



2022 - 2026 STRATEGIC PLAN

Co-funded by:



Implemented by:



Contents

Foreword	i
Executive Summary	ii
1 Background and Introduction	1
Background of TAOUEL	2
Description of Strategic Planning Process	3
Organisational Structure	4
2 Situational Analysis	5
External Context	6
Internal Situation	8
3 Strategic Framework	9
Vision, Mission, Values	10
Priority Areas	11
Strategic Goals, Objectives and Interventions	12
4 Workplan	15
5 Budget & Resourcing	19
Budget	20
Resourcing the Strategic Plan	21

Abbreviations

AGM	Annual General Meeting
BoD	Board of Directors
CUSP	Civil Society in Uganda Support Programme
EC	Executive Committee
FGD	Focus Group Discussions
FSM	Faecal Sludge Management
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
GKMA	Greater Kampala Metropolitan Area
KCCA	Kampala Capital City Authority
MoH	Ministry of Health
MoU	Memorandum of Understanding
MoWE	Ministry of Water and Environment
NEMA	National Environmental Management Authority
NWSC	National Water and Sewerage Corporation
TAOUEL	The Association of Uganda Emptiers Limited

Foreword

The Association of Uganda Emptiers Limited (TAOUEL) has come a long way. As of 2021, we have 356 members, owning 132 trucks serving households in urban areas of Uganda especially in low-income settlements. The Ngor Declaration on Sanitation and Hygiene, Commitment #8¹ stipulates:

“Enable and engage the private sector in developing innovative sanitation and hygiene products and services especially for the marginalised and unserved.”

Local governments, city authorities and development partners should work hand in hand to create an enabling environment for businesses to accelerate scale for market-based sanitation initiatives and lower the cost of sanitation and hygiene products. Involving the private sector in finding solutions to sanitation challenges is the way to go. TAOUEL as an association of business emptiers has established itself as a reliable and indispensable partner in working towards better sanitation in Uganda.



This five-year Strategic Plan constitutes TAOUEL’s commitment to not only represent the interests of its members but also take on a wider responsibility for the communities we serve. Being the first consultatively developed Strategic Plan in the history of the Association, we strongly believe that it ties in well with prevailing sanitation needs. With support from partners, TAOUEL will play its part in creating change in the management of faecal sludge.

The Task Force team that developed this document has done a commendable job working tirelessly to consult, analyse and collaborate to realize this Strategic Plan. As the leadership of TAOUEL, we say ‘Thank you’. We express our appreciation to the European Union and the German government for the financial support through the Civil Society in Uganda Support Programme (CUSP) which is implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

We call upon all members of the Association to embrace this Strategic Plan and get actively involved in its implementation. We encourage stakeholders to support the Association in realizing the goals set out in this Strategic Plan by providing technical, material and financial support. Rest assured, as the leadership of TAOUEL we are committed to serve.

In solidarity,

A handwritten signature in blue ink, which appears to read 'Shaka Bakabulindi'. The signature is stylized and fluid.

Shaka Bakabulindi
Secretary General

¹ The Ngor Declaration (2015)
https://www.endwaterpoverty.org/sites/default/files/oldfiles/Ngor%20commitments%20one%20pager%20FINAL_o.pdf.

Executive Summary

The effective management of faecal sludge remains a challenge in Uganda and particularly in low-income settlements, affecting standards of living, health and environmental protection efforts in the country.

The Association of Uganda Emptiers Limited (TAOUEL) has experienced a steady growth in membership as well as recognition by key stakeholders over the years. Representing the interests of service providers in the emptying business of on-site sanitation facilities, TAOUEL is an important private sector representative in the sanitation sub-sector and Faecal Sludge Management (FSM) in particular.

Having recognized the importance of a conducive business environment not only to benefit its members but also their clients and the communities, the Association with support from GIZ- CUSP has developed a comprehensive five-year Strategic Plan that seeks to address three key aspects noted below:

1

Creating an enabling business environment for emptying service providers by advocating for the improvement of FSM facilities, strengthening the policy framework and supporting members in accessing financial services to grow their business to effectively respond to increasing demands for emptying services.

2

Working towards professionalisation of emptying services seeing members fully appreciate health and safety standards for increased protection, compliance with legal obligations that govern FSM and authorities effectively enforcing relevant provisions to further standardize operations.

3

Contributing to improved sanitation in communities by raising awareness on proper use and maintainance of on-site sanitation facilities among tenants and landlords and engaging local authorities in enforcing relevant provisions to increase adherence to minimum sanitation and hygiene standards.

In addition, the Association is committed to invest in the strengthening of its own institution by improving its governance practices and membership engagement, establish an effective Secretariat for the running of the Association's activities and explore various avenues of resource mobilization to ensure sustainability of the institution.

To do so, the Association will rely on the support of its members and other partners to jointly realise its vision of an enabling environment for TAOUEL members delivering quality sanitation services for clean and safe communities in Uganda.

1



BACKGROUND & INTRODUCTION

Background of TAOUEL

The Association of Uganda Emptiers Limited (TAOUEL) in its current form was founded in 2017 and registered as a company limited by guarantee in the same year. Originally, actors in the FSM sector started to organize themselves in 1999, by then under two names, Private Emptiers Association and Kampala Emptiers Association, with 28 members and 4 truck. TAOUEL to date has 356 members who operate 132 trucks indicating a substantial growth both in membership as well as in their capacity.

