“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)

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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. President Museveni is running for another term in February 2021 elections.
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.”

• “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,