

Company Profile

N a b u g a b o U p d e a l J o i n t V e n t u r e (N U J V)

Waste Management & General Cleaning Services

Plot18 Namirembe Rd.

P.o Box 70890/10541

Kampala - Uganda

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1.0. Introduction/Preamble

"If a country possesses adequate manpower, we should draw on it and appoint our own national experts. Additionally, even if these experts are more skilled, we should still recruit and finance more local power and expertise. It is better to have a project that is technically only eighty percent successful but completely integrated in the local environment and thus sustainable, than one that scores hundred percent in technical terms but which we know will not be sustainable once experts withdraw." *Quoting the late Prince Claus of the Netherlands, former Honorary chairman of SNV; a visionary outlook expressed as early as 1988.*

At a time when the Ugandan Government inaugurated policies, strategies and legal frameworks geared towards poverty reduction and socio-economic development, a paupers' firm now known by the names ***Nabugabo Up deal Joint Venture***; formerly 'Nabugabo Shauriyako United Traders' was born, the aim of which was to manage an independent self help garbage collection unit in minimization of City Council Garbage collection work force. The need of the self help arose when garbage in Kampala city had become a nuisance following the US President Clinton's visit in 1998. Garbage became a nuisance and a challenge to authorities. It was the talk of the day in the capital, both by media and the locals. The city council of Kampala was challenged by the illiteracy of citizens regarding solid waste management. However, by this time Nabugabo - Shauriyako was deeply engaged in sensitizing the public on solid waste disposal.

Over 5,000 dustbins were distributed free of charge within Kampala central Division by the firm. City council authorities were stimulated by the approach and campaign on garbage disposal, which the firm practiced. The firm intensified its operations in Kampala central, sensitizing the public on the new 'solid waste management ordinance 2000', the use of dustbin regarding door to door garbage collection system, payment for service and advantage of private garbage collectors.

Currently the firm covers 20 parishes, and 105 villages on a pilot system (assessing cost recovery, because of the low income zones). The firm employs its own enforcement officers working in collaboration with KCC enforcement officers, whose

main work is to ensure that there is no street dumping, littering in open spaces, vandalism/misuse of garbage bins i.e. burning, stealing bins, and misuse. Recent studies indicate that generation of solid waste in Kampala Central Division is estimated at approximately 2 kg per capita per day, with the commercial areas being the biggest generators. Waste was usually collected in skips that were placed at selected locations within the district by the city council. But due to inadequate management of skip repair and replacement, refuse was often littered indiscriminately and often accumulated at different locations in the division. Kampala central division was at this time operating a total of 8 refuse trucks and 144 skips (Large roadside garbage containers). The trucks and most of the skips were purchased in 1993 and are now costly to maintain. Results from the pilot project however indicate that it is possible to have a '**skipless**' refuse collection service in slum communities, with skips only restricted to institutions.

Municipal solid waste (also referred to as **refuse**) is defined to include waste from households, non-hazardous solid waste from industrial, commercial construction and institutional establishments (including hospitals), market waste and street sweeping. All municipal solid waste collected in Kampala is currently disposed of by land filling. KCC operates one landfill site located at Kiteezi, Nangabo sub-county, Wakiso district. Hazardous industrial and medical wastes are not accepted for disposal at the municipal landfill site. The municipal waste stream is estimated to be predominantly organic (70-80%) while the rest is inorganic material such as glass, paper, metals, construction and demolition waste, below a table shows indicative components of Kampala's waste stream.

Refuse Composition (approximate)

Component	Percent
Organic waste	76
Waste paper, Cardboard, etc	9
Polythene, plastics	9
Glass	3
Metals, inert materials	3
Total	100

The city's Population capacity

NUJV → Providers of solid waste management and general cleaning services

Kampala city is one of the 68 districts of Uganda. It's the country's **capital** and the only urban district in Uganda. It covers an area of approximately **176 sq km**. The population of Kampala was **774,241** at the **1991** census. Provisional results of the **2002** census put the night time population of Kampala at **1,208,544 million**, indicating a growth rate 4.13% per annum over the past 11 years. The Kampala Urban study (**1994**) estimated Kampala's population to grow at a rate of **4.9 percent per annum** between **1994** and **2004** resulting in an estimated population of **1.5 million in the year 2004**. The average household size was **5** persons and the per capita income is estimated at **US\$ 300 per annum**.

