

Issue 5. Vol.3 January - April 2014

# The **KAMPALA** *Steward*

## **SERVICE**

Beyond Basics

Delivering Health Care  
Services in the City



Towards a **SMART**  
**MOVING KAMPALA**

**No Clutter Advertising**  
in the City

Interview with former Kampala  
Mayor **John Ssebaana Kizito**

# INSIDE

- 2 Garnering to revamp Health Care and Improved Services in the City



- 3 Towards a Smart Moving Kampala

- 4 Innovative Solutions for Garbage Collection



- 5 Minister Frank Tumwebaze Directs on KCCA Standing Committees

- 5 Jennifer Musisi bags Public Service Award

- 6 Green City View



- 8 Serving Kampala "Namutima"

- 9 Encouraging Staff to Excel at Service Delivery

- 11 Working to ease Services to the Clients

- 12 Interview with former Mayor John Ssebaana Kizito

- 14 No Clutter Advertising in the City

- 15 New city markets to create 22,800 working spaces

- 16 The Kampala Library and Information Service

- 18 Promoting Literacy KCCA urged to build Divisional Libraries

- 16 A Holistic 60 Minutes

- 20 Picture This

- 22 Pushing to improve Sanitation in the City

- 23 Joining hand to expand Revenue Collection

- 24 KCCA buys Shs.2.3bn Garbage Collection Trucks

- 24 Kafumbe Mukasa Road nears completion

- 25 Signs that you are living on the edge financially

- 26 The 2013 Staff Party

- 27 Makindye Division Scoops Overall Outstanding Division Awards

- 28 MEDICINE SAFETY: KCCA, NDA and IDI Team up to increase awareness

- 29 Let the Children hear

- 30 A Little City On the Verge of Blossoming

- 31 KAMPALA INSTITUTIONAL AND INFRASTRUCTURAL DEVELOPMENT PROJECT

- 33 KCCA reconstructs more city roads

- 34 Strengthening Matters of Accountability

- 35 KCCA in a campaign towards having an HIV free generation

- 36 KCCA Marks 3rd Anniversary in Style

- 37 The Kampala Kuroiler Pilot Project

- 38 Indiscipline and too much Freedom Killing Kampala City and the Country

- 39 KCCA Milestones over the past three years

- 38 The Kampala Kuroiler Pilot Project

- 40 Kampala City to host the (EALASCA) Games

- 41 KCCA Management Staff takes on URA in a Corporate Friendly Match



## Editor's Note

Dear reader,

I am pleased to present to you another Issue of the Kampala Steward Magazine, in which we share about developments happening in the city.

In this issue, we highlight the strides undertaken by KCCA in pursuit of quality health care among city dwellers, like the milestone of the renal unit and dental services at Kisenyi Health Centre. The facility is located in the centre of the city, surrounded by a high population with an average daily patient record of 500. KCCA is paying attention to this facility as a model for health care in the city.

Do not miss to read about KCCA's plan for non-motorized transport which will see the creation of a pedestrian corridor within the central business district.

Get tips on supplementing your income with projects like poultry, green house farming and urban agriculture.

In our personal finance, get tips on how you can avoid living on the edge financially.

Enjoy your reading.

*Peter Kauju*  
Editor

The **KAMPALA** Steward Magazine

Published by



#### Editorial Team

Peter Kauju  
Mark Owor  
Michael Wamakuyu  
Janet K. Nankonzi

#### Contributors:

Jacob Byamukama  
Josephine Kitaka  
Lucia Khasalamwa  
Penny Kirabo  
Faith Nanyonjo Ntale  
Nimrod Agasha

Robert Kalumba  
Janet K. Nankonzi  
Christine Semogerere  
Martha T. Tukahirwa  
Jude Ziwa Byansi  
Dr. Sarah Zalwango  
Sylvia Jjuuko  
Martin Segawa  
Julius Mubiru  
Charles Tumwebaze  
Chrispus Aruho  
Bruhan Byaruhanga

Brenda Orishaba  
Godfrey B. Kisekka

#### Photography:

Mark Owor  
Adam Obeke  
Michael Wamakuyu

**Design and Print**  
The New Vision PPCL.

**Cover Picture**  
Kisenyi Health Centre

P. O. Box 7010 Kampala (U) Tel: 0414-231443 E-mail: info@kcca.go.ug Web: www.kcca.go.ug



# Executive Director's

## Foreword

Dear client,

This year, KCCA is moving beyond the basics! Our staff are now placed in their respective positions and they are running to serve you better .

We have set up the basic structures for KCCA and have got our new identity firmly in place.

The management and staff of KCCA are exploring new ways of improving performance and taking service delivery to another level. We have done well in some areas, but we want to excel at all fronts in the delivery of service to the people of Kampala. We want to provide superior client care. We have expedited decision making and feedback to clients.

We do not have everything we need in terms of facilitation, but we will be innovative and utilize what we have to achieve maximum results.

Our theme this year is "Excellence with no excuses". We will insist on excellence at every level. In the process, you will see changes in the way we work.

We have lined up a series of projects in all areas of our operations like road packages, drains, improvement of health care in the city and interventions to improve income for city dwellers. KCCA shall continue through this quarter to pursue partnerships such as the one at Kisenyi Health Centre which resulted into a renal unit to treat kidney failure among children and mothers.

I urge our stakeholders including Parliament, development partners and the public to support these interventions as we pursue our dream for a better Kampala.

Have a great reading!

*J. Semakula Musisi*

**Executive Director**

**Kampala Capital City Authority**

**Ezekiel 36:33 -36**

*KCCA shall continue through this quarter to pursue partnerships like the one of Kisenyi which resulted into the realization of a renal unit to treat kidney failure among children and mothers.*

# Garnering to revamp Health Care and Improved Services in the City

**28<sup>th</sup>** March 2014 was a unique day in the health sector and history of Kampala city as we witnessed the unveiling of the lifesaving renal unit, dental and theatre services at Kisenyi Health Centre IV, one of the City's health facilities.

The initiative is part of KCCA's partnership with the Sustainable Kidney Care Foundation and Mulago Hospital nephrologists intended to increase access to treatment of acute Kidney injury to the children and mothers.

In her message to the community, First Lady Janet Museveni said 'As Government, we must look at the primary prevention of this disease, and one of the strategies of prevention is to give information to people so that they can protect themselves. We still have a glaring lack of peritoneal dialysis and kidney transplantation capacity in this country. Yet, according to the Uganda Health Profile of 2011, kidney disease is a major cause of morbidity and mortality and it is very expensive to treat'.

KCCA's Executive Director Jennifer Musisi pledged that the institution would offer the services at a subsidised rate to make the program sustainable.

For the last 3 years, KCCA has grown local revenue collection by over 80%, rebuilt the assets register to UGX 422bn from 45bn which was inherited, reconstructed over 146Kms of roads and acquired a Revenue Management System among others.

The three-year recovery programme outlined by management in the Budget Framework Paper 2011/12 focused on restructuring and rebuilding institutional image, garbage collection, greening of Road Islands and open spaces to reduce mud & dust, improving revenue collection, emergency repairs & rehabilitation of key roads, enforcing compliance with law and order and

improving basic health care services are now paying off.

With funding from Government of Uganda, KCCA will reconstruct and upgrade up to 34.95Km of Roads over the next two years. Several plans lie ahead with the signing of the flyover project between the Government of Uganda and JICA in April 2014 which will see one constructed along clock tower and the other around Mukwano road. The first one is envisaged in 2016. Studies on the introduction of cable cars have firmed up.

A study commissioned by KCCA and UNHABITAT revealed that 24,000 man hours are lost each day by commuters due to traffic jam. KCCA has developed an integrated multimode transport system that is efficient and will integrate up scaling Bus operations in the short term, developing Non-motorized transport, Bus Rapid Transit System (BRT), Cable Car System, and Light Rail in the medium term and a metro system in the long-term.

The institution has undertaken key initiatives to boost household incomes

in the City in line with Government's vision of attaining middle income country status by 2040. This has been attained under different Government programmes like NAADS, Community Driven Development (CDD) Programme and the Youth Fund. A total of 2,879 urban farmers have benefited from the programme since its launch in Kampala.

KCCA has now embarked on a 5-year Strategic Plan to build on the achievements of the minimum recovery programme with focus on deepening Institutional reforms, Land Use Planning & Development Control and improving the City Infrastructure to enhance service delivery.

*The initiative is part of KCCA's partnership with the Sustainable Kidney Care Foundation and Mulago Hospital nephrologists intended to increase access to treatment of acute Kidney injury to the children and mothers.*



KCCA's Executive Director, Kampala Central Mayor Godfrey Nyakana, Minister in Charge of Kampala Frank Tumwebaze and KCCA Councilors take a look at dental services at Kisenyi Health Centre



# Towards a Smart Moving Kampala

*Let us join the walk*



## SMART MOVING KAMPALA

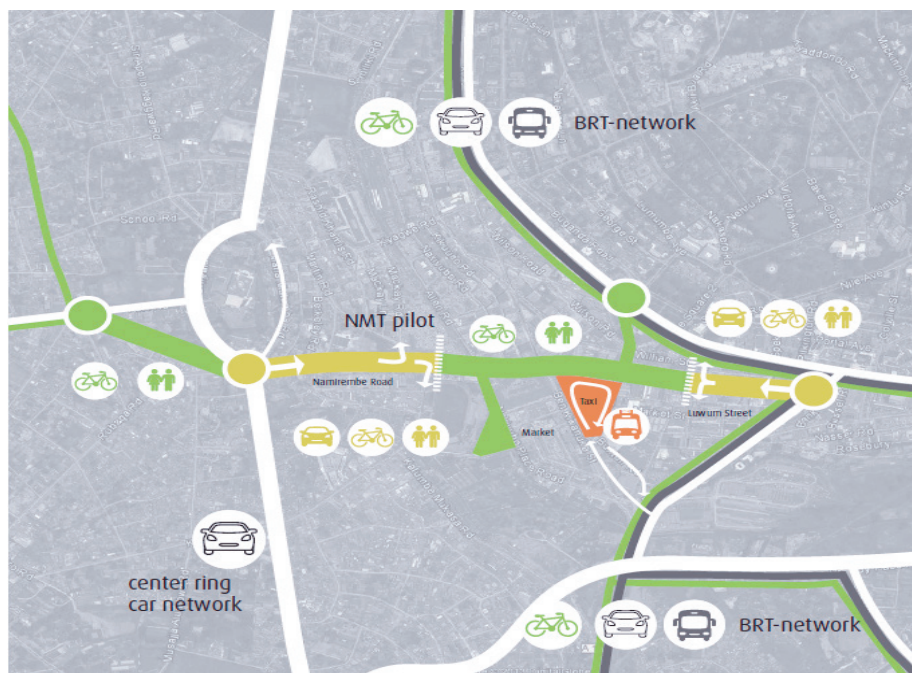
Design of NMT-zone in Namirembe Road and Luwum Street

Uganda launched the National Non-Motorised Transport (NMT) policy whose key elements are to increase the recognition of walking and cycling.

Prior to the NMT policy launch, KCCA had moved ahead after identifying a route for a pilot project from

Namirembe Road and Luwum Street stretching to Speke Road and Shimoni Road connecting to Constitutional Square. The design of this pilot is almost complete.

The NMT infrastructure provision is being developed to cater for approximately 60% of the population



*By* **Jacob Byamukama**  
Manager Transport Planning  
and Traffic Management

*The NMT infrastructure provision especially in the city is being developed and repaired to cater for approximately 60% of the population that uses NMT along the existing road network.*

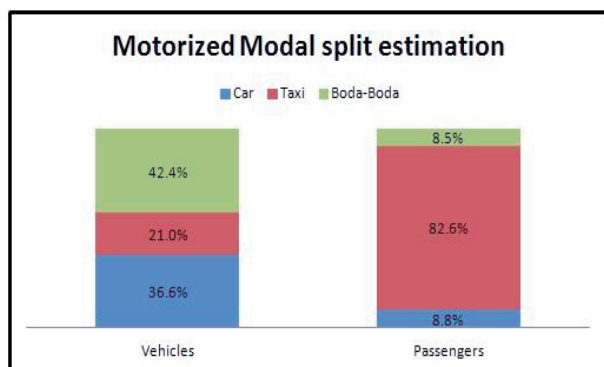
that uses NMT along the existing road network.

