000	75,000,000

7.4.3. Strategic Component 3 - Enhance Sanitation Economy

I	Intervention	Develop and advocate minimum standards for on-site sanitation facilities						
	Rationale	Nearly 50% of the toilets are poorly constructed						
	Description	Develop a catalogue of low-cost lined and emptyable toilets that can cater to low-income areas. The low-cost lined toilets could include, Precast modular toilets, plastic/ fibre-glass toilets, container-based toilets and bio-digesters. The cost of toilet should not exceed UGX 1,480,000 (USD 400) to make them affordable. Several low-cost designs exist and should be adopted by the municipal council at a city-wide level. The city sets lined and emptyable toilets as the minimum standard for low-income settlements where SSS are not an option. Involving the private sector that will play a key role in testing and approving new and emerging technologies, their involvement in the process of developing the catalogue is crucial. The minimum standard for OSS is embedded in the Fort Portal City Sanitation Ordinance and will be disseminated (via print and digital media) to service providers, Small and Medium-sized Enterprises (SMEs) and hardware stores and the public via the Community Development Officers and the Village Health Teams.						

	Activities	Lead	Implemented by	Financed by	Indicator/ Milestones	Cost estimate	Immediate (2025-2026) UGX	Short - midterm (2026 -2028) UGX	Long term (2028-2030) UGX
I	Minimum standards for On-Site Sanitation System developed and disseminated	FPC and Water for People (MoWE)	Consultant	FPC via development partners/MoWE	OSS catalogue developed and enshrined as annex to the Sanitation Ordinance	Consultant's fees (UGX 300,000 per Day for 40 Days) Catalogue in print (UGX 12,000 x 1000 copies)	15,000,000	15,000,000	15,000,000
							20,000,000	50,000,000	30,000,000

2	Intervention	Enhance Private Sector involvement in toilet construction							
	Rationale	Lack of private sector involvement in toilet construction							
	Description	A professionalized industry around standardized toilet construction is required to improve quality of toilets in Fort Portal City. To stimulate private sector involvement in this area a key factor is to increase demand, by: • Enforcement of minimum standards • Undertaking a sanitation marketing campaign lead by the private sector The estimated volume of business in toilet construction (approximately UGX 7 to 8 million) poses an attractive business opportunity for medium-scale companies to develop, produce and market standard/branded toilets. Medium sized companies would need little upfront capital to start the business and are better suited to sustain themselves in the long run as compared to artisans like masons and handymen – who are usually involved in toilet construction. Develop and offer specialized business accelerator programs that support businesses/entrepreneurs with mentorship, partnership, and the visibility to scale-up the sanitation economy in Fort Portal City.							
	Activities	Lead	Implemented by	Financed by	Indicator/ Milestones	Cost estimate	Immediate (2025-2026) UGX	Short - midterm (2026-2028) UGX	Long term (2028-2030) UGX
1	Enforcement of minimum standards	FPC	FPC	FPC	At least 3 years 100 notices issued	Internal budget (250,000x100)		25,000,000	25,000,000
2	sanitation marketing campaign	SMEs	SMEs	SMEs	Increased uptake of standardized toilets	Indicative budget UGX 90,000,000 year	20,000,000	30,000,000	40,000,000
3	Business accelerator program for Sanitation SMEs	FPC – Business development unit	Selected business accelerator	Selected business accelerator	At least 5 new business trained and operational	Indicative amount of 80,000,000 UGX/SME		25,000,000	55,000,000

