



KCCA SERVICE DELIVERY STANDARDS COMPENDIUM

June 2025

FOREWORD



I am privileged to forward the Kampala Capital City Authority Compendium of Service Delivery Standards as Service Commitment to the City residents and all our service recipients in accordance with section 5 (a) and (b) (1) of KCC Act Cap.195.

In developing, documenting and disseminating these standards, we are cognizant of the social contract we have with the people of Kampala.

The major goal of these Service Standards is to align your expectations of the service we offer with our promise to you. In doing so, we shall remain focused and be mindful of the service expectations and we provide basis to you to hold the Authority accountable to you. This also provides the Council and Authority Management a framework to monitor and evaluate service delivery and take appropriate action (s).

KCCA in developing and documenting these service delivery standards exhibits a commitment to service improvement and recognizes the potential impact of using these standards to drive change towards a more customer focused approach throughout the service delivery levels. The Standards will go a long way to increase KCCA's efficiency, effectiveness and use of the scarce resources.

These Standards will provide the basis for the Kampala Capital City Strategic Plan and will be institutionalized in all KCCA processes and management tools including annual planning and budgeting process.

I appeal to all our service recipients, City residents and stakeholders to use these standards to guide their service interactions with KCCA and demand for what is due to you.

It is my belief that when the service commitments and standards are fully implemented, there will be significant improvement in the service delivery system in Kampala City.



Erias Lukwago
LORD MAYOR

PREAMBLE

The Kampala Capital City Authority Service Delivery Standards (SDS)-FY2025/26- 2029/30 outline our commitment to expected minimum levels of service delivery in terms of quality, quantity, time, cost-effectiveness, and coverage.

The primary objectives of the Service Delivery Standards are to:

- Define service expectations for our service recipients.
- Ensure consistency in service provision across the City.
- Use service delivery standards to determine budget allocation for the different service areas
- Empower City residents and dwellers to demand for services offered by the Authority
- Enforce compliance and assure service quality
- Measure performance of the Authority
- Build the civic competence of the City residents and dwellers.

The Standards provide a basis for developing institutional plans, budgets, the employee performance plans and a framework for monitoring and evaluation of Authority initiatives and programmes.

At KCCA, we are committed to implementing and complying with these standards as we deliver services to our service recipients.

I call upon all service beneficiaries to utilize Service Delivery Standards to provide feedback of their levels of satisfaction with the services we provide.

I believe that if these Service Delivery Standards are complied with, they will facilitate attainment of our vision of a Kampala that is, a vibrant, attractive, livable and sustainable.



Sharifah Buzeki

EXECUTIVE DIRECTOR



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1.0 Introduction

1.1 Background

Kampala Capital City Authority as a service provider has the legal and moral responsibility to deliver excellent services to the City residents and visitors in terms of time, quantity, quality, cost and coverage. This has necessitated development and documentation of service delivery standards, to ensure efficiency and effectiveness in service delivery.

Guidelines for documentation and implementation of service delivery standards were issued under Establishment Notice No 3 of 2011. Since then, new policies and strategic initiatives have been introduced. Notable among these, is Vision 2040, which is aimed at transforming the Ugandan Society from a peasant to a modern and prosperous country by 2040, the National Development Plans, the transformation paper for the public service 2013 and other laws such as the Public Finance Management Act (2015) among others.

The KCC Act. Cap.195 Section 5 (1) (b) gives Kampala Capital City Authority the mandate to set service delivery standards.

The set service delivery standards are intended to improve efficiency and effectiveness in service delivery and enable the Authority to keep pace with the city residents and visitors growing demands for accessible, adequate, high quality, timely and cost-effective service.

These Service Delivery Standards will provide a basis for developing Institutional strategic plans and budgets, individual performance plans for employees, framework for monitoring and evaluation of Authority initiatives.

1.2 Mandate

The Authority is the governing body of the Capital City and shall administer the Capital City on behalf of the Central Government in line with KCC Act Cap.195.

1.2.1 Vision

To be a Vibrant, Attractive, Livable and Sustainable City

1.2.2 Mission

To administer the Capital City and deliver quality services in an accountable and equitable manner.

1.2.3 Core Values

- i) Excellence: The Authority shall deliver a high standard of performance that exceeds clients' expectations.
- ii) Innovativeness: The Authority shall use creative approaches in addressing clients' needs.
- iii) Integrity: The Authority shall be honesty, transparency and accountability in the delivery of services
- iv) Client Care: The Authority shall attend to client needs fairly and professionally in a timely manner

1.2.4 Strategic Objectives

1. Enhance Kampala City economic Growth;
2. Enhance productivity, inclusiveness and wellbeing of Population;
3. Strengthen the oversight and governance function in the city;
4. Mainstream action on city climate resilience; and
5. Strengthen institutional capacity to drive organizational excellence

1.3 The Purpose of Service Delivery Standards

To promote accountability, professionalism, responsiveness, transparency in the delivery of Kampala Capital City Authority Services.

1.4 Objectives

Specifically, the Service Delivery Standards are aimed at achieving the following objectives:

- i) To define the minimum levels of services that the Authority should provide and what service recipients should expect in terms of quantity, quality, time cost and coverage.
- ii) To provide uniformity and consistency in the provision of services at all levels of the Authority
- iii) To provide a yardstick for developing institutional plans and budgets, man-power forecast and framework for monitoring and evaluation of services.
- iv) To empower service recipients to demand services, which are due to them.
- v) To provide a basis for the review of management systems and processes.

1.5 Implementation of Service Delivery Standards

The Authority shall track and report on the implementation of Service Delivery Standards on quarterly and annual basis. The reports shall be discussed by Management and at all levels of governance to ensure service improvement.

1.6. Measures of Standards

Service Delivery Standards shall be measured in a combination of any of the following:

- i) Quantity: the number or volume of service, product, output or performance to be delivered or provided. Examples of appropriate unit for the output include number, value, mileage, area, etc.
- ii) Quality: the extent to which the output, performance, service or product satisfies the client and/or meets the required set standards and service specifications. Examples of quality are the roads constructed in total conformity to standards or the grade levels of primary 7 school leavers.
- iii) Cost: the total cost in terms of money and/or other resources used to deliver an output or service or product or the user fee paid to access a service.
- iv) Time: the duration taken in terms of minutes, hours, days, weeks, etc. to deliver a service or complete a transaction (turn-around time). It is the responsiveness and speed within which a service ought to be provided.
- v) Process Workflow: the number of steps or procedures a client is expected to go through to obtain a service.

- vi) Coverage: the extent to which planned outputs or services reach the targeted population.
- vii) Accessibility: availability of a service to clients-including locations, hours of operation, language, convenience and options for obtaining service.
- viii) Delivery: The extent to which the intended service outcomes and objectives are achieved.

1.7. Application of Service Delivery Standards

Specifically, the standards apply to all services provided at every level of the Authority including at divisions, schools, health centres, parks, markets, KCCA Agricultural Resource Centre, Departments and Directorates.

1.8. Procedure considered for development of KCCA Service Delivery Standards

- i) Review of the Provisions of the Legal and Policy Framework.
- ii) Confirmation of the results framework for the Authority.
- iii) Defining and agreeing on baseline position of service delivery levels.
- iv) Harmonizing client expectations with existing plans and programmes.
- v) Assessment of available resources vs. future plans for resource allocation
- vi) Consideration of some of the documented business processes.
- vii) Setting Standards for each Key Result Area.
- viii) Consulting Service Recipients and Key Stakeholders.
- ix) Reviewing and obtaining approval of the Service Delivery Standards.
- x) Publishing and Disseminating Service Delivery Standards.
- xi) Implementing/applying the Service Delivery Standards.
- xii) Monitoring and evaluating performance against standards.
- xiii) Reviewing and setting new standards.

1.9. Institutional Arrangements for Implementing Service Delivery Standards

The various stakeholders/institutions that will play a major role in application of the Service Delivery Standards are as detailed below:

SN	Stakeholder/institution	Roles and Responsibility
1	Ministry of Public Service	Provide Technical support for the development, documentation, dissemination, approval and application of service delivery standards.
2	Ministry of Finance, Planning and Economic Development	Integrate service delivery standards into program budgeting system, identification and provision of funding for implementation of KCCA SDS activities.
3	Ministry of Gender, Labour and Social Development	issuance of equity and social inclusion are mainstreamed in the SDS and to ensure that employers and workers in Kampala adhere to the KCCA SDS.
5	National Planning Authority	Align the service delivery standards to national development plan.
6	Office of the Prime Minister	Monitoring and Evaluation
7	Auditor General	Conduct financial and value for money audits in accordance with set standards.
8	Parliament	Approve budgets and provide oversight role
11	Service recipients and civil society organizations	Demand for quality service and provision of feedback on quality of services.
12	Other implementing Partners	Carry out advocacy, support funding, monitoring, and provide feedback on the quality of services provided.

1.10. Monitoring and Evaluation arrangements

KCCA Service Delivery Standards shall be monitored through the following: -

- (a) Compliance inspection
- (b) Performance audits
- (c) Quarterly and annual monitoring and evaluation
- (d) Clients satisfaction surveys

1.11 Review of the Service Delivery Standards

The Service Delivery Standards shall be reviewed after every five (5) years in line with the National Development Plan and City Five Year Strategic Plan. The baseline shall be used to develop and review the standards.

