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# Vote:122

## Kampala Capital City Authority

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### V1: Vote Overview

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#### I. Vote Mission Statement

To Deliver Quality Services to the City

#### II. Strategic Objective

1. Improve Productivity of the city
2. Improve quality of social services
3. Enhance Attractiveness of the city
4. Enhance safety of communities
5. Improve Transport services
6. Improve Governance and Accountability
7. Optimize Resource Utilization
8. Increase Financial Resource Availability
9. Improve Communication
10. Promote Disaster Preparedness and Management
11. Improve Regulatory Framework
12. Improve Business Process Management
13. Improve Information Management
14. Increase KCCA Productivity
15. Enhance Human resource development
16. Enhance Strategic partnerships and collaboration
17. Improve Workplace Infrastructure

#### III. Major Achievements in 2018/19

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## REVENUE COLLECTION AND MANAGEMENT

For the FY 2018/19, UGX 2.23 Billion was allocated for interventions and activities related to Revenue mobilization and Collection in the City. As of December 2018, UGX 629 million had been released and UGX 460 million disbursed. Below are some of the key achievement:

### Performance Highlights

#### Local Revenue Collection

- Projected to collect UGX 126.90 Bn during the FY 2018/19. The cumulative NTR collection for the period July – December 2018 was UGX 51.97Bn. against a target of UGX 60.41Bn giving a shortfall in collections of UGX.16.72Bn representing 72% performance.

The major reasons for the above performance in Revenue collection:

- Revenue collection as stipulated in the Commercial Road Users Regulation, 2015, have not been realized and performed below average (16%). This due to the fact that a) expected collections from taxis have not been realised due to the delay in the harmonisation of the single annual payment and its enforcement for Commercial Taxis by the Ministry of Works
- Lack of supporting legislations and mechanisms to fully implement the Regulations that would result into collection of fees from other Commercial road Users that include Boda-Bodas, Lorries and buses

Property revaluation exercise using the Computer Aided Mass Valuation; Computer Aided Mass Valuation (CAMV)

In FY 2015/16 and with financial assistance from the World Bank under the KIIDP II, KCCA commenced on a Computer Aided Mass property Valuation process being undertaken to automate and simplify property rates computations and administration in the City. The project has registered good progress and the following had been achieved by December 2018:

- Completed General and Supplementary Property Valuation for Central Nakawa Division
- At the start of the FY 2018/19, the Nakawa Division Main Valuation List came into force with about 66,161 properties with a Ratable Value of about UGX 389Bn
- Administration of the Supplementary Valuation list for Central Division and Nakawa main list commenced on 1st July 2018 which resulted into a total collection of UGX14.9 bn as at 31/12/2018
- Carried out a supplementary valuation of 14,450 properties in Nakawa Division
- Commenced the General Property valuation for the Division of Makindye, Kawempe and Lubaga and the exercise is expected to be completed in FY 2019/10;

## IV. Medium Term Plans

The Local service Tax, Local Hotel tTax and markets shall be fully automated.(Registration, Assessment , Payment and reconciliation) shall be automated.

Directorate of revenue and Directorate of public are pursuing proposals of collecting other health related fees to bridge the gap. Research in to potential improvement in revenue administration and identifying new revenue bases partnering with research entities such as APTI -(research on the point based rates determination model).

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## V. Summary of Past Performance and Medium Term Budget Allocations

Table 5.1: Overview of Vote Expenditures (US\$ Billion)