1.1. NUJV MISSION

To contribute the provision and delivery of quality, sustainable and customer-oriented garbage collection

services efficiently and effectively *in order to improve Kampala City's Cleanliness*

1.2. NUJV PHILOSOPHY

NUJV's philosophy is to promote and achieve better life in the community to live in healthy environmental condition through a participatory approach in the promotion of cleanliness, environmental health and sanitary services.

1.3. PRINCIPAL OBJECTIVES

NUJV considers the following as its specific objectives:

- ❖ To provide services to the urban community by way of collecting garbage (solid waste) for better health and environment;
- ❖ To sensitise the urban community regarding garbage collection and environmental protection;
- ❖ To generate income for the members and the people employed by the company for better standards of living;
- ❖ To contribute revenue to the treasury through the services rendered.

1.4. ACHIEVEMENTS

Since its formation, the NUJV been able to: -

- ❖ Sensitize the public on the New Solid Waste Management system i.e. (Door to door system) to all residents in Kampala Central. The system is progressing and the population is responding positively.
- ❖ Remove 180 KCC big garbage containers in 2003, deployed on roadsides these were too small and inconveniencing those near the by. They were replaced by door-to-door garbage collection. Former street boys and girls who used to scavenge on the garbage were taken up as garbage collectors and supervisors. Turning them into responsible people who earn a living now they have families.
- ❖ Contribute to revenue of KCC and Central government through taxes paid by our company. The company pays the workers forwarded to the company from KCC.
- ❖ Create more employment opportunities to over 500 Ugandans.

1.5. The major Challenges

According to a report released by the Uganda National Household survey 2002/03, the proportion of Ugandans living below the absolute poverty line has risen from 34% in 1999 to 38% in 2002/03. The figures were obtained by interviewing more than 10,000 households sampled country between June 2002 and May 2003. The poverty problem is hindering local people living in the urban slum areas to comply with paying subsidies for smooth running of garbage disposal, this has resulted into the clogging of water and septic drains thus an increase of infectious diseases and a threat of another severe outbreak of the cholera epidemic.

In circumstances where the high bed truck (we have only one) is broken down, the container stays in the place for days. Another reason we have substituted these areas by supplying polythene to the people, whereby we agree on time and when our available trucks arrive a whistle is blown and people bring in their trash.

Nabugabo Updeal is critically sensitizing the community on the method of skipless disposal, which has been cited to ease sustainable hygiene and expenditure, and has been welcomed, by the community as the only way to maintain proper solid waste disposal. Whereas we have struggled to maintain proper garbage disposal, sabotage from small garbage collection companies which do not have the capacity of taking

garbage up to Kiteezi dumping site. This has resulted in the decline of our own working capacity as these companies always empty in places where we have critically earmarked 'NO-DUMPING' which areas previously proved a menace of littered garbage in the city. This has also strongly affected our Revenue as regards collection, transition and final disposal. This situation if not maintained would lead to catastrophes. We critically seek your assistance to designate places for these other firms; the expression remains awful to the community as who is responsible for garbage maintenance in the city. The bidding was open to every party and we were chosen to do the job, an example of this would be 'giving one lady to two men, whereas it is only one of the two who paid for the dowry! The controversies exposed in public show an uninformed and un-intellectual structured network. We therefore seek your help to save the city from going back to the previous garbage situation.

Mechanical break down, change of political climate, peoples cooperation (willingness to pay subsidies) changes of climate e.g. rainy season, infections like contagious diseases have all hindered smooth operation. The firm has battled to maintain safety of health by applying waste nets to ensure safety for the public followed by close supervision to avoid littering and open dumping. And now we are focused on capacity strengthening, fighting environment pollution and helping improve poor people's health.

