

STRATEGIC PLAN

"Re Focusing"

2009 - 2013

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ACRONYMS

- | | | |
|---|------|--|
| 1 | AIDS | Acquired Immune Deficiency Syndrome |
| 2 | BftW | Bread for the World |
| 3 | CBO | Community Based Organizations |
| 4 | CDRN | Community Development Resource Network |

5	CEDOVIP	Center for Domestic Violence Prevention
6	CSAE	Child sexual Abuse and Exploitation
7	CSO	Civil Society Organizations
8	CSW	Commercial Sex Workers
9	CVs	Community Volunteers
10	DHS	Demographic Health Survey
11	DV	Domestic Violence
12	ERF	Emergency Relief Fund
13	HIV	Human Immunodeficiency Virus
14	HRAs	Human Rights Advocates
15	IGAs	Income Generating Activities
16	IGPs	Income Generating projects
17	KCVs	Key Community Volunteers
18	LC	Local Council
19	MDD	Music, Dance and Drama
20	NAP	National Action Plan
21	ED	Executive Director
22	PEAP	Poverty Eradication Action Plan
23	PO – AD	Program Officer Advocacy
24	PO – CD	Program Officer Community Development
25	RH	Reproductive Health
26	SAP	Slum Aid Project
27	SPA	Strategic Plan of Action
28	SWOT	Strengths, Weaknesses, Opportunities and Threats
29	UBOS	Uganda Bureau of Statistics
30	UN	United Nations
31	UPE	Universal Primary Education
32	Ushs	Uganda Shillings
33	UYDEL	Uganda Youth Development Link
34	WPF	World Population Foundation
35	YPEs	Youth Peer Educators

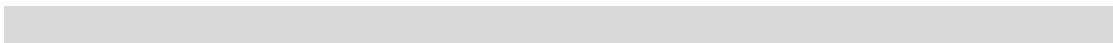


TABLE OF CONTENTS

<u>ACRONYMS</u>	2
<u>EXECUTIVE SUMMARY</u>	4
<u>CHAPTER 1: INTRODUCTION</u>	5
1.0 <u>Background</u>	5
1.1 <u>The need for a strategic shift</u>	5
1.2 <u>Vision and mission</u>	5
1.2.1 <u>Vision</u>	6
1.2.2 <u>Mission</u>	6
<u>CHAPTER 2: THE SITUATION OF SLUM COMMUNITIES IN UGANDA</u>	7
2.0 <u>Overview</u>	7
<u>CHAPTER 3: THE PROBLEM SAP IS TRYING TO TACKLE</u>	12
3.0 <u>Statement of the problem</u>	12
<u>CHAPTER 4: SWOT ANALYSIS of SAP</u>	14
4.0 <u>The SWOT</u>	14
4.1. <u>SAP achievements</u>	14
<u>CHAPTER 5: THE NEED FOR CHANGE</u>	15
5.0 <u>Strategic shifts:</u>	15
5.1. <u>Outputs and major activities</u>	16
<u>CHAPTER 6: STRATEGIC PLANNING FRAMEWORK</u>	30
<u>CHAPTER 7: RESOURCING</u>	44
7.1 <u>Background to the budget</u>	44
<u>Appendices</u>	45

EXECUTIVE SUMMARY

Slum Aid Project (SAP) is a national NGO whose main target is to work for the improvement of the lives and livelihoods of Slum communities in Uganda. SAP has been in existence for 16 years during which period it has been able to acquire a degree of understanding of the social dynamics in the Slum communities.

Given the increasing complexity and magnitude of slum conditions in the country, SAP has

decided to re adjust and sharpen its focus and interventions. The organisation, while still committed to its interest in improving the lives of slum dwellers, aims at ensuring that many other like-minded organisations and actors in slums emerge and are helped to acquire the necessary skills, competencies, attitudes and knowledge to enable them effectively support slum dwellers in improving their livelihoods.

