Annual Budget Monitoring Report

Financial Year 2017/18

September 2018

Ministry of Finance, Planning and Economic Development
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ABBREVIATIONS AND ACRONYMS

A.I.A	Appropriation in Aid
AC	Asphalt Concrete
ACE	Area Cooperative Enterprise
ACF	Agriculture Credit Facility
ADB	African Development Bank
ADF	African Development Fund
AFD	French Agency for Development
AfDB	African Development Bank
AIA	Appropriations in Aid
AIDS	Acquired Immune Deficiency Syndrome
AIMS	Academic Information Management System
APF	Agro Processing Facility
APL	Adaptable Programme Lending
ARVS	Anti-Retroviral
ASAP	Adaptation for small holder Agricultural Program
ASM	Artisanal and Small Scale Miners
ATAAS	Agriculture Technology and Agribusiness Advisory Services
BADEA	Arab Bank for Economic Development in Africa
BFP	Budget Framework Paper
BIRDC	Banana Industrial Research & Development Centre
BMAU	Budget Monitoring and Accountability Unit
BMAU	Budget Monitoring and Accountability Unit
BMZ	German Federal Ministry of Economic cooperation and Development
Bn	Billion
BoQs	Bills of Quantities
BPED	Budget Policy and Evaluation Department
BPO	Business Process Outsourcing
BPT	Break Pressure Tank
BTVET	Business, Technical, Vocational Educational and Training
CAO	Chief Administrative Officer

CARs	Community Access Roads
CDAP	Community Development Action Plan
CDM	Clean Development Mechanisms
CDO	Cotton Development Organisation
CERT	Computer Emergency Response Team
CF	Community Facilitator
CFO	Chief Finance Officer
CGS	Competitive Grant Scheme
CGV	Chief Government Valuer
CHEW’s	Community Health Extension workers
CNOOC	Chinese National Offshore Oil Company
CoCIS	College of Computing and Information Science
COP	Child Online Protection
CPU	Community Processing Unit (Banana)
CSOs	Civil Society Organizations
CWE	China International Waters and Electric Corporation
D/CAO	Deputy Chief Administrative Officer
DBST	Double Bituminous Surface Treatment
DC	Data Centre
DCIC	Directorate of Citizenship and immigration Control
DCO	District Commercial Officer
DDA	Dairy Development Authority
DDEG	Discretionary Development Equalisation Grant
DEO	District Education Officer
DGSM	Directorate of Geological Surveys and Mines
DHO	District Health Officers
DIPs	District Development plans
DIS	District Inspector of Schools
DISP	District Infrastructure Support Programme
DLG	District Local Government
DLGs	District Local Governments
DNS	Domain Name Server
DP	Directorate of Petroleum

DSC	District Service Commission
DUCAR	District, Urban and Community Access Roads
DWSDCG	District Water and Sanitation Development Conditional Grant
E&P	Exploration and Production
EA	Exploration Area
EAC	East African Community
EAPHLNP	East Africa Public Health Laboratory Networking Project
EARSO	East African Research Organization
EDI	Enterprise Development Investment
EEI	Enterprise Expansion Investment
EIA	Environmental Impact Assessment
EIPL	Energy Infratech Private Limited
EMHS	Essential Medicines and Health Supplies
EmNOC	Emergency Obstetric and Neonatal Care
EOC	Equal Opportunities Commission
EOI	Expression of Interest
EPC	Engineering Procurement and Construction
ERP	Enterprise Resource Planning
ERT	Energy for Rural Transformation
ESC	Education Service Commission
ESDP	Electricity Sector Development Project
ETA	Electronic Transactions Act
EXIM	Export Import
FAO	Food and Agricultural Organisation
FBU	Fully Built Units
FEED	Front End Engineering Design
FGDs	Focus Group Discussions
FIA	Financial Intelligence Authority
FID	Final Investment Decision
FIEFOC	Farm Income Enhancement and Forestry Conservation
FSM	Fecal Sludge Management
FY	Financial Year
GASf	Geological Society of Africa

GAVI	Global Alliance for Vaccines Initiative
GB	Giga Byte
GCIC	Government Citizens Interaction Centre
GDP	Gross Domestic Product
GFS	Gravity Flow Scheme
GIS	Geographical Information System
GIZ	German International Cooperation
GoU	Government of Uganda
GoU	Government of Uganda
Ha	Hectare
HC	Health Centre
HESFB	Higher Education Students Financing Board
HEST	Higher Education, Science and Technology
HIV	Human Immune Virus
HMIS	Health Management Information System
HoDs	Heads of Department
HPMAs	Hand Pump Mechanic Associations
HPP	Hydro Power Project
HR	Human Resource
HRH	Human Resources for Health
HRIS	Human Resource Management Information System
HRM	Human Resource Management
HSC	Health Service Commission
HSD	Health Sub District
HSDP	Support to Health Sector Development Plan
HSE	Health Safety and Environment
HSS	Health Strengthening Support
HV	High Voltage
IAC	Information Access Centre
ICT	Information Communications Technology
ICTAU	Information Communications Technology Association of Uganda
ICU	Intensive Care Unit
IDA	International Development Agency