As an association, TAOUEL provides a common voice and represents the interests of its members as well as supports government authorities in monitoring members' compliance with safety standards in pit emptying. TAOUEL's main focus is to actively engage key stakeholders in the sector to work towards a more conducive business environment for pit emptying.

Noticing the gap between available emptying services and the vast sanitation needs in communities in Greater Kampala Metropolitan Area (GKMA), the regulating bodies National Environmental Management Authority (NEMA) and Kampala Capital City Authority (KCCA) initiated the formation of a partnership with TAOUEL to increase efficiency of operations and affordability of services for communities through a Memorandum of Understanding (MoU) on collection and transportation of faecal sludge in the GKMA.

One of the major achievements of the Association is the reduction of illegal dumping of faecal sludge thereby positively impacting the environment and aquatic life in Lake Victoria.

In addition, the efforts of the Association have led to increased formalization of the sanitation sub-sector enabling members to continue operating viable emptying businesses in line with legal requirements. For example, TAOUEL leadership established working relationships with regulatory bodies supporting members to acquire operating licenses including NEMA certification resulting in compliance with the prevailing legal framework and exposing members to a range of business opportunities especially in the formal sector.

The leadership of TAOUEL have facilitated the emergence and establishment of female entrepreneurs and operators in the previously male-dominated sector.

In partnership with KCCA and other stakeholders, the Association has organized sensitization campaigns in informal settlements on proper use and maintenance of toilets.



The Strategic Planning Process

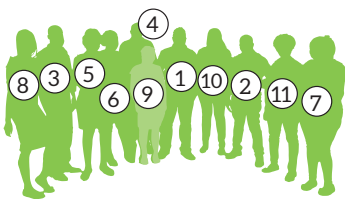
Upon expiry of the previous Strategic Plan, a selected group of members of the Executive Committee and the Board of Directors were tasked with developing a new five-year strategy for the Association. When evaluating past performance, members realized a lack of ownership due to lack of involvement by the Association's membership in the development of previous strategies. The team resolved to ensure a wider consultation among members and stakeholders in the development of the new strategy for it to be owned by all.

GIZ, TAOUEL's long-time partner, supported the strategic planning process under its Civil Society in Uganda Support Programme (CUSP) with both financial resources and technical expertise.

Mindful of fair representation of all members and required competencies, five female and four male members were appointed by the Executive Committee to form the Strategic Planning Task Force (see photo below).

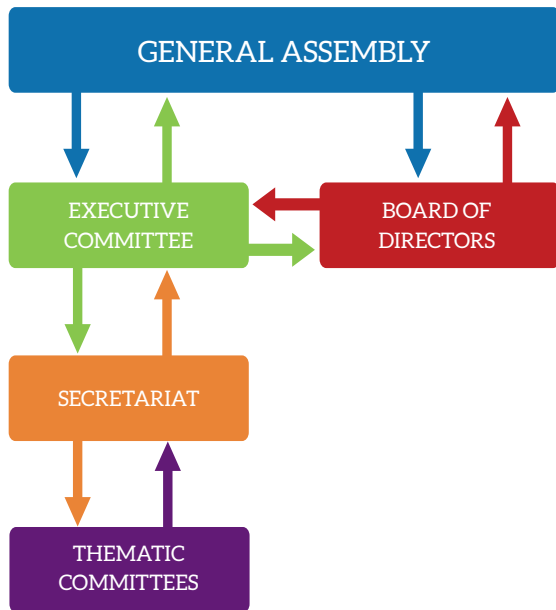
To ensure the strategy was grounded in the needs of its members as well as the communities they are serving, the Task Force undertook two stakeholder consultations processes; (i) internally for Association members to express their needs and expectations, and (ii) externally for community members to give their opinion on how best they can be served. Consultative Focused Group Discussions and interviews with communities were held in Kampala's five divisions, namely Kawempe, Makindye, Rubaga, Nakawa and Central.

Basing on the information collected from Association members, community focus group discussion and interviews with representatives from regulatory bodies, the Task Force compiled the information as a basis for making strategic choices. In a series of workshops, the team developed this Strategic Plan document which was later validated by the Association's membership and approved by the Board.



- | | |
|---|---|
| 1 Matovu Jafari (President) | 7 Juliet Mukunde (Member) |
| 2 Bakabulindi Shaka (Secretary General) | 8 Grace Nanjengo (Member) |
| 3 Edward Luzige (Spokesperson) | 9 Nabawaga Miriam (Admin & Finance Officer) |
| 4 Kibuuka George William (Director) | 10 Nora Rehmer (GIZ-CUSP) |
| 5 Namuyinga Penninah (Member) | 11 Rosemary Nakaggwa (GIZ-CUSP) |
| 6 Atim Susan (Member) | |

Organisational Structure



The members through the Annual General Meeting (AGM) elect the Executive Committee (EC) from among themselves. The EC is made up of 9 members lead by the Chairperson and organized in thematic committees. The EC plays an oversight role for the Secretariat and is accountable to the Board of Directors (BoD). The Directors are the trustees of the Association. They monitor the operations of the EC in line with resolutions from the AGM.