The Pilot Project must become part of a larger network for it to serve its purpose. In design, it became very clear that there must be a deliberate effort to plan for the wider Central Business District (CBD).

Kampala has approximately 1.5million inhabitants and more than 1.5million commuters travel into the city every day. 40% use motorized transport, with boda bodas in the city accounting for more than 42% of the modal share, 21% for taxis and 37% for private vehicles.

A quick look at the people travelling to the central business district, the taxis that use the least road space carry most passengers while the boda bodas that have the highest motorised modal share carry the least passengers even with the current trend of some carrying in excess of one passenger.





KCCA's transport focus is to plan for people and places. The challenge is that most planning has been for cars with little or no consideration for those walking. With a growing urban population, the city infrastructure must be optimized to allow everyone to continue enjoying it and that calls for smart solutions. In the first place, this

means strategic network planning for cars, public transport, walking and cycling.

We are now making a deliberate effort to carefully shift our public transport vehicles from low volume commuter carriers (taxis and boda bodas) to high volume commuter carriers (buses, trains and other mass transport) using the same road space. Using the cable cars for urban transport has been proven reliable, safe, environmentally friendly, sustainable and an attractive investment.

The current network for all modes in Kampala, allows motorists to access all areas of the CBD using any road link.

There is the proposed Bus Rapid Transit (BRT) Network that shall be allowed direct access into the city centre as the main public transport mode for the next 15-20 years.

The public transport network shall be allowed to penetrate where the demand is available and junctions will have bus priority.

A focus on the car circulation plan in the CBD will allow cars accessibility to where commuters are going but with most car journeys ending in designated car parks. If you plan for people and places, you get people and places. Car traffic will be discouraged deliberated through design of vehicle routing so that the main circulation loop road around the CBD always remains the best option. This plan will be implemented in phases.

## Innovative Solutions for Garbage Collection



By Josephine Kitaka

*“The trolleys will also improve the health and safety of the sweeper as they have a reflective surface.”*

**KAMPALA** Capital City Authority (KCCA) recently introduced mobile Garbage trolleys in Central Division as a pilot aimed at enhancing the road sweeping within the city.

The trolleys are mobile as they possess wheels which will enable the sweepers to move it from one point to another. The trolleys are fabricated with a receptacle where a refuse bag/ gunny bag is placed for collection of garbage.

The trolleys will also improve the health as well as ensure safety of the sweepers because of a reflective surface and can be placed to double as a roadside cone during both day and night. This protects the sweeper from accidents and will provide a wide working area that is demarcated by placement of the trolley along the road.



*The newly acquired garbage trollies*

We hope to realise the efficiency of the trolleys during this pilot project and thereafter roll them out to the rest of the other four Divisions.

These trolleys possess advertising space, which can be utilised by corporate companies to advertise/enhance their brand.

This new equipment help us clean our city faster and better.



## Minister Frank Tumwebaze Directs on KCCA Standing Committees

 By Mark Owor

The Minister for the Presidency and Kampala, Frank Tumwebaze recently issued a directive to Kampala Capital City Authority (KCCA) to constitute interim working groups of elected Councillors to perform the task of standing committees and enable the smooth flow of work in the city.

The KCCA standing committees have not been working since 2012 when their mandate expired.

The failure to renew the committees was one of the grounds City Councillors based on to impeach Elias Lukwago as Lord Mayor.

The committees receive performance reports on a quarterly basis and report their findings to the Minister.

The committee members also receive, scrutinize and recommend to the minister proposals for the budget of the departments. The committees are the heart of the council.

Tumwebaze issued the directive in a letter dated February 27 in response to an earlier communication by KCCA's Executive Director Jennifer Musisi.

Musisi wrote, "The major function of the elected leaders in Kampala is to oversee the performance of the management team and provide political guidance. We should ensure that this function is performed despite the absence of the Lord Mayor."

The standing committees receive performance reports on a quarterly basis and report their findings to the minister.

## Jennifer Musisi recognised for City Transformation



KCCA's Executive Director Jennifer Musisi poses for a photo with some of the awards she has won over time.

Kampala Capital City Authority's Executive Director Jennifer Musisi has won several awards in recognition of steering the Institution for the last 3 years.


Among them is this year's Public Service Award at the Airtel Women of Substance Awards held on Women's Day in Kampala and the Paul Harris Fellow Award.



KCCA's Executive Director Jennifer Musisi being honoured with the Paul Harris Fellow Award by Rotary Club of Kampala Central. Right is BOU Governor Tumusiime Mutebire





 By Penny Kirabo

Landscape has a vital role as a catalyst for making Kampala a greener city. We have been warned, yet continue to ignore the accelerating loss of our planet. If we managed a traditional farm in such an unsustainable manner, we'd all be in trouble.

In 1800, there were 1 billion people in the world, which doubled by 1922. The 2 billion tripled by 2000, and conservative estimates indicate that there will be 9 billion people by 2050. Resources are not increasing. Imagine the crowd and the limited resources Kampala may have if we do not take action now.

Today, when almost half the world's population lives in urban areas, conditions for city dwellers are likely to get worse.

Some of the small things people do have the greatest negative impact, and can easily be changed into small daily "go green" habits with a positive impact on the environment. We are expertly working to get our City focused on the environmental movement. Our goal is to convert Kampala into a better city. We want to implement these four key areas.

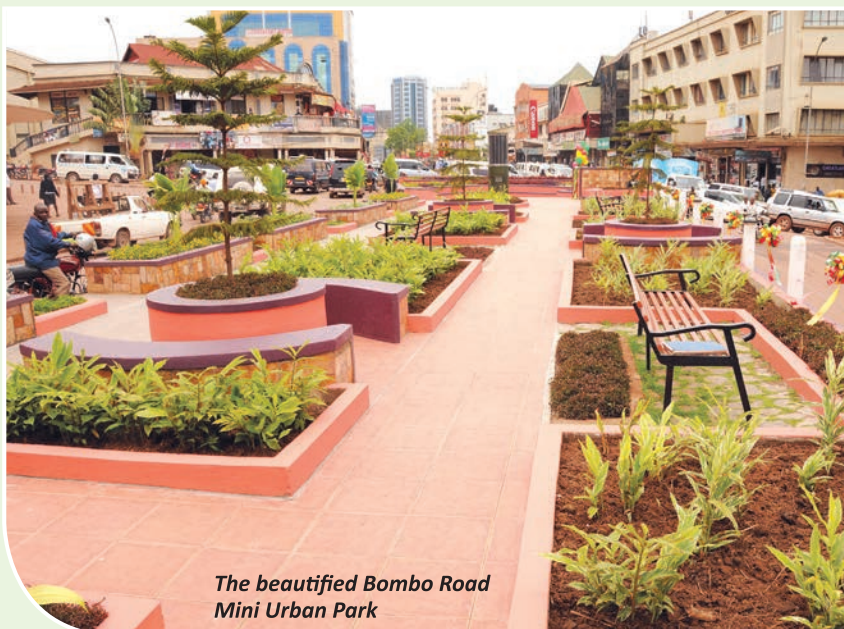
**Greenscaping** involves identifying an entity's current and forecast e-waste requirements in order to develop strategies and implement both immediate and long term environmental sustainability programs. It means buying fewer products and switching from the purchase of disposable ones to those that are long-lasting and reusable. Maintaining a green, flourishing landscape will enhance our city's image, preserve values and protect the city dwellers investment. Greening integrates open space and natural resource planning with new directions to establish an interconnected green infrastructure system linking rural, suburban,

# Green City View

“Green space can also help to regulate the temperature in a city, preventing radical fluctuations which can make urban life unpleasant.”



*The re-designed Kamwokya round-about.*



*The beautified Bombo Road Mini Urban Park*



and urban parts of the Country. The plan establishes strategies and tools to maintain, restore, and enhance the critical environmental, social, and economic functions performed by green infrastructure as part of a sustainable community strategy for Kampala's green city. We also stand to gain;

1. **Cost Savings:-** GreenScapes can be a great financial move for our authority. By composting instead of disposing of your yard waste, for instance, you will save money on disposal costs.
2. **Waste Reduction:-** Millions of tons of waste materials are hauled away, buried, or burnt each day. Following the GreenScapes philosophies of reduce, reuse, recycle, and rebuy can lower your tipping fees.

**Green space**, is an area within an urban environment which is dedicated to nature. It is a vital part of the city realm. Attractive, safe and accessible parks, green spaces contribute positive social, economic and environmental benefits. Many green spaces have hiking trails, picnic lawns, and other areas which are geared to community use.

Green space can also help to regulate the temperature in a city, preventing radical fluctuations which can make urban life unpleasant.

**Green Infrastructure** is the interconnected network of open spaces and natural areas, such as green ways, wetlands, parks, urban forests and native plant vegetation that naturally manages storm water, floods and improves air and water quality.

A growing number of cities have recognized the need for green infrastructure in the form of parks, greenbelts around new development, and living walls and roofs.

**Trees** are magnificent, majestic and essential to life and the splendor of homes as well as the city's landscape.

Trees and other plants absorb carbon-dioxide. Carbon-dioxide is one of the heat-trapping gases that causes global warming. "A single tree will absorb one ton of carbon dioxide over its lifetime." As quoted in caring for our environment by NEMA.


It is not enough to be different, be different for the right reasons. Going green and protecting the environment has become one of the most important trends of our time. From home building to our professional lives, transport to communication, we are all looking at the different ways we can make our lives just a little bit greener.

***Green space, is an area within an urban environment which is dedicated to nature. It is a vital part of the city realm.***

***Trees are magnificent, majestic and essential to life and the splendor of homes as well as the city's landscape.***





 By Khasalamwa Lucia

It started as a simple communication by the ED.

***"We need to move beyond the basics this year, to explore new ways of improving our performance and taking service to another level... such as providing superior client care, which means professional handling of clients, expediting decision making and feed back to clients. We need to be innovative, ready to share and have positive attitudes. My theme this year is "Excellence with no Excuses".....Mediocre workers never make great Achievers", said the KCCA Executive Director, Jennifer Musisi.***

# Serving Kampala "Namutima"

This message gave birth to a great Campaign within KCCA termed "Beyond Basics". Under this program, the ED and Management team met with staff of KCCA in their respective teams and duty stations. It was a time for management to have a chat with their staff, to understand the challenges they are faced with as well as the innovative ways in which they were overcoming them without excuse and map a way forward on how to better the services provided by the institution.

There was a lot of excitement and bonding as different teams made preparations for the management visits to their different stations. There were a lot of fun experiences as the teams came up with different ways of presenting their commitments to excellence. KCCA surely has talent because these commitments better performance were not power point presentations but rather done through creative skits, poems, songs (there was even a football match concept) to bring out the different messages on how to make things happen in KCCA. Very soon there will be a launch of the **"KCCA Drama Group"** because the performances were overwhelmingly good and entertaining.

The Executive Director and Management team visited over 19 teams. They appreciated staff for the great work, had a one on one through Q&A sessions. ED and her team left staff inspired to work smarter and better for

the institution and Kampala city. There are highly renewed levels of energy amongst staff, blazing passion to serve the city with a high level of excellence, superior customer care and great team work. This could not be emphasised further than walloping the URA management team 2-1 in a friendly match at the KCCA Lugogo grounds. **"Tetupowa"**

Great innovations have come up as a result of these engagements and management is already running with these ideas the quick wins will be communicated once approved.

All these are under review and may be implemented in phases. Thank you everyone for your participation in this project.

***"Kampala should be ready for a service from the heart from a KCCA team Etapowa"***

**"Beyond Basics; Service Namutima!"**

**Beyond Basics; Tetupowa!!!!**



KCCA staff during the 'Beyond the Basics training

***KCCA's Executive Director Jennifer Musisi unveils a design for a SMART City during the 'Beyond the Basics' session for staff.***







# Encouraging Staff to Excel at Service Delivery



By Faith Nanyonjo Ntale



Part of KCCA management staff enjoying one of the performances during the 'Beyond the Basics' training.

The road to excellence without excuses.....!!