IDA	International Development Association
IDA	International Development Association
IDB	Islamic Development Bank
IDPs	Internally Displaced People
IEC	Information, Education and Communication
IFAD	International Fund for Agricultural Development
IFMS	Integrated Financial Management System
IFMS	Integrated Financial Management System
IMG	Instructional Material Grant
IPC	Interim Payment Certificate
IPF	Indicative Planning Figure
IPPS	Integrated Personnel and Payroll System
ISFD	Islamic Solidarity Fund for Development
ISO	International Standards Organisation
ISSIS	Electronic Integrated School Inspection System
IVA	Independent Verification Agent
JAB	Joint Admission Board
JICA	Japan International Cooperation Agency
JICA	Japan International Cooperation Agency
JKIST	John Kale Institute of Science and Technology
JLOS	Justice, Law and Order Sector
JOGMEC	Japan Oil, Gas and Metals National Corporation
JPY	Japanese Yen
KCCA	Kampala Capital City Authority
KCCA	Kampala Capital City Authority
KfW	German Financial Cooperation (KfW Bankengruppe)
KfW	German Financial Cooperation (KfW Bankengruppe)
Kg	Kilogram
KHPP	Karuma Hydro Power Project
KIBP	Kampala Industrial and Business Park - Namanve
KIDP	Karamoja Integrated Development Programme
KIL	Kilembe Investment Limited
KIP	Karuma Interconnection Project

Km	Kilometre
KMC	Kirra Motors Corporation
KMS	Knowledge Management Systems
KOICA	Korean International Cooperation Agency
kV	kilo Volts
LF	Lead Farmer
LG	Local Government
LGFC	Local Government Finance Commission
LGMSD	Local Government Management and Service Delivery Programme
LLG	Lower Local Government
LPO	Local Purchase Order
LRDP	Luwero Rwenzori Development Project
LV	Low Voltage
M&E	Monitoring and Evaluation
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MATIP	Markets and Agricultural Trade Improvements Programme
MBPS	Mega Byte Per Second
MBSA	Master Business Services Agreement
MCM	Million Cubic Meters
MDAs	Ministries Departments and Agencies
MDGs	Millenium Development Goals
MDI	Microfinance Deposit Taking Institutions
MEACA	Ministry of East African Community Affairs
MEMD	Ministry of Energy and Mineral Development
MFIs	Microfinance Institutions
MFPED	Ministry of Finance, Planning and Economic Development
MGLSD	Ministry of Gender Labour and Social Development
MHM	Menstrual Hygiene Management
MLA	Monitoring the Learning Achievements
MLHUD	Ministry of Lands, Housing and Urban Development
MNRH	Mulago National Referral Hospital
MoD	Ministry of Defence and Veterans Affairs
MoES	Ministry of Education and Sports

MoH	Ministry of Health
MoICT&NG	Ministry of Information, Communications Technology and National Guidance
MoJCA	Ministry of Justice and Constitutional Affairs
MoLG	Ministry of Local Government
MoPS	Ministry of Public Service
MoSTI	Ministry of Science, Technology and Innovation
MoTIC	Ministry of Trade, Industry and Cooperatives
MoU	Memorandum of Understanding
MoWE	Ministry of Water and Environment
MoWT	Ministry of Works and Transport
MPA	Millenium Promise Alliance
MPS	Ministerial Policy Statement
MSC	Microfinance Support Centre Ltd
MSP	Market stakeholder Platforms
MT	Metric Tonne
MTAC	Management and Advisory Centre Institute
MTEF	Medium Term Expenditure Framework
MTEF	Medium Term Expenditure Framework
MUBS	Makerere University Business School
MUST	Mbarara University of Science and Technology
MW	Mega Watts
MWE	Ministry of Water and Environment
MWMID	Mineral Wealth and Mining Infrastructure Development
NAADS	National Agriculture Advisory Services
NAADS	National Agricultural Advisory Services Secretariat
NAEP	National Agricultural Extension Policy
NAGRC&DB	National Animal Genetic Resource Centre and Data Bank
NARC	National Archives Records Centre
NARO	National Agriculture Research Organization
NBI	National Backbone Infrastructure
NCDC	National Curriculum Development Centre
NCHE	National Centre for Higher Education
NDC	National Disease Control