1.12 Legal Frameworks

The service delivery standards were developed based on the underlisted legal framework: -

- i) Constitution of the Republic of Uganda Cap.2
- ii) KCC Act Cap.195
- iii) Building Control Act Cap.136
- iv) The Environment Act Cap.181
- v) Kampala Capital City (Commercial Road Users) Regulations, 2015
- vi) Local Government (rating) Act Cap.140
- vii) Trade License Act Cap 101 with the attendant regulations
- viii) Local Government Act cap 243 and attendant laws
- ix) Public Health Act Cap 281/17
- x) Land Act Cap 227 and Registration of title Act Cap 230, Land Regulation 2004

- xi) The Local Governments (Amendment of Fifth Schedule) Statutory Instrument, 2020
- xii) Markets Act Cap 94,
- xiii) Physical Planning Act Cap.142
- xiv) National Physical Planning Standards and Guidelines 2011.
- xv) Public Procurement and Disposal of Public Assets Act Cap.205
- xvi) KCCA Human Resource Management Policies and Procedures Manual, 2025
- xvii) Education Act Cap.82
- xviii) Employment Act Cap.226

2.0 Abridged Version of KCCA Service Delivery Standards

2.1 Production and Commercial Service

Specific Objective	Service Delivery Point	Service Description	Service Delivery Standard
Sustainably increase production and productivity in Agriculture	Production and Commercial Service	Farmers and farmer groups provided with agricultural extension and advisory services	<ul style="list-style-type: none"> • Farmers database updated: at least once a year • Registered farmers inspected at least once every quarter
	Production and Commercial Service	Farmers mobilized and sensitized on Urban Farming practices	<ul style="list-style-type: none"> • Communities sensitized: on urban farming monthly • Farmer trained: Monthly
	Production and Commercial Service	Capacity of extension workers enhanced	<ul style="list-style-type: none"> • All extension workers trained annually
	Production and Commercial Service	Customized urban farming technologies availed to farmers	<ul style="list-style-type: none"> • Climate smart technologies identified, customized, tested and disseminated to farmers annually

Specific Objective	Service Delivery Point	Service Description	Service Delivery Standard
	Production and Commercial Service	<p>Greenhouses and open field gardens properly maintained at Kyanja Agricultural Resource Centre.</p> <p>High quality seedlings propagated</p> <p>High quality poultry brooded/ raised</p> <p>High quality piglets raised in demonstration unit</p> <p>Infrastructure at Kyanja Agricultural Resource Center maintained</p>	<ul style="list-style-type: none"> • All maintenance of greenhouses and field gardens carried out as per schedules • General cleaning of all facilities carried out at least once every week. • All seedlings propagated as per production schedule. • All poultry birds raised as per production schedule • All piglets raised as per production schedule • All infrastructure maintained • Broken down infrastructure repaired within 3 months
	Production and Commercial Service	Fisher folk sensitized on fisheries laws and regulations	<ul style="list-style-type: none"> • All of fisher folk sensitized on fisheries laws. • Fisher folk sensitized: at least once a month
	Production and Commercial Service	Fish inspections for quality assurance conducted at landing sites, fish markets and fish processing facilities	<ul style="list-style-type: none"> • All landing sites and fish markets inspected: at least once every day • Report on inspections produced and submitted at the end of every week.
	Production and Commercial Service	Fisher folk mobilized and registered for licensing	<ul style="list-style-type: none"> • All fisher folk registered at the end of the FY

Specific Objective	Service Delivery Point	Service Description	Service Delivery Standard
Increase market access and competitiveness of agricultural products in domestic and international markets	Production and Commercial Service	Markets infrastructure renovated	<ul style="list-style-type: none"> • All of the damaged or broken market infrastructure recommended for repairs/renovations annually
	Production and Commercial Service	Vendor sensitization sessions on rules and regulations conducted	<ul style="list-style-type: none"> • All vendors sensitized on rules and regulations and trade order • Vendors are sensitized at least once a quarter across all markets
	Production and Commercial Service	Market staff trained	<ul style="list-style-type: none"> • All of market staff trained • Market staff trained at least once annually
Increase market access and competitiveness of agricultural products in domestic and international markets	Production and Commercial Service	Groups are mobilized to form cooperatives	<ul style="list-style-type: none"> • Enterprises groups sensitized weekly
	Production and Commercial Service	Groups recommended to register as cooperatives	<ul style="list-style-type: none"> • Cooperative approved within one week of submission of request.
	Production and Commercial Service	Cooperatives are inspected and audited.	<ul style="list-style-type: none"> • All cooperatives inspected at least once a year
	Production and Commercial Service	SMEs are sensitized and trained on business management	<ul style="list-style-type: none"> • All SMEs sensitized and trained once every quarter.

Specific Objective	Service Delivery Point	Service Description	Service Delivery Standard
	Production and Commercial Service	SMEs in the informal sector are supported to formalize	<ul style="list-style-type: none"> SMEs are sensitized about the benefits of registering and formalize their enterprises: once a week across all Divisions
	Production and Commercial Service	SMEs linked to Low cost credit facilities	<ul style="list-style-type: none"> SMEs are mobilized and linked to banks for low cost credit facilities once every two weeks
Promote inbound and domestic tourism	Production and Commercial Service	Destination Kampala promoted in key source markets	<ul style="list-style-type: none"> Attend all the three (3) regional tourism expos Attend all domestic tourism expos
	Production and Commercial Service		<ul style="list-style-type: none"> Monthly updates of Kampala digital marketing information
	Production and Commercial Service		<ul style="list-style-type: none"> Information provision at the Kampala Tourism Information Centre daily
	Production and Commercial Service		<ul style="list-style-type: none"> Host primary school's tourism galas in Divisions annually
Improve the stock and quality of tourism infrastructure	Production and Commercial Service	GKMA Tourism Circuit established and operationalized	<ul style="list-style-type: none"> Establish and maintain the GKMA Tourism Circuit

Specific Objective	Service Delivery Point	Service Description	Service Delivery Standard
Conserve, develop, improve and diversify tourism products	Production and Commercial Service	Cultural heritage sites in Kampala secured, developed and equipped.	<ul style="list-style-type: none"> • All cultural and heritage sites secured and developed
	Production and Commercial Service		<ul style="list-style-type: none"> • All monuments in Kampala maintained in a good condition
	Production and Commercial Service		<ul style="list-style-type: none"> • Hold the Kampala City Festival every year
Develop skilled personnel along the tourism value chain	Production and Commercial Service	Kampala Tourism in-service personnel trained	<ul style="list-style-type: none"> • Train Kampala Tourist Guides and in-service front services hotel personnel once a year
Strengthen coordination, legal, and institutional framework of the tourism industry	Production and Commercial Service	Undertake regular inspections for tourism service facilities and attractions in the City	<ul style="list-style-type: none"> • All tourist attractions and facilities inspected periodically quarterly and annually respectively

2.2 Engineering Services

Specific objective	Service delivery point	Service description	Service Delivery Standard
To develop sustainable, all-inclusive inter-modal and seamless transport infrastructure and services.	Directorate of Engineering	Urban roads constructed with complete road furniture such as street lighting, PWD-friendly walkways, road signs, road marking and greening	<p>Cost of the Road types per lane per kilometer</p> <ul style="list-style-type: none"> • Arterial road: 3.5 Bn • Collector road: 2.7Bn • Local road: 1.5Bn
	Directorate of Engineering	Bridges constructed	<ul style="list-style-type: none"> • Conformity to the MoWT specifications/standards
	Directorate of Engineering	Urban drainages constructed	<p>Cost of the drainage per KM:</p> <ul style="list-style-type: none"> • Primary: 4.8Bn • Secondary: 2.1Bn • Tertiary: 0.88Bn
	Directorate of Engineering	Public transport terminals and parks maintained	<ul style="list-style-type: none"> • Conformity to MoWT technical standards/specifications
	Directorate of Engineering	Public transport terminals and parks maintained	<ul style="list-style-type: none"> • All terminals/parks are maintained in clean, functional, and safe conditions according to MoWT standards. • Maintenance reports produced and submitted: Quarterly.

Specific objective	Service delivery point	Service description	Service Delivery Standard
			<ul style="list-style-type: none"> • Tenure of office: Three Years. • Composition of Public Transport Management committee: 12. • PTMC meets at least every quarter.
	Directorate of Engineering	Efficient management and regulation of on-street parking to optimize space use, reduce congestion, and enhance accessibility.	<ul style="list-style-type: none"> • At least 90% of designated on-street parking spaces marked with signages
To reduce traffic crashes and fatalities through the implementation of targeted road safety interventions such as infrastructure improvements and road safety education.	Directorate of Engineering	Road safety audits/Inspections conducted	<ul style="list-style-type: none"> • Road safety audits conducted on 95% of new roads
		Road safety campaigns conducted	<ul style="list-style-type: none"> • At least two road safety inspections per year on all identified high-risk roads
			<ul style="list-style-type: none"> • Report published annually within 3 months after the end of the calendar year.
To strengthen transport asset management	Directorate of Engineering	Urban paved roads maintained	<ul style="list-style-type: none"> • ≥ 80% of urban roads maintained in fair to good condition annually. • Conformity to the MoWT Roads and Bridges Maintenance Manual and the KCCA operations and maintenance manual

Specific objective	Service delivery point	Service description	Service Delivery Standard
	Directorate of Engineering	Urban unpaved roads maintained	<ul style="list-style-type: none"> • At least once every quarter • Conformity to the MoWT Road and Bridges Maintenance Manual and the KCCA operations and maintenance manual
	Directorate of Engineering	Urban drainage channels maintained	<ul style="list-style-type: none"> • Primary: Bi-annual • Secondary: Quarterly • Tertiary: Quarterly
	Directorate of Engineering	Mechanical engineering services strengthened	<ul style="list-style-type: none"> • $\geq 90\%$ of KCCA road construction and maintenance equipment should be operational and available at any given time.
	Directorate of Engineering	Street lights maintained.	<ul style="list-style-type: none"> • $\geq 95\%$ of street lights across the City should be working at any given time. • Inspections conducted and quarterly reports produced.
	Directorate of Engineering	Electrical installations in KCCA buildings, Health centres, and markets maintained.	<ul style="list-style-type: none"> • All electrical installations maintained in conformity to Electricity Regulatory Authority & MoWT standards. • Inspections conducted and quarterly reports produced.