Therefore in this document SAP sets out strategies aimed at shifting from its current Kampala based focus and at positioning it as the lead facilitator of slum development processes in the country. SAP in this new strategic plan aims at both taking forward its current work in Kampala and supporting slum development interventions in other parts of the country.

In order to clearly articulate this shift, two strategic planning workshops were carried out in August 2006 and June 2008 at which the following strategies were identified and agreed on to guide SAP's operations for the coming three years.

1. **Capacity building:** To build the capacity and strengthen the effectiveness of community based structures and groups in slums to demand for their rights and to articulate their development needs.
2. **Research and documentation:** To identify research into and document best practices in working with Slum communities. The information generated through the research should be useful in the SAP advocacy work.
3. **Advocacy and policy influence:** As a major strand in SAP's work, to strengthen advocacy work through increased documentation of SAP experiences, and using this to inter face with and influence political leaders, sensitize them about slum matters, and thus contribute to a more conducive environment for slum dwellers.
4. **Organizational development and Fundraising:** To put in place a strong organizational development structure that will meet the challenges of the new strategic shift and to shift from short-term funding to developing long-term strategic funding partnerships. SAP should also develop an income generation strategy in order to reduce its current 100% reliance on donors.

To implement the new plan SAP aims to raise and utilise Ushs. 1.2 billion approximately USD 673,662 per year and a total of Shs 4,979,277,711 billion or approximately 3,057,664.66 million USD for all the four years from 2009 to 2013.

CHAPTER 1: INTRODUCTION

1.0 Background

This document presents the process and outcomes of the strategic plan review and development process for Slum Aid Project (SAP) that took place in August 2007.

This plan has been developed to realign SAP's work in light of changing contextual realities and challenges emerging in the development arena and, particularly, in regard to Uganda's slums, SAP's primary target.

Slum Aid Project (SAP), now 18 years old, has over the years developed and implemented several strategic plans. The strategic plan developed for the period 2004-2008 has now phased out. Consequently it has been necessary to develop a new four-year Strategic Plan of Action (SPA).

From a community based and community-focused organization, SAP transformed into a national NGO progressively dealing with more complex issues. Having commenced with simple interventions such as teaching nursery children how to read and write, SAP now deals with more intricate issues of gender-based violence, human rights and HIV/AIDS, in which advocacy for human rights education, reproductive health (RH), child labour, human trafficking, child sexual abuse/exploitation with a major focus on the girl child engaged in sex work and training women as human rights advocates are major components.

SAP's program area, has also expanded from one original slum in Katanga in Wandegeya, (a Kampala suburb) to now cover seven slum communities around the five divisions that make up Kampala, the capital city of Uganda. Many people have also migrated in the slum areas recently especially due to instability in those areas

1.1 The need for a strategic shift

Through a contextual analysis and based on experiences gathered when implementing Programs on Domestic Violence, HIV/AIDS, Child sexual abuse, reproductive health and human trafficking SAP has realized the increasing complexity, and scope of issues of relevance to slum communities. As explained elsewhere in this document, to deal effectively with this unfolding reality, a more intense and concerted effort involving many actors and a larger resource base is required.

The 2009 – 2013 Strategic Plan therefore, while aiming at strengthening all its programs, also intends to transform SAP into a lead facilitator for other organizations and actors dealing with and involved in slum-focused interventions, beyond the current operational areas. This shift will enable SAP to encourage and support other actors that provide support to slum communities in different parts of the country.

This plan will also consider children related programs to help overcome the rampant child abuse in the slum areas more so the increasing child trafficking..

1.2 Vision and mission

1.2.1 Vision

"Slum communities in Uganda where people live and enjoy fair and dignified lives."

1.2.2 Mission

"To strengthen the capacity of slum communities in Uganda (women men and children) to challenge and effect sustainable positive change in their lives through research, capacity building and advocacy."