NDP II	National Development Plan II
NDP	National Development Plan
NEC	National Enterprise Corporation
NECOC	National Emergency Coordination and Operations Centre
NELSAP	Nile Equatorial Lakes Subsidiary Action Programme
NEMA	National Environment Management Authority
NEMA	National Environment Management Authority
NFA	National Forestry Authority
NGOs	Non-Government Organizations
NHATC	National High Altitude Training Centre
NIIRA	National Identification and Registration Authority
NISF	National Information Security Framework
NITA-U	National Information and Technology Authority
NMS	National Medical Stores
NOC	Network Operating Centre
NOC	National Oil Company
NOGP	National Oil and Gas Policy
NPA	National Planning Authority
NRC/R	National Road Construction/Rehabilitation Programme
NRMP	National Roads Maintenance Programme
NSSF	National Social Security Fund
NTC	National Teachers College
NTR	Non Tax Revenue
NUYDC	National Uganda Youth Development Centre
NWSC	National Water and Sewerage Corporation
NWWTP	Nakivubo Waste Water Treatment Plant
O&M	Operation and Maintenance
OAG	Office of the Accountant General
OAGS	Organization of the African Geological Surveys
OE	Owner’s Engineer
OEM	Original Equipment Manufacturers
OFC	Optic Fiber Cable
OFID	OPEC Fund for International Development

OIC	Organisation of Islamic Countries
OPD	Out Patient Department
OPEC	Organization of Petroleum Exporting Countries
OPGW	Optical Ground Wire
OPM	Office of prime Minister
OPM	Office of the Prime Minister
OWC	Operation Wealth Creation
PAP	Poverty Alleviation Project
PAPs	Project Affected Persons
PAPs	Project Affected Persons
PAR	Portfolio at Risk
PAU	Petroleum Authority of Uganda
PBS	Program Budgeting Tool
PCR	Pupil Classroom Ratio
PDHs	Physically Displaced Households
PDR	Pupil Desk Ratio
PEPD	Petroleum Exploration and Production Department
PES	Physical Education and Sports
PFT	Project Facilitation Team
PG	Parents Group
PGM	Platinum Group Minerals
PHC	Primary Health care
PHRO	Principal Human Resource Officer
PIBID	Presidential Initiative on Banana Industrial Development
PIP	Public Investment Plan
PKI	Public Key Infrastructure
PLwDs	Persons Living with Disabilities
PMC	Project Management Consultant
PMG	Production and Marketing Grant
PPDA	Public Procurement and Disposal of Assets
PPP	Public Private Partnership
PRDP	Peace Recovery and Development Plan
PRDP	Peace Recovery and Development Programme

PRELNOR	Project for the Restoration of Livelihoods in Northern Uganda Region
PSA	Production Sharing Agreements
PSC	Public Service Commission
PSM	Public Sector Management
PSR	Pupil- Stance Ratio
PTA	Parent- Teacher Association
PTR	Pupil Teacher Ratio
PTR	Pupil Text book Ratio
PWD	Person with Disability
PWD	Persons with Disabilities
Q	Quarter
R&D	Research and Development
RAP	Resettlement Action Plan
RCIP	Regional Communication Infrastructure Programme
RDP	Refinery Development Program
REA	Rural Electrification Agency
RFSS	Rural Financial Services Strategy
RGCs	Rural Growth Centers
RIDP	Rural Industrial Development Programme
RMSP	Rural Microfinance Support Project
RoW	Right of Way
RPLRP	Regional Pastoral Livelihood Improvement Project
RRH	Regional Referral Hospital
RWSS	Rural Water Supply and Sanitation
S/C	Sub-County
SACCO	Savings and Credit Cooperative Organisation
SDG	Sustainable Development Goal
SDP	Sector Development Plan
SDR	Special Drawing Rights
SEAMIC	Southern and Eastern Africa Mineral Center
SESEMAT	Secondary Science Education and Mathematics Teachers
SFD	Saudi Fund for Development
SFF	Soroti Fruit Factory

SFG	School Facilities Grant
SLA	Service Level Agreement
SMCs	School Management Committees
SMEs	Small and Medium Enterprises
SNE	Special Needs Education
SPEDA	Skills for Production, Employment and Development Project
SPT	Standard Penetration Test
SPV	Special Purpose Vehicle
SRWSSP	Support to Rural Water Supply and Sanitation Programme
SSAs	Small Scale Agri Businesses
STI	Science, Technology and Innovation
STNA	Skills Training and Needs Assessment
STs	Small Towns
T/I	Technical Institute
TA	Technical Assistance
TBI	Technology Business Incubation
TC	Town Council
ToR	Terms of Reference
ToTs	Trainer of Trainees
TSA	Treasury Single Account
TSU	Technical Support Units
TVET	Technical Vocational Education and Training
UBC	Uganda Broadcasting Corporation
UBRA	Uganda Retirement Benefits Regulatory Authority
UBTS	Uganda Blood Transfusion Services
UCC	Uganda Communications Commission
UCI	Uganda Cancer Institute
UCSCU	Uganda Cooperative Savings and Credit Union
UDC	Uganda Development Corporation
UEDCL	Uganda Electricity Distribution Company Limited
UEGCL	Uganda Electricity Generation Company Limited
UEPB	Uganda Exports Promotion Board
UETCL	Uganda Electricity Transmission Company Limited