**"A leader takes people where they want to go. A great leader takes people where they don't necessarily want to go, but ought to be." — Rosalynn Carter**

This quote is exactly what KCCA's Executive Director did when she came up with the theme "Excellence .... No excuse" for the 2014 Calendar year. She wants staff to get to a level where they will;

- **Make things happen in KCCA!**
- **Create in staff an emotional connection with KCCA and fellow staff!**
- **Leave a lasting legacy!**
- **Enhance a transformational mind set amongst all staff!**
- **Create Excellence with no excuse!!!!**

That is, a level of staff engagement so great that there are no excuses for non-performance. Are we willing to get there? The ED will ensure that we get

there. That's what makes the Beyond Basics programme a great one.

"A German once visited a temple under construction where he saw a sculptor making an idol. Suddenly, he saw a similar idol lying nearby. Surprised, he asked the sculptor, "Do you need two statues of the same idol?" No, said the sculptor without looking up "we need only one, but the first one got damaged at the last stage".

The gentleman examined the idol and found no apparent damage "where is the damage?" he asked "There is a scratch on the nose of the idol" said the sculptor, still busy with his work. "Where are you going to install the idol?" The sculptor replied that it would be installed on a pillar twenty feet high. "If the pillar is that far, who is going to know that there's a scratch on the nose?" the gentleman asked. The sculptor stopped his work, looked up at the gentleman, smiled and said **"I will know it."**

The moral of the story is that the desire to excel is exclusive of whether someone else appreciates it or not." **Excellence is a drive from inside, not outside.** Excellence is not for someone else to notice but for your own satisfaction and efficiency....."

In her analysis of this issue, the ED pointed out many excuses that people use. Below are a few of the most commonly used excuses at work;

- a) "I am a woman, that job is best done by a man. – Guess what, you are the man that God has put in that position.
- b) "I am short and not able to reach those levels." That work is meant for you the short person.
- c) "I feel inadequate because I don't have enough experience." Well! Well! You are where you are in order to get the experience so get on with it.
- d) "If I had a PHD I would do a better job of it." What's preventing you from getting it?
- e) "I have a young family so I cannot come on time" Nobody ever said that parenting was easy, find ways which work for you.
- f) "My manager just does not like me." So, find out what it is that they don't like about your work. It is most definitely not personal, and be willing to change your work methods and outputs.



"I am never promoted yet I work so hard." Maybe that is just the problem, working too hard, without paying attention to the required results. Isn't it Peter F. Drucker who said that **"There is nothing so useless as doing efficiently that which should not be done at all?"**.

We can find all kinds of excuses not to do what we are supposed to do or to do shoddy work, or even to justify sheer laziness. Can we focus on continuous performance improvement and what we can do differently? Can we focus on the quality of the results we deliver? Can we focus on the timelines/turnaround time within which we deliver the results?

Excellence is being outstanding in what we do. We must surpass the expectations of those we serve as well as our own expectations.

These are a few tips on how to become excellent at what we do:

- i) Have hunger for excellence, and believe that you can do it: There should be need to achieve excellence, and self-belief is paramount.

It all begins with you....!

- ii) Hook up with people who are the best in the field and learn from them, rather than trying to learn everything from scratch. This will jumpstart your learning curve to excellence by a huge margin.
- iii) Go all out for excellence and work really smart. Excellence comes with hard work. If you try to find the easy way out, you will fail
- iv) Develop a succession plan – When people exit, work should never come to a standstill. The client does not care who is on the other end of the process. All they want is a seamless process that delivers the results they want, in the time they want, irrespective of who is doing it.
- v) Never give up. Remember defeat never occurs unless you accept defeat. As long as you keep trying you will eventually achieve your goal.
- vi) Take Regular renewal breaks. It provides an opportunity to rejuvenate.

All the above is summed up in the following quote;

**"We are what we repeatedly do. Excellence then, is not an act, but a habit." Aristotle**

AHR therefore recommends the following Do's and Don'ts for staff to comply within our quest.

#### DO'S

- (i) Set Daily goals
- (ii) Do your way into knowing
- (iii) Stick to timelines
- (iv) Do everything that you do, to the best of your ability

#### DON'TS

- (i) Don't procrastinate.
- (ii) Never give up

#### Excellence Value statement

"We commit to continuous improvement and we deliver a superior experience for all our clients by exceeding their expectations."

Please remember that in all these interactions we are making pledges to transform at least something in our work environments to ensure that we offer an excellent service to both our internal and external clients. What will you commit to?



KCCA staff having a light moment during the Beyond the Basics session



# Working to ease Services to the Clients



The reconstructed New Taxi Park which now accommodates about 400 taxis

Several audits have been conducted from which significant amounts of revenue have been recovered.



By Nimrod Agasha

*Revenue collections have increased from UGX 30.37 bn which was collected during the FY 2010/11 to UGX 55.71 bn in FY 2012/13. This represents a growth of 83.44% over the two year period.*

**KCCA** is automating the revenue services to bring about efficiency and ease of transaction. The pilot was started in Rubaga Division with the registration module going live in April 2014.

The Directorate of Revenue is mandated to administer and collect all taxes, rates and fees for the Kampala Capital City Authority. Since inception, the Directorate has registered a number of achievements.

Revenue collections have increased from UGX **30.37** bn which was collected during the FY 2010/11 to UGX **55.71** bn in FY 2012/13. This represents a growth of 83.44% over the two year period.

New taxpayers have been registered for the different revenue sources with Local Service Tax (LST) and Local Hotel Tax (LHT) accounting for the largest proportion. Over 1000 companies and

200 hotels that were not paying LST and LHT have been brought on board.

The Directorate has conducted Taxpayer Education campaigns aimed at sensitizing the public on their rights and obligations in the city. These sessions are being done continuously in form of seminars/workshops targeting different audiences. Some of the different groups sensitized included traders, Private schools, politicians, Employers, Taxi stage Leaders and Hotel Owners during which over 3000 participants were sensitized.

Procedures and Guidelines for Revenue Management of all sources of revenue have been reviewed and documented. Existing laws governing different revenue sources have also been reviewed and proposals for amendment made and submitted to the relevant authorities for those found obsolete.

Preparation of guidelines for taxpayers on the major revenue sources in form of brochures was done. These are available in both English and Luganda and can be obtained at the Headquarter reception and all KCCA offices as well as online.

Several audits have been conducted from which significant amounts of revenue have been recovered.

The achievements have come amidst some challenges like low staffing. Preliminary performance in the areas outlined above during the current FY 2013/14 shows that the pace which was set in the last two years will be sustained or even transcended.

*All the Directorate staff have been trained in customer care and the technical aspects relating to all Revenue sources.*



## Former

We are told that he is waiting for us at his home. Our car heads to Kabalagala at his residence. Its 5.30pm. On arriving, we are told that he **NOW** wants us at his office situated along Bombo Road.

Exasperated, we move to Sure House along Bombo Road that houses the offices of a man who twice was elected Mayor of Kampala city, a reign that had both its critics and loyalists!

The Kampala Steward team sat down with the 79 year old former Mayor John Ssebaana Kizito and asked him to tell us his story. Robert Kalumba shares with us.

**Mzee Ssebana how is retirement treating you?**

I retired from City Hall but never retired from work...hahaha. As you can see, am busy selling insurance, a business that is not easy. You see, some leaders stay long in power because they have nowhere to go. For me, when my time at City Hall came to an end, I moved to concentrate on my insurance business.

**How is insurance business doing?**

People don't know that I'm the grandfather of insurance business in Uganda. I started the Insurance business in the 1950's with a British company entitled British-Crusader Insurance Company. In 1982, myself and my business partner established Uganda's first private insurance company called Statewide Insurance Company (SWICO) which exists till today.

**Let's talk a little about your time as the Mayor; some say that you really performed! What was the trick behind that?**

I managed to perform because I was friendly and I wanted to be friends with those that I was serving. You must be friendly with the people you lead; that is my philosophy.

My job at City Hall was a difficult one. It was a job where I got little money from the Central Government. The President felt that I was a member of the opposition so he offered me little assistance. So with the small money we got, our scope was limited to improving markets, taxi business and rates.

**"I never stole any KCCA land!"**

*Tracking him down was proving to be quite a task; it's a cold Thursday evening and the "mission for the day" is to get former Mayor of Kampala Ssebaana Kizito for an interview!*



# Kampala Mayor John Ssebaana Kizito

*“I retired from City Hall but never retired from work.... As you can see am busy selling insurance a business that is not easy.”*



By Robert Kalumba

This situation wasn't helped with the increasing Kampala population that needed better services in all sectors but we did our best. With no money you cannot provide service delivery.

**Some people say that it was during your reign that KCC Land, properties etc were stolen; they actually say you stole all those properties. How true is that?**

I did not steal any property or land. Although it is true that people say I stole KCC property. You see during my tenure, there was the Kampala District Land Board which was responsible for handling all land matters.

Now me as a Mayor I was never responsible for the sale of Kampala land because that wasn't my duty. My duty was to sign papers as a mayor that approved a sale. I think it is that duty that had people get misled that I was stealing KCC property.

I would recommend and refer people to the District Land Board about a piece of land that lied idle when someone approached me with a proposal to develop it. But the decision to hand that piece of land to that individual lay in the hands of the District Land Board.

**What was the most positive contribution you brought to Kampala during your reign as Mayor?**

It was the construction of Buildings/ Arcades in Kampala. By the time I took over Kampala had old structures. So what I did was to declare that old buildings were to be demolished if

not rehabilitated. This gave rise to people putting up decent buildings and most of those that put them up were indigenous Ugandans. I liked that and it improved on the beauty as well as the space for businesses.

**What impresses you most about KCCA's time in managing Kampala so far?**

The current regime has done tremendously well in all sectors. But the wrangles try to dent the image of KCCA. I don't know why both parties can't work together!?

The most positive thing you people have done is infrastructure development; Roads, drainage etc. You have done some good work there and

I thank you a lot for that. And you have done that work despite the problems facing the institution.

**Tell us a bit about your family?**

I had seven children but two died. My children are all educated abroad in England. I have a nurse, a pharmacist, two engineers and an accountant.

**You must love football right?**

Yes I do...a lot! I'm a Manchester United supporter and locally I support Express FC and not KCCA FC...HAHAHAHAHA!

**Any message to the youth in Kampala?**

I encourage young people to embrace integrity and hardwork. The challenge is that they want to achieve so fast. I have many businesses for many but....



The Kampala Steward team that visited former mayor John Ssebaana Kizito



 By Janet K. Nankonzi

**KCCA is moving forward towards a better and organised city. In the advertising sector, we are taking a new direction to declutter the city.**

We want to take on safer and healthier advertising models. Every junction and roundabout in Kampala has been covered by billboards in different sizes and shapes which stand out competing for attention. They also adorn some stretches on major roads announcing different products. This has caused a lot of visual clutter, blocked traffic visibility and killed the aesthetics of the surrounding.

Africa is alive and vibrant when it comes to advertising, it is in dire need of improvement to tap into its potential and regulation of that sector. We are moving from simple and plain billboards to new trends like electronic billboards, news bulletin billboards, wall branding, mobile branding and pedestrian bench branding. The economy is growing and so is the Outdoor Advertising sector; it should be raking in billions but also keeping pace with modern advertising trends. A wide range of advertising methods should be embraced to make a statement.

KCCA razing down illegal bill boards



Advertising bill boards in Kampala

# No Clutter Advertising in

The most common methods of Outdoor Advertising in Uganda include;

- **Traditional billboard advertising**  
This uses canvas print outs, stretched out on square shaped metal, supported by an iron cylindrical pole.
- **Electronic billboard advertising**  
This type of advertising is about four years here in Uganda. There are very few electronic billboards already placed around the city.
- **Suburb Signs/Small signposts**  
these are the most common around the city mainly because they are cheaper to both the Advertising agents and their clients.
- **Mobile branding**  
Many private companies, or organizations are now engaged in this type of advertising. They have their company or public vehicles like buses, taxis, trailers, and motor bikes covered up in their brand names.

Steps to follow once a client has submitted their application, it is reviewed by the Outdoor Advertising Committee and Physical Planning committee in which the decisions include;

- **Approved;** this means the proposal meets the required guidelines and a permit is issued in this case.
- **Deferred;** this means some

information may be lacking or adjustments may need to be made in the proposal.

