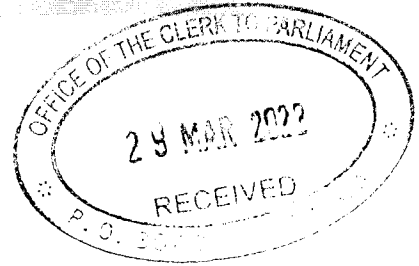




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**ALTERNATIVE MINISTERIAL POLICY STATEMENT  
KAMPALA CAPITAL CITY AUTHORITY  
FY 2022 - 2023**

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## **EXECUTIVE SUMMARY**

Kampala as the Capital City of Uganda derives its existence and mandate from Article 5 of the Constitution of the Republic of Uganda. Section 5 of the Kampala Capital City Authority Act of 2010 to govern the city on behalf of the Central Government. An amendment to the Act in 2019, particularly Section 21 also operationalizes the Ministry of Kampala and Metropolitan Affairs beside KCCA, under a Minister appointed by the president.

The Authority is charged with the obligation of administering the Capital, making policy, setting service standards, collecting taxes, and also the subsidiary legislative function of making ordinances in line with the Constitution of the Republic of Uganda.

Despite Kampala being Uganda's economic, financial, administrative and political Centre, the city is facing increased population growth, increased demand for services, changing consumptions and rapid urbanization. The city is as a result challenged by informality, the increase in solid waste generated, garbage, gaping potholes and unpaved roads, a strained sewer service, sporadic construction, traffic congestion, corruption, sorry health services, environment degradation, stray livestock and poor management of markets. This has critical implications on the governance and policy direction of the city as evidenced in the political interference by the centre in the leadership and operations of the city.

Therefore in accordance with Rule 147 of the Rules of Procedure of the Parliament of Uganda, and Section 6E of the Administration of Parliament (Amendment) Act, 2006, Alternative Policy Statement for the Kampala Capital City Authority portfolio for FY 2022/23 is accordingly presented.

## List of Acronyms

<b>ADB</b>	African Development Bank
<b>BN</b>	Billion
<b>FY</b>	Financial Year
<b>GKMA</b>	Greater Kampala Metropolitan Authority
<b>KCC</b>	Kampala City Council
<b>KCCA</b>	Kampala Capital City Authority
<b>KIIDP</b>	Kampala Institutional and Infrastructure Development Projects
<b>KMA</b>	Kampala Metropolitan Area
<b>LC</b>	Local Council
<b>LG</b>	Local Government
<b>MDA</b>	Ministries Departments and Agencies
<b>MPS</b>	Ministerial Policy Statement
<b>NBFP</b>	National Budget Framework Paper
<b>NDP</b>	National Development Plan
<b>OP</b>	Office of the President
<b>OPM</b>	Office of the Prime Minister
<b>PFMA</b>	Public Finance Management Act
<b>PIAP</b>	Programme Implementation Action Plan
<b>PWG</b>	Programme Working Group

## **CHAPTER 1: BACKGROUND TO ALTERNATIVE POLICY STATEMENT**

### **1.0 Introduction**

Article 5 of the Constitution of the Republic of Uganda 2005 was amended to provide to provide for Kampala as the Capital City of Uganda administered by the central government<sup>1</sup>.

Initially, Kampala City was headed by an elected Executive Mayor and administered under the Local Governments Act (1997) at the level of a District Local Council Five (LC - 5). The enactment of the Kampala Capital City Authority Act of 2010 following the constitutional amendment legally established KCCA to replace Kampala City Council (KCC).

Currently, at the helm of the Authority is the Executive Director, a public servant appointed by the President on a five year renewable contract. The political wing of KCCA is headed by an elected Lord Mayor who also serves as the political head of the Capital City and chairs the Executive Committee of the Council. An amendment to the Act 2019, particularly Section 21 also operationalized the Ministry of Kampala and Metropolitan Affairs beside KCCA, under a Minister appointed by the president.