Ug Shs	Uganda Shillings
UGCEA	Uganda Ginners and Cotton Exports Association
UHI	Uganda Health Institute
UHSSP	Uganda Health Sector Strategic Plan
UICT	Uganda Institute of Information Communication Technology
UIRI	Uganda Industrial Research Institute
UMC	Uganda Media Centre
UMCS	Unified Messaging Collaboration System
UMFSNP	Uganda Multisectoral Food Safety and Nutrition Project
UMMDAP	Urban Markets Marketing Development of the Agricultural Project
UNBS	Uganda National Bureau of Standards
UNEB	Uganda National Examination Board
UNFFE	Uganda National Farmers Federation
UNHCR	United High Commission for Refugees
UNMA	Uganda National Meteorological Authority
UNMHCP	Uganda National Minimum Health Care Package
UNOC	Uganda National Oil Company
UNOPS	United Nations Office for Project Services
UNRA	Uganda National Roads Authority
UNSCT	Uganda National Council for Science and Technology
UPDF	Uganda Peoples Defence Forces
UPE	Universal Primary Education
UPIK	Uganda Petroleum Institute Kigumba
UPL	Uganda Posts Limited
UPOLET	Universal Post 'O' Level Education and Training
UPPET	Universal Post Primary Education and Training
URA	Uganda Revenue Authority
URF	Uganda Road Fund
US$	United States Dollar
USADF	United States African Development Foundation
USD	United States Dollars
USE	Universal Secondary Education
USMID	Uganda Support to Municipal Infrastructure Development

UTC	Uganda Technical College
UTSEP	Uganda Teacher and School Effectiveness Project
VACIS	Violation against Children in Schools
VAT	Value Added Tax
VC	Vice Chancellor
VF	Vote Function
VHT	Village Health Teams
VPN	Virtual Private Network
WASH	Water Sanitation and Hygiene
WES	Water and Environment Sector
WfP	Water for Production
WfPRC-W	Water for Production Regional Centre West
WHT	With Holding Tax
Wi-Fi	Wireless (Internet)
WQ	Water Quality
WSDF	Water and Sanitation Development Facility
WSDF-C	Water and Sanitation Development Facility Central
WSDF-E	Water Supply Development Facility East
WSS	Water Supply System
ZARDI	Zonal Agricultural Research Development Institute
ZO	Zonal Office

FOREWORD

Financial Year 2017/18 is the third year of implementation of the Second National Development Plan (NDPII). The NDPII aims at strengthening Uganda's competitiveness for sustainable wealth creation, employment and inclusive growth. The Government is implementing several multi-sectoral programmes to ensure that the NDPII output and outcome targets are attained.

This annual monitoring report by the Budget Monitoring and Accountability Unit (BMAU) highlights some of the achievements as per the NDPII annualised output and outcome indicators for the sectors monitored. Commendable progress was made by sectors in achievement of the output targets; less progress has been made in realising the set outcome targets. Most sectors lack information on outcome indicators, making it hard to effectively assess progress towards achieving the NDPII targets. This knowledge gap should to be addressed urgently as the country prepares for the NDPIII.

I call upon all stakeholders to critically study the challenges identified in this report, and adopt the recommendations therein, in order to fast-track the country's socio-economic transformation.

Patrick Ocailap

Deputy Secretary to the Treasury

EXECUTIVE SUMMARY

This report reviews selected key programmes and sub-programmes within the sectors, based on approved plans and significance of budget allocations to the Votes. The focus is on 10 sectors/sub-sectors, including: Agriculture, Education and Sports, Energy, Health, Industrialization, Information and Communications Technology (ICT), Microfinance, Public Sector Management (PSM), Roads, and Water and Environment. In addition, some aspects under the Ministry of Finance, Planning and Economic Development (MFPED) are reviewed.

Attention is on large expenditure programmes with preference given to development expenditure, except in the cases of Agriculture, Education and Sports, Health, ICT, Public Sector Management and road maintenance, where some recurrent costs are tracked. Focus was also placed on sector gender and equity commitments, and outcomes.

Programmes selected for monitoring were based on planned annual outputs and outcomes; regional representation; level of capital investment; and value of releases during Financial Year 2017/18. The methodology adopted for monitoring included literature review of annual progress and performance reports; interviews with the respective responsible officers or representatives; and observations or physical verification of reported outputs and outcomes. Physical performance was rated using weighted achievement of the set output and outcome targets by 30th June, 2018.

FINDINGS

Overall Financial Performance

(a) Central Government Ministries, Departments and Agencies

Overall financial performance is provided for 10 priority sectors of; Accountability, Agriculture, Education, Energy, Health, Information and Communications Technology, Industrialization, Public Sector Management, Roads sub-sector, and Water and Environment.