Specific objective	Service delivery point	Service description	Service Delivery Standard
	Directorate of Engineering	Road safety infrastructure maintained e.g. traffic signs, Zebra crossings, road markings etc.	<ul style="list-style-type: none"> ≥ 90% of road safety features in functional condition at all times
To promote safe and efficient urban traffic flow	Directorate of Engineering	Management of traffic flow through traffic signals control improved.	<ul style="list-style-type: none"> 100% of traffic signals in good working condition at all times.
To ensure that all building operations within the city comply with the relevant laws, building regulations, and codes to foster an integrated, sustainable, and liveable built environment	Directorate of Engineering	Building permits issued; Minutes of Building Committee meetings; Building Committee Monthly & Quarterly Performance reports submitted to NBRB	<ul style="list-style-type: none"> 100% of the submitted building permit applications processed Composition: 12 members Tenure of building committee: Depends on the tenure of office bearer Frequency of meetings: weekly
	Directorate of Engineering	Building Construction Site Inspection reports submitted to Building Committee	<ul style="list-style-type: none"> At least 80% of the submitted site inspection requests addressed
	Directorate of Engineering	Building Construction Site Inspection reports submitted to Building Committee; Stop Notices issued to non-compliant building developers Legal actions taken on hesitant non-compliant building developers	<ul style="list-style-type: none"> Within 5 days from the receipt date of the complaint When the developer does not have the building permit or the developer deviates from the approved. Recommendation for legal action submitted to: Directorate of Legal Affairs within 3 days after confirmation of the decision of the Building Committee

Specific objective	Service delivery point	Service description	Service Delivery Standard
	Directorate of Engineering	Occupation Permits issued	<ul style="list-style-type: none"> • Within 30 days from receipt date of the application with required documents and fulfillment of building standards.
To ensure that all KCCA buildings (offices, schools, health centers, markets, and sports facilities) are safe, functional, accessible, and sustainably maintained to support quality public service delivery	Directorate of Engineering	Building design reports, drawings, Bills of Quantities submitted to KCCA user Directorates	<ul style="list-style-type: none"> • Within 60 days from receipt date of the request
	Directorate of Engineering	Building Inspection & Condition Assessment reports submitted to KCCA User Directorates	<ul style="list-style-type: none"> • Minimum of one (1) assessment per year per building.
		KCCA Building Infrastructure condition and Building Maintenance Plans monitored	<ul style="list-style-type: none"> • Condition survey per building per annum

2.3 Legal Services

Specific Objective	Service Delivery Point	Service Description	Service Delivery Standard
Strengthen and reform KCCA Justice business processes.	Directorate of Legal Affairs	Existing policies and guidelines reviewed	<ul style="list-style-type: none"> • All requests for review of policies and guidelines to be concluded within one (1) month of receipt of request and/or approval and a review report generated by the 30th of June, each year.
	Directorate of Legal Affairs	New policy /guidelines drafted	<ul style="list-style-type: none"> • All new proposed policies/ guidelines drafted within one (1) month of receipt of request and or approval
Strengthen a people-centered justice delivery system	Directorate of Legal Affairs	Civil Cases involving KCCA handled	<ul style="list-style-type: none"> • All civil cases handled in line with the timelines set in the Civil Procedure Rules and by the court
	Directorate of Legal Affairs	Debt Recovery cases handled	<ul style="list-style-type: none"> • All Debt recovery cases forwarded are handled within the timelines set in the Civil Procedure Rules and by the court
	Directorate of Legal Affairs	Criminal cases resolved through Plea Bargaining.	<ul style="list-style-type: none"> • All criminal cases resolved through Plea Bargaining against direction made by court or requests made by offenders within 1 months from the time of the court's direction or the offender's request.

Specific Objective	Service Delivery Point	Service Description	Service Delivery Standard
	Directorate of Legal Affairs	Cases resolved through mediation	<ul style="list-style-type: none"> 100% risk profiles generated on all cases within 1 month from closure of pleadings
			<ul style="list-style-type: none"> Management decision taken within 1 month from submission of an approved risk profile Mediation, if at all to be completed within 2 months from the date of the management decision.
	Directorate of Legal Affairs	Criminal case files prepared, perused and making of a prosecutorial decision	<ul style="list-style-type: none"> perusal of all files forwarded and accompanying prosecution decision in line with the relevant Acts, ordinances and Regulations within five (5) working days.
Strengthen Administrative, Legal, Institutional and Coordinating capacity for Justice service delivery	Directorate of Legal Affairs	Contracts/ Agreements reviewed/ drafted	<ul style="list-style-type: none"> All Contracts are reviewed and drafted within seven (7) working days from receipt of the information from the responsible Directorate and the same time, where information is available within the Directorate

Specific Objective	Service Delivery Point	Service Description	Service Delivery Standard
	Directorate of Legal Affairs	Enforcement activities conducted	<ul style="list-style-type: none"> • All Enforcement support activities conducted within 15 working days from the receipt of the written request from the Directorate and upon availability of the responsible staff from the same Directorate. • Accordingly, all post enforcement activities to be concluded within one (1) working day.
	Directorate of Legal Affairs	Legal advisory/ opinions rendered	<ul style="list-style-type: none"> • All legal opinions/ guidance provided as requested within 5 working days.

2.4 Physical Planning

Objective	Service Delivery Point	Service Description	Service Delivery Standards
Develop and maintain urban infrastructure	Directorate of Physical Planning	Detailed physical development plans developed and implemented	Frequency: Prepared Annually and aligned with the KPDP.
			25% of the scoped KPDP Key Strategic areas
		Evaluation of implementation of the KPDP	Publish detailed plans within 2 months after approval by PPC for public scrutiny.
			Publish approved final plans within 90 calendar days post-feedback.
			Frequency: Annual reporting

Objective	Service Delivery Point	Service Description	Service Delivery Standards
	Directorate of Physical Planning	Detailed outdoor advertisement masterplan developed and implemented	<ul style="list-style-type: none"> 100% outdoor advertisement master plan & guidelines developed and implemented Frequency of Field Surveillance: Daily
	Directorate of Physical Planning	Boundaries opened for KCCA Right of Way and Assets	<ul style="list-style-type: none"> Survey requests completed 100% within 10 working days
		Survey report prepared	<ul style="list-style-type: none"> Time taken: 14 working days and compilation within a monthly.
		Quality of survey report	<ul style="list-style-type: none"> Must conform to the Land Survey Standards of Uganda
		Infrastructure inspection carried out	<ul style="list-style-type: none"> Frequency of infrastructure survey inspections: Quarterly
		Time taken to prepare inspection report after boundary opening	<ul style="list-style-type: none"> Within 7 working days

Objective	Service Delivery Point	Service Description	Service Delivery Standards
		Conduct subdivision surveys and job record compilation	<ul style="list-style-type: none"> Within 14 working days
		Coverage of computers with updated survey software	<ul style="list-style-type: none"> 100% Coverage
Strengthen institutional capacity to drive organizational excellence	Directorate of Physical Planning	Routine compliance field inspections	<ul style="list-style-type: none"> Daily inspections to ensure compliance to KPDP and regularly issued development permission Daily GIS upload and weekly decision on illegal developments by the PPC Initiate legal action with DLA to address non-compliance on a monthly basis.
	Directorate of Physical Planning	Stakeholder awareness and engagements	<ul style="list-style-type: none"> Frequency of division engagements: Quarterly

Objective	Service Delivery Point	Service Description	Service Delivery Standards
Enhance Kampala City Urban Growth	Directorate of Physical Planning	Decision rendered by the Physical Planning Committee on submitted development applications	<ul style="list-style-type: none"> • Site Visits: within 7 days upon receipt of the application • Time taken to review building applications: within 7 working days • Weekly PPC sittings • Composition of PPC: 16 members • Quorum of PPC members: 6 members • PPC Decision: Within 30 working days upon receipt • Time taken for PPC to give feedback after its sitting to clients: within 10 working days • Submission of PPC minutes to NPA: Bi-annual
	Directorate of Physical Planning	Street addressing (Road naming, road signage installation and house numbering conducted)	<ul style="list-style-type: none"> • 100% city wide coverage of house numbering and road signage. • Quarterly update of the database for house numbers and road names. • 100% Road names approved in accordance with the KCCA Road Naming Guidelines • Quarterly generation of reports for house numbering and road naming • Computers with updated GIS software: 100%
Promote urban housing market and provide decent housing for all	Directorate of Physical Planning	Slum profiling and area action plans developed	<ul style="list-style-type: none"> • 100% citywide slum profiling • Slum redevelopment action plan in place. • 100% inclusive and participatory action plans