3	Intervention	Improvements in primary collection of solid waste management																
	Rationale	Fort Portal City achieves an approximate 86% collection rate of generated solid waste substantially higher than the municipal average of 50% in Uganda																
	Description	Improve primary solid waste collection by increasing service provider diversity, especially in hard-to-reach wards, through a LeaseandOperate tricycle operator model: Local Tri-Cycle Groups • Composed of 3–5 residents, licensed by Fort Portal City (FPC). • Assigned specific wards to collect refuse to designated dumpsites. • Operate under Standard Operating Procedures (SOPs) developed by the city. Tariffs & Financial Structure • Operators charge ward specific tariffs directly to customers. • They handle operation & maintenance of their tricycles. • Permitted to segregate waste on collection, retaining revenue from material recovery (e.g. recyclables). Integration and Oversight • Part of broader feasibility studies and design plans under development for Greater Kabarole Metropolitan Area which includes Fort Portal. • The initiative will also include measures to upgrade the existing dumpsite infrastructure.																
	Activities	<table><tr><th>Lead</th><th>Implemented by</th><th>Financed by</th><th>Indicator/ Milestones</th><th>Cost estimate</th><th>Immediate (2025-2026) UGX</th><th>Short - midterm (2026 - 2028) UGX</th><th>Long term (2028-2030) UGX</th></tr><tr><td>I Improving primary collection</td><td>FPC</td><td>FPC/Development partners</td><td>At least 5 groups of tricycles established and functional</td><td>UGX 15M per group, including equipment and training</td><td></td><td>75,000,000</td><td>35,000,000</td></tr></table>	Lead	Implemented by	Financed by	Indicator/ Milestones	Cost estimate	Immediate (2025-2026) UGX	Short - midterm (2026 - 2028) UGX	Long term (2028-2030) UGX	I Improving primary collection	FPC	FPC/Development partners	At least 5 groups of tricycles established and functional	UGX 15M per group, including equipment and training		75,000,000	35,000,000
Lead	Implemented by	Financed by	Indicator/ Milestones	Cost estimate	Immediate (2025-2026) UGX	Short - midterm (2026 - 2028) UGX	Long term (2028-2030) UGX											
I Improving primary collection	FPC	FPC/Development partners	At least 5 groups of tricycles established and functional	UGX 15M per group, including equipment and training		75,000,000	35,000,000											

7.4.4. Coordination Framework

I	Interventions	Monitoring and accountability for SSAP																
	Rationale	Often monitoring and accountability is the weakest link in the activities related to sanitation improvements. Even with well-conceived action plans, if implementation is poor, limited progress will be achieved.																
	Description	A three-tier monitoring, and accountability framework is proposed to access the progress achieved in the implementation of the SSAP 1st Tier – Oversight by Political Leadership and Sanitation Task Force (STF) The political leadership of Fort Portal City, as representatives of the citizens, provides the first layer of oversight. To ensure focused attention on sanitation improvements, the Sanitation Task Forces (STF) with the support of Village Health Teams (VHTs) will regularly monitor implementation progress. The VHTs are responsible for data collection based on key sanitation performance indicators. This data is uploaded into the Digital Monitoring System (DMS). The STF then analyses the data and submits biannual reports to the political leadership to inform decision-making and course correction where necessary. 2nd Tier – Community Engagement and Stakeholder Participation The STFs will also facilitate broad community involvement through annual stakeholder forums, as detailed in Section 7.2. These forums provide a platform where the STF, in collaboration with political leaders, presents progress updates to a cross-section of local stakeholders including residents, service providers, community groups, and the private sector. These engagements help evaluate progress, gather feedback from the public, and shape further implementation actions to ensure that the SSAP reflects local priorities and realities. 3rd Tier – Independent Evaluation and Transparency In addition to internal monitoring, Fort Portal City will allow independent bodies such as the Water and Sanitation Development Facility (WSDF), NGOs, CBOs, and development partners to access the DMS and conduct periodic independent evaluations of sanitation progress. These evaluations will assess the actual outcomes achieved across the sanitation chain and gather community perceptions on the quality and inclusive of services. The findings will be widely disseminated through the annual stakeholder forums, enhancing transparency and accountability																
	Activities	<table><tr><th>Lead</th><th>Implemented by</th><th>Financed by</th><th>Indicator/ Milestones</th><th>Cost estimate</th><th>Immediate (2025-26) UGX</th><th>Short - midterm (2026 - 2028) UGX</th><th>Long term (2028-2030) UGX</th></tr><tr><td>FPC/NWSC</td><td>FPC/NWSC</td><td>FPC</td><td>Bi-annual monitoring reports</td><td>Routine activity</td><td>2,000,000</td><td>4,000,000</td><td>4,000,000</td></tr></table>	Lead	Implemented by	Financed by	Indicator/ Milestones	Cost estimate	Immediate (2025-26) UGX	Short - midterm (2026 - 2028) UGX	Long term (2028-2030) UGX	FPC/NWSC	FPC/NWSC	FPC	Bi-annual monitoring reports	Routine activity	2,000,000	4,000,000	4,000,000
Lead	Implemented by	Financed by	Indicator/ Milestones	Cost estimate	Immediate (2025-26) UGX	Short - midterm (2026 - 2028) UGX	Long term (2028-2030) UGX											
FPC/NWSC	FPC/NWSC	FPC	Bi-annual monitoring reports	Routine activity	2,000,000	4,000,000	4,000,000											
I	Monitoring of SSAP actions																	