The Board of Directors

Mr. Kibuuka George William
Mr. Ssewagudde Bob
Mr. Lubwama Swaleh

The Executive Committee

Chairperson – Mr. Mubiru Muhammed
Vice Chairperson – Mr. Kiyimba Siraje
General Secretary – Mr. Bakabulindi Shaka
Deputy Secretary – Mr. Matovu Jafari
Treasurer – Mr. Mikando Emmanuel
Spokesperson – Mr. Luzige Edward
Welfare – Mr. Ssenoga Sharif Swaib
Security – Mr. Ssempogo Fred

2



SITUATIONAL ANALYSIS

External Context

Water and sanitation are essential for life and health, but they are also essential for human dignity, empowerment and prosperity. Water and sanitation are fundamental human rights of everyone, young and old.

It is the poor who carry the greatest burden of poor sanitation. The poorest 20 percent of the population are 13.5 times more likely to defecate in the open than the wealthiest 20 percent according to the World Bank.¹ Unfortunately, most investment focuses on connecting the well-off to the sewer network while leaving the poor and their sanitation needs unattended to. This holds true for Uganda too.² To date, over 85 percent of the Kampala residents are using on-site sanitation facilities such as pit latrines and septic tanks³. Especially in low-income areas of the capital city, many have only access to poorly managed toilet facilities plagued by overflowing due to irregular emptying. While the Faecal Sludge and Sanitation Ordinance (2019) states that every household should own a sanitation facility⁴, the reality

is that majority of households share toilets with other community members in some cases with over 15 households⁵ sharing one. Lack of maintenance and failure to be emptied have led to many toilets being unusable and abandoned. In addition, some residents have no access to toilets at all and therefore are forced to resort to open defecation. During TAOUEL's stakeholder consultation with communities⁶ in Kampala's five divisions, the majority of respondents from Kampala's Central Division reported practicing open defecation. Similarly, parts of Rubaga division were reported to experience similar challenges.

Failure by landlords to adhere to their obligation to regularly maintain and empty sanitation facilities is further compounded by the lack of enforcement by local authorities with limited institutional capacity.

These factors have resulted into large numbers of Kampala residents in low-income areas being exposed to sanitation-related diseases like cholera, typhoid and dysentery. This directly impacts on affected community members' incomes as a greater percentage is spent on medical care. In the same vein, it negatively impacts on government's expenditures on health care.

1 World Bank (2010) Uganda. Environmental Sanitation. Addressing Institutional and Financial Challenges. Report No. 44485-UG. <https://bit.ly/3qSPoXT>

2 Jennifer R. McConville, Elisabeth Kvarnström, James M. Maiteki & Charles B. Niwagaba (2019) Infrastructure investments and operating costs for fecal sludge and sewage treatment systems in Kampala, Uganda, *Urban Water Journal*, 16:8, 584-593, DOI:10.1080/1573062X.2019.1700290 <https://www.tandfonline.com/doi/pdf/10.1080/1573062X.2019.1700290> (p. 592)

3 Kampala Capital City Authority (KCCA) (2020) Public Health Guidelines For Faecal Sludge Management: Minimum Standards For Sanitation, And Occupational Health And Safety In Kampala City, Uganda. https://www.kcca.go.ug/media/docs/Popular%20Version%20of%20Public%20Health%20Guidelines%20Jan%202020_Final.pdf (p. iv)

4 Kampala Capital City Authority (KCCA) (2019) Faecal Sludge and Sanitation Ordinance.

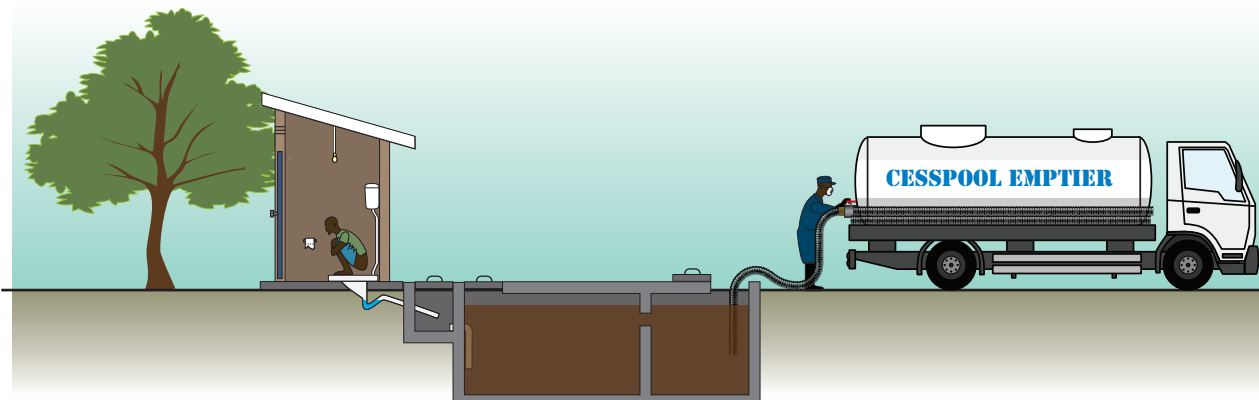
5 On average, a household is estimated to have a minimum of 5 persons.

6 In April 2021, TAOUEL undertook Focus Group Discussions and Key Informant Interviews in the five Divisions of Kampala to understand community on-site sanitation needs and feedback on the quality and pricing of emptying services delivered by TAOUEL members.

Capture & Containment



Collection & Transport



Hence, it is TAOUEL and its members that have the potential to significantly contribute to effective on-site sanitation management basing on their expertise and professional services. TAOUEL members collect, transport and safely dispose faecal sludge to designated treatment plants managed by National Water and Sewerage Cooperation (NWSC).