Objective	Service Delivery Point	Service Description	Service Delivery Standards
Mainstream action on city climate resilience	Directorate of Physical Planning	City Green cover increased, and maintained	<ul style="list-style-type: none"> 100% Blue Green infrastructure masterplan developed and implemented. 5 acres of green maintained annually 8500 trees planted annually Distance between trees planted: 5 meters between trees within CBD, 10 meters between trees along highways, 3 tree replacements upon cutting. Historical trees and species site matching observed at all times Green spaces maintained daily 100% citywide tree audit Tree inventory updated: Quarterly
	Directorate of Physical Planning	Environmental inspection and monitoring	<ul style="list-style-type: none"> 100% Environment Impact Assessment conducted on all KCCA projects 100% Coverage of Environmental Social Impact Assessment /Project Briefs Review of Environmental Social Impact Assessment / Project Briefs: within 30 working days Environmental inspection conducted: Daily Environmental monitoring conducted in compliance to existing environmental regulations and standards for land, noise, water and air. Quarterly Assessment of the level of degradation of wetlands and natural resources Annual KCCA State of the environment report prepared

2.5 Education and Sports Services

Specific Objective	Service Delivery Point	Service Description	Service Delivery Standard
To improve the foundations of human capital development	Directorate of Education and Sports	School safety enhanced	<ul style="list-style-type: none">• 100% of Primary and secondary school have firefighting equipment installed outside each building• All Primary and Secondary schools have sign posts installed
	Directorate of Education and Sports	School land surveyed and titled	<ul style="list-style-type: none">• 100% of public schools land surveyed and land titles processed• All Primary and Secondary schools are fenced
	Directorate of Education and Sports	Primary schools rehabilitated, equipped and staffed.	<ul style="list-style-type: none">• All school buildings should provide for learners with special needs.
	Directorate of Education and Sports	School buildings provided and furnished.	<ul style="list-style-type: none">• Every school should have at least 7 classrooms• Pupil: teacher ratio 53:1• Teachers: At least Four (4) Teachers are accommodated at School• Pupil: desk ratio of 3:1

Specific Objective	Service Delivery Point	Service Description	Service Delivery Standard
	Directorate of Education and Sports	WASH in schools enhanced.	<ul style="list-style-type: none"> • All sanitation facilities in all schools should be waterborne and inclusive • Pupil: latrine Stance Ratio of 40:1 • All school toilets should be separated by gender • All schools should have changing rooms and incinerators. • All schools should maintain urinals for boys.
	Directorate of Education and Sports	Textbooks and other instructional materials procured	<ul style="list-style-type: none"> • Relevant Curriculum books available in the primary schools at all times • Reference book for: teacher ratio of 1:1 • Pupil: textbook ratio of 2:1 • For learners with visual impairments, pupil: textbook ratio of 1:1
	Directorate of Education and Sports	Learning outcomes improved	<ul style="list-style-type: none"> • 100% teachers' attendance of duty. • Every school must have a mechanism of tracking attendance (i.e. attendance register or biometric attendance machine). • 98% learner's daily attendance in public schools as per attendance register • 75% of P.6 pupils rated proficient in literacy

Specific Objective	Service Delivery Point	Service Description	Service Delivery Standard
			<ul style="list-style-type: none"> • 80% of pupils of P.6 rated proficient in numeracy • 80% completion rate from P.1 to P.7. • 80% transition rate to Secondary/vocational level
	Directorate of Education and Sports	Quality assurance of pre-primary, primary, and secondary schools conducted.	<ul style="list-style-type: none"> • Each pre-primary, primary and secondary school inspected at least once in a term • Each School Inspector or Associate Assessor trained at least twice a year. • School: Inspector ratio of 40:1
	Directorate of Education and Sports	Library Services improved	<ul style="list-style-type: none"> • 100% of the system reports generated • A minimum of 10,000 patrons in a year • Minimum of 1,000 new books/information resources procured annually
To promote sports, recreation and physical education	Directorate of Education and Sports	Public schools with creative arts and physical education (CAPE) implementation plans developed and implemented	<ul style="list-style-type: none"> • 100% of the public schools

2.6 Public Health Services

Specifics Objective	Service Delivery Point	Service Description	Service Delivery Standards
To improve health and wellbeing of people in Kampala Capital City Authority	Directorate of Public Health	Improved access to the Public Health facilities in Kampala	<ul style="list-style-type: none"> • Waiting Time at health centres maintained at not more than 30 minutes • 100% Attendance and availability of health workers at the facilities.
	Directorate of Public Health	Medical equipment regularly maintained	<ul style="list-style-type: none"> • 100% of Public Health Centres are fitted with firefighting equipment • 100% of Public Health Facilities fitted with lightening conductors • 100% of Public Health Facilities fenced • 100% of the public medical facilities have their equipment Serviced, repaired and replaced as per technical specifications and schedules • Ongoing infrastructure development projects at all KCCA health facilities supervised and reports produced monthly
	Directorate of Public Health	Increased access to immunization services against childhood diseases	<ul style="list-style-type: none"> • At least two health workers at all EPI static sites trained on immunization in Practice Guidelines annually • Routine immunization services at all static Health facilities conducted • Integrated immunization outreaches conducted in all informal settlements monthly • Quarterly reviews and update of EPI Micro Plans at all EPI static Sites

Specifics Objective	Service Delivery Point	Service Description	Service Delivery Standards
	Directorate of Public Health	Nutrition promotion and malnutrition rehabilitation services strengthened	<ul style="list-style-type: none"> • Quarterly refresher training of Health workers on nutrition assessment and management of malnutrition • 60% of health workers in KCCA HCs trained per annum • 800 pre-primary and primary schools sensitized on annual basis • 200 education institutions inspected on nutrition management compliance
	Directorate of Public Health	Health workers providing services protected	<ul style="list-style-type: none"> • All Health workers use PPEs at all times
To improve utilization of health services	Directorate of Public Health	Integrated community health services package rolled out in all villages	<ul style="list-style-type: none"> • Train and equip all VHTs to functionalize ICCM program annually
	Directorate of Public Health	Routine MPDSR meetings conducted	<ul style="list-style-type: none"> • Review of Maternal and Perinatal Death: within 24 hrs.

Specifics Objective	Service Delivery Point	Service Description	Service Delivery Standards
	Directorate of Public Health	KEDTS Referral System revitalized, functionalized and operational	<ul style="list-style-type: none"> • 100% of nominated health workers at all KCCA health facilities trained in Emergency Medical Response annually • Referrals initiated and completed with feedback status registered and response Time Tracked • EMS Technicians deployed and assigned to Ambulances to support referrals
Public health emergencies prevented and/or detected, managed and controlled in time	Directorate of Public Health	KCCA Emergency Operation Centre functionalized	<ul style="list-style-type: none"> • Quarterly training of HWs on Public health emergencies in all the Divisions • All KCCA Ambulances are fully functionalized in accordance to MOH guidelines on effective referral of patients
To improve health, safety and access to safe water sanitation and hygiene services	Directorate of Public Health	Increased access to improved sanitation services.	<ul style="list-style-type: none"> • Daily cleaning and routine maintenance of 22 public toilets and 8 Health Centre toilets • Faecal Sludge Emptying from KCCA Sanitation facilities (101 government aided schools, 8 KCCA health centres and 16 markets) and dumping at NWSC Sewage treatment Plant • All workers must be equipped with protective gear and equipment quarterly • Daily desilting undertaken at the Lubigi FST

Specifics Objective	Service Delivery Point	Service Description	Service Delivery Standards
To Improve population health, safety and management; Access to safe water sanitation and hygiene services	Directorate of Public Health	Sanitation awareness creation campaigns conducted	<ul style="list-style-type: none"> • Weyonje Division Challenge conducted annually • Door-to-door sensitization conducted quarterly • Sanitation facilities at all institutions are maintained in compliance to Public Health Act • Quarterly enforcement of the Kampala Sewerage and Sanitation Ordinance 2020
To ensure a clean, healthy and productive environment	Directorate of Public Health	<p>Waste management facilities are maintained</p> <p>Solid waste management facilities</p>	<ul style="list-style-type: none"> • Waste management facilities maintained quarterly • Leachate facilities maintained: Quarterly • KCCA garbage trucks fueled: daily • At least 60% of waste collected daily

2.7 Gender and Community Development Services

Specific Objective	Service Delivery Point	Service Description	Service Delivery Standards
To promote decent work and productive employment	Directorate of Gender and Community Services	Compliance with Labour laws, Policies, Guidelines and standards in the City strengthened/improved	<ul style="list-style-type: none"> Employers' register maintained and updated annually, Employers sensitized quarterly Workplaces inspected quarterly
	Directorate of Gender and Community Services	Industrial peace and harmony are promoted	<ul style="list-style-type: none"> Cases resolved within 8 weeks and or referred to the Industrial Court Claims registered and referred to the Magistrate's Court within 21 working days.
To promote decent work and productive employment To promote decent work and productive employment.	Directorate of Gender and Community Services	Skills enhancement Programs for Job seekers to support employment transition implemented	<ul style="list-style-type: none"> All registered job seekers trained in Entrepreneurship, Business, Digital/ICT. 100% recommended Job seekers from 5 Divisions equipped with Vocational and Business skills per quarter 70% of registered Job seekers recommended and placed in employment
	Directorate of Gender and Community Services	Apprenticeship and Graduate Volunteers Programme Implemented – I serve Youth Volunteer Program	<ul style="list-style-type: none"> 100% registered Volunteers recommended volunteering opportunities