To achieve the vision and mission, four core strategies will be pursued:

Strategy	Objectives
Capacity Building	To strengthen the effectiveness of community based structures and groups to demand their rights and to articulate their development needs.
Research and documentation	To generate and disseminate relevant information on life in Uganda's slums
Advocacy and policy influence	To influence policy formulation and implementation to reflect the rights and needs of slum communities
Organizational development and fundraising	To strengthen SAP's organizational infrastructure and policies to match SAP's internal and geographical shifts as well as the long-term fundraising partnerships

In conclusion, the SPA 2009 – 2013 takes a look at the situation of slum communities in Uganda which details the start of slums in Kampala and what is in other towns of Uganda. The third chapter answers the question what problem SAP is trying to tackle highlighting the increasingly continued growth of slums as the towns and city become overcrowded and the continued migrations of people from war torn areas, the assumed non-existence of slums as policy makers go about their businesses, the plight of HIV/AIDS in these areas, the continued violation of rights of the vulnerable groups of the slum areas, Strengthening support groups and the need to facilitate Community Based Organizations (CBOs) to be able to address the problems in slums, which from past experience SAP is not a jack of all trades. Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis is made in the fourth chapter and need for change which also comprises the organizational structure in Appendix One. The last chapter takes us through the logical framework that leads us to the budget giving an overview of how the new strategic shift will be implemented.

CHAPTER 2: THE SITUATION OF SLUM COMMUNITIES IN UGANDA

2.0 Overview

This chapter provides an overview of the current situation in slums, examines the changing slum landscape in the country and the implication this has for SAP and other actors.

2.1 Slums in Uganda today

Urbanization has contributed to the rapid increase in populations and rising levels of urban poverty. The ratio of urbanization in Uganda was 5% in 1959 and 11% in 1991 (DHS, 2000-2001). Urban poverty is rated at 8% of the population (Amis 2002) in Kampala. It has further been reported that the economic profile of the urban poor indicates that a disproportionately larger female population is engaged in agriculture.

25% of the urban poor are not employed, the majority of whom are women and lack adequate skills and education to enable them have gainful employment. They are also characterized with hunger and lack of food, poor income (daily earnings), lack of markets, factors linked to gender inequalities, child poverty characterized by discrimination, child labour, exploitation and others. It has been observed that alcoholisms followed by polygamy and large family characterize poverty a phenomenon that is rampant in slums. Also typical in the slums is poverty caused by low education and negative cultural practices that mainly disfavor women. Women are burdened with a heavy workload derived from domestic work and child rearing work.

Using the estimated absolute poverty line of Ushs 361,700, Kisenyi followed by Namuwongo-Wabigalo and Naguru slum areas reported the highest incidence of absolute poverty; 85% of the households that were interviewed in Kisenyi live below the absolute poverty line. Namuwongo wabigalo had 80% of all the people interviewed below the poverty line. The overall research on urban poverty in Kampala district showed that 60.8% of the 120 households that were interviewed live below the absolute poverty line.

Gender based violence against women living in the slum areas has been existent for a long time and although it has been tackled by different organizations, gaps still persist and thus the act continues. Child exploitation is also on the increase.

The effects of HIV/AIDS have incomprehensively exhibited themselves in the Slum-ignorant communities in Uganda's densely populated habitant settings. These are manifested in the high HIV/AIDS prevalence rates and unattainable HIV/AIDS incidence, resulting from the generally high risk consequence of unsafe sexual behavioral exposures which is mostly enhanced by gender based violence. Women are infected more than men across the age spectrum from birth to age 45-49 years (prevalence among women being 7.5% compared to 5.0% among men) and the gender impacts of the disease are significant. Women are often unable to negotiate safer sex due to lower status, economic dependence and fear of violence. Women bear the brunt of caring for sick family members and are more likely to be rejected, expelled from the family home and denied treatment, care and basic human rights.