However, TAOUEL members currently face a host of structural challenges regarding the profitability and effectiveness of their emptying services. These include poor access roads in many communities leading to delays in reaching clients, mechanical breakdown en-route and increased fuel costs. The misuse of toilet facilities by stuffing them with solid waste delays the emptying process and endangers members' equipment. The limited number of treatment plants in the GKMA and Uganda's urban areas mean that emptiers have to drive long distances with high incidents of traffic jam to access either of the two existing plants in Bugolobi and Lubigi. In addition, the set-up of the Lubigi treatment plant is not conducive for effective disposal with a tendency to clog, requiring the temporary closure of the disposal site for maintenance. This translates into waiting time for emptiers who want to dispose. In addition, both plants have limited working hours⁷ resulting in emptiers being restricted in the number of emptying services they can provide in a day in spite of increased demand.

⁷ Both treatment plants are open from Monday to Friday from 8.30 am to 5 pm and Saturday, Sundays and Public Holidays from 9am to 4pm.

In an effort to formalize the sanitation sector, the Association, KCCA, NEMA and GIZ undertook initiatives to build the capacity of emptiers in business management, health and safety and defensive driving. However, the current licensing process for emptying services is not favourable. Different entities remain uncoordinated leading to application for irrelevant licences by members. Furthermore, NEMA's Licensing Board sits only once a year leading to a significant delay in obtaining a license. Moreover, the process involves multiple costs and is extremely time intensive for the entrepreneur to follow through. As a result, some Association members have expressed reluctance to undergo the process due to this undue bureaucracy. The absence of a clear framework on FSM leaves it fragmented across three ministries and further impedes the process of formalizing emptying businesses.

The above factors reduce profitability and limit business growth for entrepreneurs in the sanitation sub-sector. This is further aggravated by limited access to financing from commercial banks due to members' lack of collaterals, absence of licenses and financial institutions' limited understanding of the emptying business and its potential.

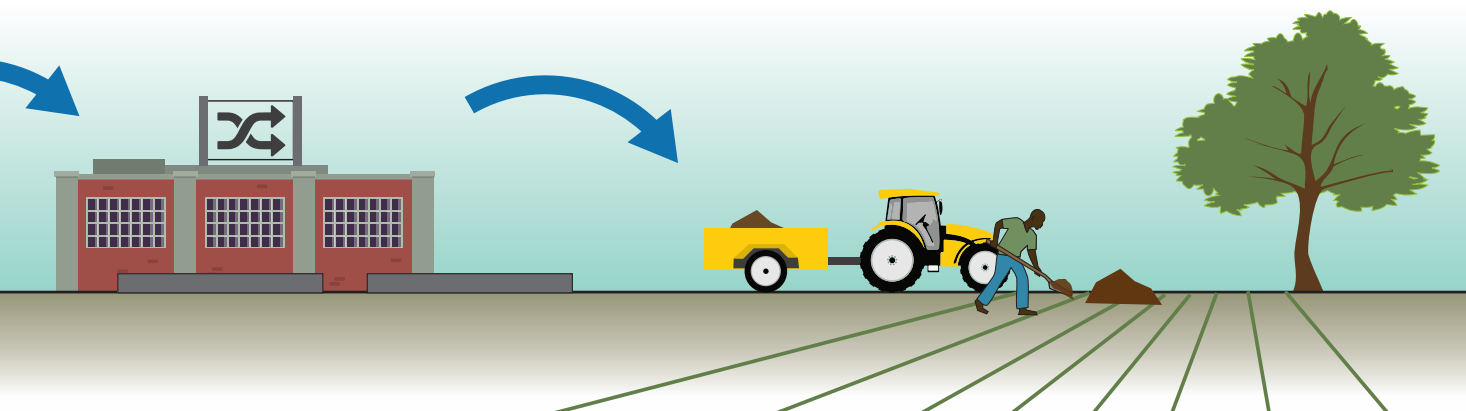
The Association seeks to address these challenges through this Strategy.

The Faecal Sludge Management Chain

Treatment



Recovery & Safe Reuse or Disposal



Internal Situation

TAOUEL stands in a strong position with currently 356 Members owning 132 trucks – both speaking for the growth of the Association as well as increased capacity of emptiers to respond to the sanitation needs of Kampala residents. The Association has 27 registered companies as its members which are certified by KCCA and NWSC, and of those six are licensed by NEMA. These are promising indicators for an increasing professionalization and formalization of emptying services.

While the COVID 19 pandemic had a detrimental effect on regularly engaging with members and holding meetings such as the annual general assembly (AGM), the Association has nevertheless succeeded in retaining a committed leadership team and is legally compliant. Due to its solid membership and active engagement in the sector, the Association is a well-recognized partner of key stakeholders in the sanitation sector such as KCCA, NEMA, MoWE, NWSC and GIZ. This provides the Association with opportunities to represent the interests of its members and addressing the sanitation needs of communities.

However, institutionally the Association continues to be restrained by limited resources both in terms of limited equipment and finances to support the activities of TAOUEL but also inability to recruit staff for an effective Secretariat. This in turn affects its capacity to consistently engage its membership, e.g. through regular communication and capacity building as well as rendering

relevant membership services in the most effective manner. This has led to a disengagement of some sections of the membership who question the commitment of the leadership. The limited capacities and resources have also negatively affected the Association's ability to consistently engage decision-makers in issues concerning their members. A lack of visibility and regular external communication on its work may negatively affect its ability to advocate for members' interests as well as effectively mobilize resources for its activities.