### **1.1 Legal Provisions for presenting Alternative Policy Statement**

The mandate to present a policy statement is derived from the Public Finance Management Act, 2015 (Amended) (PFMA) which provides thus, "The Minister responsible for a vote, ministry or the head responsible for a vote, shall by the 15<sup>th</sup> of March submit to Parliament, the policy statements for the proceeding financial year, for the Ministries or the other votes, as the case may be"<sup>2</sup>.

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<sup>1</sup> Constitution of the Republic of Uganda

<sup>2</sup> Section 13 Public Financial and Management Act 2015

Section 6E (4) of the Administration of Parliament Act (2006) provides for the existence of the office of The Leader of the Opposition and empowers him to study and respond to all policy statements of government with his or her Shadow Ministers and attend committee deliberations on policy issues and give their party's views and opinions and propose possible alternatives<sup>3</sup>.

Rule 147 of the Rules of Procedure of the Parliament of Uganda, 2021 on its part requires Shadow Ministers to prepare and present Alternative Policy Statements to Parliament in response to various Ministerial Policy Statements presented by various Ministries, Departments and Agencies of Government (MDAs)<sup>4</sup>.

In exercise of the mandate of keeping the Government in check as enjoined in Section 6E (1) and Section 6E (2) of the Administration of Parliament Act (2006), Section 6E (4) validates alternative considerations of policy to identify and appraise possible courses of action<sup>5</sup>.

To this end therefore, in conformity with Rule 147, I present the Kampala Capital City Authority Alternative Policy Statement for FY 2022/23.

## 1.2 Sector Overview

In 2020, KCCA launched the USD 1.9bn Kampala Capital City Integrated Development Strategy (2020/21-2024/25)<sup>6</sup>. The Plan is anchored into the Uganda Vision 2040, particularly the need to transform the country into a modern prosperous country. It has also been aligned to the NDP III which aims "To Increase Household Incomes and Improve Quality of Life of Ugandans" under the theme of Sustainable Industrialization for Inclusive Growth, Employment and Sustainable Wealth Creation<sup>7</sup>.

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<sup>3</sup> Administration of Parliament Act (2006)

<sup>4</sup> Rules of Procedure of the Parliament of Uganda, 2021

<sup>5</sup> Administration of Parliament Act (2006)

<sup>6</sup> [www.kcca.go.ug](http://www.kcca.go.ug)

<sup>7</sup> National Development Plan III (NDPIII)

In the aspiration an inclusive, liveable, resilient, and well-planned City that provides economic opportunities by June 2025, the plan highlighted four thematic areas of city economic growth, governance and citizens engagement, enhancement of quality of life and city resilience<sup>8</sup>. The four themes have been identified and prioritized along with 21 Strategic Objectives, and 33 sub programs to guide the City development agenda for the next five years.

However, the plan came at the heels of a five-year comprehensive strategic plan (2014/15 -2018/19) with similar tenets the overall performance of which was mainly affected by inadequate Government funding, Governance challenges and low stakeholder engagement<sup>9</sup>.

Effective FY2021/22, all MDAs have been organized into programme groups based on their mandates for better utilization of resources for improved service delivery. Here-in, it is envisaged that urbanization offers considerable opportunities for accelerating socio-economic transformation. It is fronted that both urbanisation and housing will contribute to the improvement of incomes and quality of the population by contributing to increasing productivity, inclusiveness and wellbeing of the population<sup>10</sup>. This is set to be achieved through the provision of decent and affordable housing, employment opportunities as well as transformation of the informal sector.

Uganda and indeed Kampala's current urban growth and development is unsustainable due to: jobless urban growth; inadequacies in physical planning and plan implementation leading to a sprawl of unplanned settlements including in risk prone areas; a deficiency in quantity and/or quality of social services, public infrastructure and housing; a skewed national urban system; and vulnerability due to climate change. Key expected results of the programme that are directly linked to the

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<sup>8</sup> Kampala Capital City Integrated Development Strategy (2020/21-2024/25)

<sup>9</sup> *Ibid*

<sup>10</sup> Sustainable Urbanization and Housing Programme Implementation Action Plan (PIAP) FY 2020/21 – 2024/25

NDP III include: decreasing urban unemployment; reducing the housing deficit; enhanced economic infrastructure in urban areas; increasing efficiency in solid waste collection; and more coverage of urban green spaces<sup>11</sup>.