1.6. PARTNERSHIP IN DEVELOPMENT

NUJV has been and still is in partnership with the City Council of Kampala.

OUR BANKERS : CRANE BANK LIMITED
MAIN BRANCH
PLOT 38 KAMPALA ROAD
P.O. BOX 22572
K A M P A L A – U G A N D A

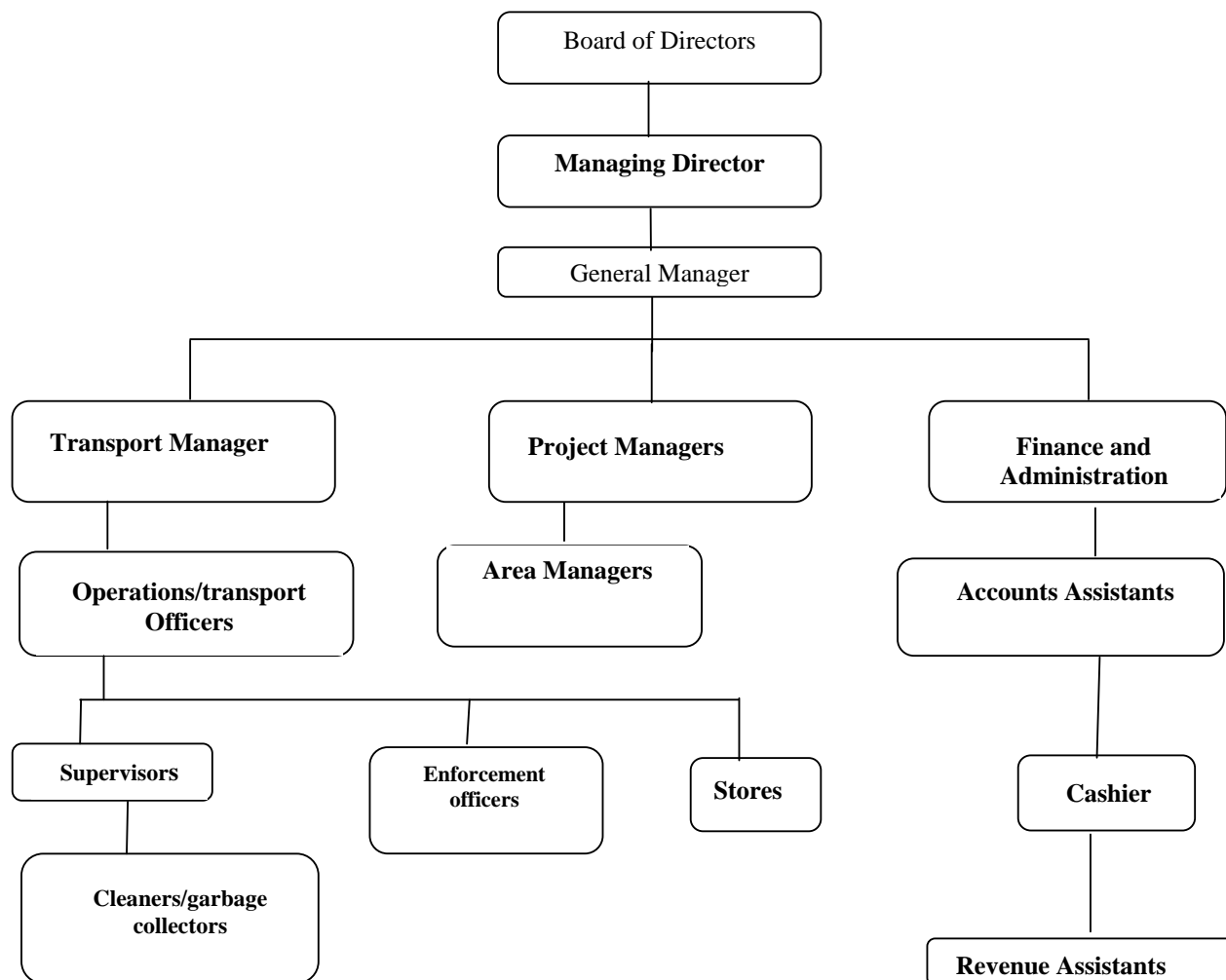
TIN NUMBER : 1000048225

VAT NUMBER : **37085-L**

All correspondences to: The General Manager
Nabugabo Updeal Joint Venture

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Management Structure



The firm IS currently employing 743 laborers, 20 senior staff and collects a standard subsidy fee of 300 Ug shs daily per shop. Hotels and industries charges depend on amount generated and cost per trip taken. Collection of revenue is on daily basis weekly and monthly following issuing of invoices

APPENDIX 1

NUJV → Providers of solid waste management and general cleaning services

Evaluations

More than 1,000,000 families utilize polythene in all daily activities and lack garbage storage cans prior to disposal at the disposal site, resulting into dumping of polythene recklessly. The Population that carries polythene to rural areas by farmers who bring in their products and return with merchandise bought from the emerged supermarkets is critically high. Taking polythene to villages. Polythene sticks in the soil taking years and years to rot, making water run off with arable soil, followed by the clogging of water and septic drains, frequently halting various channel rehabilitations, inclusive of the world Bank-Nakivubo channel rehabilitation program. The largest number of polythene is imported whereas recycling can keep a rotational consumption, thus bypassing importation and the dumping of polythene. Polythene and other not proper disposed hazardous substances such as methyl bromide used as pesticide, carbon tetrachloride in dry-cleaning, methyl chloroform used as a solvent in industrial processes have been intruding East African soil for over thirty years with nobody aware of the dangers towards the ecosystem; the soil and ozone. When poorly disposed of, these ozone-depleting substances emit gases that destruct ozone atoms. As a result, changes in the meteorological conditions occur, affecting the behavior of the ozone layer eventually unable to reduce the amount of harmful ultraviolet rays of sun, bringing about climate changes and creating high heat prevalence on the soil.