Specific Objective	Service Delivery Point	Service Description	Service Delivery Standards
To reduce vulnerability, gender inequality and inequity along the life cycle	Directorate of Gender and Community Services	Leaders for Youth, Older Persons, Women, PWDs, including refugee leadership supported to participate in National development programs	<ul style="list-style-type: none"> • 90 % of leaders of special interest groups trained. • 90% of Refugee Organisation leaders trained • Special interest groups, including refugees participate in the review and planning meetings on a quarterly basis.
	Directorate of Gender and Community Services	National events attended by youth, women, PWD, Older persons leaders, workers, children	<ul style="list-style-type: none"> • All special interest groups leaders participate in respective National events. • Special Interests Groups participate in authority level respective National events
	Directorate of Gender and Community Services	Vulnerable/special interest groups participate in livelihood and empowerment programmes.	<ul style="list-style-type: none"> • 04 sensitization sessions per division annually • Submission of beneficiary groups for approval and funding on an annual basis for National Programmes. • Coordination of groups to development partners for support
	Directorate of Gender and Community Services	Gender-responsive regulatory framework s Strengthened	<ul style="list-style-type: none"> • KCCA Gender policy formulated • KCCA gender policy reviewed after 3 years. • Training of KCCA and partners on gender mainstreaming held bi-annually

Specific Objective	Service Delivery Point	Service Description	Service Delivery Standards
			<ul style="list-style-type: none"> • Annual training of Directorates on gender and equity responsive planning and budgeting. • All directorates and partners assessed on gender mainstreaming compliance annually.
	Directorate of Gender and Community Services	Access to GBV/VAC survivor-centered services improved.	<ul style="list-style-type: none"> • Reported cases of GBV/VAC handled/ referred on a daily basis • At least two Para social workers (male & female) trained per Ward annually • Para social workers performance review meetings on quarterly basis • Functional Division and city level GBV/ VAC committees
	Directorate of Gender and Community Services	Programs for Social and economic inclusion strengthened.	<ul style="list-style-type: none"> • At least one report on vulnerability state for Kampala • 100% implementation of national Social Protection programs • At least 01 City level social protection program initiated. • 04 (quarterly) trainings on social protection systems • 100% social protection program monitored annually

Specific Objective	Service Delivery Point	Service Description	Service Delivery Standards
	Directorate of Gender and Community Services	Care and protection to vulnerable children strengthened.	<ul style="list-style-type: none"> Reported cases of Vulnerable children rescued and placed for care and protection All cases of children in conflict with the law supported to access timely justice At least 02 inspections of approved children homes Annual Street connected children survey conducted Quarterly rescue of children from street situations Partners coordination meetings on quarterly basis 01 City level Alternative Care Panel operationalized
	Directorate of Gender and Community Services	Family and Community capacities to care and support for vulnerable individuals strengthened	<ul style="list-style-type: none"> At least 02 trainings sessions per division on National Parenting guidelines and caregiving standards annually. 15 Parenting platforms operationalized annually. 100% registered ECD centres annually inspected 100% ECD centres assessed for compliance and recommended for approval All ECD Centre Managers and partners trained on 2GEN-model

Specific Objective	Service Delivery Point	Service Description	Service Delivery Standards
To reduce vulnerability, gender inequality and inequity along the life cycle	Directorate of Gender and Community Services	Resettlement Action Plan (RAP) for formulated and implemented	<ul style="list-style-type: none"> • RAP for each proposed development projects • RAP implementation for all approved projects • Monitor implementation of social safe guards
To Strengthen the policy, legal, institutional and coordination framework	Directorate of Gender and Community Services	KCCA-MDF operationalized	<ul style="list-style-type: none"> • 12 meetings per year, • Inspections on a quarterly basis • Quarterly Community engagements
To mobilize communities for increased participation in national development.	Directorate of Gender and Community Services	Robust non-formal Adult Learning and community Education System implemented.	<ul style="list-style-type: none"> • At least 15 Adult-learning classes functional annually • 80% of learners complete the learning cycle • At least 50% of graduates applying knowledge and skills acquired • At least 10 adult learning instructors per division active
To mobilize communities for increased participation in national development.	Directorate of Gender and Community Services	Civil Society Organisations operations regulated and coordinated	<ul style="list-style-type: none"> • Functional Division and Authority level NGO monitoring Committees. • KCCA CSOs and partners Coordination Framework • KCCA CSOs and Partners database • Annual CSO symposium

2.8 Revenue Administration Services

Specific Objective	Service Delivery Point	Service Description	Service Delivery Standards
To enhance revenue collection for service delivery	Directorate of Revenue Administration	Revenue collection enhanced	<ul style="list-style-type: none"> Identification of new tax payers carried out in all Divisions monthly Registration of new taxpayers carried out in all Divisions Demand notices served per Division per revenue source monthly
	Directorate of Revenue Administration	Tax register expanded	<ul style="list-style-type: none"> Conduct public sensitization of communities weekly to identify new tax payers in all Divisions
	Directorate of Revenue Administration	Tax payer compliance enhanced	<ul style="list-style-type: none"> Tax payer audits conducted quarterly per Division
To enhance valuation services	Directorate of Revenue Administration/Valuation	Draft Evaluation roll produced	<ul style="list-style-type: none"> Carry out inspection of properties annually per Division Inspected properties assessed and valued one after the property has been inspected Display of the draft valuation roll done within a month after the valuation exercise.
	Directorate of Revenue Collection/Compliance Section	Objection on revenue related matters promptly handled	<ul style="list-style-type: none"> Objection in respect to owner occupied handled within two weeks

Specific Objective	Service Delivery Point	Service Description	Service Delivery Standards
			<ul style="list-style-type: none"> • Objections handled in respect to rate remission handled and responded within three months
	Directorate of Revenue Administration	Enhance revenue data management, analytics and Research	<ul style="list-style-type: none"> • Monthly analysis of Revenue performance reports produced
	Directorate of Revenue Administration	Enhance Taxpayer awareness and public engagement.	<ul style="list-style-type: none"> • Carryout public sensitization in all Parishes monthly • Conduct public engagement in all Divisions monthly • Send out electronic and print media to KCCA Revenue clients every two weeks

2.9 Financial Management Services

Specific Objective	Service Delivery Point	Service Description	Service Delivery Standards
To monitor compliance to work plans and report on budget absorption.	Budget desk	Periodic budget performance reports prepared	<ul style="list-style-type: none"> • Daily by 10 am • Weekly by Thursday • Monthly by 14th of the preceding month after the end of quarter • Quarterly by 14th of the first month of the preceding quarter.

Specific Objective	Service Delivery Point	Service Description	Service Delivery Standards
To promptly process payments, bills, Salaries, allowances and Pension, Suppliers and Contractors	Director Finance Payments Desk	Payment processing	<ul style="list-style-type: none"> • By 28th of Month for Payrolls • Within 7 days of receipt of duly approved requisition
To Improve financial accountability and reporting	Director Finance Financial Reporting	Preparation of statutory financial statements prepared	<ul style="list-style-type: none"> • Semi-annual financial reports by 15th February • 9months financial reports by 15th May • Annual financial reports by 31th August
To improve authenticity and accuracy of financial transactions	Director Finance Financial Reporting	Verify authenticity, completeness and accuracy of payment requisitions	<ul style="list-style-type: none"> • Within 7 days of Receipt
To Improve revenue accounting and receivables monitoring.	Director Finance Revenue Accounting	Revenue Reconciliations Carried out and Revenue figures entered into IFMS.	<ul style="list-style-type: none"> • Weekly by Thursday • Monthly by 15th • Quarterly 15th
To Improve Grants Management, Reporting and Accountability	Director Finance Grants Section	Accountability for Grants received	<ul style="list-style-type: none"> • As per the terms of specific Grant Memorandum of Understanding
To improve inventory management.	Director Finance Stores Section	Receipts, Issue and Accountability of inventory	<ul style="list-style-type: none"> • Issue within 3 hours of Receipt of requisitions

Specific Objective	Service Delivery Point	Service Description	Service Delivery Standards
To improve Debt Management	Director Finance Debt Section	Manage issuance of Corporate Bonds	<ul style="list-style-type: none"> One Bankable project per year
To enhance Finance Directorate staff capacity and compliance	Director Finance Administration	Continuous Professional Development	<ul style="list-style-type: none"> One learning Hour Session per week

2.10 Administration and IT

2.10.1 IT Services

Specific Objective	Service Delivery point	Service Description	Service Delivery Standards
To extend broadband ICT infrastructure coverage in the city to improve real time connectivity to enhance service delivery.	Divisions, KCCA Headquarter offices, Schools, Health centres, Traffic Junctions, Markets, parks.	KCCA service delivery units connected to the Broadband infrastructure	<ul style="list-style-type: none"> All of assessed and recommended KCCA Service Delivery sites submitted to NITA-U for connection to NBI annually. 50% of KCCA Service Delivery sites connected to KCCA network services.
To establish and enhance KCCA common core infrastructure (data centres, high power computing centres, specialized labs)	KCCA Data Centre	Upgrade the existing KCCA Data Centre	<ul style="list-style-type: none"> 100% Upgrade of existing KCCA Data Centre