### **The Greater Kampala Metropolitan Area - GKMA**

An amendment to the Kampala Capital City Authority Act of 2010 in 2019, particularly Section 21 operationalized a central government ministry, the Ministry of Kampala and Metropolitan Affairs beside KCCA, to provide policy and oversight function over KCCA, coordinate the development and provision of physical planning in the Greater Kampala Metropolitan Area (GKMA) that covers the jurisdiction of KCCA, and the districts of Mpigi, Mukono and Wakiso and their respective urban authorities of Nansana, Kira, Makindye-Ssebagabo, Mukono and Entebbe.

Like all metropolitan areas around the world GKMA is an important hub for economic activity as it provides a foundation for economic growth for the city. It is characterised by a densely populated urban core surrounded by less populated towns and villages, which are interdependent economically as well as environmentally, socially, and politically<sup>12</sup>.

However, the GKMA suffers from planning and policy dissonance because of overlaps between the city authority and surrounding local government districts. While the City of Kampala itself is managed under KCCA and the Ministry of Kampala and Metropolitan Affairs the surrounding and constituent districts are managed as local governments and coordinated by the Ministry of Local Government. This leads to challenges in planning, financing, and coordination of service delivery, particularly when it comes to revenue, transport and waste management.

Besides, there is a lot yet to be achieved especially in the face of inadequate funding in terms of planning, road infrastructure, water and sanitation, land policies and the failure to harmonize governance across the local governments. This has adversely

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<sup>11</sup> *Ibid*

<sup>12</sup> <https://www.theigc.org/blog/metropolitan-governance-structures-matter-kampala> , 2018



impacted such aspects as transportation, waste management, the sharing of resources, and economic development.

## CHAPTER 2: SITUATIONAL ANALYSIS OF MINISTERIAL POLICY STATEMENT

In 2020, KCCA launched the USD 1.9bn Kampala Capital City Integrated Development Strategy (2020/21-2024/25)<sup>13</sup>. The plan highlighted four thematic areas of city economic growth, governance and citizens engagement, enhancement of quality of life and city resilience<sup>14</sup>. The plan came at the heels of a five-year comprehensive strategic plan (2014/15 -2018/19) with similar tenets the overall performance of which was mainly affected by inadequate Government funding, Governance challenges and low stakeholder engagement<sup>15</sup>. Nevertheless, Kampala as a city draws from immense potential and viability which if well harnessed would offer endless opportunities and high level service delivery for its residents.

As a Capital, Kampala City is placed at the center stage as an engine of economic growth and development due to an increasing urbanization rate currently at 5.43%. It is therefore critical for it as a city to be strategic about their investments and growth in order to capitalize on the prevailing opportunities while addressing service delivery and responding to the City residents' demands.

In this light, the Kampala Strategic Plan 2020/21 to 2024 /25 informs the Ministerial Policy Statement and therefore presents a position to which we respond in the discourse that follows;

### **Uganda's Administrative Centre**

Kampala City hosts the seat of Government as well as most administrative offices for Ministries, Departments and Agencies (MDAs). The trend is rooted in its having been a seat of the British colonial administration. The sustained concentration of political and administrative power in the city has rendered the city a beneficiary of significant

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<sup>13</sup> [www.kcca.go.ug](http://www.kcca.go.ug)

<sup>14</sup> Kampala Capital City Integrated Development Strategy (2020/21-2024/25)

<sup>15</sup> *Ibid*

investments in infrastructure and other resources. It is also a favoured destination for migrants seeking job opportunities as well as relatively better public services<sup>16</sup>.

### **Economic gateway and showcase of Uganda**

Kampala is the country's commercial and economic hub and a key centre and driver in the Great Lakes Region. The city contributes approximately 65% of Uganda's GDP and accounts for 80% of the country's industrial sector<sup>17</sup>.

