

THE Kampala Steward

Urban Farming | Infrastructure | Community Empowerment

Issue 9 | JUNE 2019 | NOT FOR SALE

Kampala's Urban
Farming Model

a 360°



75%

of Kampala Community
Women are getting

**StartUp
capital**

Stories of how KCCA is
supporting communities

NEW

Kulambiro, Lukuli +
Lweza roads to come
with additional
junctions and signals





INSIDE ISSUE 9

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COVER PHOTO—A Staff cultivating a broccoli garden
at Kyanja Agriculture Resource Centre
Photo by Micheal Joshua Wamakuyu



EMPOWERING COMMUNITY WOMEN TO HIT THEIR **LIFE** **DREAMS**

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Is **Urban Farming** the **NEW GOLD?**

KCCA's Urban Farming model in Kyanja is a classic example of how small spaces can be turned into a **'Gold Mine'**

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Kiteezi Landfill visualizes our mounting waste problem



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53268+ Trees in Kampala with over **330 species**

NEW AUDIT INDICATES

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Kampala's Urban Farming Model

a 360°

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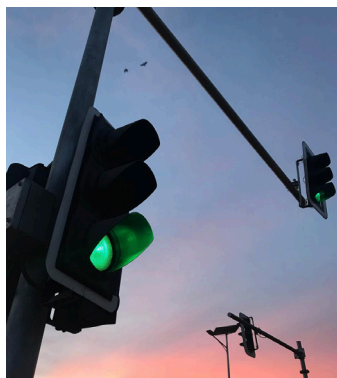


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Lukuli, Kabuusu-Bunamwaya-Lweza and Kulambiro roads had been in an appalling state for decades—**never again!**



What it takes to build a **Health Sector** that works for all
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20 TRAFFIC SIGNALS + **70** JUNCTIONS IN THE OFFING

as KCCA flags off construction of age-wilted roads **PAGE 33**

EXECUTIVE Foreword

Dear Reader, I welcome you to this issue of the Kampala Steward Magazine which is one of our key channels for interacting with you— stakeholders.

The year 2019, for us at City Hall did not only come with a lot of excitement as we mark 8 years of dedicated service to Kampala but also with a renewed commitment to continue working towards Kampala's transformation.

We are happy to report about the various activities going on in all service areas including Health, Education, Economic Empowerment and Infrastructure among others in the City.

Many of the City Road Junctions have received a new look in the name of traffic signals now totaling to 20 and our plan in the coming 2 to 3 years is to introduce traffic signals to over 70 junctions which will be centrally controlled. This will enhance mobility and safety of our traveling public in the City and reduce traffic congestion.

A number of roads have been lined up for upgrading, widening to 4 lanes and reconstruction. We remain committed to all these initiatives to improve service delivery in the city.

We are grateful to the Government of Uganda and its Agencies together with partners like the World Bank, JICA, African Development Bank, DFID, GIZ, European Union and AFD among others for the continued support given to KCCA in the execution of all these projects.

KCCA is looking forward to a bright future in its pursuit of better services to the people of Kampala and Uganda at large through implementation of signature projects such as the street lighting, drainage and transport master plans, scaling up the Kyanja Agriculture Resources Center and the redevelopment of the Old Taxi Park among others.

I invite you to continue connecting with us for feedback through this Magazine and other platforms such as our Social Media network—@KCCAUG.

Good reading!



Ag. Executive Director,
Kampala Capital City Authority





Looking forward to a
bright future in pursuit
of better services to
the people of Kampala
and Uganda at large

Eng. Andrew Kitaka

Ag. Executive Director, KCCA



is Urban Farming the

New Gold?

KCCA's Urban farming model in Kyanja is a classic example of how small spaces can be turned into a 'Gold Mine'

DETAILS
FROM
PAGE 20



This Urban Farming facility is located in Kyanja—North of Kampala which has become a model for the Kampala community and within the region.

DETAILS FROM PAGE 20

Why this Edition? Meet the Chief

Now in our 8th year, Kampala Capital City continues to make inroads into improved service provision.

With a day population in the range of 5 million people, infrastructural planning and economic stimulation of the populace is critical in our day-to-day operations.

This year, the City launched major works including the Kampala Flyover project which is expected to rid the City of traffic jams.

In this issue, read about the life-changing initiatives KCCA is undertaking amongst youths and women groups as well as partnerships that are impacting lives in the City.

It's an absolute honor for us to share an insight of the incoming community-changing initiatives especially in the area of economic support.

Kampala as a City has not been spared of the negative impacts of Climate Change and we have taken aggressive steps towards Climate action to mitigate the effects. As the City Administration, we implore everybody to play a role by planting a tree, restoring the environment and actively getting involved in all Climate Change action programs in Kampala.

We are counting on everyone for your contribution in delivering the Kampala we all desire.

Nice reading!



Head of Public and Corporate Affairs
Kampala Capital City Authority



We are counting on everyone for your contribution in delivering the Kampala we all desire.

Peter Kauju

Head, Public & Corporate Affairs



Walking the talk on **Economic empowerment**

Cities globally are a home to millions of people whose economic well-being lies in the strategies drawn by City Administrations and Kampala is no exception.

Josephine Lubwama
& **Cynthia Rukundo** break it down



Community Women exhibiting their products
PHOTO | Micheal Joshua Wamakuyu/KCCA Images

Cities globally are a home to millions of people whose economic well-being lies in the strategies drawn by City Administrations and Kampala is no exception.

KCCA has generated a number of initiatives to sustain its exponentially growing population currently projected at 5 million (day population) according to UBOS, The National Population Census 2014.

The CDD Program

The Community Driven Development program is a Government of Uganda funded program that provides grants between USD 1000 to 2500 to city Communities.

Each financial year, KCCA provides grants worth UGX. 1.3bn to about 250 groups comprising an estimated 3500 members. For the last 7 years, the program has benefited 26,250

individuals. 75% of the beneficiaries of the program (19,687) are female.

Through this funding, the groups have set up a number of livelihood projects, majorly, Art and Craft, tailoring, liquid soap making, catering and briquette making. 75% of the groups funded report an increase in household income, between UGX.100,000= and 250,000= per month.

Uganda Women Entrepreneurship Program (UWEP)

Uganda Women Entrepreneurship Programme (UWEP) is an initiative of the Government of Uganda being implemented as a rolling Program under the Ministry of Gender Labor and Social Development. The Program is aimed at improving access to financial services by women and equipping them with skills for enterprise growth, value addition and marketing of their products and services.

To date, funds have been disbursed to 157 women beneficiary groups to a tune of UGX. 1,472,516,630. The groups are implementing projects like, craft making, tailoring, mushroom growing, liquid soap making, and produce processing, among others.

Youth Livelihood Program

The Youth Livelihood Program has a deliberate effort of targeting female youth by requiring all groups to have at least 30% female representation in their groups. A total of 1834 young people have benefited from this program.

Women Council

KCCA receives UGX.13million every financial year to facilitate the Women Council to carry out mobilization activities, awareness about government programs and implementation of development programs.

The funding has enabled Women Council to access skills training including; tie and dye, baking, liquid soap making and leadership training.