- **Rejected;** an application may be rejected because it defers from or violates the outdoor advertising guidelines and is within an area on the road reserve that is not suitable. Try opting for private property where you seek consent from the owners and agree to put in their private properties

KCCA has managed to regulate and manage the congestion of these billboards around the junctions and round-about areas by carrying out operations. KCCA not only embarked on removal but also engaged the Advertising agents to conform to standards and guidelines by being innovative and creative. The Authority has prioritized decongesting the city by introducing shared pylons to reduce on clutter and increase traffic visibility.

The tools have become a hindrance to road construction works and pedestrian traffic.

KCCA wants to bring the various Outdoor Advertising Agents on board to work together towards making Kampala a better city!





## KCCA Achievements - Thank you!

Dear KCCA,

A few days ago I came across a video documentary taking stock of KCCA's achievements for the past three years. It was such a powerful message and the achievements so far are amazing. One of the things that excited me most is the plan for the coming years – projects underway such as the Jinja Road Highway among others.

However the most important message for me is the realization of your commitment to quality service delivery, integrity and the building of a credible institution that hitherto, like many Institutions had lost credibility especially of their leaders.

Please know that your diligent and hard work is appreciated and our prayers are with you as you strive toward making this City one of the best in the Region.

Kind regards,

Paddy

**Save the Children**

# the City

### Major reasons for removal of illegal tools around the city.

1. Tools that are erected in pedestrian walkways.
2. Tools that have been rejected by the Outdoor advertising committee and the owners have failed to remove them even after several communications from the Authority for such tools to be removed.
3. Tools erected in road reserves.
4. Tool that contribute to visual clutter.
5. Tools erected in premises without proof of ownership/ authorization from landlords.
6. Tools whose owners have revenue arrears
7. Inability to maintain minimum distance of 50mtrs (CBD) for the billboards and 100mtrs for small signposts between the tools.
8. Dilapidated tools and tools with poor foundations (these pose a danger to the public)
9. Tools erected in the utility services (Electricity poles and wires mainly).
10. Tool erected in the road Islands.

## New city markets to create 22,800 working spaces

**T**he Kampala Capital City Authority (KCCA) has finalized plans to construct seven new modern markets in the five city divisions. **Upon completion, the new markets are expected to create additional working space for 22,800 city traders.**



*The New Wandegaya market stalls*



# The Kampala Library and Information Service

*One will say that libraries are an outdated concept. We now use the internet and we are in the dot.com era. How true is this statement?*

 By Christine C N Semogerere



**L**ibraries are places that provide a conducive environment for innovation, creativity and authentic information.

They are necessary for educational, social and national progress. KCCA recognizes the importance of providing library services to the people of Kampala through the Kampala Library and Information Center. The Center is a public library that offers library services to the people who reside and visit Kampala.

The library operates two sections; an adult library and a children library situated at City Hall. The Adult Library has a sitting capacity of 80 people and offers a variety of services to the population. Some of the services include, Reference /Information service, Reading space, Internet facilities, community outreach services, free WIFI services all aimed at promoting reading in the city. One is free to

The Authority acknowledges that in order to improve the life of city dwellers the literacy rates have to be improved. This is done through the provision of reading facilities offering the right reading materials that will assist the users and provide them with an opportunity for a lifelong learning. The library acquires a wide range of resourceful materials from different subject areas for the different users.

For the school going children, provision of curriculum based materials are stocked in the library for those who cannot afford to purchase these reading materials. Other materials that are stocked in the library include materials for tertiary Institutions, Professional programmes like ACCA, CPA, CIPS as need arises from the public. The library provides daily newspapers and magazines.

Knowledge is not only attained through books but also other forms of media. We subscribed to e-resources through the Consortium of Uganda University Libraries (CUUL) where a

wide range of databases and journals can be accessed online in our goal to provide quality service.

The Children's library was re-opened in March 2013 with the help of National Library of Uganda and Book Aid International a UK based Organization. This was done after realization that there were no specialized services to cater for Children in Kampala.

A number of reading materials were provided, furniture, and training of staff that could promote the services of the library. The efforts of reopening the Library were strengthened by KCCA to accommodate the Children's library and purchasing more materials like Games that are educative, DVD's and other scholastic materials that aid in performing creative activities.

Reading like any other behaviour needs to be nurtured. This has to be started at an early stage in the life of a child. It is for that reason that the Library welcomes Children of all ages. Parents are encouraged to bring their children to the library so that they can start recognizing the books and develop love for them.

We have realized that the reading culture in our community is still low. Reading is related to passing of examinations. At the library we have tried to demystify this norm by providing a nurturing environment for the children. Part of this has involved spending time with our children in nurturing places which are the KCCA compound performing reading related activities like storytelling, physical exercises, drawing and painting.

The library has developed some programs to enable children visit the facility. We also allow school visits every Tuesday and Thursday afternoon and a holiday program where we encourage parents to bring children.

We will endeavour to promote reading because of the embedded goodness it has.





*...knowledge is not only attained through books but also other forms of media. We subscribed to e-resources through the Consortium of Uganda University Libraries (CUUL)*



*Children reading in the Children's library.*

*(Below) KCCA's Deputy Executive Director Dr. Judith Tukahirwa Tumusiime admiring children's works during the reading week.*



*A pupil reading out to others in the reading tent.*





KCCA staff training in Library E-Resources at the Mak Library



By Mark Owor

# Promoting Literacy

## KCCA urged to build Divisional Libraries

**KAMPALA** Capital City Authority (KCCA) has been advised to expedite the process of extending library services to divisions because they directly network with the city's populace.

"As the population of the city grows, you need to provide information that is relevant, timely and understandable. This will not only improve the reading culture but get library services closer to the residents," said Musoke.

The call was made by Makerere University Librarian Prof. Maria Musoke at a Training Activity Plan for Library E-Resources held at Makerere University's new library.

Musoke added that, as the population of the city seeking information outgrows the capacity of the authority's 80-seater library, "we need to have more modern

libraries in the divisions," said Musoke.

Kampala boasts of five divisions including Rubaga, Central, Kawempe, Nakawa and Makindye.

KCCA's Deputy Executive Director Judith Tukahirwa Tumusiime said the staff training would have a multiplier effect in the training.

She said, the decision to train the staff on modern methods of conducting research especially online was informed by a need to ensure that all KCCA decisions are anchored on factual information.

"They are being trained on library e-resources and how to access and retrieve electronic information. They will know how to use the 20 international library resources that KCCA subscribes to.

Construction of libraries in divisions is being considered.

“As the population of the city grows, you need to provide information that is relevant, timely and understandable.”





# A Holistic

# 60 MINUTES



**M**y experience working within the CBD for the past year and a few months has been one of more pluses than minuses. I've always envisioned working in a city that is as vibrant as the mega cities around the world; nevertheless, Kampala is steadily rising to a lively, bursting-with-activity kind of city.

Tick-tock, Half-eleven; the chatter about, "what's for lunch?" begins to fill offices and corridors. For those that are all about having a meal for lunch will start planning what to eat versus where to eat; a few corporates will have made plans previously about where to eat, and for others, it's the ideal time to finish off the side deal (having a supplementary source of income is in!...Don't frown if you're guilty)

It's fascinating to see the human traffic out of the corporate offices and buildings at this time; a high-heeled, well-dressed bevy of 30-something old women strolling out on the pavements armed with their hip purses...dapper ID lanyard-wearing gents bouncing out on the walkways – all headed to lunch buffets, sandwich lunches at coffee shops and very few enjoying *à la carte* arrangements.

How about hour long activities? There is a load of hullabaloo about networking and the advantages of building your network. A lot of us ..... are pinned down to our desks, with the occasional stroll to another directorate to follow-up on a document; if we do get to meet "outsiders", more often than not, this happens when there are external seminars or workshops.

Lunch hour-long plays, dance classes, recitals, focus group meetings...for those that want to exercise their grey matter, a 60-minute lecture, amongst many others.

A lifestyle change will do no harm; being able to strike that balance between work and the rest of your life.

We can't boast of Google's sleep pods and gym, Facebook's Epic Café or MTN South Africa's Counselling and Well-being Programme YET; but we can take small steps towards achieving a happier working life free of lifestyle diseases that creep up on a daily basis.

Happy workers make better products and provide excellent services. The output we care about has everything to do with our state of mind.

To a holistic 60 minute lunch hour hereon...

By Martha T. Tukahirwa



## Government Communication Officers Forum Visits Kidepo National Park

By John Oyambi, Team Leader

The recently created Government Communication Officers Forum has embarked on a program to promote government programmes as part of Government' Communication Strategy to close information gaps. Top on the priority list is the promotion of domestic tourism.

The forum visited Kidepo Valley National Park from 4th to 8th February, 2014. The trip was organized by the Uganda Wildlife Authority (UWA) in conjunction with The Ministry of Information and National Guidance (MING), Office of The Prime Minister (OPM).

### Objective of the Field Visit

The Ministry of Information and National Guidance - The Office of the Prime Minister (OPM) developed and launched the Government Communication Strategy, with the overall goal of establishing an effective, well-coordinated and proactive communication strategy across government departments and agencies



Some of the people that toured Kidepo National Park recently





President Yoweri Museveni inspecting Kisenyi Health Centre with guidance from KCCA's Executive Director Jennifer Musisi.



KCCA's Deputy Director for Marketing and Production, Dr. Esau G. Dr. Ahimbisibwe, the KCCA NAADS Coordinator handing over chicks.



KCCA giving back to the community as Corporate Social Responsibility activity in the city.



KCCA End of Year Staff Party: ED leads staff to cut the cake.



Hon. Frank Tumwebaze, Minister for the Presidency and Kampala commissioning garbage trucks



President Yoweri Museveni shakes hands with KCCA Councillors after co.



# This ...



alukande (L) together with sacks to farmers in Lubaga Division.



The proposed flyover at Jinja Road stretching from Mukwano Round-about with funding from JICA. Two flyovers are expected under this project.



The Green House Project: A youth harvesting tomatoes from one of the projects run by KCCA at Kyanja.



The Makindye Division Mayor Dr. Ian Clarke waves to the crowd at the commissioning of solar street lights in Kibuli, Makindye Division.



Commissioning the Youth Employment Bureau.



Community Integrated Development Initiative (CIDI) donates sanitation equipment to KCCA Divisions in honor of the sanitation week.



# Pushing to improve Sanitation in the City

**Kampala** Capital City Authority is embracing partnerships to improve sanitation mostly in the disadvantaged areas in the city.

“Government is meant to meet bills of all government institutions, like Luzira, Mulago Hospital and Schools but there are times when the Ministry of Finance defaults and cannot pay in time,” State Minister for Water, Betty Bigombe said government would intervene to close the gaps. She however regretted the incident and assured residents that her ministry will ensure that a similar incident does not happen.

Earlier during his speech, Commissioner of Rehabilitation services David Nsalasatta, who represented the Commissioner General of Prisons Johnson Byabashajja disclosed that Luzira prison community cannot access water all the time adding that in most of the incidents water has to be carried for them.

He said that water shortage in institutions like the prison can lead to disease outbreak given the high population.

Speaking during the the World Water Day celebrations at Luzira Prisons, KCCA's Deputy Executive Director,

Judith Tukahirwa said that in order to improve the sanitation coverage, KCCA has continued to invest in construction of public toilets to serve the transient population and informal settlements where 70% are tenants.

“We continue to look for partnerships to enable us close some gaps in the area of sanitation in the city. There is a lot of goodwill but the public needs to play its part of being responsible citizens.”

She added that KCCA has also continued to collect solid waste from the informal settlements.

KCCA has partnered with development partners (Civil Societies, Companies) and other key stakeholders to provide services to people of Kampala. She said that despite effort by KCCA to collect garbage Poor solid waste management is another key challenge to basic sanitation provision in Kampala.

The occasion was organized by KCCA in partnership with WaterAid, CIDI, Uganda Prisons Services and National Water and Sewerage Corporation.

*Minister Betty Bigombe flanked by KCCA's Deputy Executive Director, Judith Tukahirwa and the MD of NWSC*



 By Jude Ziwa Byansi

*“Government is meant to meet bills of all government institution, like Luzira, Mulago Hospital and Schools but there are times when the Ministry of Finance defaults and cannot pay in time,”*



*Minister of State for water, Betty Bigombe with KCCA's Deputy ED Judith Tukahirwa listen to exhibitors at the World Water Day celebrations in Luzira*



*Staff of KCCA and other*





# Joining hands to expand revenue collection

 By Mark Owor

Kampala Capital City Authority (KCCA) has entered into a partnership with Uganda Revenue Authority (URA) and the Uganda Registration Services Bureau (URSB) to expand revenue collection.