Until July 2020, Uganda's had only Kampala as its official and the capital city. Kampala, and its immediate surrounding areas that make up the Greater Kampala Metropolitan Area (GKMA) is Uganda's most significant urban agglomeration, housing approximately 1.658 million residents and providing a place of work for a further 4 million people who commute in and out of the city during the day<sup>18</sup>.

### **Viable Market**

The capacity by the populace in Kampala to purchase a range of good and services has rendered the city a viable market to tap into with high returns beside the export market. The city accounts for a high share of the market for domestic and imported products. This highly pertains to the availability of paid employment hence purchasing capacity in both the formal and informal sectors.

### **Strategic Location (Local and Regional)**

Though in the centre of a landlocked country, Kampala features a strategic location at the heart of regional trading blocs. It is serviced by the regionally accessible Entebbe International airport, major roads connecting the Great Lakes Region and beyond, Lake Victoria, regional ports like Mombasa and Dar-es-Salaam and the

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<sup>16</sup> World Bank (2017), The Role of City Governments in Economic Development of Greater Kampala. Washington D.C: World Bank.

<sup>17</sup> Uganda Bureau of Statistics (2020)

<sup>18</sup> Kampala Capital City Integrated Development Strategy (2020/21-2024/25)

potential of a regional railway system. Based on projection of statistics for 2001 and 2010<sup>19</sup>, the city has 350,000 established businesses.

### **Kampala as a Tourism Destination and Hub**

Given its proximity to Entebbe airport which is the major entry point for tourist to Uganda gives the city significance in the tourism sector. The city is host to most of the tourism infrastructure in the country including hotels and other tourism related service providers. As a result the majority of tourists who come to Uganda pass through Kampala which renders it a tourism destination and a hub. Kampala's great potential for both with both foreign and domestic tourism. Key modern and historical structures such as The Parliamentary Building, Makerere University, Kasubi Tombs, Namugongo Martyrs Shrine, Old Kampala Mosque, The Bahai Temple and Colonial establishments in and around the city make it an attraction and tourist destination<sup>20</sup>.

### **Congruence with the Third National Development Plan (NDP III)**

The NDP III is the third in a series of plans that aim to implement the Uganda Vision 2040<sup>21</sup> aspirations. The NDP III features 18 programmes, identified based on key development issues<sup>22</sup> of which Governance and Security is Program No. 16 under which the Presidency and by extension KCCA falls.

FY2022/2023 will be the third year of implementation of the National Development Plan (NDP) III (2021 to 2025), and relatedly the second year of implementation of the National Resistance Movement (NRM) Manifesto 2021 – 2026. The most fundamental tool of delivery of the plan is the National Budget. However, the first year of implementation coincided with the outbreak of the COVID - 19 pandemic and had devastating health and economic effects. With the vaccination rate still very low, the

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<sup>19</sup> Census of business establishments, 2011

<sup>20</sup> Uganda Tourism Development Master Plan 2014-24

<sup>21</sup> Finance.go.ug

<sup>22</sup> ACODE - The Local Governance Briefer 4<sup>th</sup> Issue, June 2021 - Programme-Based Approach to National Planning – What it means for local governments and service delivery in Uganda - Daniel Lukwago

fully fledged vaccination hangs in the medium term thus posing heightened outlook risks. Uganda now faces a trinity of challenges of mitigating the health crisis, restoration of economic vibrancy and delivery of sustainable development as envisaged in the National Development Plan III. Effective delivery of the national budget FY2022/23 will be thrust towards delivery of lower middle-income status by 2025<sup>23</sup>.

KCCA is one of the 30 implementing agencies of the Governance and Security Programme where the Office of the President (OP) is the Lead Agency and the Office of the Prime Minister (OPM) is the Programme Administrative Coordinator.

The Governance and Security Programme Working Group (PWG) is charged with: Constitutional democracy; Protection of human rights; The rule of law; Free and fair political and electoral processes; Transparency and accountability; Government effectiveness and regulatory quality; Effective citizens' participation in development processes; and Peace, defense and security of the citizens and the country.