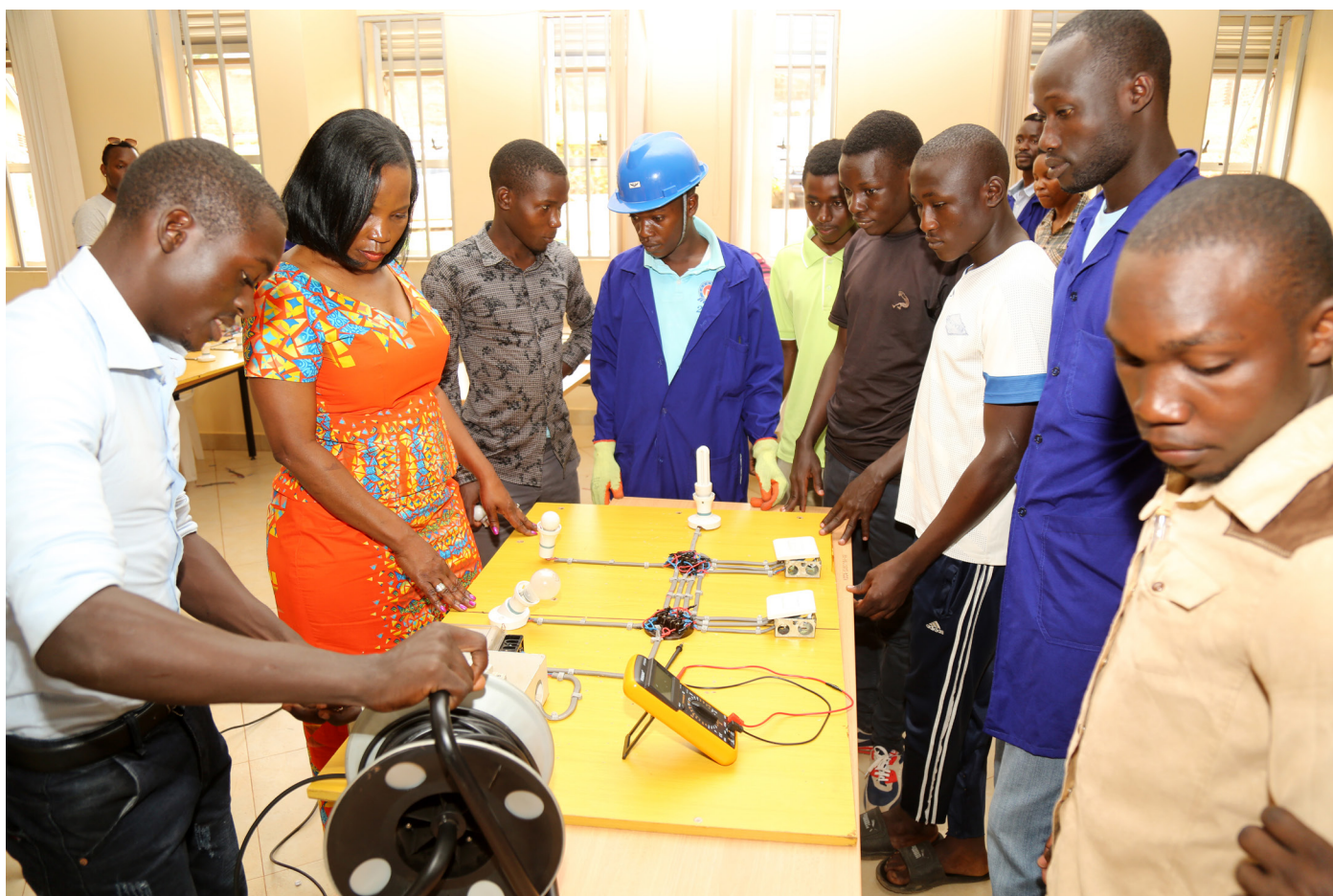
Exposure visits to the Uganda Industrial Research Institute have been conducted by the Council to identify business opportunities and also acquire production skills.

Training Young People

The Kabalagala One Stop Youth Centre opened in December 2017 to offer vocational skills training to young people in the city. The trainings provided include; Hairdressing, Beauty therapy, Electrical Repair and Installation, Garbage recycling and Leather tanning. To date, 153 young people have acquired varied vocational skills.

The Employment Services Bureau connects young people to employment opportunities, labour market information and potential employers.

To-date, over 1,000 young people have been trained in ICT and Entrepreneurship since its inception in 2015. 70% of the beneficiaries are young women.



Youths in session at KCCA's Kabalagala Youth Hub.
PHOTO | Micheal Joshua Wamakuyu/KCCA Images

— BY THE NUMBERS —

1.3bn 

in grants is disbursed
by KCCA each Financial
Year to about 250
community groups



26,250

Community members have
benefited from the program to-date

75%



of the beneficiaries of
the Community Driven
Development program
(19,687) are female



Some of the beneficiaries exhibit their products.
PHOTO | Micheal Joshua Wamakuyu/KCCA Images

What it takes to build **that works for all**

Operation theatre at Kawaala Health Centre

PHOTO | Micheal Joshua Wamakuyu/KCCA Images

— BY THE NUMBERS —

500

Out-patient clients
served daily at Kisenyi
Health Centre.



22,489

women offered antenatal services
between 2017 and 2018

ld a **Health Sector**



Thousands access quality health care services from Kisenyi Health Center IV

Medical Expert, **Dr. Sarah Zalwango** explains

Located in the biggest slum area in Kampala, mixed with small scale industries, immense commercial activities with significantly poor residential units, Kisenyi Health Centre IV serves an average of 500 Out-Patient clients daily. Its catchment population is over one million clients. It serves all categories of people with quality health care services; the refugee community, the youth, the children, pregnant women among others.

It offers a wide range of services including; out-patient and in-patient services, Antenatal services, maternity, Post natal services, HIV care and ART/TB services, Exposed infant services, Obstetrics and gynecological services.

According to the Annual Health sector Performance report for FY 2017/18, Kisenyi HC IV was ranked number one with 291,855 Standard Operation Unit (SOU) in the whole country and appeared in Category one for Immunization services, this meant there was good access and utilization of services. This was attributed to their selfless services of conducting outreaches to reach the mothers and their children in their places of residence/work.

The Centre serves an average of 45,000 clients without-patient services on a quarterly basis. This was however interrupted by the renovations that started around June 2018 and now about 98% completion (April 2019). The numbers have already started raising and are expected to double after all the renovation activities are accomplished.

In FY 2017/18 alone, Kisenyi HC IV, offered antenatal services to 22,489 women attending for the first time, 9,608 deliveries were carried out by skilled health workers and 392 caesarean section were conducted for mothers that had complications during labor. To manage the increasing urban population and refugee community in the city, KCCA is currently renovating a number of health centers i.e. Kisenyi Health Centre IV, Kawaala Health Centre III, Kitebi Health Centre III, Kisugu Health Centre III, Kiswa Health Centre III, Komaboga Health Centre III. KCCA has already embarked on the process of equipping the health centres with specialized equipment, and recruiting qualified and skilled staff, enforce the use of standards and procedures. This is geared towards increasing access and utilization of quality and affordable health care services around the city.



According to the Annual Health Sector Performance report for FY 2017/2018, Kisenyi HC IV was ranked number one among Health Centre IVs in the Country—this means there is good access to health services by the community.

Women after accessing service at KCCA's Kisenyi Health Centre IV.

PHOTO | Micheal Joshua Wamakuyu/KCCA Images



KCCA Medical staff attend to a cholera patient.