Additionally, the need of preserving the components of soil, i.e. minerals and enzymes has remained unnoticed; we intend to address polythene and ODSs flora and fauna interference, introduce the making of organic into fertilizers and biogas, given the smooth accessibility to the raw materials (dumped materials), Biogas can be consumed locally and cheaply, while fertilizers can be exported in exchange for agriculture equipment that can be loaned to groups of farmers at a subsidized price. Known markets have been cited in Mongu-Zambia, the Kapingiri region of Namibia, government subsidies to facilitate fertilizers to dry areas of the country, the Shangai industrialized province of china, Libya (a country getting into agriculture toughly), and Europe (to countries which are rebuilding organic agriculture).

The solid waste disposal crisis continues, with NEMA disclosing that it did not clear Kampala City Council to dispose at Kiteezi, While the residents of Nangabo sub county

continue to cry foul. News of Animal deaths and plants as a result of toxic waste continues.

Nabugabo Updeal Joint Venture seeks for ways to locally manufacture fertilizers and explore for markets and to eradicate polythene thus save the country's rich indigenous Loam soil. The firm seeks to explore methods and expertise to be adopted for the production of fertilizers, to facilitate garbage sorting, capacity and funding, and market research for distribution abroad. To search for international funders that would facilitate sorting and to raise an alternative (paper bag making). The distribution of fertilizers abroad in exchange for agriculture equipment for loaning (micro credit) to groups of farmers, plus the exchange of fertilizers for paper bag-making machinery as an alternative for polythene is innovative and will sustain communities' income to ease and encourage farming.