Financial Performance

The overall Government of Uganda (GoU) approved budget for FY2017/18 was Ug shs 29.008 trillion including external financing, Appropriation in Aid (AIA), arrears and debt. The overall GoU budget was revised to Ug shs 30.840 trillion through a supplementary budget of Ug shs 1.832 trillion. The GoU approved budget excluding external financing, AIA and arrears was Ug shs 21.175 trillion. The allocation to Ministries, Departments and Agencies (MDAs) and Local Governments (LGs) excluding treasury operations was Ug shs 12.591 trillion (43% of approved budget), which was revised to **Ug shs 14.092 trillion (46% of the revised budget),** of which 20% was allocation to the LGs.

The GoU release performance to the MDA and LGs as at 30th June, 2018 was Ug shs 13.179 trillion (94%)[1] and 99% (Ug shs 13.009 trillion) was spent by 30th June 2018.

Sector Performance

The approved budgets of 90% of the 10 priority sectors were revised as at 30th June 2018. The sectors with revised budgets were - Accountability; Agriculture; Education and Sports; Health; Water and Environment; Energy and Mineral Development; Tourism, Trade and Industry; Public Sector Management; Works and Transport, and LGs.

Significant changes occasioned by the supplementary to the development budgets were registered under; Ministry of Health (MoH) of 37% to Ug shs 37billion (bn), Ministry of Trade, Industry and Cooperatives (MoTIC)-35% to Ug shs 49.085bn, Uganda Revenue Authority (URA)-47% to Ug shs 77.63bn, and Ministry of East African Community Affairs-83% to Ug shs 988 million.

Under the recurrent budgets, significant changes were registered under; Ministry of Works and Transport (MoWT)-38% to Ug shs 84.247bn, and Ministry of Energy and Mineral Development(MEMD)-of more than 100% to Ug shs 119.331bn.

The GoU approved budget for the LGs (direct transfers)[2] was Ug shs 2,633bn. It was revised to Ug shs 2,667bn, of which Ug shs 2,617bn (98%) was released and absorbed 100% by 30th June, 2018.

Overall, 94% of the revised budgets for the 10 priority sectors, plus Kampala Capital City Authority (KCCA) and LGs was released by 30th June 2018. The highest release performance of 102% was registered under the Accountability sector. Water and Environment sector experienced the least release performance at 67%. The overall absorption of funds for the sectors was 99% of the release.

Key Challenges

i) Revisions of approved budgets through supplementary budgets in 91% of the sectors pointed to growing budgetary pressures, poor planning and allocation of funds for both development and recurrent budgets. For instance, under the energy sector, the supplementary of Ug shs 106bn was for thermal power whose obligations were foreseeable.
ii) Budget cuts - with the exception of KCCA and LGs, all sectors registered budget cuts, to some extent even where supplementary budgets were granted these were not fully funded, as observed in the sectors of Water and Environment; Tourism, Trade and Industry and PSM. This erodes budget predictability.
iii) Delays in finalization of warrants, although greatly improved in FY 2017/18, some votes still registered delays in completion of warrants, and this affected the timeliness of availability of funds to some service delivery centres.

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[1] The release performance is compared to the revised budget –it was more than 100% when compared to the approved budget

[2] This excludes those transfers to LGs that are not direct but through other Central Government votes, e.g. Youth Livelihood Funds, Uganda Women Empowerment Project funds, and road funds channeled through Ministry of Gender, Labour and Social Development (MGLSD) and Uganda road Fund (URF) respectively.

Recommendations

i) The MFPED and Bank of Uganda (BoU) should respectively expedite efforts to curb the untaxed yet growing informal sector, and achieve lower interest rates. This will increase tax revenue to support the growing government expenditure.
ii) The MFPED Budget Directorate should strengthen the scrutiny of sector budget submissions (Budget Framework Papers, and budgets) for any lapses in the estimates and allocations made.
iii) The MFPED should continue enforcing compliance to reporting deadlines by the accounting officers through sanctions that include suspension of transactions of the MDA&LGs on the Integrated Financial Management System (IFMS).

a) Budget Preparation Execution and Monitoring Project 1290

The GoU introduced Programme Budgeting System (PBS) to ensure resources are allocated in accordance with the GoU strategic framework, policies and priorities to those areas and service providers that will enable government at both Central Government (CG) and LG levels achieve economic growth and development.

Financial Performance

The overall performance of the project was at 75% which was very good; the PBS was tested for all components and was used for budgeting, reporting and procurement planning in the Central Government (CG) and reporting for LGs. With the PBS, government can enforce the allocation of resources within the strategic framework, policies and priorities.

It was noted that although the PBS has output indicators, they were not clearly linked to the outcomes they contribute to. The user manuals were developed and disseminated, although further improvements will be required with the upgrades made. Technical support given to LGs on the PBS was inadequate for the different levels of the roll out, but was satisfactory at the CG level.

A Programme Based Budgeting (PBB) framework across MDAs and LGs was designed. Stakeholder workshops on PBB were conducted at CG and LG levels.