PHOTO | Micheal Joshua Wamakuyu/KCCA Images



the **fight** against **cholera**

Medical Expert, **Dr. Sarah Zalwango** explains

In October 2017, WHO Global Task Force on Cholera Control (GTFCC) partners launched a strategy for cholera control Ending Cholera; A global roadmap to 2030; aimed at reducing cholera deaths by 90% and to eliminate cholera in as many as 20 countries by 2030.

January 2019 was a different kind of year start; not the usual dry month we are used to. It also came with cholera outbreaks in several parts of Kampala.

The World Health Organization statistics show that every year, between 21,000 and 143,000 people die from Cholera. That is a whole lot of people dying from something that is very easily preventable! Cholera is spread through food or water contaminated

with the cholera bacteria and kills within hours if not treated. To crudely put it, it is spread through unsafe water and food that has been contaminated with human faeces containing the bacteria.

Human waste should be well disposed of in latrines and or waterborne toilets. The only way water or food is going to get in contact with faecal matter is if it's poorly disposed of. It's not enough that the authorities

supply water all over the country or put in place all these sanitation installations. If we cannot individually care about our immediate hygiene then their efforts will go to waste.

Hand-washing might seem obvious to many, but to some, it's actually a chore.

We end up getting germs from door knobs, elevator buttons, money, shared stationery among others because the people that



used them before us simply didn't wash their hands after their toilet visits! Because of this, hand sanitizers should not be treated as a luxury anymore. A bottle of anti-bacterial hand sanitizer can be as small as 50ml and fit just about anywhere.

This should be an actual investment because it may be the only thing standing between you and the germs on that next door knob.

Mind where you eat. And what you eat. Fruits are good, but don't just go buying ready-to-eat fruits off the street. You will get your vitamin C fix, but might get a whole

lot of other germs as a bonus! Buy them, take home, wash them well and eat. Is your favorite food spot clean? If the dining area is visibly untidy and dirty, imagine what the kitchen looks like! If you're going to pay for the food, then demand for better.

Cholera is treatable, but also preventable.

In October 2017, WHO Global Task Force on Cholera Control (GTFCC) partners launched a strategy for cholera control Ending Cholera; A global roadmap to 2030; aimed at reducing cholera deaths by 90% and to eliminate cholera in as many as 20 countries by 2030.



Why **Breastfeed?**

Globally, 164 million children are stunted, 8% of under 5 years children are wasted and 38% children breast feed exclusively within the first 6 months of birth (Unicef baseline survey, 2012). Uganda has an average population of 40 million people of which Kampala accounts for 4-5 million day residence.

The targets by 2025 include reduction of stunted babies by 100%, reduction of wasted under-fives to 5% and increase exclusive breast feeding to 50%.

The numerous benefits of breastfeeding to

the mother, baby and family include; It provides optimum nutrition to the baby, prevents diseases, increases bond between mother and baby, provides adequate hydration. It also protects the mother's health, reduces on the uterine bleeding, reduces risk of breast and ovarian cancer, family planning and helps a mother lose the pregnancy weight. To the family, breastfeeding reduces expenses on feeding.

What we recommend

- Initiation of breastfeeding within the first hour after birth

- Exclusive breastfeeding for the first six months
- Complementary feeding after six months
- Continued breastfeeding for a minimum of 2 years

What can be done

- Policy planning
- Establishment of nursing centres at work places
- Sensitization
- Support health systems

A man with short dark hair, wearing a green long-sleeved shirt, is shown from the waist up, leaning over a field of broccoli plants. He is holding a harvested broccoli stalk in his right hand. The background is a blurred garden setting with more plants and a wooden fence.

Kyanja

Kampala's flagship **Urban farming Model**

Cultivating a broccoli garden

PHOTO | Micheal Joshua Wamakuyu/KCCA Images

— BY THE NUMBERS —

10K+



visitors are hosted
for farm tours at this
facility annually



42+

Up to 42 units of gardening have
been established at Kyanja for
demonstration purposes and are
cultivated with spices and a wide
range of leafy vegetables.

32



The facility is set on 31
acres of land in Kyanja

A 360° into the Model

Dr. Esau Galukande takes you on 360° journey of the farm

A special form of food production system known as Urban-agriculture and also referred to as Intensive Metropolitan Agriculture, is increasingly being practiced in cities all over the world including Kampala.

Urban Agriculture is a chain of activities that involves growing of plants, raising of animals, processing and marketing within and around cities, in a unique way that links the economic and ecological system of a city. KCCA is promoting urban agriculture with the aim of promoting food security, increasing household incomes and

creation of employment.

Urban agriculture has in the past, been a silent part of Kampala's economy and has not received much attention in national programs because it has been perceived as a nuisance, a risk to public health and its economic benefits were not appreciated. The negative views are slowly fading away as the numbers of urban farmers is slowly rising.

For purposes of supporting this viable industry, KCCA embarked on the establishment of Kyanja Agricultural Resource Centre. The facility is set on 31 acres of land and was set up with the following objectives;

- To demonstrate urban farming technologies
- To offer hands-on training for farmers
- To Produce high quality seed for farmers (vegetable seedlings, piglets, chicks and fish fingerlings)
- To Provide breeding services for pig farmers (pig artificial insemination and recording)
- To Provide a centre for bulking and marketing farm produce
- To carry out research and development of efficient production systems for urban farmers

THE PIG BREEDING UNIT

The unit comprises of parent stock of breeding sows (females) and a boar stud (breeding males). The foundation stock was originally imported from Kenya but has been gradually upgraded through artificial insemination (AI) using semen imported from Spain. The unit produces well-bred piglets and are distributed to farmers at 8 weeks of age.

Another important product is pig semen which is collected from the boars and distributed through the Artificial Insemination services network to pig farmers with in Kampala and the surrounding districts.



KUROILER BROODING UNITS

The unit which comprises of 3 rearing houses was established to meet the demand for brooded Kuroiler chicks for farmers in Kampala and surrounding districts. The birds are obtained from the breeders at one day old and are brooded for a period of 3 weeks at which point they are distributed to farmers after being vaccinated against New Castle and Gumboro diseases



MICRO GARDENING UNITS

Micro gardening is the intensive cultivation of a wide range of vegetables, roots, tubers and herbs in small spaces.

It makes use of containers, wooden crates sacks and even old car tyres. Up to 42 such units have been established at Kyanja for demonstration purposes and are cultivated with spices and a wide range of leafy vegetables.



GREEN HOUSES

Three greenhouses of different types and sizes are on demonstration at Kyanja. The units were set up to demonstrate high-value-all-year-round vegetable production in small spaces Green Houses with vertical gardens.

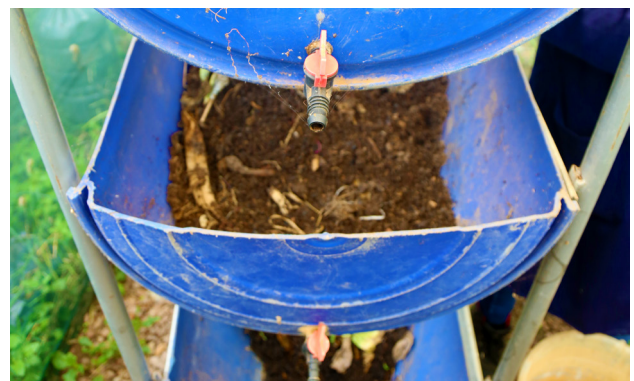
Greenhouse units (kadogos) with vertical gardens have been setup to demonstrate utilization of small spaces especially backyards of households for vegetable production. The units are connected to a drip irrigation system that ensures year-round production. The vegetables harvested from the greenhouses can be a source of nutrition and income for households.