	2017/18 Outturn	2018/19		2019/20	MTEF Budget Projections				
		Approved Budget	Expenditure by End Dec		2020/21	2021/22	2022/23	2023/24	
<b>Recurrent</b>									
Wage	0.000	0.000	0.000	0.186	0.195	0.205	0.215	0.226	
Non Wage	0.412	0.434	0.223	1.069	1.229	1.475	1.770	2.124	
<b>Devt.</b>									
GoU	0.000	0.000	0.000	0.071	0.085	0.085	0.085	0.085	
Ext. Fin.	0.000	6.555	2.213	4.164	0.000	0.000	0.000	0.000	
<b>GoU Total</b>	<b>0.412</b>	<b>0.434</b>	<b>0.223</b>	<b>1.326</b>	<b>1.510</b>	<b>1.765</b>	<b>2.070</b>	<b>2.435</b>	
<b>Total GoU+Ext Fin (MTEF)</b>	<b>0.412</b>	<b>6.989</b>	<b>2.436</b>	<b>5.490</b>	<b>1.510</b>	<b>1.765</b>	<b>2.070</b>	<b>2.435</b>	
Arrears	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
<b>Total Budget</b>	<b>0.412</b>	<b>6.989</b>	<b>2.436</b>	<b>5.490</b>	<b>1.510</b>	<b>1.765</b>	<b>2.070</b>	<b>2.435</b>	
<b>A.I.A Total</b>	<b>0.392</b>	<b>1.784</b>	<b>0.237</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	
<b>Grand Total</b>	<b>0.805</b>	<b>8.772</b>	<b>2.673</b>	<b>5.490</b>	<b>1.510</b>	<b>1.765</b>	<b>2.070</b>	<b>2.435</b>	
<b>Total Vote Budget Excluding Arrears</b>	<b>0.805</b>	<b>8.772</b>	<b>2.673</b>	<b>5.490</b>	<b>1.510</b>	<b>1.765</b>	<b>2.070</b>	<b>2.435</b>	

## VI. Budget By Economic Classification

Table V6.1 2018/19 and 2019/20 Budget Allocations by Item

<i>Billion Uganda Shillings</i>	2018/19 Approved Budget				2019/20 Draft Estimates		
	GoU	Ext. Fin	AIA	Total	GoU	Ext. Fin	Total
<b>Output Class : Outputs Provided</b>	<b>0.434</b>	<b>6.555</b>	<b>1.784</b>	<b>8.772</b>	<b>1.326</b>	<b>4.164</b>	<b>5.490</b>
211 Wages and Salaries	0.000	5.400	0.147	5.547	0.186	3.468	3.654
221 General Expenses	0.434	1.155	0.332	1.921	0.885	0.696	1.581
225 Professional Services	0.000	0.000	1.304	1.304	0.255	0.000	0.255
<b>Grand Total :</b>	<b>0.434</b>	<b>6.555</b>	<b>1.784</b>	<b>8.772</b>	<b>1.326</b>	<b>4.164</b>	<b>5.490</b>
<b>Total excluding Arrears</b>	<b>0.434</b>	<b>6.555</b>	<b>1.784</b>	<b>8.772</b>	<b>1.326</b>	<b>4.164</b>	<b>5.490</b>

## VII. Budget By Programme And Subprogramme

Table V7.1: Past Expenditure Outturns and Medium Term Projections by Programme and SubProgramme

<i>Billion Uganda shillings</i>	FY 2017/18 Outturn	FY 2018/19		2019-20 Proposed Budget	Medium Term Projections			
		Approved Budget	Spent By End Dec		2020-21	2021-22	2022-23	2023-24
<b>09 Revenue collection and mobilisation</b>	<b>0.412</b>	<b>8.772</b>	<b>2.436</b>	<b>5.490</b>	<b>1.510</b>	<b>1.765</b>	<b>2.070</b>	<b>2.435</b>
0115 LGMSD (former LGDP)	0.000	0.000	0.000	0.071	0.085	0.085	0.085	0.085
06 Revenue Management	0.412	2.217	0.223	1.255	1.424	1.680	1.985	2.350