In conclusion therefore, looking at the internal and external analysis, the Association's focus will be on creating a conducive business environment for emptiers, which shall include advocating for better structures for FSM, improved policy framework and increased access to favourable financing for sustainable business growth. Efforts need to be put in further professionalizing emptying services for market growth and occupational health and safety. In addition, the Association needs to engage communities and authorities on sanitation practices to jointly work towards a comprehensive approach to FSM at containment level. Lastly, the Association recognises the importance of ongoing institutional strengthening for a well-functioning and reputable institution that fulfills its mandate.

The following strategic framework sets out the Association's vision, mission, goals and objectives.



3



STRATEGIC FRAMEWORK

Vision, Mission, Values

As a business association, TAOUEL aspires to create positive change not only for its members but society as a whole.



VISION

An enabling environment for TAOUEL members delivering quality sanitation services for clean and safe communities in Uganda.



MISSION

We represent the interests of our members through strategic partnerships, capacity development and advocacy to contribute towards a conducive working environment for safely managed sanitation.



CORE VALUES



SOLIDARITY

We stand with each other for strength and purpose.



INTEGRITY

We work together with honesty and openness to build trust.



PROFESSIONALISM

We promote standards and good conduct to deliver professional sanitation services.



COMMITMENT

Our strength lies in everybody's contribution.



SUSTAINABILITY

We embrace the challenges of today to have a significant impact on tomorrow.

Priority Areas

Following an extensive consultation process with its members and key stakeholders, the Association has identified the following as its strategic priority areas from which strategic goals were developed:

PRIORITY AREA 1



Enabling business environment for emptiers

PRIORITY AREA 2



Professionalisation of emptying services

PRIORITY AREA 3

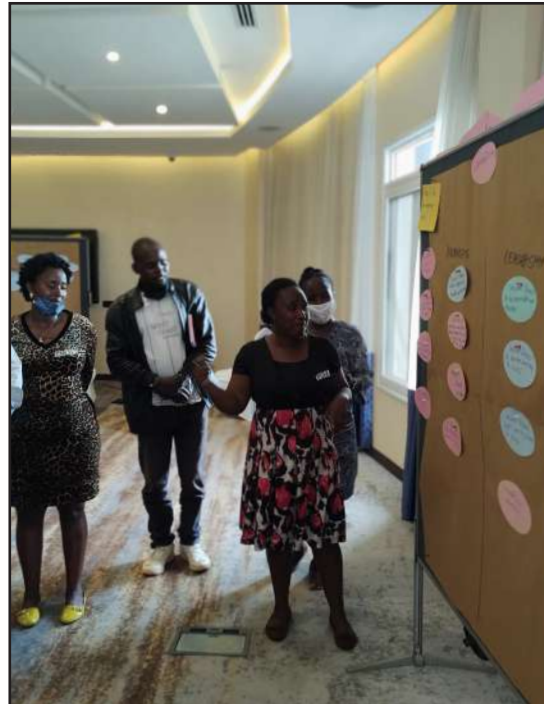


Improved sanitation in communities

PRIORITY AREA 4



Institutional strengthening



Strategic Goals, Objectives and Interventions

Having identified its strategic priority areas, TAOUEL has formulated strategic goals, objectives and key interventions to guide their work.

PRIORITY AREA 1

GOAL 1: IMPROVED BUSINESS ENVIRONMENT FOR EMPTYING SERVICE PROVIDERS BY 2026.

Strategic Objective 1: Improved infrastructure for easy access and safe disposal of increasing volumes of faecal sludge by members

Key interventions:

- Research and data collection on faecal sludge volume and capacity of existing infrastructure
- Dissemination of findings to key stakeholders
- Meetings/workshops with key stakeholders such as KCCA, MWE, NEMA
- Media campaign to create public awareness
- Industrial action to highlight challenges

Strategic Objective 2: Improved policy framework on faecal sludge management to facilitate effective operations of emptying business

Key interventions:

- Sensitize authorities on emptying business through workshops and meetings
- Advocate for enforcement of favourable policies, e.g. simplified licensing process

Strategic Objective 3: Increased access to favourable financing for sustainable business growth

Key interventions:

- Map financial institutions and their financing conditions
- Network with financial institutions with an interest in the sanitation sector
- Train TAOUEL members on financial management
- Grow the financial strength of TAOUEL to be able to act as guarantor for members accessing financing

PRIORITY AREA 2

GOAL 2: PROFESSIONALIZATION OF EMPTYING SERVICES FOR MARKET GROWTH, AND OCCUPATIONAL HEALTH AND SAFETY BY 2026

Strategic Objective 1: Improved client management by members for increased customer satisfaction