VERMICULTURE

A vermiculture system has been setup at the Kyanja Agricultural Resource Centre to showcase composting of municipal waste using the Red wiggler worms.

Vermiculture is an affordable system that uses Red wiggler worms (*Eisenia foetida*) to recycle household waste into a nutrient-rich black vermin-compost. The system is easy to operate and can be a source of income for youth and women.



RESEARCH AND DEVELOPMENT

KCCA has partnered with Coventry University to develop an integrated aquaponic system that could be replicated in parts of Kampala.

The first trial has been established at Kyanja Agricultural Resource Centre and was initially stocked with 60 tilapia fish, leafy vegetables and tomatoes.

Farm Trainin

The Centre conducts two Open Days each year during which Government Agencies and service providers are invited to exhibit and give talks to farmers



UPDF on a guided tour of the farm.
PHOTOS | Micheal Joshua Wamakuyu/KCCA Images

Three types of farmer training programs are conducted at Kyanja; Farm visits, specialized training and open days. Farm visits are open to the general public, the centre receives visitors every Wednesday and Saturday morning for guided tours.

Specialized training sessions are conducted on demand by farmer groups. Some of the topics covered under this arrangement include; establishment and management of micro gardens, pig production systems and poultry management. The centre also conducts one open day each year during which Government Agencies are invited to exhibit and give talks to farmers.



gs at Kyanja



A section of the aquaponics unit (fish, or prawns in tanks) with hydroponics (cultivating plants in water) in the Aquaponic system refers to a setup that combines conventional aquaculture (raising a symbiotic environment). In conventional aquaculture, excretions from the fish being raised can accumulate in the water, increasing its toxicity.

In the system the 'soiled' water is fed to a hydroponic system where the by-products are broken down by nitrifying bacteria into nitrates and nitrites, which are utilized by the plants as nutrients, and the water is then recirculated back into the system.



Trees in Kampala
PHOTO: John Paul Agaba/KCCA Images

CLIMATE CHANGE ACTION: At what level does action matter?

Climate Enthusiast,
Eleth Nakazzi

This was the subject of the Inter-University Students debate, organized last year by KCCA and the European Union Delegation in Uganda, in commemoration of the European Union Climate Diplomacy week.

The arguments that came through were not only as diverse as the subject matter but also informative, whichever side of the aisle you found yourself.

International Agencies, National Governments, Local Authorities, non-state actors, you and I; does the responsibility to protect the environment and thereby act on climate, solely lie with any one of these? Personally, I think not. I may even go further to say that you and I represent the most important stake in this fight on Climate Change.

The responsibility to protect the planet starts and ends with the individual, shaped by the

decisions and actions one takes every single day. There is a role too, that policy plays but we can shelve that discussion for another day.

At micro level, the stake of the individual is derived from one's consumption decisions. Think about the choices one has to make to support their basic way of life; what kind of products do I buy?

**Over 10,000 trees
planted with about 4500
Square metres of green
preserved within the City**

Where does my food come from? How do I travel? How do I dispose of my waste? How much do I spend on utility bills? The list goes on.

Yet the power of the individual to effect change lies in the collective. That is the

premise that mass campaigns, climate marches and other grass root movements ride on to drive the change they seek.

Scaling it down to the City level, we need to plant 1 million trees and there are at least 1,500,000 million of us. If each resident plants just one tree on their property, then the 1 million target looks smaller in comparison.

For Climate Change action, as with anything, the small (individual) actions do matter. What shall yours be?

— BY THE NUMBERS —

53K+



Pilot tree audit was completed with 53,268 trees in Kampala with over 300 species



1.3m

Developed the Kampala Urban Tree Valuation Methodology which puts an average of one tree at 1.3m UGX

10K+



Over 10,000 trees have been planted so far in City Divisions

Land of Waste: Kiteezi landfill visualizes our City's mounting waste problem

From a Sanitation Expert's point of view **Joel Mwesigye**



Quick Facts: Started in 1996, the facility that sits on 36ha. currently receives 1300 tons of garbage daily from City Communities.

Oil soaked napkins, food cans, banana peelings, street dirt can go many places after you throw them out of your homes.

Our statistics indicate that more than half of Kampala's garbage is bound for Kiteezi landfill, the rest is recycled, openly burned and indiscriminately disposed of in the city's water bodies.

Waste disposal facilities like Kiteezi landfill are the most widely utilized solid waste management options for modern cities. But rather than causing a crisis, these overflowing landfills could potentially form urban landscapes of the future.

For a household trash landfill (called a municipal solid waste landfill), the ground is lined first with clay and/or a skin of flexible plastic about half an inch (1 centimeter) thick. Over this, drains and pipes collect a liquid called leachate, which is the contaminated fluid that trickles out of the body of the landfill.

Drained leachate is gathered in pools, allowed to settle and treated as wastewater before being released into the receiving wetland environment. When the landfill has reached its capacity, the waste is covered with clay and another plastic shield.

Above that, several feet of dirt fill are topped with soil and plants. Rainwater that falls on the landfill runs through the layer of dirt and vegetation and over the protective plastic to collection pools. Inside the landfill, the trash layer forms a gently sloped hill, which can reach more than 150 feet (46 meters) thick.

Garbage in a landfill does decompose, albeit slowly and in a sealed, oxygen-free environment. Because of lack of oxygen, bacteria in the waste produce methane gas, which is highly flammable and dangerous. It is also a potent greenhouse gas and contributes to global warming.



Landfills can use the waste generated in a City, to produce energy.



Public Transport a Challenge: **Does KCCA care?**



Boarding a public bus
PHOTO | Mark Owor/KCCA Images

Communications Specialist,
Agnes Biribonwa writes

A City with a daily work force of over 4 million people commuting to and from work, a City faced with rapid growth in motor traffic compounded with inadequate transport infrastructure — such a city is likely to frustrate commuters and is a challenge to any City Authority.

Today, the average travel time in Kampala city is 42 minutes by car and 50 minutes by taxi. This is valuable productive time lost in transit.

Yes, KCCA cares! The Authority has come up with lasting solutions that will give citizens a good travel experience.

A transport system which is environmentally friendly, cheaper and safer to effectively

serve a fast growing Capital City.

What Is KCCA Doing to Ease Mobility?

Over the past seven years, KCCA has established using a thorough inventory study that the road network in the city is 2100 kilometers.

KCCA has widened, and tarmacked several roads around the city, fitted traffic lights at some crucial junctions, rehabilitated and constructed pedestrian walkways, street lighting and inbuilt drainage. In total, 23 junctions in the city have traffic lights installed. These junctions are fitted with detectors to regulate traffic flow and this has significantly reduced traffic jams at those points on the road network.

*average travel time in
Kampala City is 42 minutes
by car and 50 minutes by
taxi.*



Furthermore, the Authority has prepared a Transport Master Plan for the entire Kampala Metropolitan Area which makes a case for construction and operation of a robust Mass Rapid Transit System with buses, rail, and cable cars by 2040.

This new transportation infrastructure and especially the operations will encourage commuters to use sustainable transport modes such as walking, cycling, and buses. The Authority will implement some interventions immediately to make public transportation more efficient, cheaper and safer.