## Budget analysis

### Budget Performance Overview for H1 - FY 2021/22 for Vote 122

Category	Approved Annual Budget	Cumulative Release	Cumulative Expenditure	% of Budget Released	% of Release Spent
Wage	122.74	62.15	51.74	50.6%	83.3%
Non-wage	71.05	30.04	23.74	42.3%	79.0%
Dev-GoU	103.24	68.15	27.89	66.0%	40.9%
URF	26.35	7.42	5.82	28.2%	78.4%
Dev-WB-KIIDP 2	152.83	76.42	33.25		

<sup>23</sup> CSO Statement on the National Budget Strategy FY2022/23

				50.0%	43.5%
Dev-ADB-KRRDP	130.43	36.16	0	27.7%	0%
Arrears	3.21	3.21	2.67	100%	83.2%
<b>TOTAL</b>	<b>609.85</b>	<b>283.55</b>	<b>144.82</b>	<b>46.5%</b>	<b>51.1%</b>

In the FY 2021/22, Ushs 609.85 bn was appropriated including URF of which wage was Ushs 122.74 bn, non-wage recurrent was Ushs 71.05 bn, domestic development category was Ushs. 103.24 bn, Uganda Road Fund was Ushs. 26.35 bn and external financing was Ushs. 283.26 bn.

As of end of H1- FY 2021/22 (December, 2021), total releases amounted to Ushs 283.55 billion and actual expenditure amounted to Ushs. 144.82 bn. The released funds performed at 46.5% against the approved budget while actual expenditure registered a performance of 51.1% absorption rate.

In the FY 2021/22, Ushs 609.85 bn was appropriated of which wage was Ushs 122.74 bn, non-wage recurrent was Ushs 71.05 bn, domestic development category was Ushs. 103.24 bn, Uganda Road Fund was Ushs. 26.35 bn and external financing was Ushs. 283.26 bn. The total indicative allocation to Vote 122 was Ushs 441.79 bn, reflecting a 27.6% reduction against the FY 2021/22 approved budget. The indicative reduction was largely on account of exiting of KIIDP 2 Project.

For FY 2022/23, KCCA budget is projected at UGX 419.84 Billion of which UGX 280.16 is Government grants including UGX 26.35 Billion from Uganda Road Fund; UGX 139.68 Billion form external financing for Kampala Road Rehabilitation project financed by a loan from African Development Bank (ADB)<sup>24</sup>.

The budget trend over the last Financial Years reveals a consistent reduction on the KCCA budget and subsequently requests to Parliament for supplementary

<sup>24</sup> KCCA Ministerial Policy Statement FY 22022/23

interventions. In 2019/2020 budget, government allocated Shs520b to KCCA) but the new indicative figures from the Ministry of Finance for 2020/2021 allocated only Shs406b. In the FY 2021/22, the total indicative allocation to Vote 122 is Ushs 441.79 bn, reflecting a 27.6% reduction against the approved budget.

Kampala dominates Uganda's urban system across a number of metrics, including population and production of GDP among others. However, it has not been accorded budgetary attention proportionate to its economic value.

## **Budget Allocation**

### **Road Infrastructure Maintenance**

KCCA requires Ushs. 56.35 bn from the Government of Uganda to construct and maintain a total of **2,110 Kms** of which, to date, **640 Kms** (30%) are paved and **1,470 Kms** (70%) are unpaved. Of these, 21% of the network is reported to be in good condition, with 43% fair, and 36% poor. The Condition of Kampala Capital City's road infrastructure is critical in achieving the Uganda National Vision 2040, the NDP III outcomes and the Kampala City Vision as a vibrant attractive and sustainable city'. Worthy of not however is that the total budget allocation for the road sector fell from 128 bn shillings in 2018/2019 to 77.880 bn in 2019/2020 and further to Ushs. 56.35 bn in the allocation for FY 2022/2023.