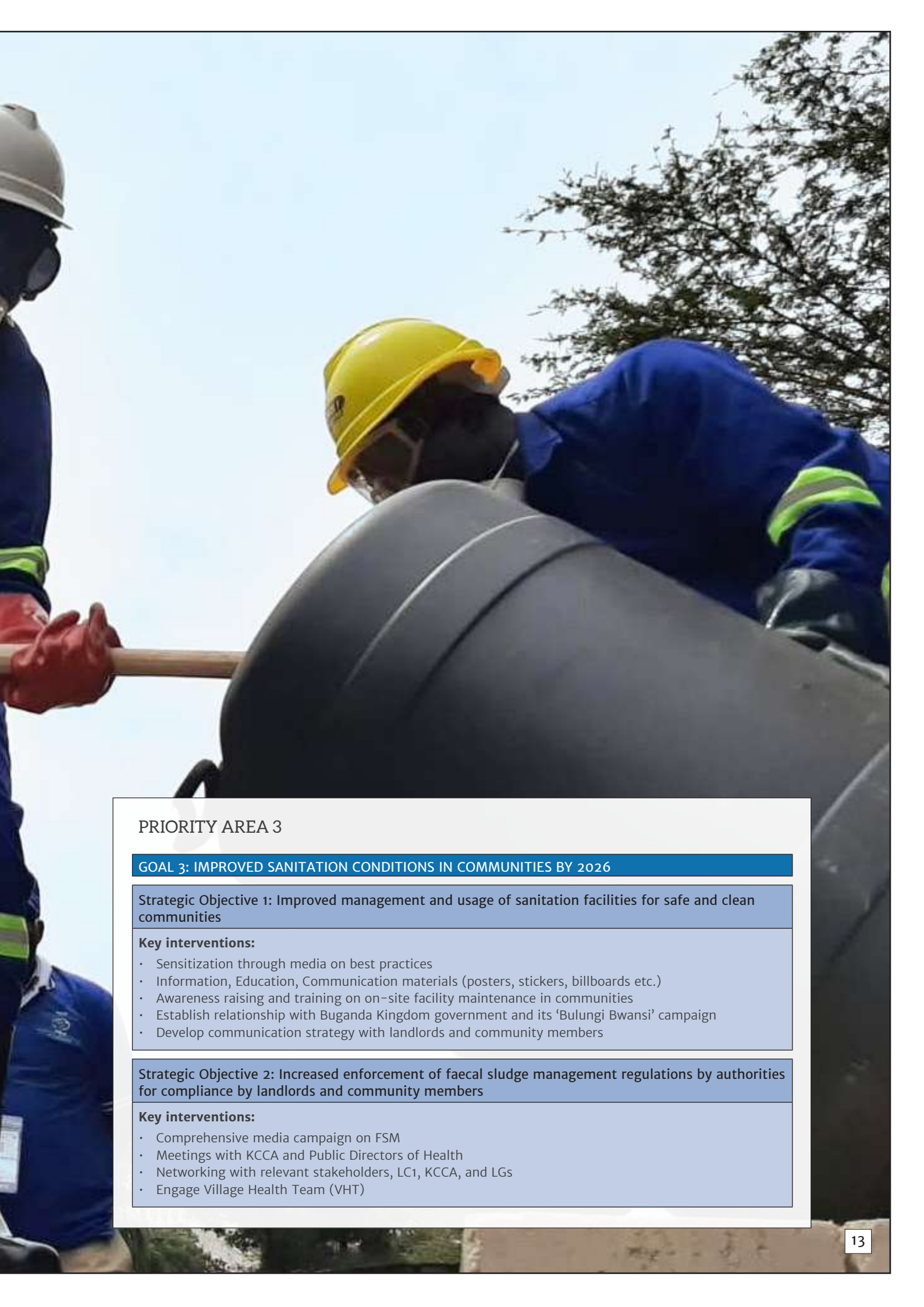
Key interventions:

- Train members on customer care
- Increase appreciation of health and safety practices

Strategic Objective 2: Increased compliance by members with professional practices and regulations for operational safety and increased business opportunities

Key interventions:

- Enforcement of the Association's health and safety regulations among members
- Simplification and translation of relevant policies
- Familiarise members with policies regulating faecal sludge management
- Provide Protective Personal Equipment (PPE) to members
- Provide advisory services on licensing



PRIORITY AREA 3

GOAL 3: IMPROVED SANITATION CONDITIONS IN COMMUNITIES BY 2026

Strategic Objective 1: Improved management and usage of sanitation facilities for safe and clean communities

Key interventions:

- Sensitization through media on best practices
- Information, Education, Communication materials (posters, stickers, billboards etc.)
- Awareness raising and training on on-site facility maintenance in communities
- Establish relationship with Buganda Kingdom government and its 'Bulungi Bwansi' campaign
- Develop communication strategy with landlords and community members

Strategic Objective 2: Increased enforcement of faecal sludge management regulations by authorities for compliance by landlords and community members

Key interventions:

- Comprehensive media campaign on FSM
- Meetings with KCCA and Public Directors of Health
- Networking with relevant stakeholders, LC1, KCCA, and LGs
- Engage Village Health Team (VHT)

PRIORITY AREA 4

GOAL 4: A WELL-ESTABLISHED AND REPUTABLE INSTITUTION THAT FULFILLS ITS MANDATE

Strategic Objective 1: Operationalize a policy framework for accountability and effectiveness of the Association

Key interventions:

- Review existing rules and regulations for leadership and decision making and disseminate
- Develop eligibility criteria for leadership positions
- Compile board induction package
- Minute executive committee meetings and disseminate relevant resolutions
- Hold regular AGM
- Develop membership criteria
- Develop internal communication strategy
- Develop a code of conduct

Strategic Objective 2: Established an operational secretariat with competent staff and facilities to run the day to day activities of the Association

Key interventions:

- Hire competent staff
- Procure equipment and furniture
- Secure conducive office premises
- Develop annual work plans
- Develop, manage and implement a financial management policy
- Develop a periodic financial reporting system

Strategic Objective 3: Diversified realistic sources of revenue for the operations of the Association

Key interventions:

- Launch the strategic plan with partners
- Establish viable fee structure for members and enforce compliance
- Designate fundraising committee
- Undertake partner mapping for resource mobilisation
- Develop targeted proposals
- Map business opportunities for Income Generating Activities (IGA) and undertake feasibility study
- Maintain a vibrant website

TAOUEL will monitor progress in the achievement of these goals and regularly report to its memberships during its Annual General Meetings (AGM). In addition, a mid-term review of the strategy will be carried out in year 3 of the strategy and relevant adjustments be made.