When data is disaggregated by age and sex, it shows that women are more highly affected at younger ages compared with men. The age- and sex-specific prevalence of HIV for both women

and men increases with age – reaching a peak for women at ages 30-34 (12%) and for men at ages 35-44 (9%). Women are more affected at younger ages compared with men; for instance, the male to female ratio among teenagers aged 15-19 years is 1:9, while among young people 15-24 years is 1:4. Prevalence for women is generally higher than for men in almost all the reproductive ages (15-49 yrs). At ages 50-59, the pattern reverses and prevalence is slightly higher among men than women.

2.2 Historical perspective

Slums are a product of urbanization and particularly rural-urban migration. In the case of Uganda and Kampala, slums had their advent in the colonial period when poorly paid urban migrant African laborers and servants were made to live in shanty places as their white masters lived in more affluent areas.

This phenomenon has continued after independence and is compounded by the unfavorable land tenure system that has made it difficult for low-income earners to own land and put up decent houses.

In the case of Kampala, most of the slums today were swamps or forested areas which provided easy settlement for the rural to urban migrants since no one seemed to care about who settled there. Slums in Uganda tended to adopt foreign names especially of places or of other slums especially renown for their lawlessness and social disorder. Hence names such as *Soweto* and *Katanga*, linked to South Africa, an epitome of apartheid and racial segregation and Katanga Province in Zaire (now Democratic Republic of Congo) known for its civil strife, emerged on the Uganda scene.

Unfortunately, along with those names came negative characteristics as well. Thus unplanned dwellings, inadequate law enforcement, lawlessness, domestic violence and sexual abuse became trademarks of the slum communities.

Post independence insecurity in many parts of the country between 1961- 1986, led to greater numbers of people running for safety in the towns especially Kampala. That period saw slums expand both in size and number.

Today, the aftermath of the Northern war has increased the slum populations greatly. You find that all the ills that come with over population are being felt in the urban slums . Regrettably the post conflict reconstruction of Northern Uganda is being handled by NUSAF which aims at empowering communities in the northern region, this definitely omits the urban slum areas from being assisted.

2.21 Socio-economic condition

During the colonial period and postcolonial periods, most economic infrastructure was and continues to be predominantly located in the towns. Consequently rural to urban migration is fostered as people relocate to urban centers mainly in search of employment, education and other livelihood opportunities believed to exist in the towns. This also largely contributed to the mushrooming of slum communities during the 1960s and 1970s and laid the foundation for the current slum challenges that SAP and other partners are trying to address.

Many slum families share only one room; children do not go to school, are exposed and are prone to many diseases. Often families spend their meager income on health and medication and little on their nutrition and other well being activities. This consequently deprives them of expenditure on

the other more critical necessities of life. In addition, slum children are victims of exposure to HIV/AIDS, early marriages, single motherhood; sex work and they grow up in a vicious cycle of dependency and poverty.

The social-economic situation, particularly of women in slums limits their chances of holding elective office because elections have been monetized. During elections voters demand incentives and money in exchange for their votes and women often cannot afford to meet such demands.

Today slum populations are increasing due to migrations from war torn areas. Many people including children have migrated to urban areas and many of them end up settling in low cost areas which are basically the slums. This increasing population has led to increased crime and violation of people's rights.

2.3 Current Causes

2.3.1 Poverty and lack of information

In Uganda, poverty is said to have declined from 56% of the population living below poverty line in 1992 to 34% in 2000. Despite Uganda's impressive economic performance, 20% of the populations, particularly sectors of society in the north, northeastern and the urban poor, are yet to reap the benefits. The Uganda National Household Survey (UNHS) 2002/3 also reveals that poverty had increased from 34% to 38% affecting more women than men with increasing female-headed households over the years. Their poverty is expressed through their voicelessness, lack of participation in mainstream activities, and lack of access to information.