### **Maintenance of Drainage Infrastructure in the City**

Kampala City features a dysfunctional storm water drainage system that results in frequent flooding even when there are light downpours. The existing drainage infrastructure is inadequate for the current runoff as a result of rapid urbanization and increase in the built-up area. The situation is exacerbated by improper solid waste (garbage) management through irresponsible dumping of garbage (polythene, plastic bottles, agricultural and trade refuse) that ends up blocking the existing drainage system.

Urban drainage systems are vital and complex infrastructures in cities which directly influence the public economy, health, and welfare.<sup>25</sup> Increased settlements and developments in the water catchments have been cited as major drivers of floods in the City. Cited among the leading causes of risky storm water episodes around the city are sporadic and illegal structural construction developments have been.

### **Shortfalls in Revenue collection**

Under collection of revenue is one of the matters that is seriously impeding on the overall achievements of the authority leaving it to survive on hand-outs from both government and development partners. This was aggravated by the COVID – 19 outbreak and the subsequent lockdowns which affected collection of revenue since it is filed based and businesses had closed.

### **Low Government funding**

Service delivery within KCCA has been adversely impacted by the shortfall in government grants and sponsorship.

### **Litigation against KCCA**

### **Political Leaders remuneration for FY 2022/23 at Ushs. 35.82 bn**

With the recent alteration of boundaries, Kampala Electoral Area's elective positions shot up from 258 to 464. This translated into an increase of 206 Members comprising of 21 Councilors at the Authority Level and 185 at the Division Urban Level effective May 2021 and into FY 2021/22.

### **Implementation of the Presidential Directive on City Markets at Ushs. 50.0 bn**

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<sup>25</sup> Dong, X., H. Guo, and S. Zeng. 2017. "Enhancing future resilience in urban drainage system: Green versus grey infrastructure.



KCCA requires **Ushs. 50.0 bn** in FY 2022/23 towards initial costs required for Markets acquisition and redevelopment. Kisekka, Nakasero, St. Balikuddembe, Bwaise and Bugolobi markets have been identified for acquisition while Kitintale, Kamwokya, Namuwongo I and II, Kiswa, Nakawa, Kinawataka, Bukoto, Usafi, Luzira and Nateete markets require urgent redevelopment.

### **Solid waste management**

Solid waste has been a recurrent and unresolved challenge for KCCA has occasioning environmental degradation. Kitezi has been the only authorized waste disposal site in for GKMA receiving up to 1,300 tons per day hence exceeding its maximum capacity. It is now characterized with steep and unstable garbage slopes, lacks a liner, poorly managed drainage channels and releases landfill gas from the dysfunctional leachate plant. As a result KCCA is seeking support of UGX 60 Billion for the next five years, to facilitate costs related to decommissioning of Kiteezi landfill and the establishment of a Transfer centre at Kiteezi and investments and costs for operationalizing another site at Ddundu.<sup>26</sup>

### **Digital Transformation**

The KCCA plans to promote the use of e-services in service delivery that involves Digital Literacy and roll out of the City digital services.

KCCA is undertaking several initiatives under the Smart City campaign in the usage of e-Services and increase City residents' participation in City development programmes using various digital platforms. Some of the proposed e-Services to be introduced are real time information on the City Traffic conditions, e-waste, e-health, e-commerce, e-education services and enhance the use of modern IT services to promote inclusivity of all including the disadvantaged groups, women and the ghetto youths.

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<sup>26</sup> Presentation by KCCA to Parliamentary Committee on Presidential Affairs

## CHAPTER 3: EMERGING ISSUES AND PROPOSED ALTERNATIVES

### 1. Slums and Informal Settlements.

Kampala City faces the current challenges of a continuing influx of migrants, a high natural growth rate, and doubling of its daytime population due to the daily commute. 80% of Kampala's population lives in informal settlements and works in informal employment.