4



WORKPLAN

The below workplan outlines a selection of activities the Association plans to undertake in the five-year period 2022 – 2026 to achieve its objectives.

Key activities		2022	2023	2024	2025	2026	5-year target
Strategic Priority 1: Conducive Business Environment							
STRATEGIC GOAL 1: IMPROVED BUSINESS ENVIRONMENT FOR EMPTYING SERVICE PROVIDERS BY 2026							
Strategic Objective 1.1: Improved infrastructure for easy access and safe disposal of increasing volumes of faecal sludge by members							
1.1.1:	Undertake research on volume & capacity of existing infrastructure for effective FSM	1	1	1	1	1	5
1.1.2:	Dissemination meeting with key stakeholders	3	3	3	3	3	15
1.1.3:	Conducting meetings/workshops with key stakeholders such as KCCA,MWE,NEMA	5	5	5	5	5	25
Strategic Objective 1.2: Improved policy framework on faecal sludge management to facilitate effective operations of emptying business							
1.2.1:	Meetings /workshops with key stakeholders	5	5	5	5	5	25
1.2.2:	Advocate for enforcement of favourable policies e.g. simplified licensing process	3	3	3	3	3	15
Strategic Objective 1.3: Increased access to favourable financing for sustainable business growth							
1.3.1:	Mapping financial institutions in Uganda	2	0	1	0	1	4
1.3.2:	Training members on financial management	1	1	1	1	1	5
1.3.3:	Clarifying internal rules to use on membership fees	1	0	0	0	0	1
1.3.4:	TAOUEL recommending members to access financing	1	1	1	1	1	5
Strategic Priority 2: Professionalisation of services							
STRATEGIC GOAL 2: PROFESSIONALISATION OF EMPTYING SERVICES FOR MARKET GROWTH AND OCCUPATIONAL HEALTH AND SAFETY BY 2026							
Strategic Objective 2.1: Improved client management by members for increased customer satisfaction							
2.1.1:	Training members on customer care	1	1	1	1	1	5
2.1.2:	Increasing appreciation of health and safety practices	1	1	1	1	1	5
Strategic Objective 2.2: Increased compliance by members with professional practices and regulations for operational safety and increased business opportunities							
2.2.1:	Enforcing Association's regulations on health and safety among members	1	1	1	1	1	5
2.2.2:	Simplification of relevant FSM-related policies	1	0	0	0	0	1
2.2.3:	Translating policies	1	0	0	0	0	1

Key activities	2022	2023	2024	2025	2026	5-year target
2.2.4: Printing & dissemination of simplified & translated policies	1	0	0	0	0	1
2.2.5: Providing Personal Protective Equipment (PPE)	1	1	1	1	1	5
2.2.6: Proving advisory services on licensing	1	0	0	0	0	1

Strategic Priority 3: Improved sanitation in Communities

STRATEGIC GOAL 3: IMPROVED SANITATION CONDITIONS IN COMMUNITIES BY 2026.

Strategic Objective 3.1: Improved management and usage of toilet facilities for safe and clean communities							
3.1.1:	Awareness raising and training on on-site facility maintenance in communities	1	1	1	1	1	5
3.1.2:	Developing communication strategy to effectively engage landlords and community members	1	0	0	0	0	5
3.1.3:	Establishing relationships with Buganda Kingdom government	1	1	1	1	1	5
3.1.4:	Engaging Village Health Teams	2	2	2	2	2	10

Strategic Objective 3.2: Increased enforcement of faecal sludge management regulations by authorities for compliance by landlords and community members

3.2.1:	Comprehensive media campaign on FSM incl. IEC materials	1	1	1	1	1	5
3.2.2:	Meetings with KCCA and Public Directors of Health	5	5	5	5	5	25
3.2.3:	Networking with relevant stakeholders	3	3	3	3	3	15

Strategic Priority 4: Institutional Strengthening

STRATEGIC GOAL 4: A WELL-ESTABLISHED AND REPUTABLE INSTITUTION THAT FULFILLS ITS MANDATE.

Strategic Objective 4.1: Operationalise a policy framework for accountability and effectiveness of the Association							
4.1.1:	Reviewing existing rules and regulations for leadership and decision making	1	0	0	0	0	1
4.1.2:	Documenting and disseminating rules and regulations	1	0	0	0	0	1
4.1.3:	Compiling board induction package	1	0	0	0	0	1
4.1.4:	Summarising and disseminating resolutions of executive committees' meetings	5	5	5	5	5	25
4.1.5:	Holding regular AGMs	1	1	1	1	1	5