The partnership code-named Taxpayer Register Expansion Project (TREP) will improve efficiency in services delivery of the three agencies by facilitating them to access data on business registration and licenses.

According to the heads of the three agencies, the project will bring together 140 staff and will yield benefits to both the clients and the responsible bodies in terms of stopping the illicit practices, saving time and reducing on the monetary costs.

With this program the business community and the general public will be protected from the middlemen who fleece them of their hard-earned money to go through the previously tedious and bureaucratic processes for specific services.

The multi-agency project will ensure that registration is jointly done where they will be able to share data and information on the various tax payers.

“We are targeting creating efficiency for taxpayers because all of us register them so we are coming together so that we do all take the taxpayer through the

same processes at three different places,” said KCCA’s Jennifer Musisi.

The Registrar General Uganda Registration Services Bureau Bemanya Twebaze says the project that emphasizes sensitization of the public will enable clients to access services themselves either via internet in order to avoid being fleeced by middlemen.

Bemanya said previously the three bodies were working almost independently, yet there is a lot the trio can do to harness the resources they have.

“We are capable of doing that. But to do this, we must improve on our efficiency, we must make sure that the clogs in the system are removed” added Bemanya.

“We are targeting creating efficiency for taxpayers because all of us register them...”

*The partnership code-named Taxpayer Register Expansion Project (TREP) will improve efficiency in services delivery of the three agencies*



L-R: The heads of the three Institutions (URA, KCCA and USB)

# KCCA buys Shs.2.3bn Garbage Collection Trucks

 By Mark Owor

*The monthly tonnage at the landfill has grown 100% to 3200 to date from 16000 when the Authority came in effect in April 2011.*

In an effort to match the increased garbage streams, KCCA has bought eight garbage collection trucks to the five divisions of Kampala to boost its fleet to 50.

Launching the trucks at City Hall, the minister for the Presidency

and Kampala, Frank Tumwebaze appealed to the citizens of Kampala to ensure that they utilize the vehicles to improve service delivery.

He reiterated that this was in line with government's efforts to improve service delivery in the city and Uganda at large.

Ben Mulumba, the Mayor of Nakawa Division said as leaders, they would ensure safety and proper use of the trucks and other government facilities to improve the lives of city dwellers.

*"KCCA as a new team in place has witnessed an improvement in waste collection and disposal at the city operated Kitezi landfill"*



The new required garbage

The city operated Kitezi landfill

## Kafumbe Mukasa Road nears Completion

Kafumbe Mukasa Road which has been in a sorry state with a bad sewer line is almost complete, bringing a sigh of relief to the community.

The half-a-kilometer stretch between Kisenyi Road and Katwe roundabout was always rendered impassable whenever it rained, hence disrupting business on the road.

The reconstruction of Kafumbe Mukasa and Kisenyi I roads projects in the City Centre, are due for completion in April 2014.

Civil Engineering is reconstructing the road at Shs. 5b, while Dott Services worked on the sewer line which had become a major hinderance.

The Minister for the Presidency and Kampala, Frank Tumwebaze said that government is determined to improve service delivery to Ugandans. "This road is not for NRM, FDC or DP, No! This road is for all Ugandans and government is determined to improve service delivery to its people no matter what political party you support," he said.







By Sylvia Jjuuko

# Signs that you are living on the edge financially

*Living like this is financially risky because it leaves no room to absorb financial shocks like loss of income.*

Everyone gets into a tight financial bind once in a while but they eventually get back onto a firm footing. For example you can be late on rent or mortgage payments or delay to foot your school fees bills. These are eventually paid off and you can still meet other necessities. However, what should get you concerned is if you are perpetually in financial distress and unable to cover the basic expenses.

To stay ahead of the curve as far as managing your finances is concerned, there are telltale signs that you need to look out for. These include but are not limited to the following:

## Too much 'month' at the end of the money

A good number of employees can relate to this situation. The excitement that comes with end of month pay-day elicits some interesting behavior. It's easy to spot the restless types who have to dash somewhere several times a day around this time of the month. Once they receive information from the payroll administrator that the money has been credited to their accounts, they make one trip to their bank and carry one transaction-withdraw most of their money from the account. By the second week of the new month, post paycheck blues have set in as they try and figure out how they will go through the rest of the month with their salary account in the red.

## Multiple borrowing

You have overleveraged your income to the extent that almost nothing

is left to take home. With this kind of financial situation, you have to borrow from Sarah to pay Thomas. You have spun so many lies regarding when you will repay your debts that you actually believe the lies. Dodging loan sharks has become a way of life. Once you exhaust your circles, you 'branch out' and borrow from other people and within no time you are living in a cycle of bad debt.

## Banking on a deal to set you off for life

Your financial plan is pegged to winning the lottery. You convince yourself that you are just minutes away from that one deal that will transform your finances overnight. Your 'investment plan' is to put resources, including loans into all the betting activities as well as participating in the numerous 'participate and win' promotions. The reality is you never win big but always hope that the next deal is 'it'. The debts are piling up but you keep hoping that the next lot is your winning number.



## Zero savings

If you have no savings to talk about, you are taking a huge risk. You keep promising yourself that you will

save when you get that windfall, promotion or in the coming month. However, you never get round to doing so. This puts you in a situation of having to borrow to plug the deficit. You sometimes resort to handouts from friends and family to survive, in case your current income is cut off.

## Attitude

You think that getting knowledge related to managing your money is for those folks living on the breadline and not sophisticated ones like yourself. You have not learnt any new skills related to utilizing what you earn and how to multiply it to sustain your future.

## Retirement planning is for the elderly

Any talk related to retirement planning puts you off because you are convinced that it should be directed to the elderly. You believe you still have a lot of years ahead of you before you can worry about retirement. Given that life is short, you need to live a full life of spending without abandon so that by the time you age, you have a story to tell your grandchildren.

Living like this is financially risky because it leaves no room to absorb financial shocks like loss of income. Planning for your net income is very critical and must be undertaken consistently across all the income brackets from the low to high earners.

## The writer works with Bank of Uganda

This article was first published in the New Vision





 By Martin Segawa

# The 2013 Staff Party

*The Directorate of Administration and Human Resource organized an end of year party for the KCCA Staff. The party was held at the KCCA gardens on the 13th December. It was graced by our very own Executive Director and distinctive councillors from various parts of Kampala. The event was successful with the social joint re-union to commemorate the previous achievements, recognizing and awarding the best employees of the year and finally celebrating the Christmas festive season as a big family, "The KCCA Joint Family".*

The event was a big success with a remarkable turn up of staff, who I think enjoyed the merrymaking event climaxed by the top renowned music celebrities in the country. The celebrities included Judith Babirye with the song "Maama and Survivor" which enlightened me about the struggles and the current success hence declaring myself as Survivor and Dr. Hilderman along with some gifted staff who showed what God blessed them with. You too can take on the next challenge to do what they did.

The Councillors were enriched with the cutting edge 'swag', Hey my friend, "I gave them a keen attention as they danced

to the tunes of Bolingo. Food and drinks at the event were plenty and staff had a joint feeding session that left every staff rejoicing and with an uncompromised smile. I give a big applause to the moderators who kept us in the party mood.

Makindye Division being the lead and most outstanding division in all sectors was recognized and honored with a trophy. Makindye got a bull for the great work done.

With gratitude, I am grateful to the organizing committee of the KCCA staff party. This year is yet another mileage to cover, but we hope there will be an excellent end of year party.



Councillors and management



Excited staff of KCCA take to



Joan Kyalimpa



Vanince from Education Services displaying talent



Guests enjoying every moment of the staff party





nt of KCCA at the end of year staff party



the floor



Makindye Division Mayor Dr. Ian Clarke and the Town Clerk, Theophilus Tibihika display their award.

## Makindye Division Scoops overall outstanding Division Awards

By Josephine Kitaka

On 28<sup>th</sup> February 2014, Makindye division was all set for bull roasting in celebration after they bagged the Executive Directors Award in recognition and appreciation of their contribution to KCCA.

This award was based on analysis of 5 criteria and the division was outstanding in 3 of these as detailed below;

- Revenue Mobilisation and Collection - 1<sup>st</sup> position
- Community mobilisation, hosting barazas - 1<sup>st</sup> position
- Waste collection and Sanitation- 1<sup>st</sup> position
- Development control activities - 2<sup>nd</sup> position
- Construction and maintenance of roads - 2<sup>nd</sup> position

The division came ahead of four other divisions and bagged one million shillings.

The invitation list included some Head teachers from Government schools, the Area councillors

(Authority & LC3), District Police Commander, DISO, RCC, the KCCA technical team, and the Mayor as the chief guest.

The occasion started at 5:00 pm and went on till late. The Town Clerk, Theo Tibihika welcomed and thanked the technical team for their efforts towards this success.

He reiterated the need to maintain the tempo and build on what had been achieved.

He thanked the Executive Director, Jennifer Musisi and

her team for defining the strategic direction towards transforming the city and also laying institutional arrangements/ interventions that make work more efficient.

The Mayor for Makindye Division, Dr. Ian Clarke thanked the technical team

and encouraged them to keep up the spirit, he thereafter opened the dance with his councillors and some technical officers and the partying began.

*The division trounced four other divisions and bagged one million shillings...*



# MEDICINE SAFETY:

## KCCA, NDA and IDI Team up to increase awareness

Clients have the right to information about their medicine: not merely how to take it, or what disease it treats, but also the possible ADRs it may cause, and how to minimize the risk of them occurring.



By Julius Mubiru

The independent Physician, and founder of the discipline of Toxicology, Paracelsus, aptly said, "Poison is in everything, and no thing is without poison. The dosage makes it either a poison or a remedy". This is particularly true when it comes to medicines.

Medicines are a very important part of healthcare, being used to diagnose, prevent, alleviate or cure disease, modify the functioning of our bodies, and/or enhance mental or psychological wellbeing.

They have several benefits: in fact, several hitherto deadly and fearsome diseases have been conquered or made bearable by the advent of highly effective medicines. For example ARVs, used for the control of HIV and AIDS have improved livelihood, and prolong lives of people living with HIV.

However, medicines have a lot of risks. Because they reach other tissues/organs beside the targeted one, and therefore often exert multiple effects, medicines have the propensity to cause undesirable effects even when used in normal, approved doses. For example, a drug used to treat high blood pressure by expanding blood vessels, might make one lightheaded due to reduced blood flow to the brain.

Normally, when a new drug is discovered, it undergoes rigorous

*Currently, KCCA is partnering with NDA and Infectious Diseases Institute (IDI) to step up awareness and vigilance about Adverse Drug Reactions (ADRs)*

*Medicines are a very important part of healthcare, being used to diagnose, prevent, alleviate or cure disease...*



KCCA's Executive Director Jennifer Musisi touring IDI Namuwongo, led by Dr. Coutinno.



testing and trials before being marketed openly. Among the things studied are the effects the drug is likely to cause. As such, every medicine comes, or is supposed to come, with a detailed profile of effects on different body parts, as well as expected side effects, varying in severity and frequency of occurrence. However, no matter how long this process takes, it is impossible to document all the effects.

As such, every new drug released to the market is put under post-marketing surveillance, involving active surveillance by the manufacturers and regulatory authorities, and most importantly, detection and reporting by users: prescribers, dispensers and patients.

The science and activities relating to the detection, assessment, understanding and prevention of adverse effects or any other drug-related problem is called Pharmacovigilance.

Currently, KCCA is partnering with NDA and Infectious Diseases Institute (IDI) to step up awareness and vigilance about Adverse Drug Reactions (ADRs) in the public Health facilities managed by KCCA, among both health workers and clients.

Clients have the right to information about their medicine: not merely how to take it, or what disease it treats, but also the possible ADRs it may cause, and how to minimize the risk of them occurring. However, if an ADR occurs, it is also a client's duty to inform a health worker; do not stop the medicine, but rather seek medical advice immediately.

The basic goal of pharmacovigilance is to ensure safety of medicines; we must all exercise caution, with Paracelsus' words in mind. You can contribute by getting to know your medicine, using it as prescribed by the health worker.

