Revenue Modernization Project

Region	**Sub-Saharan Africa**
Award Scheme	**Dubai International Award**
Start Year	**2017**
Sustainable Development Goals	**Goal 11 - Make cities and human settlements inclusive, safe, resilient and sustainable**

Summary

Revenue Modernization Project (RMP), incorporates the innovative use of ICT, Project Planning & Management, and Business Process Re-engineering best practices. Through this project, KCCA has streamlined, standardized and automated core cross cutting processes to enhance administrative efficiency using simple feature technologies as an enabler that can be afforded and used by all key stakeholders.

Background and Objective

In 2011, KCCA inherited fraught systems characterized by; Highly manual inefficient & disjointed, Cash handling in offices, Absence of a functional City Revenue Register, Multiple revenue billing and collection centers operating through 151 bank accounts, Poor legislation, Inadequate staff numbers, competences & Political Support. Population is estimated at 1.5m while day at 4m, geographical area is 189SqKms with 19SqKms of water.

Actions and Implementation

The Revenue Modernization Project while as it had important objectives to be achieved, the process of realizing them at first was not simple as explained below; 1.Project Management and Planning Knowledge; at first there was no proper Project Planning Methodology followed for example the project lacked a clear governance structure with appointed members to the different workgroups. This made the majority of the staff view it as an assignment for the few individuals. This was resolved by establishing a proper Project governance structure and members from different disciplines with the relevant experience and skills were appointed. 2.Desire to Change to the new ways of doing business say administration, processes of services delivery, payments was not strong enough. This caused resistance from the different stake holders and it was managed through continuous engagements and explaining the benefits that the project was achieving. 3.The Commitment/ Reliance on existing processes was too strong, case in point are the revenue modes of collection where the institution had over 151 bank accounts and some money would go un accounted for leading to loss of revenue by government. This was resolved by closing these accounts to the extent of remaining with only 16 collections accounts in 16 commercial banks. This helped in bridging the revenue leakage gaps. 4.The reliance on external consultants, at first we relied on the external consultants say in systems development leading to imposing certain systems onto the institution expecting high payments. Over time internal staff capacity was built and the team got involved in the core processes of the project including re-engineering, streamlining of the business processes (user requirements specifications), systems development, project management, stakeholder and communication management, drafting of the legal documents and the Memorandum of Understanding with collecting agents. We used different stakeholder and communication tools like meetings, media (TVs, radios, newspapers) workshops, messages, phone calls, mails to disseminate information and knowledge to the different stakeholders. There are still some challenges that remain unsolved for example not all the institutional processes have been streamlined and automated, there is inadequate funding for storage, infrastructure, monitoring and evaluation of all implemented processes, human resource.

Outcomes and Impacts

1. Total KCCA's management support to the results of the project and ensuring the initiative is scaled across the entire institution through streamlining processes across the institution and redefining new roles for staff. Business Process Management Section that was established as a result of the project, handles; -Continuous improvement of the re-engineered processes, -Continuous review of the roles and responsibilities of the staff in-line with the improved or designed processes which sometimes leads to staff training and external sensitization requirements. -Continuously review, analyze and control the change requests that sometimes result into changes in the processes, system, organizational structures and organizational goals prioritization. -Continuous review and update of the operational manuals and sharing them across all the stakeholders. -Continuously review the existing laws to ensure they are relevant and applicable to the business environment and propose amendments where applicable to ensure the revenue administration and other services provided in the city are legally supported. 2. Train existing ICT staff, recruit additional staff and formulate staff exposure programs of the ICT

teams to match with the ever changing technology and ably support the implemented system. 3. Use of the best practices in processes reengineering, systems development, change management and communication have led to establishment of long lasting solutions and the only work left is to maintain the developed systems. For example, the data collected under the Computer Aided Mass Property Valuation shall not only aid the current property valuation exercise but also to support the future valuations without the need to go back to the field. 4. Establishment of the Change Management Team as a result of the project, has continuously helped the organization to share the knowledge across all stakeholders both internal and external.

Gender and Social Inclusivity

The project is transferable because almost every city in the world requires re-engineering of their core business processes, building strong relationships across all the directorates/ departments of the authority administration, Government Ministries, Departments and Authorities and ensuring there is efficiency in their service delivery and yet with very less cost. At KCCA, Many facets of the program have already enjoyed success, and further expansions include applying the system to all revenue sources, development applications, contract administration, Mass Property Valuation and incorporation of a Street Addressing. RMP has been a Center for Benchmark; we have witnessed our colleagues from neighboring Authorities, Cities and Regions in Kenya, Nandi County and others who have been in Kampala for benchmarking how eCitie was designed, developed and implemented. RMP has made KCCA a focal point for bench marking / study visits evidenced by visits from Local authorities (10 authorities, 34 municipalities) and 110 international cities that have embarked on enhancing administrative efficiency, increase to citizens' access to public services and sharing knowledge on smart city strategies across the globe in the last 3 years.

Innovative Initiative

Project Charter Approval; 1.The project should officially be commissioned by approving the project charter and appoint a project team based on the established governance structure with clearly defined roles and responsibilities. 2.Perform comprehensive planning and always communicate the deliverables, milestones achieved at every phase of the project. Ensure that every phase is monitored, controlled and closed. Business Process Management; 1.Manage the institutional Business Processes as a business asset by analyzing and identifying impact of changes in policy, law, strategic plan and business environment/objectives on business procedures and make necessary changes to processes. 2.Conduct business process reengineering, process improvement, regular research, and innovations in line with best practices and placing the customer at the center. 3.Establish a single point of contact to support user requests for all our clients. Selection of simple and advanced technology for implementation; 1.Following bench marking studies with other agencies like URA, the team adopted the use of simple technology like phones that could be afforded by the majority of the citizens through which they can make payments and contacting KCCA. Stakeholder Management; 1.Document stakeholder analysis and communication matrix and follow it by involving and engaging all identified stakeholders, sharing knowledge, facilitating learning to smoothly land and operationalize the project. 2.Ensure you have Top Management buy-in, allow them to champion the project across the institution and all identified stakeholders. In conclusion; 1.Documented, adopted the project management guide across the institution leading to the establishment of the Institutional Project Management Office and the Business Process Management Section. 2.Documented and recommended for adoption and continuous updating of the Organizational Process Assets for future references by other projects. 3.Documented the change management configuration standards and the importance of standard nonfunctional features in developed systems like scalability, extensibility and interoperability.

Resources devoted to delivery

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Conclusion

Supporting Laws; The Project team reviewed the existing laws and policies to assess if they were supporting the initiative and identify the gaps so that they can recommend changes in future. 1. Local Government Rating Act (2005) 2. KCC Act (2010) 3. KCCA ICT Policy 4. Uganda Communications Commission (UCC Act 2013) 5. National ICT Policy Amendments; The Project Team, documented the recommendations to change in the existing policies and regulations that lead to the establishment of the following legal instruments and guidelines. 1. The Kampala Capital City (Commercial Road

Users) Regulations, 2015 2. The Trade (Licensing) (Amendment) Act, 2015 3. The Trade (Licensing) (Grading of Business Areas) Instrument, 2017 4. The Trade (Licensing) (Amendment of Schedule) Instrument, 2017 5. The Kampala Capital City House Numbering Guidelines (2016) 6. The Kampala Capital City Road Naming Guidelines (2016)