Key activities		2022	2023	2024	2025	2026	5-year target
4.1.6:	Developing membership criteria	1	0	0	0	0	1
4.1.7:	Compiling guiding documents on rules and regulations	1	0	0	0	0	1
4.1.8:	Translating and compiling documents in Luganda	1	0	0	0	0	1
Strategic Objective 4.2: Established an operational secretariat with competent staff and facilities to run the day to day activities of the association.							
4.2.1:	Recruitment costs	1	0	0	0	0	1
4.2.2:	Developing annual work plan	1	1	1	1	1	5
4.2.3:	Have a suggestion box	1	0	0	0	0	1
4.2.4:	Develop, manage and implement a financial management policy	1	0	0	0	0	1
Strategic Objective 4.3: Diversified realistic sources of revenue for the operations of the Association							
4.3.1:	Establishing viable fee structure for members	1	0	0	0	0	1
4.3.2:	Partnership mapping & proposal development by Resource Mobilisation Committee	4	4	4	4	4	20
4.3.3:	Mapping business opportunities & undertake feasibility study	1	0	1	0	0	2

5



BUDGET & RESOURCING

Budget

The following indicative costs are anticipated to implement a range of activities to achieve TAOUEL's strategic objective and goals and hence make a contribution to its wider vision.

Programme Costs

AREA	2022	2023	2024	2025	2026
Strategic Priority 1: Conducive Business Environment					
STRATEGIC GOAL 1: IMPROVED BUSINESS ENVIRONMENT FOR EMPTYING SERVICE PROVIDERS BY 2026					
Strategic Objective 1.1: Improved infrastructure for easy access and safe disposal of increasing volumes of faecal sludge by members	24,500,000	24,500,000	24,500,000	24,500,000	24,500,000
Strategic Objective 1.2: Improved policy framework on faecal sludge management to facilitate effective operations of emptying business	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000
Strategic Objective 1.3: Increased access to favourable financing for sustainable business growth	7,000,000	5,000,000	6,000,000	5,000,000	6,000,000
Strategic Priority 2: Professionalisation of services					
STRATEGIC GOAL 2: PROFESSIONALISATION OF EMPTYING SERVICES FOR MARKET GROWTH AND OCCUPATIONAL HEALTH AND SAFETY BY 2026					
Strategic Objective 2.1: Improved client management by members for increased customer satisfaction	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000
Strategic Objective 2.2: Increased compliance by members with professional practices and regulations for operational safety and increased business opportunities	32,000,000	21,000,000	21,000,000	21,000,000	21,000,000
Strategic Priority 3: Improved sanitation in Communities					
STRATEGIC GOAL 3: IMPROVED SANITATION CONDITIONS IN COMMUNITIES BY 2026					
Strategic Objective 3.1: Improved management and usage of toilet facilities for safe and clean communities	18,000,000	17,000,000	17,000,000	17,000,000	17,000,000
Strategic Objective 3.2: Increased enforcement of faecal sludge management regulations by authorities for compliance by landlords and community members	58,000,000	58,000,000	58,000,000	58,000,000	58,000,000

AREA	2022	2023	2024	2025	2026
Strategic Priority 4: Institutional Strengthening					
STRATEGIC GOAL 4: A WELL-ESTABLISHED AND REPUTABLE INSTITUTION THAT FULFILLS ITS MANDATE					
Strategic Objective 4.1: Operationalise a policy framework for accountability and effectiveness of the Association	11,250,000	5,000,000	5,000,000	5,000,000	5,000,000
Strategic Objective 4.2: Established an operational secretarial with competent staff and facilities to run the day today activities of the association	7,400,000	1,000,000	1,000,000	1,000,000	1,000,000
Strategic Objective 4.3: Diversified realistic sources of revenue for the operations of the Association	8,000,000	1,500,000	5,500,000	1,500,000	1,500,000
TOTAL PROGRAMME COSTS	193,150,000	160,000,000	165,000,000	160,000,000	161,000,000

Overhead costs

Salaries & benefits	59,824,000	59,824,000	59,824,000	59,824,000	59,824,000
Administrative costs	38,500,000	34,200,000	36,700,000	29,700,000	31,000,000
TOTAL OVERHEAD COSTS	98,324,000	94,024,000	96,524,000	89,524,000	90,824,000
GRAND TOTAL PER YEAR	291,474,000	254,024,000	261,524,000	249,524,000	251,824,000
GRAND TOTAL 5 YEARS	UGX 1,308,370,000				

Resourcing the Strategic Plan

This Strategic Plan will be implemented using resources from membership fees, contributions from partners and income-generating activities undertaken by the Association.

The Association being a membership body, the Executive Committee will increase its efforts to strengthen membership engagement and enforce regular payment of subscription fees in return for relevant services.

The Association will designate a Financial Sustainability Committee tasked with mapping potential donors, writing proposals and grant applications and organize fundraising events. It will furthermore explore the set-up of income-generating activities based on feasibility studies and ensure the development of a business plan and mobilizing start-up capital.

With its detailed resource mobilisation strategy in place, the Association will be guided on strategic resource mobilisation efforts to facilitate the implementation of this Strategic Plan.





The Association of Uganda Emptiers Limited
TAOUEL
4th Floor, Richie Tower
Hoima Road, Nansana
P. O. Box 12006
Kampala

Email: info@ugandaemptiers.org
Web: www.ugandaemptiers.org
Tel: +256 414 672182

This document has been developed by The Association of Uganda Emptiers Limited (TAOUEL) with support from the Civil Society in Uganda Support Programme (CUSP) which is implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH with financial support from the European Union and the German government. However, the contents of this publication are the sole responsibility of The Association of Uganda Emptiers Limited (TAOUEL) and can under no circumstances be regarded as reflecting the position of the European Union or the German Government and GIZ.