# Let the Children hear

 By Dr. Sara Zalwango



**KISUGU** Health center, one of the KCCA public health facilities in partnership with International Hutcheon Clinic for Children (IHCC) is offering Ear Nose and Throat (ENT) Services to children aged 5 years and below. This specialized service is normally offered by hospitals. Through this partnership, the facility received equipment and staff were trained to handle ear cases.

Over 60% of deafness in children are preventable and are mainly caused by abusing the child through slaps across the ear, untreated ear infections among others. At Kisugu Health Centre, every child 5 years and below that walks for health care is given an opportunity to be screened for ear problem at triage point in the outpatient department. Since the inception of the service January 2014, 168 children with ear problems have been identified and

treated. Some children have been referred to tertiary hospitals for further treatment; some received hearing aids among other interventions. The Centre also offers Health education to mothers and guardians on how to care for ears. This ENT service will be rolled out to other KCCA health centres in phases in an effort to let the children hear!

As people were celebrating womens day on 8th March 2014, KCCA public health team in partnership with IHCC was celebrating international hearing day by reaching out to Kanyogoga community at Transami trading centre, Namuwongo. A number of children were mobilized for ear examination, treatment and health education. Other activities included children's play, entertainment and creation of awareness about children deafness .



Children receive ear treatment in Kisugu HC





 By Micheal J. Wamakuyu

Once a desolate City with a prestigious motto “For God and my Country” didn’t speak much value as it sounded, a little City in the “Pearl of Afrika” that attracted people from across borders with so much pride and now turned out to be a den of self-seekers...depriving its dwellers of not only their economic, social and religious rights but encroaching on the livelihoods of the poor majority through the silent yet deadliest monster — corruption, that they thoughtlessly called “gold”.

A City which was once agonized in a reign characterized by inconsiderate leadership, power struggles and dilapidated infrastructure all stirred up by the silent but great monster “corruption” and all this yielding nothing but only back-stubbing our aspired developments, not realizing that they were only causing chronic negative impact to the future generation. Sabotaging what would have been a continuation of development as started by our forefathers.

Yes, one would say, their patriotic spirit was ‘on the rocks’ but nonetheless, we choose to overlook our troubled past and set our focus to a brighter tomorrow, here comes an unwavering voice ready to speak equality for all regardless of status, age or background

# A Little City On the Verge of Blossoming

instilling a spirit of patriotism and esteem in all its dwellers. Ready to do all it takes to move the City forward and not backing off to circumstances or people’s attitudes.

Here comes a fervent leadership all speaking one language, City transformation and running with enthusiastic slogans as “Service na Mutima” “te-tu te-tu...tetupoowa” “Excellence, No excuses” and with team work at the pivot of all this, not even the smallest of stones will be left unturned. With such a zealous team united together in excellence, integrity, innovation and ready to redeem the lost reputation of the little City, one can only say, the best is yet to come!

And now look at the little city, standing out high and outstanding. Blossoming in infrastructural development, job creation for thousands, the young and old to empower its dwellers socially, economically and greatly improving the livelihoods of even the lowest minors in and around the little City.

In just three years, look how far the little City has come, travelling through its streets you will be captivated by its numerous new structures, overwhelmed by the developments and intrigued by the greening and beautification that overlays its walkways. Restoring to a vibrant, attractive and sustainable City that everyone will proudly call home.

Yes, the future looks bright for all its dwellers, this is the dawn of a new era.

Welcome to Kampala, the little City on the verge of blossoming.

## Keep Accidents and Death Off the Road!

By Joyce Nakibuuka  
Directorate of Public Health  
and Environment

Why so fast?  
Why when it is a DMC?  
Why so impatient to wait?  
Why? Why? Why are  
accidents on the road?

Hurting in a threatening  
atmosphere,  
Running over us,  
Hurting and breaking our  
children’s tiny bones!  
Keep accidents and death  
off the road!

To all drivers, drive carefully,  
Whatever you have to drive.  
Repair your vehicles,  
Observe the traffic codes,  
Let the Nation Grow!  
Keep accidents and death  
off the road!

To all developers,  
Construct to promote sanity  
and order in the City.  
Respect the road reserves,  
Consult City Planners, let  
the city glow!  
Keep accidents and death  
off the road!

UNITED PEOPLE'S  
DEVELOPMENT  
ASSOCIATION

work with other organizations  
to the security of the city  
Kampala - Uganda



# World Bank Approves More Funding for KAMPALA

The World Bank has approved funding for Kampala City under the Kampala Institutional Infrastructure Development II as a result of improved performance and accountability for funds extended to KCCA.

## KIIDP 2

Kampala Institutional & Infrastructure Development Project 2 is the second phase of KIIDP. The second phase (KIIDP2) was allocated US\$ 175 million. The project will have two components namely; infrastructure development and institutional development. The overall Project Development Objective is to enhance city infrastructure to improve urban mobility and deepen the institutional reforms for economic growth. The project will build on the successes of KIIDP phase 1 but will also operationalize the Greater Kampala Physical Development Plan and the new KCCA Strategy.

Under the KCCA Infrastructure development component, the project seeks to construct and upgrade identified roads and junctions and drainage channels that are central to enhancing mobility and reducing flooding thereby increasing the useful life of city infrastructure. Under the Institutional Development Component the Project seeks to deepen institutional reforms to support infrastructure investment and enhance capacity to operate and manage the infrastructural assets in the city.

Kampala Institutional and Infrastructure Development Project (KIIDP) was a three phase project funded by the World Bank through an Adaptable Programme Loan (APL) equivalent to US\$ 100million. The first phase (KIIDP1) was allocated US\$ 33.6 million complemented by GOU's contribution of US\$ 3.6 million making it a total of US\$ 37.1 million.

The Project (KIIDP 1) was expected to improve the institutional efficiency of the then KCC (and later KCCA) leading to better service delivery and a higher standard of living for Kampala residents.

The project was composed of three components namely the: a) Institutional Development Component b) City Wide Infrastructure and Services Improvement component, as well as c) Project management, monitoring and evaluation component.

## Project Outputs

### 1. Institutional Development Component:

The project registered positive institutional development outputs including;

- The capacity building programmes that provided the new KCCA staff with skills relevant to execution of their functional roles while others were equipped with skills to identify, implement, and supervise projects.
- The approved policies, strategies and plans that are already in use. Amongst them are the HIV/AIDS policy at the workplace, the Gender policy and the Communication strategy. Communication within and outside the institution has greatly improved following the purchase of the communication equipment and rebranding of the institution. The rebranding exercise re-oriented people's minds away from the KCC bad experiences to a new institution (KCCA) with a difference.
- In an attempt to enhance transparency and accountability in city administration, KCCA conducted 5 (five) Barazas; hosted a citizen's forum; and administered two citizen's report cards.



By Charles Tumwebaze

- KCCA finalized the Kampala Physical Development Plan as well as the Five Year City Strategic Plan which will guide future city infrastructure developments and investments. A study aimed at establishing the cost of providing services in Owner Occupied Properties which is essential in building a strong case for the reintroduction of property rates in such areas was also carried out.
- A number of equipment including ICT equipment (75 computers, 5 multipurpose photo copiers, 75 IP phones, 2 smart board screens and a 65" LED smart screen) and 23 Vehicles were purchased. KIIDP also supported Network connectivity for all the five Divisions, purchased equipment for 5 data centers that included servers, radios, UPS, Routers and switches. GIS software was also procured and installed in the Physical Planning Directorate. Its functionality however needs to be enhanced by linking it to the revenue directorate and the development control unit in Physical Planning.
- 2. **Infrastructure.** The Project succeeded in improving the condition of the roads and reducing flooding in the low lying areas of the city.



- The new road infrastructure has increased traffic flow in the area and helped to decongest the nearby roads, for example Bombo and Gayaza roads in the case of Karerwe-Ttula and Kawempe-Mpererwe. They helped to increase accessibility and connectivity, and opened up new catchment areas to economic development and new economic activities along the project road corridors have already emerged.
- The Project generated skilled and unskilled employments for the local people in the area of Kawempe-Tula, Bukoto-Kisaasi, Bwaise-Kawaala and Kawempe- Mpererwe as the roads were being constructed using highly labor-intensive methods.

Kampala Institutional and Infrastructure Development Project (KIIDP) was a three phase project funded by the World Bank through an Adaptable Programme Loan (APL) equivalent to US\$ 100million.

- With the construction of Lubigi channel, the continuous flooding that had characterized the low lying areas of Bwaise, Kalerwe and Kawaala whenever it rains (which was a result of the previous small size drainage channel) are no more. This has reduced sanitation related issues and in turn, less time spent in health centres as evidenced in the OPD utilization rate in the KCCA health centres. This implies more time devoted to work which translates into better earnings and hence living standards.
- The Infrastructure developments therefore registered 3.6km of drainage (Lubigi channel) improved; over 11.75km of gravel roads (Bukoto – Kisaasi; Mpererwe – Kawempe and Kalerwe – Ttula, Soweto and Kimera road), upgraded to bitumen standard as well as extension and fencing of the Land fill at Kiteezi.



*The reconstructed Bukoto-Kisaasi Road.*



*(Above) the Lubigi Drainage Channel*

*(below) Street lights being installed at Kabakanjagala Road in Rubaga Division*





- An Environmental Audit of the Kiteezi landfill was carried out as well as the Environmental management reports for the different infrastructural projects were carried out and submitted on a monthly basis throughout the project life cycle.

**3. Social and Economic Impact.** The envisaged impact of the Project was to enhance improvement in delivery of services to Kampala city resident with an aim of bettering their lives. There was overwhelming stakeholder support for the KIIDP project as a whole as it would lead to improved social and economic opportunities. The project has improved the livelihoods

of the people living close to the infrastructural improvements. A case in point are the people living at Kisaasi roundabout who informed us during the May 2013 mission and recent field study that currently the hours of business have increased to beyond mid night compared to those days when shops would close by 8.00pm. This in turn has enhanced the socioeconomic standards of the residents in Kampala city. The constructed roads (Kalerwe-Tula, Bukoto-Kisasi, Soweto, Kimera and Mpererwe- Kawempe) established useful road links between their residences and market centers thereby facilitating the flow of goods & services.

**4. Environmental Impact:** There was no major negative environment impact as the roads did not pass through any environmentally sensitive areas (wetland) and the infrastructure improvements generally led to better environment and improved public health (e.g. Lubigi Channel) However, some environment challenges were experienced when it came to the landfill at Kiteezi and Lubigi channel.

The credit for the first phase expired on 31st December 2013 with USD 30.0 million utilized leaving a balance of USD3.6million which is being used to pay for the works completed by the expiry date.

## KCCA reconstructs more city roads

 By Mark Owor

Construction of a package of roads in Kampala City is progressing as part of Kampala Capital City Authority's effort to improve infrastructure. KCCA's Executive Director, Jennifer Musisi, revealed recently while commissioning works on four roads in Makindye Division.

"We do not want murram and poor roads in the city. Improved roads will play a big role in reducing the traffic jam in the city," Musisi said.

The four roads including Kibuli, Bukasa Ring, Go Down and Church Roads will cost about sh5.3b. China Communications Construction Company was contracted for the work.

"Many city drainage systems were designed decades ago yet the city gets built up over time which increases surface run-off whenever it rains. Most of the drainage channels are clogged with silt and rubbish. All this has been contributing to floods," she noted.

Kampala has 1,200km of road, of which 38% is tarmac. However, over 80% of the tarmac in the city is in dire

*"We do not want murram and poor roads in the city. Improved roads will play a big role in reducing the traffic jam in the city."*

state, Musisi explained.

KCCA needs over sh1 trillion to maintain roads in the city over a

five year period. She appealed to people operating near the roads to desist from throwing rubbish in the drainage channels.

Musisi said the road network is geared at improving the mobility in the city, reduce travel times for city dwellers and business people, cut down on vehicle operation costs and do away with muddy and dusty conditions.



Makindye Mayor Dr. Ian Clarke commissions roads in Makindye Urban Division



# Strengthening Matters of Accountability

*... internal audit function is seen as a very invaluable accountability support function in KCCA as we are transforming in adding value in the way we deliver services to our clients in Kampala City.*

**The Mission** of the KCCA's Directorate of Internal Audit is to provide independent, objective assurance and consulting services to the Authority and management that are designed to add value and improve KCCA's operations.