2	Interventions	Improving public participation in monitoring and accountability for sanitation improvements						
	Rationale	Holding the City and NWSC accountable for sanitation improvements						
	Description	The FPC and the task force set up a Water and Sanitation Stakeholder Forum represented by key stakeholders in the sanitation sector, such as households (represented via the town agents from the parish and village committees), CBOs, private service providers (both formal and informal), local and external NGOs, women's groups, and active development agencies. The objective of the forum is to monitor and provide feed-back to STF and the political leadership with regards to the progress made in sanitation. Following participatory approaches, the key performance indicators are presented, and most pressing challenges related to progress in water and sanitation improvements are deliberated with the stakeholders						
Activities	Lead	Implemented by	Financed by	Indicator/ Milestones	Cost estimate	Immediate (2025-2026) UGX	Short - midterm (2026 - 2028) UGX	Long term (2028-2030) UGX
I Stakeholder forum held annually	FPC	FPC	FPC	Regular Stakeholder forum held and progress on sanitation activities reported	10,000,000	2,000,000	4,000,000	4,000,000

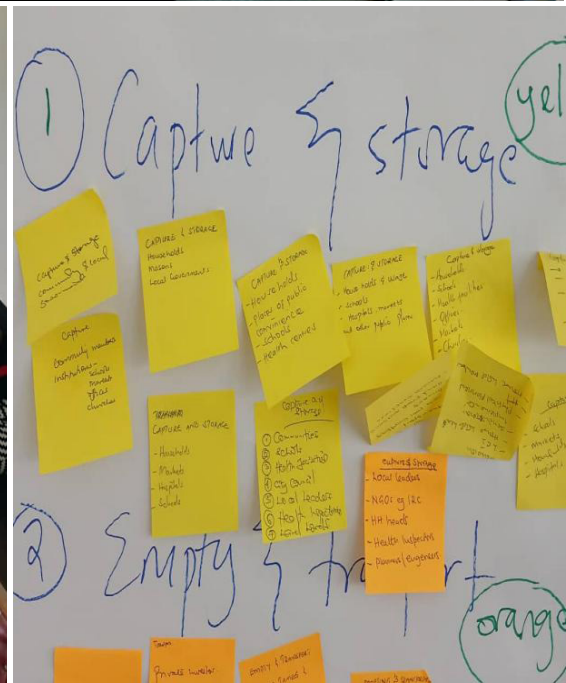
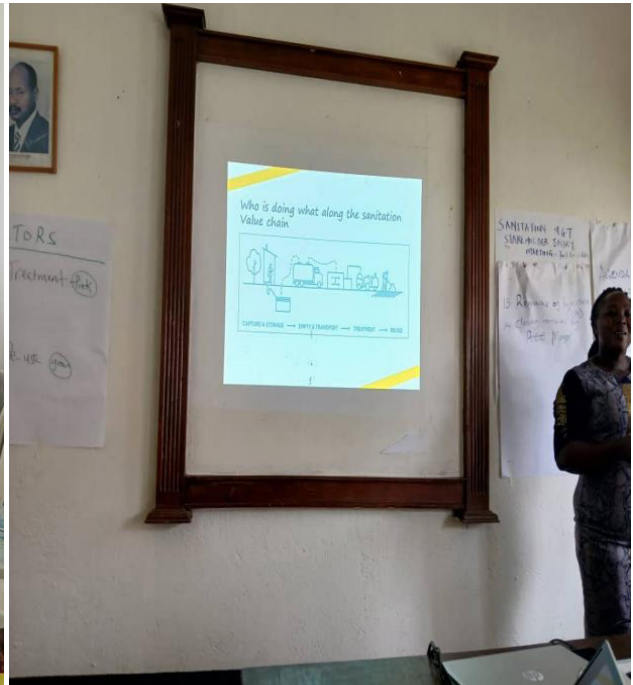
8