A majority of the Slum dwellers came to the city in search of illusionary greener pastures and better standards of living. Many lack exposure and information due to low levels of education. The situation is poised to continue because despite the government UPE policy many Slum children still do not go to school. Concerns over the accessibility and quality of education still prevail while many cannot afford the indirect costs involved. This compounds the big number of out-of-school youth that characterize the slums.

2.3.2 Landlessness

As people continued to migrate into towns over the years, the places where poor and often landless urban migrants ended up settling increasingly became associated with congestion, poor housing hygiene and sanitation, and inadequate infrastructure. The results are currently the unhealthy environments, early exposure to sex, illiteracy, drug abuse, and prostitution that we see today. An example of one slum is Masese III, Walukuba Division, Jinja Municipality where land is owned by Jinja Municipality and is accosted by land tenure conflicts that rendered the area neglected by the authorities. This slum which has a population of 2,000 grew in the 1980's as result of the migration of the Karamjong whose major income source is brewing and selling local brew.

In Arua District, land selling is a common in the Gbukutu and Oluodri urban centre, which leads to the growth of slums since they cannot go back to the village. Women are never consulted and are often left at the mercy of the new landlord making them more vulnerable.

2.4 Consequences for the local population

2.4.1 Gender differences

Negative and stereotype views, attitudes and practices against women and children are major hindrances to their livelihoods. In a 2001 survey on legal and human rights awareness, SAP found that, "Women mainly complained of lack of sensitivity to their heavy workload, rough treatment, lack of decision-making, especially on reproductive health matters as major constraints affecting their lives."

Women in slums lack access to information on opportunities and services they can explore to fight for their rights and poverty at household level. Hence they are weighed down with many children whom they cannot adequately cater for. Desperation and poor communication among spouses are key factors that contribute to domestic violence. As a consequence marital rape, battery, alcoholism and extra marital relations are common. This kind of scenario compounds the catastrophe of the lives of slum women and children.

Economic survival in slums is unpredictable and worse for women and girls. Often because they lack employable skills they resort to commercial sex work, local brewing, selling fruits and vegetables by the roadside or kiosks in the markets and today selling of marijuana to survive. Boys on their part, engage in petty jobs and pastimes like mechanics, car washing, fetching water for the middle class, drug abuse and womanizing. Such preoccupations offer little in paving the way for sustainable livelihoods and most times form the basis for frustration and criminal life styles.

2.4.2 Politics

The run up to the presidential and parliamentary election in 2006 also means the constitutional end of term for the President who has led the country for 20 years. Will he hand over the leadership; will he attempt to stay on? Will the army accept to be lead by another person? The uncertainty surrounding this transition may create conflict resulting into further rural to urban migrations and thus compound the slum problem.

Instability in the great lakes region and particularly Northern and North Eastern Uganda has contributed to increasing slum populations. The influx has led to disruptions with new comers in the slums now including Sudanese, Congolese, and Rwandese. This uncontrolled influx has aggravated the problems of child sexual abuse, domestic violence and prevalence of HIV/AIDS as new slum dwellers arrive with new behaviors and ways of life. It has also contributed to the disruptions of cultures for example the Karamojong from Northern Uganda do not use the pit latrines or toilet thus defecating everywhere which is unhygienic and increases the risk of diseases.

2.4.3 Local political differences

Uganda is in a has now transformed from the Movement type of government to a multiparty democracy. The shift has created uncertainties among the population and in the slums tensions are still mounting and that may even erupt into open conflicts. In the past, campaigns have always left trails of conflict often hampering the smooth implementation of development support programs long after the election is over.

Political differences at households level are often manifested in the denial to women freedom

of choice. Failure to comply often results into domestic violence (DV), conflict sometimes of a fatal nature and false accusations that impinge of the right of the most vulnerable members of the society. Women are expected to side with the candidates their husbands are supporting.

In all the above situations, the rights of women and children especially at grassroots level are greatly impinged upon. They are rendered voiceless by their lack of knowledge of the current laws and policies.