Some of the immediate improvements to be undertaken by KCCA are the establishment of Non-Motorized Transit corridors such as Namirembe Road and Luwuum Street which will be accessible to only pedestrians and cyclists, support the introduction of buses, create dedicated lanes for buses, remove roundabouts and replace them with signalized junctions, construct a Traffic Control Center, implement a parking policy in the Central

Business District, install street signage and road marking, regulate and restrict Boda Boda operations, improve travel fare structures, introduce a smart ticketing system, and promote water based transport.

In addition, KCCA will introduce an Intelligent Transport System to help commuters make efficient travel choices.

Projected Benefits of New Measures

Improvements in public transportation are anticipated to increase the use of buses, and make walking attractive and safer. This will invariably decongest roads, reduce travel time, reduce car emissions and increase productivity.

Currently, the most used mode of transport in Kampala is taxis at 46% followed by Boda Bodas at 32%, then Cars at 19%. Buses and trucks are at only 2% each. Today, walking is the most prominent mode of transportation for most non-work-related trips in the Greater Kampala, rated at 46%, mostly due to low

income levels, high cost of transportation and limited reach of taxis to some communities.

A new Multi-Modal Urban Transport Master Plan is in place to steer the development of an efficient transport system for the Greater Kampala Metropolitan Area. The transport system will serve all divisions of Kampala and neighboring municipalities. This includes Central, Kawempe, Makindye, Nakawa and Rubaga divisions in addition to Wakiso, Mukono, Entebbe, Kira, and Nansana Urban areas.

The Urban Transport Master Plan was funded by the World Bank and the Government of Uganda through the Kampala Capital City Authority as part of Kampala Institutional and Infrastructural Development Project (KIIDP-2). Its implementation in the Greater Kampala will be agreed upon by all beneficiary municipalities. A public version of this report will be disseminated to all stakeholders.



Public Taxi Park

PHOTO | Micheal Joshua Wamakuyu / KCCA Images

KCCA flagged off construction

Lukuli, Kabuusu-Bunamwaya-Lweza and Kulambiro roads had been in an appalling state for decades— **never again!**



Launching construction of Kabuusu-Bunamwaya-Lweza Road
PHOTOS | Micheal Joshua Wamakuyu /KCCA Images

A good city road is one that is tarmacked, with marked lanes, a pedestrian walkway, street lights, fitted with road signs and traffic lights at junctions.

A good road should be connected to a robust road network and highways to ease movement, in and out of the city.

A new set of roads were handed over in May 2019 to two international firms to start construction work. The roads shall be constructed under the Kampala Institutional and Infrastructure

Development Project Phase Two. The Executive Director said, both construction firms were vetted and cleared by the project financier, the World Bank. The planned new roads will have traffic signalized junctions, marked lanes, walkways, closed drainage, and solar street lights.”

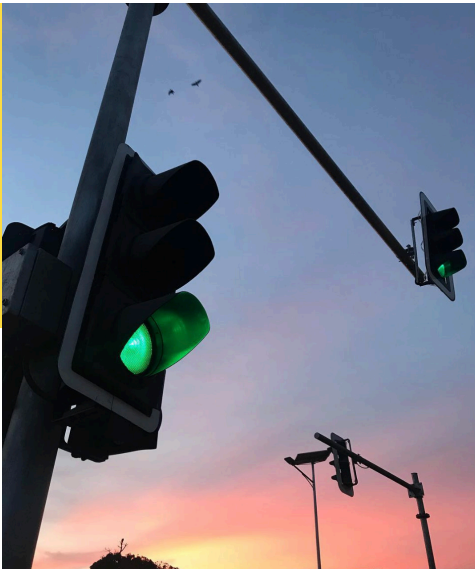
The roads include:

- i) Acacia/John Babiha Avenue - about two kilometers long**
- ii) Nakawa-Ntinda Road - about three kilometers long**

- iii) Kulambiro Ring Road and Najeera Link - six kilometers long**
- iv) Kabusu-Bunamwaya-Lweza Road - nine kilometers long.**
- v) Lukuli Road - eight kilometers long**

Good roads are a must for over 2.5 million residents of Kampala who enter the city daily for work. These additional five roads shall improve commuter challenges such as, time lost in travel and congestion during peak hours.

ction of age-wilted roads



these roads come with additional
**20 traffic signals +
70 junctions**

“

Good roads are a must for over 2.5 million residents of Kampala who enter the City daily for work. These additional five roads shall improve commuter challenges such as, time lost in travel and congestion during peak hours



Eng. Andrew Kitaka, Ag. Executive Director

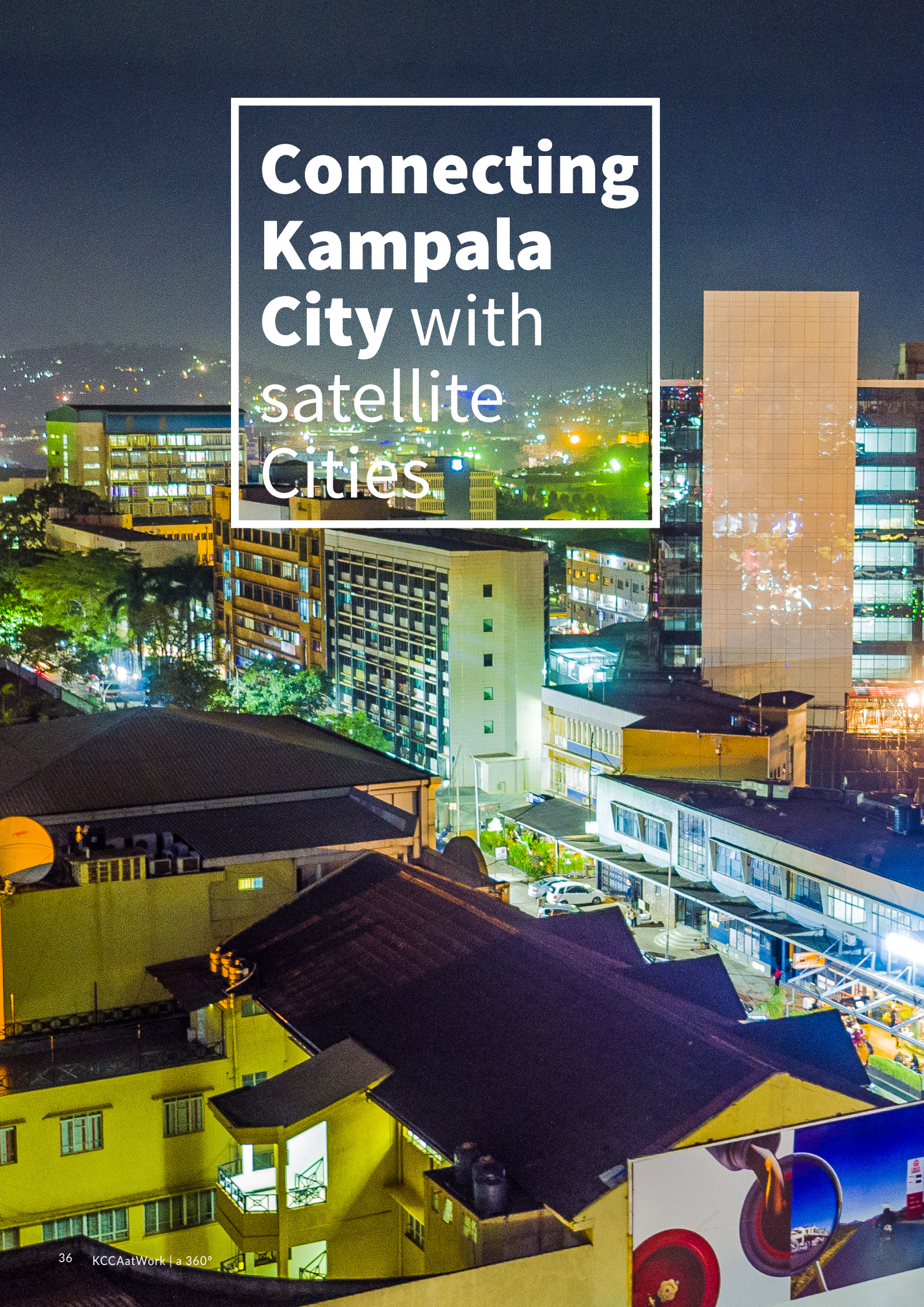
Many of the City Road Junctions have received a new look in the name of traffic signals now totaling to 20 and our plan in the coming 2 to 3 years is to introduce traffic signals to over 70 junctions which will be centrally controlled. This will enhance mobility and safety of our traveling public in the City and reduce traffic congestion.