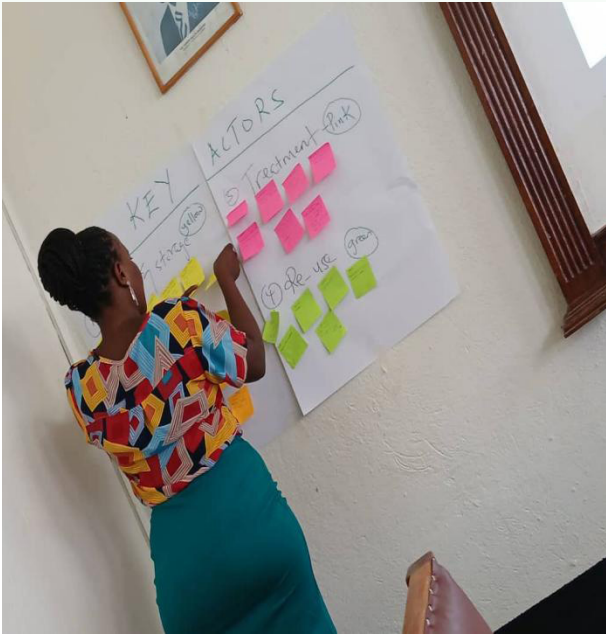
Conclusions

The Strategic Sanitation Action Plan for Fort Portal City provides a comprehensive framework to tackle the pressing sanitation challenges arising from rapid urbanization, population growth, and limited sewer coverage. By prioritizing faecal sludge management, solid and liquid waste management, hygiene promotion, and strengthened institutional capacity, the plan aims to safeguard public health, protect the environment, and enhance the overall livability of the city.

The successful implementation of this plan will depend on the committed leadership of the city, active community engagement, effective coordination with central government institutions, and robust partnerships with development partners and the private sector. With adequate resources, strict enforcement of ordinances, and continuous monitoring, Fort Portal City can progressively achieve universal access to safe sanitation and serve as a model for other secondary cities in Uganda. Ultimately, the Action Plan underscores the city's dedication to sustainable urban sanitation as a catalyst for socioeconomic development, public health improvement, and environmental resilience.

Appendix: Pictures of The TSP Process in Fort Portal City









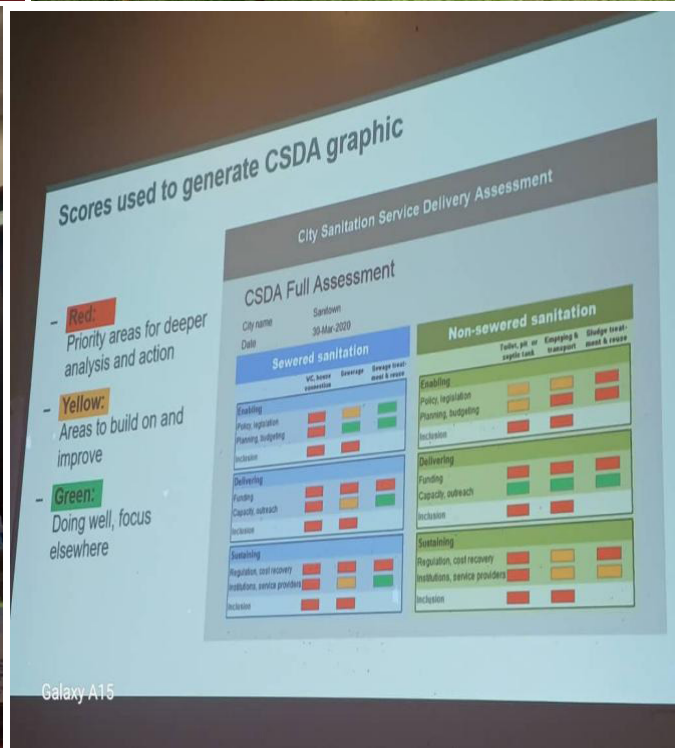
Galaxy A15



Galaxy A15



Galaxy A15



Galaxy A15

LIST OF MEMBERS OF THE WATER AND SANITATION COMMITTEE



The Republic of Uganda

CBS DEPARTMENT

Fort Portal City Council,

P. O. Box 29,

Fort Portal

Email: fortCityc2020@gmail.com

In any correspondence on this

Subject please quote reference no: CR/

MEMBERS OF FORT PORTAL CITY SANITATION TASK FORCE COMITEE

S/n	Title	Name	Contact
Local Government Officials			
	Town Clerk	Thomas Rwaboni	0772 423143
	ADHO Environmental Health	Kahunde Lucy	0779067383
	City Environment Officer	Mirembe Gladys	0782665633
	City CDO	Annet Mutabazi	0772384824
	City water Officer	Mugisa Jackson	
	City Engineer	Mugabe Nathan	0704355899
	Health inspector North	Ayebare Brenda	0783715327
	Health inspector Central	Muhumuza Micheal	0777749525
	Town clerk north	Asiiimwe christen	0772037478
	Town clerk central	Kato sad	0772891736
	City Economic planner	Nyakatura fred	0772470412
	City physical planner	Musana Samuel	0782108397
	Health assistant	Katusime Racheal	0781995290
	Ward agent central division	Mwebesa Charles	0771632392
	Ward agent north division	Tusabe Betty	0782870944

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