We facilitate the Authority and all levels of KCCA management in the effective discharge of their responsibilities, by furnishing them with analyses, reviews, evaluations, appraisals, recommendations, advice and relevant comments.

**The Vision** of the Directorate of Internal Audit is to be a cherished value adding partner in service delivery.

*The function brings a systematic and disciplined approach to evaluate and improve the effectiveness of KCCA's risk management, control, and governance processes.*

## Our roles and responsibilities:

- Reviewing, evaluating, and reporting on the effectiveness of KCCA's risk management processes.
- Conducting an independent systems audit to ascertain whether appropriate, effective and efficient operational internal controls are in place.
- Conducting periodic reviews to confirm compliance with legislation, regulations and policies.
- Reviewing and reporting on the reliability and integrity of the accounting and financial systems
- Conducting Value For Money audits
- Providing consulting services to assist management in meeting its objectives
- Assessing the adequacy and reliability of arrangements for acquisitions, disposals and safe custody of KCCA's assets.
- Others.

## What is the role of Internal Auditing in the modern era? Is it to police, is it as a risk assessor, or is it as a consultant?

The general view here is that it has to be a combination of all three.

- i) The role of police officer is not considered a very "beautiful" image for the Internal Auditor but for, any Internal Audit role there has to be an element of policing. The policing aspect is probably reducing in this era.
- ii) Risk assessor definitely features heavily in the modern audit role. An independent assessment of how well the organisation is managing its threats is clearly a very significant and important role.
- iii) Consulting, as we have seen earlier, is becoming a much

more important aspect; indeed a completely separate set of guidelines are included in the Institute of Internal Auditors standards for professional practice. As a consultant, the internal auditor **does not have any managerial or decision-making responsibility.**

The auditor will review the department procedures and observe the employees in action. As a consultant, the internal auditor will also give advice and suggest changes to improve the department. The internal auditor works with managers to implement the changes and assist with employee training.

In my analysis of some of the roles above, I just remembered one of the training sessions- an instructor asking us **"What creature best describes how your internal audit function is seen?"** guess what happened!!!!

- a) **Snake:** The snake in the grass, waiting to trap the unwary, is a very common metaphor for the internal audit function in management's eyes.
- b) **Bee:** It buzzes from flower to flower not staying long in one place & a sting in the tail if things get really tough. Better than the snake but still probably not quite how Internal Auditors would like to be seen.
- c) **Donkey:** Dependable, not afraid of hard work and has to carry many burdens – may be not such a bad comparison.
- d) **Dog:** It's a reliable, faithful and if it is a guard-dog, looking out for the business – a safety and comfort provider. It may be quite a good metaphor – unless they are seen as a terrier snapping at the heels.
- e) **Lion:** It's a strong, respected but can be very fierce and intimidating. It's much better than the snake but probably not quite as internal auditors would wish to be seen.
- f) **Dolphin:** A super- intelligent, sleek, fast & is loved by everyone. It would be very good to be thought of as a dolphin. This is a very good goal for Internal Audit, although I am not sure if they will ever be loved by everyone.
- g) **Eagle:** The very best metaphor for the modern Internal Audit. The eagle flies majestically across its domain, able to watch over its environment & take everything in and when necessary can swoop down and deal with issues.



**By Chrispus Aruho**  
Officer Directorate of Internal Audit





# KCCA pushing towards an HIV free generation

 By Dr. Sarah Zalwango

**KCCA** through the Directorate of Public Health and environment is committed to contribute to efforts towards an AIDS free Africa. KCCA in partnership with OAFLA (The Organization of African First Ladies for HIV/AIDS in Africa), MoH, Uganda AIDS Commission and all key stake holders in the fight against HIV and registered a successful event. The campaign started in November 2013 and ended on the 28th March 2014 with a launch at Kololo Airstrip where the First Lady & Hon. Minister for Karamoja Region Hon. Janet Kataha Museveni, the champion of the campaign officiated as the guest of honour.

The objectives of the campaign included advocating for appropriate policies and strategies for virtual elimination of Mother To Child Transmission of HIV (eMTCT); engaging leaders and Implementing Partners at all levels for effective eMTCT service delivery and; Mobilising and sensitizing the Kampala City communities to access eMTCT services.

The elimination of Mother to Child Transmission of HIV (eMTCT) can be achieved through 4 major ways (prongs). These include: preventing HIV infection among women and men of reproductive age; preventing unintended pregnancies among people living with HIV (PLHIV); preventing HIV transmission from an infected mother to her child and family centered care using the infected mother as the entry point. The campaign launched in Kampala city therefore sought to increase awareness about eMTCT to increase up take of all the services in order to reduce the number of babies being born with HIV or those acquiring HIV through delivery and breast feeding. Currently, eMTCT is implemented in all KCCA health facilities. The rate of transmission of HIV among HIV positive mothers seeking care from the KCCA health facilities is 5%. Of the 100 HIV positive mothers, 95% give birth to HIV negative babies. There is still need to achieve virtual elimination of the transmission of HIV to the babies.

The services provided during the pre-launch period to increase awareness and uptake of services included; community

*The objectives of the campaign included advocating for appropriate policies and strategies for virtual elimination of Mother To Child Transmission of HIV (eMTCT)*

health education talks, HIV counseling and testing (HCT), provision of antenatal services, family planning, Breast and Cervical cancer screening, Safe Male circumcision (SMC) and linkage of newly identified HIV positive clients to HIV chronic care clinics. Community health education talks covered HIV prevention through abstinence, faithfulness condom use, couple HIV testing, male involvement, gender based violence, family planning and importance of antenatal care, hospital delivery, postnatal care and immunization.





# Kampala Capital City Authority Marks 3<sup>rd</sup> Anniversary in Style

 By Wamakuyu Micheal Joshua

17th April 2014 that dawned as a frosty morning was a land mark in history of KCCA. A day of reflection and celebration on the City's milestones so far across sectors.

A day that was graced by His Excellence the President of the Republic of Uganda, Yoweri Kaguta Museveni, kicked off with a City wide tour through a few of the institution's various projects like the Employment Services Bureau at Ssezibwa, Roads such as Mbogo, Kafumbe Mukasa, Kabakanjagala, and Kisenyi Health Centre were the focal points among others.

The jovial mood and praise chants exhibited by the multitudes who flocked the street lanes around the City as KCCA alongside the presidential convoy traversed Kampala's streets could tell it all. "Well done Kampala Capital City Authority, we appreciate your vision for our City, Kampala."

The City wide tour culminated in a big celebration that attracted over 5000 Authority workers and well-wishers to

the Authority's sports ground in Lugogo. The colorful fun-packed event was dignified by key-note speakers; H.E the President of the Republic of Uganda, the Executive Director, Jennifer S Musisi and the Hon. Minister of State for Ethics and Integrity, Sam Lokodo, among others. Congratulations KCCA for the success.

President Museveni commended the great visible work KCCA is doing to change the face of the City and pledged his commitment to continue supporting this great drive, "I thank you for helping

Musisi in her work and development is going to proceed" he said amidst massive applauses by the jubilant crowd. The 3<sup>rd</sup> anniversary celebration was characterized by lots of drinking, eating and a creative display of dances. The highlight was KCCA management led by the Executive Director rocking the stage with a unique performance dubbed "The KCCA CITIE dance". Lugogo was such a joyful atmosphere. For the attendees, it was a day to remember.

**For a better City.**



*President Museveni touring the Youth Employment Bureau in Nakasero, one of the projects run by KCCA*



*Councillor Bob Mpiima displaying a placard of some of the roads reconstructed in the city.*



*President Museveni poses for a group photo with the initial transition team of KCCA*





 By Dr. Esau Galukande

# The Kampala Kuroiler Pilot Project

Poultry rearing in Kampala is a large endeavour comprising of an

estimated 1,053,000 chicken. Most of these are commercial hybrids. It is because of the high costs of production and maintenance that a large section of city dwellers that would otherwise be poultry farmers is locked out of the enterprise.

Kuroiler chicken provides a solution to the above situation. Kuroilers are high performance backyard chicken bred by Keggfarms in India. According to the breeders, under scavenging conditions with minimal supplementation Kuroiler chicken can produce up to 150 eggs per laying cycle of 1 year and can attain a live weight of 2.25 Kg in 6 months, while males can attain a live weight of 3 Kg in 6 months.

In an effort to introduce Kuroiler chicken to farmers in the City, the Directorate of Gender designed the Kampala Kuroiler trial project. In the initial plan, 216 households from the five divisions were selected to receive 30 birds each to be reared on a trial basis for both meat and egg production. However this changed because the sole supplier of Kuroiler chicken in the Country was unable to supply the required 6,480 chicken. Only 886 Kuroiler chicken were supplied and these were distributed to farmers in Rubaga Division.

## The Project

Thirty (30) beneficiaries were selected in Rubaga at random from five Community Based Organizations. Six week old chicks were delivered to the beneficiaries in May 2013.

Prior to receiving the chicks all beneficiaries received training in poultry management. During the trials, a series of monitoring exercises were conducted to assess the performance of the birds and to provide beneficiaries with the necessary extension services for assimilation of the technology of urban poultry farming amongst the beneficiaries. All participating farmers were encouraged to use kitchen and market waste as the primary source of chicken feed and commercial poultry feed as a supplement.

## Results

The Kuroiler trial was concluded with a special workshop held in October 2013

during which a questionnaire designed to obtain farmer views and experiences was administered. The following is a summary of the responses recorded.

### Survival and disposal

As indicated earlier, 886 birds were distributed to 30 households in May 2013. At the end of the trial in October 2013, 486 had been sold to generate income. Another 234 were still with the farmers for egg production, and 34 birds were consumed by the participating households. It was also reported that 150 birds (16% of the distributed chicks) had died of various causes.

### Growth rate

All farmers confirmed that the Kuroiler had a much faster growth rate than

local chicken. At 4 months some of the birds had attained a live weight of 4Kg. Farmers were interested in this quality because it translated into quicker returns on investment.

### Income generation

All participating farmers confirmed that Kuroiler fetched a higher market price than local birds because of their large body sizes. At 4 months farmers were paid between 20,000 and 30,000/= per bird.

### Taste and quality when compared to local chicken

Majority (71%) of the participating farmers indicated the Kuroiler meat tasted better than that of the local chicken. Others (21 %) were not sure



*Dr. Galukande giving out Kuroiler chicks to women in Lubaga Division.*



*A farmer displaying a healthy Kuroilers at 3 months age*



and 8% indicated that Kuroiler meat tasted the same. With regards to texture 59% of the respondents indicated that Kuroiler meat was softer, whilst 29% indicated that it was more firm. The rest found it difficult to compare.

The trial has demonstrated that it is economically viable to rear Kuroiler chicken in Kampala. Second, the trial has generated interest in rearing of Kuroiler chicken among the participants and other residents in the areas where the

trial was conducted.

As a way forward, the Directorate of Gender Community Services and Production will;

- I. Conduct at least one awareness workshop in all the other Divisions. This has already been done in Kawempe Division.
- II. Repeat similar trails in the other divisions.
- III. Construct a mother unit (brooding

Unit) at Kyanja Agricultural resource centre with a capacity to supply 10,000 chicks per month. Contract for construction of three poultry houses for this purpose is now at award stage and the proposed site has been graded.

- IV. Establish centres through which live Kuroiler chicken will be marketed. This will ensure that the 'middlemen' are eliminated and that farmers get a good price for their products.



By Godfrey  
Bwebukya Kisekka

## Indiscipline and too much Freedom Killing Kampala City and the Country

### Police Must act swiftly and strongly

Most Ugandans are keen to stress and enjoy their fundamental and other human rights and freedoms as enshrined in Chapter 4 of Uganda's constitution. In most cases they enjoy their rights without any regard to the rights of other human beings and without recourse to their obligations and duties as citizens, as spelt out in the National Objectives and Principles of State Policy of the same Ugandan Constitution; hence they do not care about the rights of the larger general public. This state of affairs if not checked will affect Kampala city and the entire Country.

Countries that have been able to develop have very disciplined and courteous people.

An irritating case in point is that of errant drivers who never follow traffic queues, but drive in the opposite lane or on the shoulders; exacerbating the already thick traffic jams. Driving on the shoulders has led to destruction of our roads as the shoulders peel off over time. The biggest culprits are those driving government vehicles, parastatal vehicles, taxis, personal big/seemingly swanky vehicles, some of which

have only one or no number plates. The case of notorious bodaboda riders, most of whom with no driving licences is a big problem to our road safety.