20 *traffic signals installed sofar*

70 *new junctions in the offing*

A nighttime photograph of a cityscape, likely Kampala, Uganda. The image shows a dense urban environment with various buildings, including a prominent tall, modern building on the right. The city lights are visible, and the sky is dark. A white rectangular box with a thin black border is overlaid on the upper left portion of the image, containing the text 'Connecting Kampala City with satellite Cities' in a white, sans-serif font. The text is arranged in four lines: 'Connecting', 'Kampala', 'City with', and 'satellite Cities'.

Connecting Kampala City with satellite Cities

Valuation Officer
Aropet Isaac

Satellite cities are cities outside of a larger (parent) city. No smaller city close to Kampala can be regarded as a satellite city unless it is officially associated with Kampala Capital City Authority (KCCA). In Uganda, there have been many attempts to develop satellite cities; the most famous one being the struggling Nakawa-Naguru satellite city. Other attempts include; NSSF Temangalo and Nsimbe satellite cities; Akright City; the lake Victoria Eco-city, Nakigalala Eco-city, Bukerere Satellite city, Mukono Satellite City and Bujjuko Satellite city. Unlike most initiatives that are yet to take off, Akright City is actualizing its dreams.

The survival and vibrancy of Satellite cities largely depends on its collaboration with the nearest major city. An instrument that has yielded good results world over is “twinning”. City twinning is a relation officially established between cities in order to resolve their common problems and develop close friendly relations with the purpose of cooperation.

Akright has so far achieved 20% of its objectives but could have done better if it were twinned with Kampala City. Cities are always marketing themselves both locally and internationally. It would be great if Kampala and its satellite cities marketed each other. The concept of sharing and prospering with friends and neighbors is the principle underlying city twinning.

Akright is located along a super highway from Uganda’s only international airport to its only large city-Kampala. The first experience of Eco-tourists visiting

The survival and vibrancy of Satellite cities largely depends on its collaboration with the nearest major city

Kampala could be at Akright city as it has many existential and planned attractions including a beautiful golf course; a beautiful view of lake Victoria at an altitude of 1310m above sea level; among others. Apart from long term collaborations, KCCA can collaborate with its satellite cities on short-term projects, sometimes on very particular issues such as water management, economic development, or the improvement of social services. The practice should be that if a project or programme can’t be done in one city, it could be done in another; for example, imagine if KCCA got a partner that is willing to develop a sewage system but the capacity is low, KCCA would refer such a project to one of its satellite cities.

Akright has a beautiful golf course, KCCA and Akright can make arrangements in such a way that golf tournaments are hosted by both cities. These two towns can foster tourism together.

Satellite cities are necessary and twinning of these cities with the Capital City is probably the best and the only way forward for sustainable development.





Explore Kampala's Tourism Hot Spots *at a glance*

Visit WWW.VISITKAMPALA.NET for more information



The Baha'i Temple on Kikaya Hill.
PHOTO | Micheal Joshua Wamakuyu /KCCA Images

Kampala edges **12 African Cities** to claim lead role in the Africa Smart Towns Network (ASToN)



Kampala will play a key role in sharing experiences with other Cities on best practice across all service areas

KCCA's ICT Chief, **Martin Sekajja** expounds on this milestone

Kampala City was selected as the lead among the Twelve (12) African cities in the Africa Smart Towns Network (ASToN). This follows a competitive submission to the call for applications organized by the French Development Agency (AFD) early this year.

The other African Cities include;

Algiers (Algeria)
Bamako (Mali)
Ben Guerir (Morocco)
Bizerte (Tunisia)
Kampala (Uganda)
Kigali (Rwanda)
Kumasi (Ghana)
Lagos (Nigeria)
Maputo-Matola (Mozambique)
Niamey (Niger)
Nouakchott (Mauritania)
Sèmè-Kpodji (Benin)
KCCA has placed strong emphasis on

automation of processes in service delivery like the Revenue Management System (e-Citie), Smart Permits, Traffic Control Centre, Digital Communication among others.

In November 2018, KCCA signed a collaboration agreement with the Government of Korea to facilitate knowledge sharing and provide a platform to enhance E-Government (ICT) Systems aimed at improving Urban Administration, effectiveness and efficiency in Public Service and information delivery.

This nomination reaffirms KCCA's commitment to harnessing the power of digital towards improved service delivery. As the lead City, Kampala will play a key role in sharing experiences with other Cities on best practice across all service areas.

AFD proposes to finance the creation of a network of African cities around Smart

City issues (African Smart Towns Network - ASToN), following the method set up by the European URBACT programme which promotes exchanges and cooperation between cities within thematic networks at the European level. Nearly 1,000 European cities and more than 10,000 local actors have participated in URBACT I (2002-2006), II (2007-2013) and III (2014-2020) activities.

Through the creation of these cooperation networks between cities, URBACT works to strengthen the capacity of cities to design and implement local action plans. The Africa Smart Towns Network is following a similar model customized to the needs of African cities.

The project will be launched in June and activities are expected to start in the third quarter of 2019 for about 3 years (until mid-2022).



Weyonje connecting Communities

Sanitation Officer, **Musiime Julian**
writes how KCCA is doing this

The Capital City has once again been reminded of the consequences of poor sanitation. It doesn't matter what status one has in his community, Cholera can reach your door step if you are surrounded by poor sanitation. In responding to sanitation related diseases, providing information, Education and Communication (IEC) is key. But how do we effectively communicate to communities to practice good sanitation?

This was the debate during a community baraza in Makindye in March 2018. WEYONJE was born!

“It is everyone’s responsibility to ensure that the community is kept clean by; disposing rubbish/faecal matter in a way that doesn’t spoil the environment”

be they children, passengers in a taxi, tenants, bodabodas, e.t.c to be ‘clean’ and by our individual actions, collectively our communities become cleaner, our city becomes cleaner.

During its development, WEYONJE was piloted from February to July 2018, in two Divisions of Kampala i.e. Makindye-Lukuli and Central- Kamwokya with tenants and Landlords. The messages in the pilot phase centered on improved pit latrine construction, emptying and personal sanitation and hygiene related to toilet use. The messages were delivered by a



WEYONJE is KCCA's flagship campaign through the Directorate of Public Health and Environment, to inspire individuals

to “clean themselves.” WEYONJE when directly translated from Luganda means “make sure you’re clean” or ‘Clean yourself’ or ‘Be Clean.’ It addresses the “individual”

joint team of Division staff including the Mayors and Community volunteers known as Community Activation teams (CATs).