#### Intervention

Slums are generally the only type of settlement affordable and accessible to the poor in cities, where competition for land and profits is intense<sup>27</sup>. It should be the aspiration of KCCA to make Kampala an inclusive city in all aspects, housing inclusive. Slums will continue to grow along with the population and its attendant tendencies of informality. We should therefore consider the following;

- Put in place a revolving fund where low income earners would borrow money to improve their houses and pay within 10 or more years at low interest rates.
- Put in place a fund, to purchase land outside the city centre and construct decent and affordable tenements attractive to people living in slums. This will enable people get low cost loans to improve on their houses or even construct new ones. This will encourage relocation to other descent and organized communities.
- Purchase and redevelop the current slum areas with emphasis on high rise structures with proper amenities installed to resolve the issue of proximity to places of work. High-rise structures should supposedly absorb more people on a smaller footprint of land.

### 2. Poor Solid Waste Management.

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<sup>27</sup> <https://www.citiesalliance.org/themes/slums-and-slum-upgrading>

In Kampala city, about 54% of the population live in crowded and slum areas located mostly in low-lying zones and in wetlands with inevitable development of unplanned informal settlements and consequently illegal and indiscriminate waste disposal methods<sup>28</sup>. It is estimated that the per capita generation of garbage in Kampala City is one kilogram per day. With a population of about 1.5 million, this works out to about 1500 tons. The City can only manage to dispose of 40% - 50% of this. About 80% of this garbage is organic matter which makes it very bulky to handle and is indiscriminately dumped on the roads<sup>29</sup>.

### **3. Deteriorating Urban Environment.**

High urban growth has negatively impacted on the environment resulting in environmental degradation, which rises from conflicting land users, unsatisfactory waste management practices, destruction of green belts and ecologically fragile ecosystems, especially wetlands and hilltops.

### **4. The Informal Sector**

Uganda's urban economy is characterized by low productivity and competitiveness and is largely dominated by the informal sector. The increase in the urban population does not correspond to job opportunities to propel growth.

### **3. Urban Sprawl.**

GKMA is currently experiencing an unprecedented level of urban sprawl (uncontrolled physical expansion) resulting in a high cost of infrastructure and service provision as well as encroachment on environmentally sensitive areas. The GKMA is especially overwhelmed by crowded built environment, failing to adequately provide housing, employment, services, and infrastructure, 80% of which lives in informal settlements and works in informal employment. Currently, Kampala Capital City Authority (KCCA) and the surrounding LGs voluntarily cooperate on service delivery, i.e. solid waste

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<sup>28</sup> Paul Madru & Kizito Omona, 2021, Assessment of Solid Waste Management at Source in Compliance With Guidelines Among Residents of Kawempe Division, Kampala, Uganda

<sup>29</sup> <https://www.kcca.go.ug/Waste Management>

management, but there is limited coordination of service delivery and the achievement of overall vision for the GKMA development<sup>30</sup>.

#### **4. Inadequate Urban Infrastructure and Services.**

Due to rapid urbanization, unplanned development and inadequate funding, Kampala like many urban areas cannot afford to cope with the demands for infrastructural development and services. The Central Government transfer of funds to Urban Local Governments is insufficient compared to the needs of urban services. The level and quality of services delivered by urban authorities do not match the needs of the population.

#### **5. Ineffective Urban Governance and Management.**

There are various agencies involved in urban governance and management, which makes it difficult to coordinate many actions and in turn affects the effectiveness of the actions.

#### **Intervention**

Ministry of Kampala and Metropolitan Affairs beside KCCA, under a Minister appointed by the president only serves to duplicate roles, obscure mandate and foster inefficiency. A leaner representation of the presidency and the central government would suffice. Most activities under the administration of the city would be well catered for under the Ministry of Local Government.

#### **6. Corruption**

According to the Auditor General's report in February 2022, KCCA spent more than 1.3 billion Shillings in overpayments and other irregular payments on different construction projects mostly roads funded under KIIDP II project. The said expenditures happened during the construction of Kulambiro Ring road, Spur-Najjera road, Nakawa-Ntinda road and John Babiiha Avenue. KCCA further made payments of

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<sup>30</sup> The World Bank Greater Kampala Metropolitan Area Urban Development Program (P175660)