On many occasions I have witnessed that kind of indiscipline drivers resisting any kind of restraint by traffic police personnel.

It is very painful to sit in the jam, when you woke up early and patiently follow the queue only to be overtaken by the errant drivers.

The national cost of the thick jams in terms of fuel, time, health hazards have been well articulated, but this impunity must be stopped ruthlessly.

We all appreciate the fact that we still have very few roads being competed for by many vehicles, most of which are in dangerous mechanical condition but its evident that Kampala Capital City Authority and the Central government are doing their best to construct more roads, dual some, construct fly overs, introduce more digital stop lights, introduce buses and develop the railway among others.

There is need for the traffic

police to come out strongly to sensitize the general public on who has the right of way, and to use maximum force to arrest and prosecute errant drivers who never follow the queue.

The other very common examples of indiscipline in Kampala City and the entire country that need to be strongly uprooted include: belief in bribing government officials, those who never line up at ATM machines, those who litter, ease themselves in the open, trespassing on greenery, build illegal structures, degradation of wetlands and forests, pollution. Other motorists and bodaboda riders are always seen dragging metal bars or poles along our roads, washing of vehicles any where, while salon operators pour various chemicals on our roads damaging them gradually.

The police, KCCA, the local governments and all state actors need to team up to fight the acute indiscipline and impunity among the people who are keen to enjoy their rights without fulfilling their national duties and obligations.

**The writer is a Rotarian, Urban Administrator and Local Governance expert.**

*The police, KCCA, the local governments and all state actors need to team up to fight the acute indiscipline and impunity among the people who are keen to enjoy their rights without fulfilling their national duties and obligations.*



# Kampala Capital City Authority Milestones over the Past Three Years

*The infrastructure development of Kampala city starting with roads to the housing plans have greatly improved.*

Politics has dominated the face of Kampala Capital City Authority in the recent past. This ranges from protracted Court cases to petty issues like one coming to office dramatically with the 'blessings' of a white cock. The public has been denied to a large extent, the bigger picture of the successes the Authority has achieved.

*In the health sector, drugs have been provided to the health centers in time and supervision is done effectively.*

The infrastructure development of Kampala city starting with roads to the housing plans have greatly improved. For instance, contractors used to take forever to complete road works, which would in most cases be shoddy an example of such can be seen on the Ntinda – Kyambogo road near the Kabaka's Palace which was awarded by KCC to a company which abandoned work without completing the road. At the moment once a contract has been signed, it takes not more than six months before the works are completed. Many examples can be mentioned but critical ones include; The Banda Circular Road and Kamuli link in Nakawa, Gogonya Road in Makindye to mention but a few.

The process for approving housing/development plans was revised from three months to just thirty days. This scales

down to effective supervision coupled with dedicated service delivery standards that have been set by both the political and technical arms of the Authority. Without visionary and able leadership, all the achievements wouldn't have been realized. Resilience is another aspect that cannot be underestimated in the face of intimidation by selfish politicians, resistance from the unwitting community, as well as inadequate staffing.

The other aspect is the education and social services section which has registered quite a number of developments and achievements. Staff houses have been renovated, schools provided with improved sanitation facilities like toilets, buildings repainted, etc. Important to note is the efforts of our development partners that have extended an olive arm to the Authority in improving the Education standards. The British Council in this aspect donated computers for the schools' ICT hubs. The MTN foundation provided for the renovation and re-equipping of the public library with computers and internet connectivity. We have also a team of 20 other development partners that have agreed to help the Authority in improving the schools' infrastructure. Appreciation is extended to the resolute efforts and lobbying capacity of the Executive Director Mrs. Jennifer Musisi.

In the health sector, drugs have been provided to the health centers in time and

**...communities have been mobilized to undertake small scale businesses and enterprises.**



 By Bruhan Byaruhanga

supervision is done effectively. A renal unit was opened up at the recently reconstructed Kisenyi Health center where our citizens with kidney problems will go instead of seeking medication abroad. Garbage collection has improved with the purchase of new trucks and constant sensitization of the public about responsible disposal of refuse. Casual workers have been provided with employment and mainly help in the daily sweeping of our roads.

In the gender section, communities have been mobilized to undertake small scale businesses and enterprises. This has greatly helped the youth and women groups to get income for their livelihood and sustenance.

It is my appeal to everyone who believes in the transformation of our City to come up with ideas that are geared towards achieving a common goal of development and service delivery.

**For God and my Country.**

**Hon. Bruhan Byaruhanga M.**

**Authority Councilor Representing Kyambogo Institutions.**



# Kampala City to host the East African Local Authorities Sports & Culture Association (EALASCA) Games



KCCA team in Authority's colors on the opening ceremony of the 5th Edition of EALASCA Games



The KCCA Volleyball ladies team (in green) poses with the Burundian team (in red), after the 3-0 win

The competitions pioneered by Kenya in 2009 with the aim of bringing together EAC citizens to create a strong economic, political and social bloc will be hosted by Kampala City in October 2014.

Last year's edition of these games was hosted by Bujumbura city in Burundi. The games were embraced by four East African cities; Kampala, Kigali, Nairobi and Bujumbura.



By Brenda Orishaba

The event which was also embraced by the Minister of Kampala, Frank Tumwebaze saw Kampala winning three trophies in Netball, volleyball and football.

## KCCA Netball Team

KCCA trounced their Kenyan and Burundian counterparts with scores of 45-12 and 80 -4 respectively the excelling as the gold winners for the fifth time consecutively.

## KCCA Football Team

The football team came second after winning Bujumbura team 5- 0 and 2-0 against the Kenyans. The Kigali team won gold after a tight game with KCCA of 2 goals to zero.

## KCCA Volleyball Team

The volleyball ladies team won silver after beating Kenyan and Burundian counter parts on a score of 3sets to zero in both games.

## EALASCA 2014

This year's Competition will include Volleyball Men and Women, Netball, Basketball Men and Women, Football, Athletics and Cultural dances.

## KCCA SPORTS CLUBS PERFORMANCE (DECEMBER - MARCH 2014)

CLUB	EVENT	PERFORMANCE
KCCA FC	CAF Champions	<ul style="list-style-type: none"> <li>Won Sudan by 3-2 aggregate</li> <li>Lost to Zambia on 3-4 aggregate in the first round.</li> </ul>
	Mapinduzi Cup- Zanzibar	Winners of the championship
	FUFA super league 2013/14	Currently in 5 <sup>th</sup> position
	Uganda cup 2014	Have won all games, still on going
KCCA Basketball Club	FUBA National league 2013	Second over all
KCCA Volleyball Club	UVF National League 2013	<ul style="list-style-type: none"> <li>Men's team champions of Serie B 2013</li> <li>Ladies team reached the semifinals of the play offs</li> </ul>
	EALASCA Games in Bujumbura	Ladies team finished second
KCCA Netball Club	EALASCA Games In Bujumbura	Winners of the championship
	UNF National League 2013	Finished in the fifth position
	East African Netball Championships in Dar es Salam	The team is currently in Tanzania for this championship.
KCCA Boxing Club	National opens/ senior championship 2014	Fifth out of 28 boxing clubs
KCCA Athletics club	1 <sup>st</sup> UAF trial 2014	<ul style="list-style-type: none"> <li>won 100x4 relay men</li> <li>6 athletes won the different races</li> <li>Participated in the National over distance and cross country championships</li> </ul>
KCCA Staff	Corporate League 2013	Finished in 9 <sup>th</sup> out of 44 teams



# KCCA Management Staff takes on URA in a Corporate Friendly Match



The KCCA Corporate Team led by "Cappy" Jennifer Musisi

 By Brenda Orishaba

**KCCA** hosted the Uganda Revenue Authority on 7th March 2014 at KCCA FC grounds in Lugogo in a friendly football game that saw both teams play, enjoy and celebrate together.

The hotly contested match saw both the management staff and the corporate league teams meet in these games that aimed at strengthening bonds between the two corporate companies as they



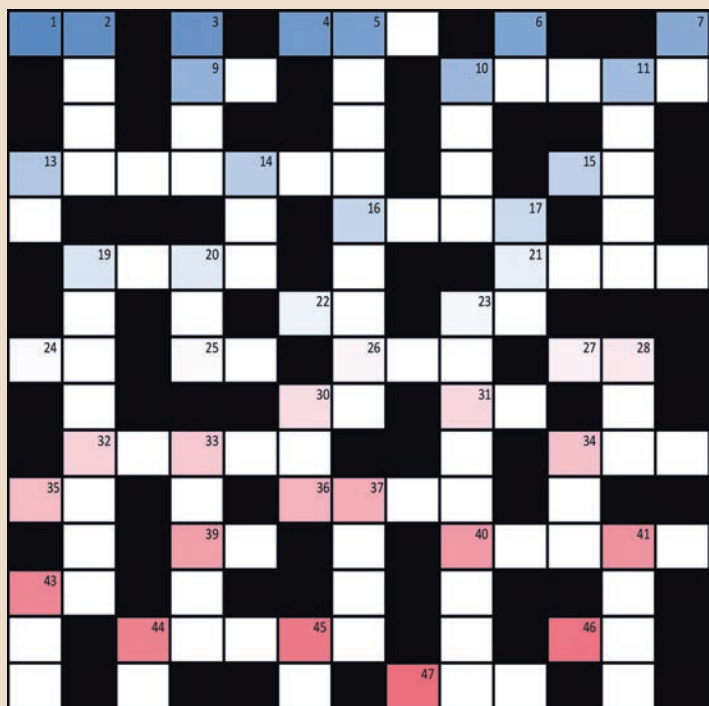
The URA management team led by Richard Kamajugo

enjoy and celebrate together the wins and losses.

The KCCA team captained by the Executive Director Jennifer Musisi saw the KCCA Directors and Managers wallop the URA management team 2 – 1 scored by Martin Ssekajja (Manager ICT) and Julius Kabugo (Deputy Director Treasury services).

The KCCA corporate league team won the URA team 1-0 as the teams prepare for this year's corporate league. We await the return leg.

## Complex Puzzle by Bornix Nyine



### ACROSS

1. Axe (2)
4. civil aviation authority (3)
9. Condition (2)
10. Type of wood (5)

### DOWN

12. I am (2)
13. Previous Arsenal Player (7)
15. Table Tennis (2)
16. Illusion (4)
18. The usual 3.14 (2)

19. A type of Bacterial Protein (4)
21. Social class strata (5)
22. Alphabetical letter (2)
23. Forms plural nouns (2)
24. After Petabyte, PB (2)
25. Expresses location (2)
26. Samsung's big smartphone (3)
27. Environmental Protection (2)
29. Ten (2)
30. .... directed by his sister (2)
31. See 30 across (2)
32. Chadic Language in Nigeria (5)
34. Part of a bicycle (4)
35. Optical Letters (2)
36. Also means mother (4)
39. A prefix (2)
40. Ghastly atmosphere (7)
43. A common expression (2)
44. Skirmish fight or scuffle (5)
46. An alternative (2)
47. Eat (3)
48. See 22 across
6. South Africa (2)
7. A type of assistant (2)
8. Sweet mother (3)
10. Relates to the fabric condition (4)
11. Recurring beat in music (4)
12. The Empire way (8)
13. See 7 down (2)
14. Low-grade wool from the breech (3)
17. Master (3)
19. Can be written as Kabbalah (8)
20. A type of deadly snake (3)
23. Embarrassment (9)
28. Insurance Company in Uganda (3)
30. American Standards Association (3)
33. Somewhat narrow valley (5)
34. Part of circumference (3)
37. Hair on a lion (4)
38. Exist (2)
41. Of purely Agriculture (4)
42. Ride in past (4)
43. Established (3)
44. Magneto Optical (2)
45. See 22 across (2)

### DOWN

2. Sabine's gull (4)
3. Ownership till debt is paid (4)
5. Bridge Substructures (9)



## KAMPALA CITY FESTIVAL

The annual colorful, exuberant and creative display of culture and talent captured in one breathtaking event aimed at instilling a spirit of patriotism and esteem to Kampala City and Uganda as a whole.

**One City, One Celebration**

[WWW.KCCA.GO.UG](http://WWW.KCCA.GO.UG)

