

Beyond the Table

Infrastructure Development in Kampala, Uganda

Epilogue

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Tumusiime met with the World Bank and proposed a second project worth \$350 million.¹ The World Bank asked her to prioritize and return with a smaller request. Her revised proposal of \$260 million was accepted.² After further deliberations, the World Bank and the KCCA settled for \$175 million, four times the amount the World Bank had anticipated providing for the second phase, and \$75 million more than the expected budget for all three phases.

In a February 2014 project appraisal document for KIIDP 2, the World Bank wrote that the KCCA “demonstrated its capacity and ability to manage [a] World Bank-funded project with coordination and other support roles being undertaken by the Project Management Office under the Deputy Executive Director’s Office” in KIIDP 1.³ Additionally, the report justified approval of the project despite a “substantial” risk rating given that “the last assessment of implementation of the KIIDP 1 governance assessment and action plan (GAAP) showed a significant paradigm shift towards better governance and anti-corruption (GAC) and provided reason for optimism that KCCA management will continue to reform service delivery functions.”⁴ The World Bank approved KIIDP 2 in March 2014, but Tumusiime still needed parliament’s approval.

Tumusiime had already engaged with national advisory bodies, such as a parliamentary committee that needed to approve the loan. Her connection to the committee’s chairman was instrumental, as he held considerable power and could rally the support of other parliamentarians on the committee.

Meanwhile, Lord Mayor Erias Lukwago had been recently re-elected after being removed from his position.^{5,6} Again, Tumusiime knew that his involvement as a stakeholder could prove fatal for the budding project, but the World Bank had indicated that she needed to engage with him. Tumusiime felt that she should consult with him sooner rather than later.

In her preparation for her meeting with the lord mayor, Tumusiime decided that she could not convince him using facts alone. She had to address concerns he had previously expressed regarding the inefficiency of the KIIDP 1. At the meeting, she made a point of mentioning that KIIDP was responsible for the new roads constructed in his community and that many other roads slated to be built under KIIDP 2 would be in his community, as well. Ultimately, the lord mayor gave his blessings, saying, as Tumusiime recounted, “I appreciate that you are talking to me.” By the time members of the World Bank came to visit the lord mayor, they left the meeting impressed with the rapport Tumusiime had built with an oppositional leader.⁷

With Lukwago's approval, Tumusiime's final hurdle was the parliament itself. She belonged to the president's party, but that did not guarantee support. Even more concerning, the vote was scheduled for late December, immediately preceding a major holiday. She was afraid that the lack of a quorum would render the vote ineffective. On December 19, 2014, there was a quorum, though few MPs from the opposition were present. Parliament voted to allow the government to borrow the loan, and KCCA met the World Bank's deadline.⁸

The Government of Uganda signed its commitment to KIIP 2 on February 16, 2015, and the project began on December 7, 2015.

Endnotes

¹ Deputy Executive Director Judith Tumusiime, interview by authors, June 21, 2019. All other quotes and attributions from this interview.

² Air Water Earth (AWE) LTD, "Environmental and Social Management Framework for proposed KIIP-2 project," December 2013, accessed July 2020,

<http://documents1.worldbank.org/curated/en/711811468317945295/pdf/E44000AFR0ESMF00Box382114B00PUBLIC0.pdf>

³ World Bank, "International Development Association Project Appraisal Document" (Africa Region: World Bank, February 25, 2014), accessed July 2019,

<http://documents.worldbank.org/curated/en/504911468115450273/pdf/PAD8000P133590010Box382156B00UO090.pdf>.

⁴ World Bank, "International Development."

⁵ Joseph Kizza, "Lukwago Takes Kampala Mayor Seat Again," *New Vision*, February 24, 2016, accessed July 2019,

http://www.newvision.co.ug/new_vision/news/1417875/live-ugandans-elect-local-govt-leaders.

⁶ Hilary Heuler, "Protests Erupt After Kampala Mayor Impeachment," *Voice of America*, November 15, 2013, accessed July 2019, <https://allafrica.com/stories/201311252512.html>.

⁷ Tumusiime, interview.

⁸ Tumusiime, interview.