APPENDIX 2

KEY PERSONNEL



Contact(s) for General and Managerial enquiries:	
Name:	Joseph Sserwadda
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Contact(s) for Personnel enquiries:	
Name:	Kimera Mariam Kiggundu
Address:	P.O. Box 70890, Kampala - Uganda
Telephone:	0775887584/0702229227
E-mail address	mrskiggundumariam.co.uk
Contact(s) for Technical enquiries:	
Name:	Ssonko Abdul
Address:	P.O. Box 70890, Kampala - Uganda
Telephone:	0782 611088
E-mail address	ssonkoabe@yahoo.com
Contact(s) for Financial enquiries:	
Name:	Sulaiman Kisitu.
Address:	P.O. Box 70890, Kampala - Uganda
Telephone:	0702034123

APPENDIX 3 KEY CONTRACTS HANDLED BY THE COMPANY



Company's Legal Name: NABUGABO UPDEAL JOINT VENTURE	
Contract Identification No.:	ASD/SWM/KCD/02
Award date:	Jan 2005
Completion date	Up to Date
Total Contract Value	288,000,000
Name of the Client	Kampala City Council (Central Division)
Address: Telephone: +256-414-230625 E-mail: nabugaboupdeal 1 @yahoo.com	P.O. Box 7010, Kampala -Uganda
1. Product Supplied	Solid Waste Management Services
2. Other Relevant Details	

Company's Legal Name: NABUGABO UPDEAL JOINT VENTURE	
Contract Identification No.:	ASD/SWM/KCD/01
Award date:	2004
Completion date	2005
Total Contract Value	259,000,000
Name of the Client	Ministry of Local Government/ Kampala City Council
Address: Telephone E-mail:	P.O. Box 7010, Kampala -Uganda
1. Product Supplied	Solid Waste Management Services
2. Other Relevant Details	Local Government Development Programme

Company's Legal Name: NABUGABO UPDEAL JOINT VENTURE	
Contract Identification No.:	MRW-04
Award date:	1998
Completion date	1999
Total Contract Value	No Value was tagged
Name of the Client	Kampala City Council – The Whole District
Address:	P.O. Box 7010, Kampala -Uganda
Telephone E-mail:	
1. Product Supplied	Solid Waste Management Services
2. Other Relevant Details	Piloting of Privatized Garbage collection

