

# “Pressing the Right Buttons”

*Jennifer Musisi for New City Leadership*

## *Epilogue*

# Increasing Revenues

- Musisi's success at improving collections in Kampala was practically immediate and continued for the first half of her nearly eight years in office. Over those four years, beginning with the 2011-12 fiscal year, overall own-source revenue (OSR) jumped 198 percent.
- OSR in billions of Ugandan shillings (exchange rate: UGX 3,333 = 1 US dollar)

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
UGX	30B	39.5B	55.06B	70.1B	80.4B	85B	85.75B
USD	9B	11.85B	16.52B	21.03B	24.12B	25.5B	25.73B

# Fighting Corruption and Building Capacity

## Fighting Corruption

- UTODA cartel was broken after court ruling; KCCA took over transit collections bypassing private agents.

## Building Capacity

- E-Citie app for paying city taxes and fees via mobile phone was rolled out in stages— included new features like one-stop service centers and a customer assistance hotline.
- Property tax was reformed including modernized valuation and updated property register

# A Turning Point in 2016

1. President Museveni and NRM lost large number of votes in Kampala; blamed KCCA—and Musisi.
2. KCCA revenues declined sharply starting in 2016.
3. In October 2018, Musisi resigned; left office in December.
4. In February 2021 elections, President Museveni ran for another term.

# Takeaways in Quotes

- OSR “can be substantially increased by improving the administration without changes in national legislation; which are often difficult, impossible, or unnecessary and are often used by local governments as an excuse rather than the real reason for their lack of action and results.”

- Mihaly Kopanyi, “Local Revenue Reform of Kampala Capital City Authority,” IGC Working Paper, October 2015

- “All over Africa, cities puzzle over the same conundrums. Rwanda has a new electronic land register, which could help with taxation. Several Tanzanian cities have plumped up revenues through canny administrative reforms. Lagos has patiently cultivated a tax-paying culture, with impressive results. The lingering question, in Kampala and elsewhere, is who will bear the biggest burden.”

- Liam Taylor, “How One African City is Flipping the Script on Urban Development,” *Next City*, July 26, 2016