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1295 2ND Kampala Institutional and Infrastructure Development Project [KIIDP 2]	0.000	6.555	2.213	4.164	0.000	0.000	0.000	0.000
<b>Total for the Vote</b>	<b>0.412</b>	<b>8.772</b>	<b>2.436</b>	<b>5.490</b>	<b>1.510</b>	<b>1.765</b>	<b>2.070</b>	<b>2.435</b>
<b>Total Excluding Arrears</b>	<b>0.412</b>	<b>8.772</b>	<b>2.436</b>	<b>5.490</b>	<b>1.510</b>	<b>1.765</b>	<b>2.070</b>	<b>2.435</b>

### VIII. Programme Performance and Medium Term Plans

Table V8.1: Programme Outcome and Outcome Indicators ( Only applicable for FY 2019/20)

<b>Programme :</b>	09 Revenue collection and mobilisation				
<b>Programme Objective :</b>	To mobilize Non Tax Revenue to fund service delivery for the various activities administered in Kampala City.				
<b>Responsible Officer:</b>	Director Revenue Collection.				
<b>Programme Outcome:</b>	Efficiency and effectiveness in revenue collection at KCCA.				
<i>Sector Outcomes contributed to by the Programme Outcome</i>					
<b>1. Fiscal Credibility and Sustainability</b>					
Outcome Indicators	Performance Targets				
			2019/20	2020/21	2021/22
	Baseline	Base year	Target	Projection	Projection
• Growth in the tax payer's register by tax type.	3.2%	2018	4%	5%	6%
• Proportion of NTR collected against target.	70%	2018	69%	71%	73%
• Proportion of Taxes collected against target.	6%	2018	4%	7%	9%
• Compliance levels by tax category.	64%	2018	66%	67%	69%
<b>SubProgramme: 06 Revenue Management</b>					
<i>Output: 02 Local Revenue Collections</i>					
Proportion of targeted revenue collected			95	97	98

### IX. Major Capital Investments And Changes In Resource Allocation

Table 9.1: Major Capital Investment (Capital Purchases outputs over 0.5Billion)

N/A

### X. Vote Challenges and Plans To Improve Performance

#### Vote Challenges

- Delayed harmonization and formalization of the Taxi operators' annual fees.
- Council planning to reduce the rate of Property rate from 6% to 4%.
- Decline in collection of ground rent accounts on leased land. These reflected much remains unpaid intervention are being put in place to counteract this development i.e. enforcement, correspondences and indulging Kampala District Land Board (KDLB).
- Pending a regulatory instrument Road user fees.

#### Plans to improve Vote Performance

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- Improve internal processes
- Issuance of agreements to vendors in markets and review MOUs for private
- improve records management by filling
- Review debt management guideline
- Implement correspondence management.
- Implement the outdoor activities devolution and the new rates
- Implement the new building fees
- Implement the waiver policy
- Proposals to improve revenue collection & new revenue potential opportunities
- Engage Authority council to operationalize various fees on various potential revenue resources.
- Research in to potential improvement in revenue administration and identification.
- Review management of market and administration of market rent and dues. Roll out the markets module to all markets.
- Implement and RE-engineer (LST, LHT, PRT, GR and Advertisement Business Processes Implement the online Business register for property valuation and the offline mode for system
- Develop and sign Service Level Agreements with process owners and end user departments
- Implement call service center and embrace the use of technology to mobilize revenue in all division i.e. use of mail,sms and telephone calls
- Review trade license administration through trade license issuance & paper management guideline and inspection of displayed certificates procedures.
- Review the guidelines on the issuance and management of the property sealing, unsealing, stock level reporting procedures.
- new revenue bases partnering with research entities such as APTI -(research on the point based rates determination model).
- Directorate of revenue and Directorate of public Health are pursuing proposals of collecting other health related fees to bridge the gap.

### XI Off Budget Support

#### Table 11.1 Off-Budget Support by Sub-Programme

N/A

### XII. Vote Cross Cutting Policy And Other Budgetary Issues

#### Table 12.1: Cross- Cutting Policy Issues

### XIII. Personnel Information

#### Table 13.1 Staff Establishment Analysis

N/A

#### Table 13.2 Staff Recruitment Plan

N/A