Specific Objective	Service Delivery point	Service Description	Service Delivery Standards
To digitalize KCCA Business Processes	KCCA service delivery sites	KCCA Business Processes automated.	<ul style="list-style-type: none"> • 50% of manual KCCA Business Processes Automated.
			<ul style="list-style-type: none"> • 100% of Enterprise Resource Planning (ERP) modules implemented.
To develop intelligent information systems for traffic, waste, urban planning and air to quality management to support the implementation of smart cities.	KCCA Headquarter Divisions	Smart city solutions developed	<ul style="list-style-type: none"> • Develop at least 1(one) digital smart city solution annually
			<ul style="list-style-type: none"> • 80% of KCCA Directorates utilizing data warehouse through Business intelligent tools.
To implement and enforce of the Data protection and privacy act and its regulations	KCCA Headquarter Divisions	Data protection and privacy act and its regulation enforced	<ul style="list-style-type: none"> • 100% of the key tools acquired and operationalized to prevent data privacy violations
To strengthen cyber security resilience across all KCCA systems	KCCA service delivery sites	Cyber threat Intelligence, monitoring, prevention, mitigation and response Strengthened	<ul style="list-style-type: none"> • All KCCA staff sensitized in cyber security annually.
			<ul style="list-style-type: none"> • All key cyber Security infrastructure and tools implemented and operationalized.

2.10.2 Administration

Specific Objective	Service Delivery point	Service Description	Service Delivery Standards
To enhance institutional coordination and administrative efficiency	Directorate of Administration and IT	KCCA property constructed, managed and maintained (major and minor repairs)	<ul style="list-style-type: none"> 75% of Service Centers constructed and renovated (optional) Weekly supervision of KCCA Service Centers
	Directorate of Administration and IT	Emergency repairs and maintenance of KCCA facilities and assets undertaken	<ul style="list-style-type: none"> All identified emergency repairs and planned maintenance of facilities and assets carried out
	Directorate of Administration and IT	KCCA Service Delivery Centres retooled	<ul style="list-style-type: none"> 80% of service centres equipped with working tools
	Directorate of Administration and IT	Printing & Photocopying Services procured	<ul style="list-style-type: none"> Quality printing and photocopying services available all time for the entire institution, including Divisions
	Directorate of Administration and IT	KCCA utilities paid	<ul style="list-style-type: none"> All utility payment requests prepared and submitted to DTS by the 15th of every month.
	Directorate of Administration and IT	Fleet serviced and maintained (insurance)	<ul style="list-style-type: none"> All Service and maintenance of fleet regularly done
	Directorate of Administration and IT	KCCA fleet fueled	<ul style="list-style-type: none"> All Fleet Fueled as per the approved allocations

Specific Objective	Service Delivery point	Service Description	Service Delivery Standards
	Directorate of Administration and IT	Fuel cards credited and payments processed	<ul style="list-style-type: none"> • Fuel cards credited by 5th of every month • Suppliers payment requests processed by the 10th day of the month
	Directorate of Administration and IT	KCCA Fleet Insured with comprehensive Insurance	<ul style="list-style-type: none"> • All High Value vehicles comprehensively insured • High risk vehicles comprehensively insured • All fleet insured with Third Party Enhanced
To strengthen KCCA institutions records, Archives and information management	Directorate of Administration and IT	Records Management Systems Set up and streamlined	<ul style="list-style-type: none"> • Operate a centralized registry system with 2 sections (open & Security); • Minimum of 5 staff @ section as per Public service Standards • Inc-coming mails routed in 30mins; • Out-going mails dispatched in 1 day; and • Documents filed in 3-5 mins

Specific Objective	Service Delivery point	Service Description	Service Delivery Standards
	Directorate of Administration and IT	Archival Centre setup	<ul style="list-style-type: none"> • The Archive Centre in place & equipped • All semi-current and non-current records and transferred to the Centre for appraisal and eventual retention or destruction • The Centre conforms to the Records and Archive Act and the MoWT guideline retention and disposal schedule of the Public Service shall be applied

2.10.3 Land Management Services

Specific objective	Service delivery point	Service description	Service Delivery Standard
To strengthen integrated land use management	Land Management Unit	Land titles for KCCA processed	<ul style="list-style-type: none"> • Submission to MLHUD • 100% of titles processed
	Land Management Unit	KCCA assets inspected	<ul style="list-style-type: none"> • All KCCA Assets inspected weekly • Weekly reports prepared and submitted
	Land Management Unit	Lease payments (premium & ground rent) verified	<ul style="list-style-type: none"> • leased payments verified: within 7 working days
	Land Management Unit	KCCA assets fenced	<ul style="list-style-type: none"> • All KCCA land fenced
	Land Management Unit	KCCA land asset inventory updated.	<ul style="list-style-type: none"> • Frequency: Updated every two weeks

2.11 Human Resource and Organizational Development

Specific objective	Service delivery point	Service description	Service Delivery Standard
To strengthen human resource management for improved service delivery	Director Human Resource and OD	Staffing levels increased	<ul style="list-style-type: none">• Annual Recruitment Plan prepared and submitted to MoPs by 30th September.• 5.5 % staffing increase per year and 100% replacement of exiting staff
To strengthen public sector performance management initiatives	Director Human Resource and OD	Balanced Score Card implemented in KCCA	<ul style="list-style-type: none">• Balanced scorecard tool rolled out and implemented with effect from July 2025• Performance Plans prepared by 1st July of each Financial Year• Performance reviews (Monitoring) carried out on a quarterly basis• 100% staff appraised annually, by the 30th of June of each Financial year.• Hold at least one (1) Rewards and Sanctions Committee meeting per quarter to implement recommendation from performance management system.

Specific objective	Service delivery point	Service description	Service Delivery Standard
To strengthen Government Institutions in Knowledge Management	Director Human Resource and OD	Capacity of Public officers built through training.	<ul style="list-style-type: none"> • Annual training plan consolidated and approved by the training committee by 30th September of the preceding financial year • At least one (1) Training committee meeting per quarter • Each staff must undertake development activities for at least (40) hours in each Financial Year • New staff inducted & oriented within three (3) months of assumption of duty.
To strengthen human resource management in government	Director Human Resource and OD	Functionality of the HCM system in KCCA enhanced.	<ul style="list-style-type: none"> • 100% of the 16 modules being implemented at all times. • Monthly HR analytical reports produced and submitted to management.
To strengthen institutional coordination and enforcement of policies, laws and regulatory frameworks	Director Human Resource and OD	Compensation and Benefits paid promptly	<ul style="list-style-type: none"> • Payment of salaries by 28th day of the month • Staff paid at 100% accuracy of entitled salaries.
To strengthen institutional coordination and enforcement of policies, laws and regulatory frameworks	Director Human Resource and OD	Pension reforms Developed and implemented	<ul style="list-style-type: none"> • Migrate staff from active to Pension payroll within one (1) month after retirement. • Process payroll and pay pensioners by 28th of each month.

Specific objective	Service delivery point	Service description	Service Delivery Standard
			<ul style="list-style-type: none"> • Carry out a pensioner verification exercise annually.
To strengthen institutional coordination and enforcement of polices, laws and regulatory frameworks	Director Human Resource and OD	Attendance to duty in KCCA monitored	<ul style="list-style-type: none"> • Staff should attend to duty from 8:00am to 5:00 pm (including a lunch break from 12:45pm to 2:00pm) • Monthly attendance returns submitted DHR&OD • Monthly attendance reports prepared.
To strengthen accountability for results across government	Director Human Resource and OD	Service Delivery Standards Developed, documented and reviewed	<ul style="list-style-type: none"> • Standards reviewed after 5 years. • Documented service delivery standards aligned to the NDP • 100% of function areas covered
To strengthen accountability for results across government	Director Human Resource and OD	Institutional Client Charter Developed	<ul style="list-style-type: none"> • 100% of Directorates/ Departments and Divisions of with Client Charters aligned to the NDP and current strategic plan. • Client Charter reviewed after every five (5) years.
	Director Human Resource and OD	Organizational Structure reviewed	<ul style="list-style-type: none"> • Structure updated at least every 5 years • Job Descriptions updated after KCCA staff structural change
	Director Human Resource and OD	Business Processes re-engineered	<ul style="list-style-type: none"> • At least three functions reviewed every year

2.12 Internal Audit KCCA

Specific objective	Service delivery point	Service description	Service Delivery Standard
To Strengthen the oversight and governance function in the city	Internal Audit Directorate	Audit reviews for Grants, and donations undertaken	<ul style="list-style-type: none"> At least once a year
			<ul style="list-style-type: none"> Review conducted and report submitted within 45 days
	Internal Audit Directorate	KCCA business processes reviewed	<ul style="list-style-type: none"> All business processes reviewed annually
			<ul style="list-style-type: none"> Report prepared and submitted within 30 days after the end of the quarter
	Internal Audit Directorate	Follow up/Update reports compiled and submitted	<ul style="list-style-type: none"> Reports prepared and submitted within 10 working days after audit
	Internal Audit Directorate	Pension and gratuity payment requests reviewed	<ul style="list-style-type: none"> Reports compiled and submitted 15 days after request by oversight bodies
			<ul style="list-style-type: none"> Reports prepared 15 days after receipt of request
	Internal Audit Directorate	Donor/loan funded project payment requests reviewed	<ul style="list-style-type: none"> Report prepared within 21 days after receipt of payment request