Challenges

i) Some of the outcome indicators on the PBS are unrealistic as such they cannot be attributed to given outcomes, this will result in misreporting on the system.
ii) Training conducted for the PBS was inadequate especially for the LGs, this made it difficult to complete the budget for FY 2018/19 by the deadline.
iii) System errors and wrong item codes on the LG PBS module affected timely completion and upload of the LG budgets for FY 2018/19.

Recommendations

i) The MFPED together with the National Planning Authority (NPA), Uganda Bureau of Statistics (UBOS) and Office of Prime Minister (OPM) should improve the outcome indicators and also link the output indicators to the outcomes.

ii) The MFPED should continuously carry out PBS training for key staff and stakeholders at the LGs and CG. These should include accounting officers, planners, heads of department and district executive committees.
iii) The MFPED should support the PBS roll out with a grant for operational costs and necessary equipment such as computers to maximize the envisaged efficiencies.

Overall Physical Performance

The overall annual performance was fair at 68%. The best performing sector was agriculture at 79.60%, while Public Sector Management registered the worst performance at 50.4%. Achievement of planned outputs and outcomes was attributed to increased funding to sectors; resources released as appropriated by Parliament; early initiation of procurements; and monitoring and supervision of sector interventions.

Some of the inhibiters of efficient service delivery included low budget allocations to critical activities, delayed disbursements of funds and implementation guidelines in some programmes; late conclusion of procurement processes; adverse climatic conditions; gender and regional inequalities; understaffing in the MDAs, poor planning, and lack of access to RoW for the infrastructure projects. It was noted that most sectors lack information on annual sector outcome indicators, making it hard to effectively assess progress towards achieving the second National Development Plans (NDPII) targets.

Agriculture

The overall National Development Plan (NDPII) sector objective is to enhance rural incomes, household food and nutrition security, exports and employment. The expected outcomes on increased production and productivity of strategic commodities, exports, adoption of research products and strengthened agricultural services. The sector committed to address gender and equity concerns in its programmes especially making available services to youth, women and person with disabilities (PWDs) supported individually and as special interest groups with inputs and equipment;

The approved revised budget for the agriculture sector for FY 2017/18 including arrears was Ug shs 877.987bn of which Ug shs 796.495bn (90.72%) was released and Ug shs 779.326bn (97.84%) was spent by 30th June, 2018. This was very good release and expenditure performance.

Highlights of Sector Performance

The overall agriculture sector performance in FY 2017/18 was good rated at 79.60%. The best performer was the Coffee Development Programme followed by the Agricultural Research Programme; the other programmes performed at the same level (good). Most planned outputs were delivered except in programmes that had operational challenges. Positive trends were recorded in the National Development Programme (NDPII) outcome indicators of sectoral composition of Gross Domestic Product (GDP), production volumes, export volumes and availability of extension workers. The agricultural sector GDP growth doubled to 3.2% in FY 2017/18 compared to 1.6 percent in FY 2016/17. Growth was highest among cash crops (5.8%), agricultural support services (4.0%) and food crops (3.7%) and lowest in fishing (-2.9%) and livestock (2.0%)[3].

The good performance was associated with increased funding to the sector including supplementary budgets and donor funds; improved budget credibility as the resources that were appropriated by Parliament were released by Ministry of Finance, Planning and Economic Development (MFPED); increased volumes of inputs distributed to farmers; early initiation of procurements; recruitment and availability of extension workers; increased investment in agricultural infrastructure and equipment; increased quality assurance, monitoring and supervision of sector interventions and overall good institutional management by the Accounting Officers.

The sector however did not achieve all its output and outcome targets due to a number of challenges notable being: delayed release and disbursements of funds and implementation guidelines in some programmes; late conclusion of procurement processes leading to differing of some activities into FY 2018/19; adverse climatic conditions; low technical capacity of newly recruited extension workers; gender and regional inequalities; pest and disease outbreaks and closure of donor projects.

At output level, agricultural production and productivity was boosted with the provision of assorted inputs and technologies for strategic commodities under the Agricultural Advisory Services, Cotton Development Programme, Coffee Development Programme, Dairy Development and Regulation Programme and District Production Services. The recruitment of 3,257 (65.14%) extension workers at district and sub county level out of the initial target of 5,000 extension workers increased availability of advisory services to farmers to complement extension services offered under the Cotton and Coffee Development Programmes.

Agricultural production and productivity was further enhanced through the distribution of 2,647 Mt of cotton seed and 1.230 million units of pesticides and setting of 3,965 demonstration gardens under the Cotton Development Programme; distribution of 239 million robusta seedlings countrywide and 5.481 million seedlings in Northern Uganda by the Coffee Development Programme; setting up of demonstration gardens of micro-nutrient rich foods in 100 schools in each of the 15 pilot districts under the Uganda Multi-Sectoral Food Security and Nutrition Project; and provision of pasture seeds, equipment and training under the Dairy Development and Regulation Programme.