Men dominate the committees at all levels of political representation, despite the legal provisions, stipulating equal representation, and those based on affirmative action. Cases of poor women participation have manifested themselves in a number of elective instances in the past.

2.4.4 Effect of the economy on Slums.

The relatively good economic performance experienced in the last decade has had a marked effect on the slum situation in the country. Rapid urbanization has led to the formation of slums or the creation of slum conducive situations in most urban centers. In Kampala alone the number of slums has risen from four at the time of founding SAP to over twenty in the different parts of the city and the surrounding peri urban centers. Slums also exist in all of the old towns in the country such as Entebbe, Masaka, Jinja, Mbale, Gulu, Arua, Soroti and Kabale. Slums are also on the increase in new towns such as Kumi, Busia, Iganga, Mukono, Kyotera, and Lira. This ultimately spreads the slum challenge to the whole country a trend envisaged to continue in the foreseeable future. The National Bureau of Statistics (UBOS) estimates that during the coming 10 years the current 1-5 million inhabitants of the city will increase to 2.5 million and 10 % of the projected population will be slum dwellers. This is mainly because more people will venture into the city as conditions in the rural areas become less and less attractive.

2.4.5 Health and Sanitation

HIV/AIDS is a major health problem in the country whose devastating effect has been felt most in slums. This is reflected through the increased number of orphans, drug use and abuse, child headed families, substance use, crime, street children, out-of-school youth and child sexual abuse and exploitation.

HIV prevalence is currently highest in the Central region and Kampala district specifically at 9 percent and in the North and Central regions at 8 percent. It is estimated that there were about 130,000 new infections of HIV/AIDS in 2005 and approximately 1,200,000 persons living with HIV/AIDS.

Although, the Government policy of openness has created high levels of sensitization and awareness and even if recently the Government adopted the Abstinence, Be Faithful and Condom Use (ABC) strategy, the devastation of the disease is still overwhelming.

Slum dwellers confront other health related problems mainly arising from poor sanitation and hygiene. Bad hygiene habits, such as use of polythene bags to dispose of human waste, compound the problem of waterborne diseases especially during the wet seasons. The hygiene conditions are at their worst in such seasons often leading to disease outbreaks.

In general, most slum dwellers find poor access to health services as a major bottleneck. The problems that arose with the introduction of cost sharing in government health units and hospitals eroded even the little confidence there was among slum people in those services. Consequently even where community health centers exist people hardly make the effort to utilize them.

Research on the health services in slum communities show that most health service providers are not trained and generally operate as quack doctors often administering expired and poor quality drugs.

Due to the poor housing conditions, large families are forced to live in either one or two small rooms often contributing to the spread of disease, exposure to situations that encourage early sex and hence increasing the vulnerability especially of children to HIV/AIDS. HIV/AIDS: it has been reported that in a report compiled by UN agencies that 'the HIV epidemic is far from conquered: one in ten adults in Uganda are infected with HIV and there are worrying signs that the sharp decline in HIV prevalence during the 1990's may not be sustainable.'

2.4.6 Conflict and displacement:

Tensions, destruction of infrastructure and the disruption of instruction routines are sub-optimal environments for quality of a good life to an average person. In Uganda we have the over 20 year northern war, this has led to many people including children being displaced, All these people end up in urban areas and live in the slums where they can easily get some shelter.

CHAPTER 3: THE PROBLEM SAP IS TRYING TO TACKLE

3.0 Statement of the problem

An overview of SAP's programs indicates that over the years SAP has been tackling the problem of unfulfilled rights and needs arising from deprivation, poverty, lack of information as well as incapacitation of slum communities to transform their lives and to effect sustainable change.