The pilot demonstrated that communities can be empowered to lift themselves to better their conditions through dialogue, leadership, training, monitoring and working with KCCA.

A key ingredient in the community dialogues was a commitment by the communities and individuals, however small, to better themselves.

This is essential to achieving behavior change. The campaign has since been rolled out citywide as a community based social behavioral change campaign to inform, educate, motivate and commit city dwellers to improve their sanitation. Back to the Cholera situation, what are you doing to keep it at bay? What's your commitment?

Everybody would love to use a clean and private toilet in the comfort of their homes or workplaces. However, access to the same for some of our children who spend most of their time in schools may not be guaranteed.

It is against this background that KCCA devised the "Toilets Making the Grade" (TMG) contest to improve the practice of keeping toilets and washrooms clean, functional and promote daily hand-washing with soap after use in Public Primary Schools.

WEYONJE when directly translated from Luganda means **'Be Clean'**

To be 'clean' and by our individual actions, collectively our communities become cleaner, our city becomes cleaner.





Handing over the new trucks
PHOTO | John Paul Agaba/ KCCA images

Beefing up our fleet in pursuit of improved waste management services in Kampala City. Hon. Beti Kamya, the Minister for Kampala City and Metropolitan Affairs receiving garbage trucks from the Ministry of Water



Ugandan Afro-beat Pop Star **Eddy Kenzo** (in the black outfit), an Ambassador for the Toilets Making Grades Schools Campaign performing along-side Nakawa Division Mayor Ronald Balimwezo and school children at an awards event at KCCA Headquarters, Kampala.

Boosting Revenue mobilization in Kampala

TREP expert, **Daniel Muyombi** explains how



Kampala City Billboard

PHOTO | Micheal Joshua Wamakuyu/ KCCA images

Kampala Capital City Authority has shown encouraging trends in Revenue Mobilization growth in recent years despite some challenges. Its tax has enormously increased and has geared the development of the City.

Despite this increment, KCCA revenue sources have grown at a slow pace with episodes of stagnation especially between 2016 to 2017 when some of the major tax sources like revenue from the taxis was stopped. This is due to a number of factors including Kampala having almost 40% of the informal sector (which is hard to tax); tax exemptions and tax evasions that create distortions and lead to loss in tax revenues.

Against this background KCCA needs to remove bottlenecks to revenue collection and embark on studies on the imperatives for revenue mobilisation.

Revenue Mobilisation is important to Kampala because first, it is potentially the biggest source of long term financing for sustainable development. Revenue Mobilisation aids the state in the provision of public goods and services.

Revenue Mobilisation can help strengthen fiscal institutions because stable and predictable revenue facilitates fiscal planning and as a result resources can be allocated to priority sectors and translated into outcomes.

Revenue Mobilisation enables the City to become independent of aid, have increased ownership and policy space to implement strategies that reflect development priorities. However, a City's ability to mobilize Revenue is determined by the size of economic activities, economic growth performance, and capacity to raise and manage tax revenues and the efficiency in the financial system.

Boosting Revenue Mobilisation.

- a)** Analysing the opportunity cost and examine the cost-benefit of lowering/raising tax rates, in particular Property tax.
- b)** Examining the impact of Court actions on revenue collection, and propose a way forward.
- c)** Discuss how the strategies have affected

the country's performances and domestic revenues.

d) Analysing each potential source of revenue, assess feasibility or performance, advice on frameworks to raise revenue, and provide projected revenue from each potential source.

e) Showcase the challenges, opportunities and possibilities with respect to Revenue Mobilisation.

f) Interrogating capacity development issues, challenges, opportunities and possibilities for Revenue Mobilisation in the city.

g) Identify the lessons learnt including the best practices

This in turn will strengthen government to increase Resource Mobilisation and reduce the size of the informal sector and improvement of the value of money through the implementation of efficiency measures aimed at improving tax collection and administration.

HOW YOU CAN NOW— **navigate Kampala better**

Lead Change Management CAM/CAMV
Daniel NuweAbine talked to us



Road signage in Kampala City.
PHOTO | Micheal Joshua Wamakuyu/KCCA Images

City addressing will ease navigation in the City by facilitating service delivery, improving and boosting revenue collection for KCCA.

In January 2015, Kampala Capital City Authority (KCCA) embarked on a property valuation exercise, to ascertain property rates payable by eligible property owners in the city and the City Address Model which includes house numbering, road signage installation and road naming exercises under a general project referred to as the City Address Model and Computer Aided Mass Valuation (CAM/CAMV).

This is in line with the Kampala Capital City Act, 2010, and in line with the Local Governments (Rating) Act, 2005 as well as the Local Governments (Kampala) (Numbering of Land and Buildings) Bye-laws; Statutory Instrument 243-19;

These provide for;

a) Conducting a valuation of the properties

within her jurisdiction every five (5) years for purpose of establishing their ratable value for property rates purpose.

b) Carrying out House Numbering, Road Naming and Street Addressing to enhance and improve navigation in the city. The implementation of the City address model is aimed at improving navigation within the city by providing for quick and

easy location and identification of buildings, facilities, streets and roads within the city. This enhances City planning, provision of emergency response services, Revenue Administration and Mobilization.

From the onset, the City's leadership has led the way to engage residents and property owners over the benefits of City Addressing and Property Valuation. The political teams have worked together with the technical team to conduct public sensitizations in which the Valuation and City Addressing processes and benefits were explained to the citizenry.

These sensitizations were also a feedback and accountability platform in which residents freely shared their experiences and expectations from KCCA and in turn KCCA revealed what had been done with the work in progress.

The public is mobilized through various media (print, radio, television, short message services and social media), press conferences, internal staff awareness campaigns, personal client correspondences, door-to-door informative engagements among other general citizen appeals and notifications.

As a result the KCCA field teams have, with local leaders, property owners, government agencies (like Uganda Police force), civic groups and the general public during the cordial data collection

on all properties in the City which included property inspection, taking building measurements and photographs, picking GPS Coordinates and other data pertaining to the use of the property all to be used to ascertain property rates payable by eligible property owners.

The City now has road signage securely installed and are in advanced stages of naming and installing signage on all the known roads in the City. KCCA is engaging City residents to rectify, name or rename, where necessary, all roads in their communities. House numbers have been assigned to all properties and there has been a successful installation of pilot house number plates on to properties along select roads.

The valuation team completed the Draft Valuation lists of all the 5 Divisions and the public commendably responded to the call to view and scrutinize the draft valuation lists and where possible object to the assessment or details of the draft valuation lists.

The objections are heard by the Valuation Court established under sec 17 of the Local Governments (Rating) Act, 2005 and appointed by the Lord Mayor of Kampala in November 2018. The Court is now chaired by Mr. Wandera Ogalo, an Advocate of over twenty years' standing, with members, Eng. Denis Wandera and Ms. Nalubega Josephine having been recommended by the Lord Mayor

and approved by the Authority. The Valuation Court is at moment hearing objections to the draft valuation lists of Makindye, Lubaga and Kawempe Divisions. It is anticipated that the hearings shall be completed and the valuation lists sanctioned by the end of June 2019 and the coming into force on 1st July 2019.