Cumulatively, between FY 2009/10 and FY 2017/18, the GoU disbursed a total of Ug shs 141.714 billion to Bank of Uganda (BoU) of which Ug shs 650.586 million was earmarked in FY 2015/16 and FY 2017/18 for marketing the scheme. By 30th June 2018, Ug shs 134.794 billion (95.11%) of the GoU contribution was fully disbursed to beneficiaries. The beneficiaries invested in expanding their farms, procurement of high grade animals, importation of hi-tech machinery for food and feed processing, storage facilities and grain trade.

[3] MFPED, 2018. Background to the Budget FY 2018/19.

At the outcome level, a total of 96 (100%) out of the planned 82 productivity improving technologies were generated and 41 (87.23%) out of the planned 47 new varieties were submitted to the Variety Release Committee for release. National coffee production increased from 4,653,058 (60kg bags) in FY 2016/17 to 4,707,597 (60kg bags) in FY 2017/18; the volume of coffee bags certified for export increased by 6.46% from 4,185,940 (60kg bags) in FY 2016/17 to 4,456,331 (60kg bags) in FY 2017/18.

There was an increase in the quantity of cotton lint produced from 151,071 metric tons in FY 2016/17 to 202,357; the percentage change in quantity of cotton produced increased from the planned 22% to actual 34% by 30th June 2018. The percentage change in quantity of lint classed in the top three grades however reduced from 77% in FY2016/17 to 69% in FY 2017/18. The planned percentage change (8%) in this indicator was not achieved.

The production of quality and marketable milk increased from 2.2billion litres in FY 2016/17 to 2.5 billion litres in FY 2017/18. The percentage increase in volume of marketable milk was however lower (1.62%) than the target for FY 2017/18 of 5%.

A key limitation in sector assessment was the lack of credible frequent data collection mechanisms in the sector to measure most of the key NDPII agriculture sector outcome indicators such as technology adoption rates, acreages, household satisfaction with services, domestic consumption and food security. There was a mismatch in the outcome indicators and targets that are contained in the MAAIF and agencies policy and budget documents when compared to the NDPII outcome indicators and targets. The MAAIF and agencies should review and align the outcome indicators with the NDPII set targets and collaborate with UBOS to ensure that data for key outcome indicators is collected.

Key sector challenges

i) The sector lacks credible outcome indicators and targets, and agricultural data is missing in most institutions.
ii) There are many fragmented projects in MAAIF that do not necessarily contribute fully to the sector outcomes due to the low outreach and thin spread of resources. Most projects achieved all the key outputs but had lower outcomes.
iii) Low sector outputs and outcomes due to harsh climatic conditions, emergence of pests and diseases; increasing soil infertility; inadequate extension services and delayed disbursement of funds for some programmes from MAAIF and NARO to local governments, ZARDIs and Institutes and from the District Collection account to the implementing departments. For example, the extension grant funds were accessed as late as Q3 leading to differing Q4 funds and implementation to FY 2018/19.
iv) Slowdown in NARO research and technology generation and poor maintenance and sustainability of on farm and off farm trials and experiments due to the closure in December 2017 of the ATAAS project.
v) Poor implementation of the Agricultural Extension and Skills Development Programme due to late release of funds and guidelines by MAAIF; poor readiness of districts to implement as some did not have work plans; low capacity o extension workers; delayed approval of spending the supplementary by District Councils; and weak linkage between

the guidelines, funding and the expected outputs and outcomes. Some extension workers were not aware and fully appreciative of the MAAIF implementation guidelines.

vi) Gender and regional inequality in access to agricultural services

Recommendations

i) The MFPED and MAAIF should allocate and finance conducting of the Uganda National Agricultural Census and set up an effective management information system (MIS) both at the central and local Government level.

ii) The MAAIF should review and merge or close the small projects with limited impact on outcomes. Some failed projects like the rehabilitation of the Bushenyi and Gulu Fish fries under the Fisheries Development programme should be closed or commissioned out to the private sector.

iii) The MAAIF and agencies should implement strategic investments along the entire value chains for the priority commodities focusing on irrigation, pest and disease management, post-harvest handling and soil fertility technologies at farm level.

iv) The MFPED should enhance supervision of budget execution at Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) and agencies and LGs to curb hasten funds disbursement.

v) The MFPED and National Agricultural Research Organization (NARO) should identify alternative funding to maintain and sustain the research work that was initiated under the Agriculture Technology and Agribusiness Advisory Services (ATAAS) project.

vi) The MAAIF should continue strengthening the extension service through improving and disseminating the implementation guidelines, re-tooling and equipping the extension workers, timely disbursements and effective supervision of the programme.

vii) The MAAIF and agencies and Ministry of Gender, Labour and Social Development (MGSLD) should further enhance mainstreaming and promoting gender and equity compliance in the agriculture sector.

Education and Sports Sector

The total approved budget for the Education and Sports sector for FY 2017/18 was Ug shs 2,828.985bn including external financing, AIA and arrears; of which Ug shs 2,720.418bn (96.2%) was released and Ug shs 2,614.352bn (96.1%) spent.