3.1 Implications of the problem to SAP

SAP is a woman and children focused organization, which endeavors to address the gender and human rights concerns of the slum dwellers. Many of these concerns are also upheld in various government policy frameworks such as the 1995 Constitution of Uganda. The constitution emphasizes women's rights as fundamental rights and provides for affirmative action. This emphasis is carried further in other national policies such as the National Gender Policy 1997 and the National Action Plan on Women. These however, do not practically and adequately address the concerns of poor slum dwellers. Sharper, more focused and deliberate enabling laws have to be enacted, enforced and upheld to curb the trend of gender inequalities that perpetuate the disadvantaged position of women particularly those in slums.

Unfortunately because of the negative light in which slums have been cast over the years and because of the lack of self-esteem among slum dwellers there are few NGOs and CSOs working in and with slum communities. This presents SAP with the challenge to interest other actors in slum-focused interventions and programs. SAP a pioneer and initiator of slum focused programs in the past, is no longer able to satisfy the growing nationwide demand. The need therefore emerges for other organizations to form both CBOs within the slums and also external ones with a mandate to work with slum communities.

The above reality demands of SAP to transform both its mandate and the manner in which it delivers on that mandate. SAP can no longer settle for simply implementing a few activities in seven slum communities. The challenges on its hands are far greater than that. The reality of slums is here to stay and getting bigger and more complex.

But because people can only realize themselves, it is necessary for SAP to work towards strengthening the people's capacity to initiate change processes for themselves. SAP shall therefore use its experience in working with slum communities to intensify interventions aimed at strengthening both the people's capacity to form their own community based organizations and the capacity of other NGOs to work with slum communities.

The health challenges for slum-based people are more peculiar. Of greater consequence is HIV/AIDS whose impact in slum communities is compounded by the nature of life style of the people. While for some time the official statistics in the country highlighted a decreasing infection rate, the trends are not necessarily the same for slum communities. The sex situations in a typical slum community are far different from those in an average community. SAP and other actors therefore have to devise ways of addressing this scenario in a more intensified way. Re-adjusting and re-focusing programs to include mainstreaming HIV/AIDS support care and treatment, health and sanitation, addressing the problem of UPE dropouts and formulating HIV/AIDS policy.

As earlier stated, the expanding urban centers are creating along with them new, bigger and more sophisticated slums and this situation is expected to continue. For the case of Kampala, slums will be relocated from the central places such as Wandegeya and Kisenyi to the uEDoming periphery centers such as Nateete, Nansana and Gayaza. This provides an opportunity for an organization with a slum focus to help people establish their houses in a more organized fashion and to be mindful of the sanitation needs. SAP should be able to promote this through training and support for other service providers: SAP will use its experience to support other actors and especially community led organizations that are emerging to provide effective services to the slum communities they are working in particularly in the matters mentioned above. SAP will also work with financial institutions to help the slum dwellers to start income generating activities in a bid to reduce the high poverty levels in the slum areas.

In the areas around Wandegeya where SAP has worked for a long time slums are gradually giving way to high-rise student hostels. Former occupants of these slums are relocating most probably to form new slums elsewhere. This trend is expected to continue as Kampala city suburbs grow. It is with this category of migrating slum occupants that SAP and work partners should address themselves. The above becomes even more critical since the Urban Planning unit all over the country has been in a state of limbo for a long time and is not responsive to slums and their peculiar planning needs.

Rapid population growth has already been sighted as a major cause of the mis-match between the number of people and the rate of development a situation that breeds the recipe leading to slum situations. SAP intends to address this situation through advocacy documentation and research. The latter, as a major strand in our work should be strengthened through increased documentation of SAP experiences, taking on new challenges, and sharing the outcomes with other actors. With this increasing population, child labour and child trafficking are becoming a normal way of life in the slum areas. Many people see children involved in worst forms of child labour but view it as normal

The current poor or lack of access to education in slums will breed a pseudo-educated population that will come with its own complexities. This therefore justifies the need for interventions that would encourage learning through training and exchange visits.

For Continuation:

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