There are now 17,000 properties up from 7,000 in Central Division with expected annual revenue from property rates being 19Bn from 8Bn, Nakawa has 65,000 properties up from 25,000 and revenues of 16Bn up from 3.2Bn. The other 3 Divisions of Makindye, Kawempe and Lubaga are collectively expected to have 150,000 properties up from 60,000 with revenue of 30Bn.

It is expected that overall revenue from property rates shall raise from 18Bn to 65Bn.

KCCA expects revenue boost to in turn avail funds for services that are so much needed in the City ranging from renovation and construction of roads, construction and maintenance of drainages, street lighting, cleaning roads, garbage collection among the urban poor and waste management among other services provided under the Local Governments (Rating) Act, 2005, as we transform Kampala together.

—QUICK FACTS—



Over **1,906** sites now have street signage, **267,625** houses have been assigned house numbers along **2,944** named roads and **200,000** properties have valued —The valuation process is still ongoing.

We are now registering a big improvement in locating properties in and around Kampala City.

— BY THE NUMBERS —



13 10 1

Uganda
Premier
League
Titles

Uganda
Cup
Titles

CECAFA
Title



160K+

Local, Regional and Global Fans

KCCA FC's premier fan, Khasim Kyaze
PHOTO | John Paul Agaba/KCCA Images



The story of KCCA FC is one of hope, courage and strength. Started in 1963, the club has become a symbol of authentic excellence 56 years later and a formidable contender of leadership in continental football.

The institutional transition from Kampala City Council (KCC) to Kampala Capital City Authority (KCCA) in 2011 saw the club rebrand from KCC FC to KCCA FC which resulted into significant transformation to the current state of the club.

The Club has built a strong and recognizable brand that has been able to attract local and international sponsors and partners that include KCCA, MTN, Star Times, Britam, Prime Media, Vivo Energy, Club Ambiance and Century Cinema that ensure financial stability and brand endurance. This has seen the club's dependence on KCCA reduce to about 35% of the Club's annual budget. The Club runs on strong financial management systems that ensure accountability boosting sponsor and stakeholder confidence.

A sound technical department, Board of Directors and Management team is the muscle in which the club is rooted and it ensures excellent performance both locally and on the continent with 13 league Championships, five of which have been won in the last seven years, 10 Uganda Cups; and 1 CECAFA title. This has made the club the second most successful club in the country. KCCA FC has fans clubs all over the city and other parts of the country which ensure brand presence in the city and beyond.

Continental Presence; KCCA FC has a strong continental presence, currently being the first Club in Uganda to qualify to the group stages of the CAF Confederation Cup and CAF Champions League. This attracts sponsors as well as exposes the team to international best practices in football. FUFA and UPL Support; KCCA FC has a strong support with FUFA, the governing body of football in Uganda and Star Times Uganda Premier which enables the Club to maintain best practices in football. Junior team; KCCA has a strong Junior team which enables the cultivation of football talent at an early age.



KCCA FC skipper, Allan Okello
PHOTO | John Paul Agaba/KCCA Images

Uganda going for gold

**A tale of resilience,
determination + focus**

—Meet Uganda’s golden boy, Cheptegei

Joshua Cheptegei claimed gold in the senior men’s race in the World Cross Country Championships in Aarhus, Denmark—Making him the first Ugandan to win a gold medal at the IAAF Championship.



Cheptegei crosses the finish line
PHOTO www.capitalfm.co.ke



Let's Talk!

@KCCAUG



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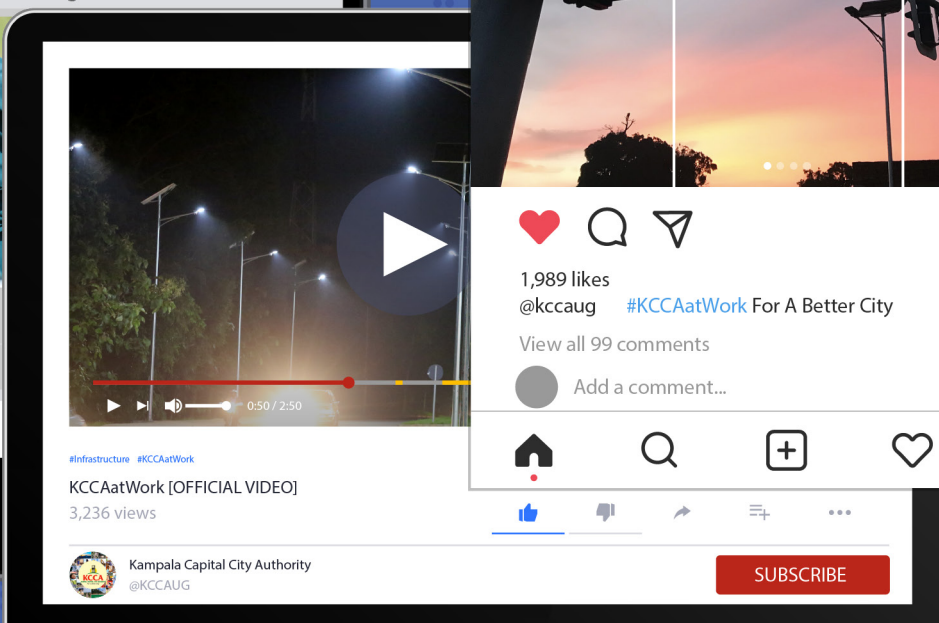
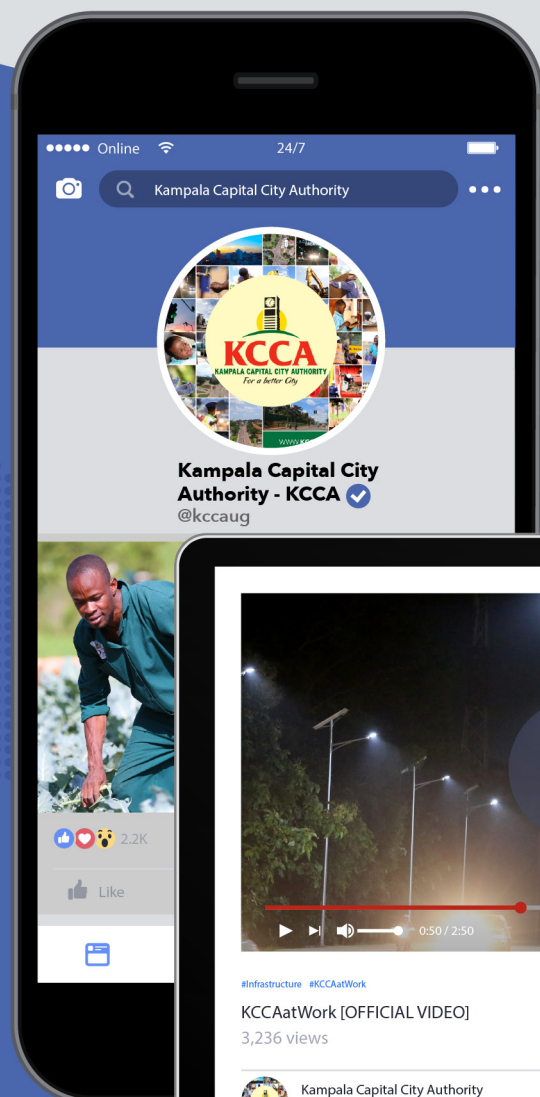
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