Specific objective	Service delivery point	Service description	Service Delivery Standard
To strengthen the oversight and governance function in the city	Internal Audit Directorate	Audit reviews for Grants, and donations undertaken	<ul style="list-style-type: none"> • At least once a year • Review conducted and report submitted within 45 days
	Internal Audit Directorate	KCCA business processes reviewed	<ul style="list-style-type: none"> • All business processes reviewed annually • Report prepared and submitted within 30 days after the end of the quarter • Reports prepared and submitted within 10 working days after audit
	Internal Audit Directorate	Follow up/Update reports compiled and submitted	<ul style="list-style-type: none"> • Reports compiled and submitted 15 days after request by oversight bodies
	Internal Audit Directorate	Pension and gratuity payment requests reviewed	<ul style="list-style-type: none"> • Reports prepared 15 days after receipt of request
	Internal Audit Directorate	Donor/loan funded project payment requests reviewed	<ul style="list-style-type: none"> • Report prepared within 21 days after receipt of payment request

2.13 Procurement and Disposal Services

Specific objective	Service delivery point	Service description	Service Delivery Standard
Achieve best value in procurement, ensuring transparency, accountability and efficiency in the procurement process while promoting sustainable and local economic development	KCCA Directorates, Departments and Divisions	Consolidated KCCA APDP prepared and published	<ul style="list-style-type: none"> Prepared and Published: by 1st July every FY
	KCCA Directorates, Departments and Divisions	Standard Bidding Documents prepared	<ul style="list-style-type: none"> Conformity: to the minimum standards
	KCCA Directorates, Departments and Divisions	Procurement and Disposal Opportunities Advertised /issued to potential bidders	<ul style="list-style-type: none"> Initiation: Procurements conducted according to the Annual Procurement and Disposal Plan
	KCCA Directorates, Departments and Divisions	Pre-bid meetings conducted/ clarifications provided	<ul style="list-style-type: none"> Bid addendums / clarifications provided efficiently within the bidding period on routine basis
	KCCA Directorates, Departments and Divisions	Competent and Capable service providers and/or Contractors sourced	<ul style="list-style-type: none"> Invitation: At least six (6) bidders per invitation
	KCCA Directorates, Departments and Divisions	Bids / proposal/ quotations evaluated	<ul style="list-style-type: none"> Evaluation processes conducted and concluded within the statutory timelines as per the procurement categories and thresholds

Specific objective	Service delivery point	Service description	Service Delivery Standard
	KCCA Directorates, Departments and Divisions	Contracts Committee sittings coordinated	<ul style="list-style-type: none"> Contracts Committee Minutes prepared and signed by all members within 5 days
	KCCA Directorates, Departments and Divisions	Best Evaluated Bidder Notice/ Standstill Period Published	<ul style="list-style-type: none"> The BEB published within statutory timelines as per the procurement category and threshold
	KCCA Directorates, Departments and Divisions	Updated price list of common user goods Published	<ul style="list-style-type: none"> Market survey: Establishment of price list of common user goods
	KCCA Directorates, Departments and Divisions	Draft Contracts, Purchase order agreements and Local Purchase Orders prepared and submitted for review. Clearance and Signature	<ul style="list-style-type: none"> Drafted Contracts / Purchase Order Agreements and local purchase orders prepared in accordance to procurement categories and thresholds
	KCCA Directorates, Departments and Divisions	KCCA Procurement and Disposal Contracts monitored	<ul style="list-style-type: none"> Monitoring: 100% of Contracts monitored
	KCCA Directorates, Departments and Divisions	Obsolete and Redundant Institution Assets disposed off	<ul style="list-style-type: none"> Disposal: Annually

Specific objective	Service delivery point	Service description	Service Delivery Standard
	KCCA Directorates, Departments and Divisions	Reports prepared and submitted to the relevant stakeholders	<ul style="list-style-type: none"> • Reporting: weekly, monthly quarterly and annually
	KCCA Directorates, Departments and Divisions	Sustainable procurement implemented in KCCA procurement processes	<ul style="list-style-type: none"> • Environmental Social and Economic aspects included in the bidding and contracts documents
	KCCA Directorates, Departments and Divisions	Local content enhanced in the KCCA Procurements Processes	<ul style="list-style-type: none"> • Inclusiveness: of the preference and reservation schemes in the procurement process to accommodate resident, local and special interest groups to at least a value of 15% of the budget each Financial Year
	KCCA Directorates, Departments and Divisions	Stakeholder engagements with the public about procurement and disposal standards organized	<ul style="list-style-type: none"> • Engagements: daily, weekly, monthly quarterly and annually

2.14 Risk Management Services

Specific objective	Service delivery point	Service description	Service Delivery Standard
To Ensure compliance, identify, assess and mitigate potential threats/risks.	Risk Management Unit	Institutional Risk Register prepared	<ul style="list-style-type: none"> Risk register prepared for all Directorates / Departments /Divisions/Units/Projects Corporate Risk Report (High level summary of top 10 risks for the institution) updated on a quarterly basis
Reduce human and economic loss from natural hazards and disasters	Risk Management Unit	City-wide risk management and Governance structures operationalized	<ul style="list-style-type: none"> Quarterly performance reports for the Committee. Capacity building for the committees conducted on annual basis Quarterly awareness campaigns carried out in communities Annual disaster report prepared and submitted to OPM by 30th January
To develop and coordinate emergence response to disasters in the city.	Risk Management Unit	Institutional emergence response developed and coordinated	<ul style="list-style-type: none"> Emergency Response Plan developed. 100% Meetings held by the Kampala Emergency Response Committee on a quarterly basis Percentage of first respondents and staff trained in emergence response planning annually

2.15 Planning and Project Management

Specific objective	Service delivery point	Service description	Service Delivery Standard
To strengthen Capacity for Evidence Based Development Planning across KCCA	Department of Planning and Project Management	Functional KCCA digital system /Web-based tracking dashboard for tracking the Strategic Plan performance developed, and upgraded	Reviews: Annually
		Evidence based research for economic policy formulation conducted	<ul style="list-style-type: none"> • Quarterly Reports produced by 30th day of the Month subsequent to the end of the quarter • Half-year reports produced by end of January of every calendar year • Annual Reports produced by end of the 30th Day of September of every new FY. The report produced is for the previous FY (Institutional Annual report) • Institutional Statistical Abstracts produced by end of 30th November for the previous financial year.
Project Management	Department of Planning and Project Management	KCCA flagship projects and programs prepared	<ul style="list-style-type: none"> • Submit prepared and cleared projects by Project Development Committee (PDC) for DC approval in a week after PDC clearance • 80% of flagship projects approved by DC Annually

Specific objective	Service delivery point	Service description	Service Delivery Standard
		KCCA flagship projects and programs implemented	<ul style="list-style-type: none"> 100% of approved projects being implemented monitored and supervised according project TORs
		KCCA flagship projects and programs Monitored	<ul style="list-style-type: none"> 100% of projects monitored and reports produced quarterly
		Strategic Partnerships Established	<ul style="list-style-type: none"> Annually established strategic partnerships (City to City partnerships, PPPs, Membership to networks, Institutional to other Entities, etc.)
To strengthen Budgeting and Accountability systems	Department of Planning and Project Management	Aligned KCCA budgets to the NDP priorities	<ul style="list-style-type: none"> Budget Framework papers in place by 15th Nov of every Calendar Year Approved MPS in place by 30th March of every Calendar year
To strengthen Oversight, Coordination and M&E across Government	All Directors MoFPED	Institutional Development Plans aligned to NDPs developed	<ul style="list-style-type: none"> Strategic plans reviewed after every 5 years Strategic plan aligned to NDPs
			<ul style="list-style-type: none"> Institutional strategic plan reviewed after every 3 years to facilitate the preparation of the Mid-term performance report
			<ul style="list-style-type: none"> Institutional strategic plan reviewed in the 5th year of implementation of the plan

2.16 Legislative and Political Affairs

Specific objective	Service delivery point	Service description	Service Delivery Standard
To increase effectiveness and efficiency in legislative processes	Department of Legislative and Political Affairs	Legislative tracking system for ordinances and Bylaws developed	<ul style="list-style-type: none"> Functionality of the system tracked at all times
		Bills for Ordinances and bylaws passed within 90 days	<ul style="list-style-type: none"> Ordinances and Bylaws processed: within three (3) months
		Collaboration between legislative actors enhanced	<ul style="list-style-type: none"> 100 % for all Bills presented
		Citizen participation in the City legislative process strengthened	<ul style="list-style-type: none"> 30 % of registered relevant CSOs consulted for each legislation Framework developed and reviewed every year, Digital platform Operational and functional 100% of the time 8 meetings for each Bill
To strengthen the oversight and governance function in the city	Department of Legislative and Political Affairs	KCCA Council oversight function strengthened	<ul style="list-style-type: none"> 2 meetings per quarter 2 meetings per quarter 80% of reports

