

We have changed KCCA's image,

The Kampala Capital City Authority (KCCA) executive director Jennifer Musisi has been at the helm of city for the last five years. During this period the city has undergone significant transformation in different sectors. Paul Busharizi and Juliet Waiswa spoke to her and below are the excerpts

Q How would you describe KCCA before you joined it? When we joined KCCA, on April 15, 2010, I was the first employee of the institution and I found it had dysfunctional systems. I was tasked by the Government to put new systems in place. We started with restructuring and defining the roles of each of the employees and rebranding the institution to change its image.

We built the reputation of the organisation, and also built the confidence of the development partners.

When government came up with the change in the law, we were able to rescue the city. At least 75% of government taxes and 68% of the Gross Domestic Product growth come from the city, so you couldn't let it die.

We started planning for Kampala. But there were no financial accounts nor was there an assets register and in the handover (report) there were only 27 bank accounts for Kampala City Council. With the support of the Auditor General, KCCA was eventually able to identify over 182 accounts, some of which were fixed deposit accounts.

There was no known KCC property; workers were not on the payroll, those on the payroll had taken months without being paid, people were occupying offices without appointment letters and there were no appraisals of workers.

The book value for the council was sh46b, but after the Auditor General's office recovered properties and several KCC land titles, the assets recovery is at about sh670b. The leased lands whose titles had expired, were recovered and this increased the asset base.

What are KCCA's key achievements? The establishment of an efficient corporate entity with proper systems has been one of the biggest achievements. The city administration is now credible. The Auditor General issued an unqualified audit opinion of KCCA's financial statements for two consecutive financial years -

2013/ 14 and 2014/15 - for the first time ever. The World Bank gave KCCA an A credit rating, one of only three cities on the continent to attain it, the others being Johannesburg and Lagos. This can enable KCCA to borrow funds from any local or international institution. KCCA has gained recognition locally and internationally and has built confidence among the donors, local partners and internationally. Local partners and private companies are giving the institution money. Currently, 89 KCCA schools have running water, teachers' houses and toilets. These have been constructed as a result of confidence (in the institution) by NGOs, churches, international agencies, companies like MTN, Airtel and support from individuals. The annual city festival which has attracted sponsors willing to invest over one billion shillings in the city is yet another achievement.

How are you doing on road works and maintenance?

The city has maintained 181km of roads and 50km of drainage works. The city has come up with a database to find solutions for the poor roads. The city received \$175m from the World Bank for about 32 junctions. Works on these was commissioned by President Yoweri Museveni in September 2015 at the Fairway junction. The aerial mapping of roads in Kampala has started, to find out how KCCA can work on all roads. We have works at Mambule, Bwaise, Wandegaya, Kasubi and Nakulabye as part of the junction construction.

In partnership with the Uganda Railways Corporation and the Rift Valley Railway, rail transport started operating in Kampala last year. Today, the train carries about 3,000 people daily from Bweyogerere, Kireka, Namanve and Banda.

KCCA has set up 20 cameras to monitor security in the city and with time the number will increase. With the installation of solar lights, more cameras will be set up on each new road that will be constructed.

How have you improved revenue collection?

City revenue has increased by 166% up from sh28b to sh80b per annum. Expected revenue from commuter taxis used to be at sh380m per month, but even that target was not met. With the introduction of electronic banking E-citie system, KCCA now collects sh1.5b monthly from commuter taxis.

In partnership with Uganda Revenue Authority (URA) and the Uganda Registration



Musisi during the interview at City Hall. Below is the KCCA model farm in Kyanja

of Births and Deaths we have built a tax base where all tax collection is monitored. KCCA has improved about 100 classes using government capitation and support from private partners, constructed 41 staff quarters, seven laboratories, 55 stance toilets in schools, and built 400 toilets in schools across the city. Teachers in Kampala now have a SACCO which was funded to a tune of sh700m. To improve the health sector, KCCA hospitals of Kiruddu and Kawempe will take on patients from Mulago Hospital, which is under renovation. The Ministry of Health, KCCA and Mulago signed a memorandum of understanding in which KCCA will take up the patients until the end of the year.

THE WORLD BANK GAVE KCCA AN 'A CREDIT RATING'. IT IS ONE OF THREE AFRICAN CITIES ALONG WITH LAGOS AND JOHANNESBURG TO ATTAIN THE RATING

built confidence of devt partners



Youth undertaking a skills training course funded by KCCA



Musisi inspecting a classroom block constructed by KCCA at Kamwokya PS

THERE HAS BEEN AN INCREASE IN THE NUMBER OF PATIENTS AT KCCA HEALTH FACILITIES BECAUSE OF THE FREE AND FRIENDLY SERVICES

What do you have to say about markets?

KCCA intends to set up markets in all the divisions of Kampala to reduce urban-urban migration. Construction of Busega Market is near completion.

Markets will also be constructed in Bukoto, Luzira and Ggaba. We have the Sunday city market which attracts over 500 vendors. What has been accomplished concerns the basic needs of city dwellers, but a lot more needs to be done to take Kampala to another level.

Challenges you have faced over the years?

The biggest challenge is that the city is underfunded yet the public expects a lot from us. With only 52% of government's contribution coming through, this leaves the budget with a big gap. Projects like the expansion of the Nalukolongo drainage channel has failed to kick off as a result of political interference and priority has been shifted to other areas where the politicians are responsive.

The development budget is funded to the tune of sh75b but as we enter the fourth quarter of the year, only sh45b has been

received, which is still inadequate. The attitude of the political leaders towards development programmes is still a challenge, as they keep telling their electorate not to pay taxes. There has been little or no support from the political leaders on some programmes. There is a misunderstanding on the roles. There is basically a conflict of interest. If the city does not implement the Kampala Master Drainage system plan, the blockage of drainages and flooding will go on. There are high volumes of water running off our roads, many of which are more than 50 years old and keep wearing. The drainage systems need to be widened to stop flooding on the roads.

What can residents expect in the next five years? The next five years will depend on the attitude of the political leaders. If they do not comply with the law, systems will continue failing. KCCA will construct the Bus Rapid Transport System to increase bus transportation in the city to supplement other means. KCCA will also introduce the light rail transport and construct a fly over from Kitgum House to Clock Tower with funding from the Japanese government. The cable car feasibility study has been completed by the World Bank and KCCA intends to finance this project. The city needs a Greater Kampala Physical Development Plan, for proper planning. Developers must know where to construct hospitals, schools, markets, among others. KCCA is revaluing all properties to ensure that all owner pay taxes, the city roads are being renamed and the programme has started with the Central Business District. In the next five years, KCCA will construct 600km of roads.