Company's Legal Name: NABUGABO UPDEAL JOINT VENTURE

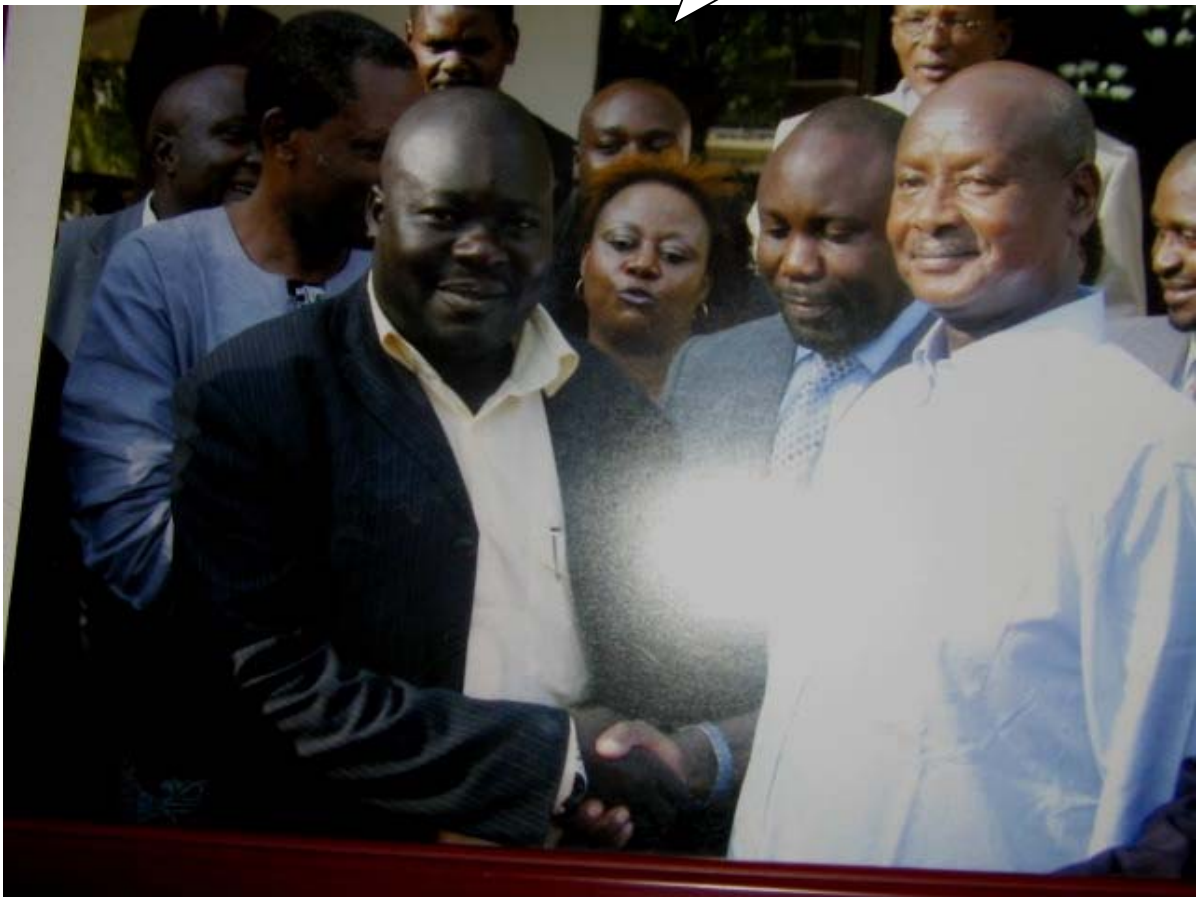
Contract Identification No.:	CHOGM/SWMP/KCC/2007/CEN-01
Award date:	16TH JULY 2007
Completion date	NOVEMBER 30 TH 2007
Total Contract Value	UG. SHS: 212,066,850
Name of the Client	Kampala City Council
Address:	P.O. Box 7010, Kampala -Uganda
Telephone E-mail:	
1. Product Supplied	Solid Waste Management Services
2. Other Relevant Details	

Company's Legal Name: NABUGABO UPDEAL JOINT VENTURE

Contract Identification No.:	CHOGM/SWMP/KCC/2007/CEN-02
Award date:	JULY 16 TH 2007
Completion date	NOVEMBER 30 TH 2007
Total Contract Value	UG. SHS: 211,169,998
Name of the Client	Kampala City Council
Address:	P.O. Box 7010, Kampala -Uganda
Telephone E-mail:	
1. Product Supplied	Solid Waste Management Services
2. Other Relevant Details	

PICTORIAL VIEW OF NUJV WORKS

His Excellence the President of the Republic of Uganda shaking hands with The Managing Director – Nabugabo Updeal Joint Venture. His Excellence recognizing the efforts made by Nabugabo – Updeal Joint Venture in cleaning the city.





Honorable Minister of state for Local Government, Hope Mwesigye
Launching "CHOGM Kampala Etemagane" at Nakivubo Settlement Primary
school.





One of workers
cleaning the gutters in
Kololo



One of the workers slashing
in Kololo (Wampewo
Avenue)

His worship the mayor Al-Haji Nasser Ssebaggala in the launching ceremony "Kampala Atemagane CHOGM campaign





The LC III Chairman Kampala Central thanking one of our Danish partners for donating a compact truck



Our Danish partner training some of the workers on how to load to the compactor





One of the new compact trucks donated by Danish partners in solid waste management to clean the city



Our Danish partner training our workers how to operate the compact truck



Some of the dust bins donated by the Danish partners

Deputy Mayor launching new technology applied by Nabugabo Updeal in cleaning the City





A cross section
of our revenue
collectors



A cross section
of our
Enforcement
officers



A cross section of the management team



Some of the NUJV management team and the



Construction work in progress by one of the subsidiary companies of NUVV

The Managing Director
with some of the workers
with all safety gadgets
provided