Specific objective	Service delivery point	Service description	Service Delivery Standard
		KCCA Councilors trained in budget scrutiny, accountability and financial management	<ul style="list-style-type: none"> • 100% of the Councilors trained annually
		Budget implementation and compliance monitoring system enhanced	<ul style="list-style-type: none"> • System in functional 100% of the time and reviewed annually • 100% of Councilors • 5 audit reports per year, 4 quarterly and 1 annual (Auditor General's report)
To Improve representation by elected leaders	Department of Legislative and Political Affairs	Attendance of KCCA councilors in council and committees improved	<ul style="list-style-type: none"> • Councilors sensitized and empowered monthly to attain 90% attendance
		Authority outreach programmes/ engagement held	<ul style="list-style-type: none"> • Political leaders facilitated to conduct 12 engagements per year
To strengthen institutional capacity for legislation, oversight and representation		KCCA Council proceedings tracking system (Hansard) developed	<ul style="list-style-type: none"> • Operational and functional system for 100% of Council meetings
		KCCA Councilors inducted	<ul style="list-style-type: none"> • 100% inducted within a 1 month of assumption of office
		KCCA Councils retooled	<ul style="list-style-type: none"> • 100% retooled

Specific objective	Service delivery point	Service description	Service Delivery Standard
To deepen Decentralization and Citizen Participation in Local Development	Department of Legislative and Political Affairs Divisions	Parish Development Model (PDM) strengthened	<ul style="list-style-type: none"> 5 groups on key PDM aspects formed
	Divisions		<ul style="list-style-type: none"> 1100 stakeholders trained
	Department of Legislative and Political Affairs		<ul style="list-style-type: none"> 1000 groups in the 5 Divisions 200 meetings/engagements annually
To enhance resource mobilization to finance the National Development Plan	Valuation Court Affairs	Objections arising out of draft valuation lists handled	<ul style="list-style-type: none"> Main valuation list with Court decisions by every 30th June

2.17 Communication and Public Relations

Specific Objective	Service delivery point	Service description	Service Delivery Standard
To coordinate public relations	Department of Communication and Public Relations	Communication strategy developed and revised	Communication strategy reviewed every after 5 years.
		Communication plan developed, implemented and reviewed	Communication plan, implemented reviewed: annually
		Protocol and Media coverage provided for Institutional events	100% of institutional events covered, documented and published

		Media Articles of interest to KCCA reviewed, shared and feedback consolidated	Daily
		Reports on reviewed articles compiled and feedback to the public shared	Weekly
To address client needs and interests	Department of Communication and Public Relations	Clients promptly and courteously attended to	<ul style="list-style-type: none"> 100% clients registered and guided to respective service points within 15 minutes
			<ul style="list-style-type: none"> Clients attended to within 10mins at each Front Desk and Call Center
		Client care Online Platforms Operationalized	<ul style="list-style-type: none"> 100% calls email, informs, calls to responded Respond to the call within 3 rings
		Correspondences responded to	<ul style="list-style-type: none"> Received emails and correspondences acknowledged within a day
		Feedback to client queries provided	<ul style="list-style-type: none"> Queries that need research responded to within 5 days

For more information or clarifications, please contact the address below:

Kampala Capital City Authority, City Hall

Location Plot 1-3, Apollo Kaggwa Road (Next to Parliament Building)

P. O Box 7010 Kampala

Website: www.kcca.go.ug

Instagram: instagram.com/kccaug

Twitter: www.x.com/kccaug

SMS: 7010

WhatsApp: <https://whatsapp.com/channel/0029Vb2EG1eADTOBGxnnFI0g>

YouTube: www.youtube.com/kccaug

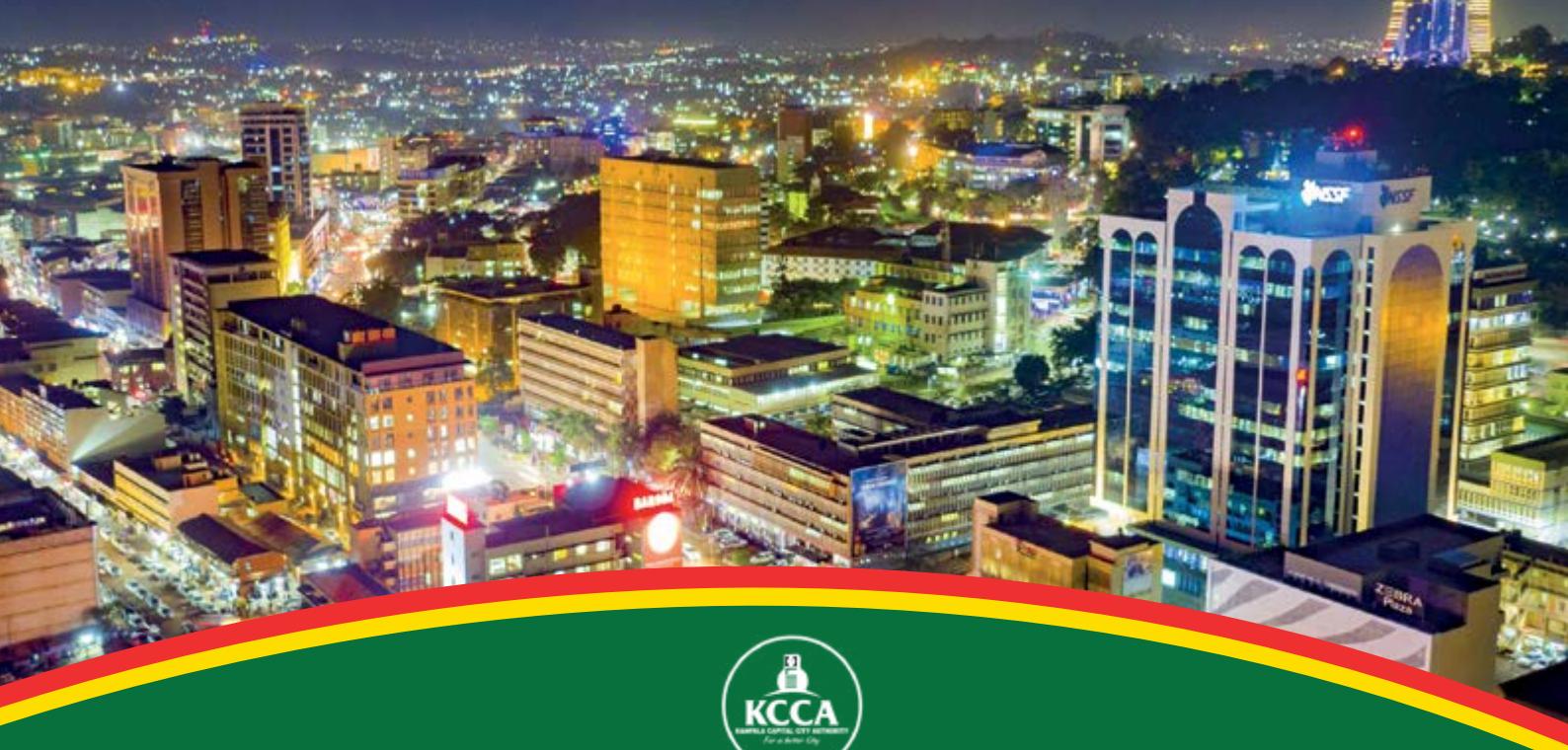
Toll free line: 0800 199 000

ecitie Service Contact: 0417 900 100

Service Points	Contacts	Physical Addresses
Headquarters	Head Office Toll free line: 0800 199 000 General Line: 0417 900 100 Email: info@kcca.go.ug	Plot 1-3 Apollo Kaggwa Road P.O. Box 7010
ED's Office	0417900102	
DED's Office	0417900105	
ED's Reception	0417900108	
Lord Mayor's Office	0417900136	
Deputy Lord Mayor's Office	0417900137	
Authority Speaker's Office	0417900142	

Service Points	Contacts	Physical Addresses
Department Communication and PR	0417900109	
Department of Planning and Project Development	0417900118	
ICT Help Desk	0417900128	
Directorate of Revenue Administration	0417900177	
Directorate of Finance	0417900201	
Directorate of Legal Affairs	0417900212	
Directorate of Physical Planning	0417900221	
Directorate of Human Resource and Organization Development	0417900229	
Pension Registry	0417900230	
Central Registry	0417900232	
KCCA Reception	0417900240	
Directorate of Engineering and Technical Services	0417900242	
Directorate of Gender and Community Services	0417900255	
Directorate of Production and Commercial Services	0417900291	
Directorate of Public Health	0417900266	
Directorate of Education and Sports	0417900283	
Department of Procurement and Disposal	0417900114	

Service Points	Contacts	Physical Addresses
Department Legislative and Political Affairs	0417900292	
Client Care	0417900116	
Department of Risk Management	0417900293	
Directorate of Internal Audit	0417900294	
KCCA Library	0417900290	
Kawempe Division Mayor's Office	0417900148	Plot 317 Portal Avenue
Kawempe Division Town Clerk's Office	0417900163	
Lubaga Mayor's Office	0417900151	Albert Cook Road, Kampala
Lubaga Division Town Clerk's Office	0417900165	
Central Division Mayor's Office	0417900154	William Street
Central Division Town Clerk's Office	0417900162	
Nakawa Division Mayor's Office	0417900159	Estate Road, Kampala
Nakawa Division Town Clerk's Office	0417900166	
Makindye Division Mayor's Office	0417900146	Mubutu Road, Makindye
Makindye Town Clerk's Office	0417900168	
Mabua Stores	0417900210	Mabua Road, Kololo



📍 **Kampala Capital City Authority (KCCA)**

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