The overall performance of the sector in terms of output and outcome delivery was good at 76.4%. The sector performed better at output level with 82.4% overall achievement, than at outcome level with an overall achievement of 64.9%. The low performance at outcome level was attributed to lack of information on the sector outcome indicators in FY 2017/18. Overall analysis on whether the sector outcomes registered positive trends or not in the FY was not established.

Highlights of Sector Performance

At outcome level, some votes that had very good performance and registered positive trends of their outcome indicators were; Education Service Commission (ESC), National Curriculum

Development Centre (NCDC) and Muni University, all at 100%. Lira University got 96%, Mbarara University 90%, and Makerere University 85%. There was an increase (155%) in the number of new appointments into the education service, and increased enrolment across the universities mainly due to expansion and rehabilitation of learning facilities.

At output level, good performing programmes included; Curriculum Development (NCDC) with an overall performance of 99.6%, the Policy Planning and Support Services (Ministry of Education and Sports - MoES) at 97.76%, the Education Personnel Policy and Management Programme under the ESC at 95.1%, Skills Development at 95.7%, and Higher Education at 83.98%. The good performance was associated with availability of funds, provision of supplementary budgets, and early initiation of procurement processes.

The worst performing programmes were; i) Delivery of Tertiary Education-Soroti University (38.5%), Special Needs Education (39.6%), Secondary Education (41.36%) and Pre-Primary and Primary Education (52.67%) A number of planned outputs were not achieved. For Pre-Primary and Primary Education Programme, none of the 54 primary schools planned under the Emergency Construction and Rehabilitation of Primary Schools sub-programme were completed. This was due to changes in the procurement modality that led to delay in disbursement of funds to schools.

Under Secondary Education Programme, the short term consultancy to capture teacher details, science kits for 20 new grant-aided secondary schools; science kits and the five compulsory subject textbooks for the 80 schools, and software for the 300 secondary schools were all not achieved under the Development of Secondary Education sub-programme.

Key Sector Challenges

i) Outstanding Value Added Tax (VAT) obligations: The MFPED during the budget speech of FY2017/18 made policy changes in the VAT (Amendment) Act 2016, and the VAT (Amendment) Act 2017 regarding VAT treatment of taxable supplies made under aid-funded projects. Therefore, there is an outstanding VAT obligation amounting to USD 1,488,430.34 (Ug shs 5.4bn) for the period prior to 1st July, 2017 for the Higher Education, Science and Technology (HEST) project.

ii) **Forged appointments, promotions and access to Government payroll in the sector**: The ESC conducted validation exercises and unearthed cases of forged appointments, promotions and access to the Government payroll by employees within the education services in 15 districts. The cost analysis of these forgeries established that Government is currently losing Ug shs 4,729,892,412 annually to illegal access to the payroll. It was also noted that some forged cases were recommended for removal from the payroll as far back as 2002, however no action was taken.

iii) Understaffing in all public universities: The university recruitment plans for all public universities remain largely unimplemented due to lack of funds for wages. Some universities had not conducted staff promotions for some time, hence lacking critical staff at senior levels. The relatively new science based public universities keep losing staff that upgrade to higher levels such as PhDs to older public universities, and many had failed to attract and retain staff at senior level (for instance Kabale, Lira and Busitema universities), with an establishment at less than 40% for staff in post.

iv) Static staff ceilings: The government staff ceilings in both primary and secondary schools have not changed for a long time. As a result, there is a shortage of primary teachers in schools across all districts. At the secondary level, there is a shortage of science teachers (biology, physics, chemistry and mathematics) which has contributed to poor learning outcomes. There is therefore need to recruit at least 2,000 science teachers in a phased manner.

v) Unrealistic Non-Tax Revenue (NTR) targets for universities: Public universities are increasingly depending on collection of NTR. The bigger and older universities (Makerere, Makerere University Business School, Kyambogo and Uganda Management Institute) collect more NTR, while the relatively new and smaller public universities (Muni, Busitema, Kabale) have meagre NTR collections. However, NTR targets are set without taking these differences into consideration and therefore continue to be unrealistic and difficult to achieve for new universities. Muni University with a target of Ug shs 1bn, has only 166 students currently enrolled at the university.

vi) **Limited access to education services in some districts:** There are many parishes and sub-counties in several districts without access to both primary and secondary schools respectively. For instance, Kapchorwa District has 35 parishes, Kween District - 42 parishes, Dokolo District with 11 parishes, Kyenjojo District 10 parishes, and Mubende District 15 parishes without a primary school. At the secondary school level, many districts have sub-counties without access to a government aided secondary school (Bugiri 3, Iganga 3, Otuke 3, Kamuli 4, Dokolo 5, Agago 7, Kapchorwa 9, Kween 11, Kyenjojo 10; Kiryandongo 4; Lwengo 2; Lyantonde 2, Hoima 3). In some sub-counties within Kapchorwa and Kween districts for instance, students walk between 5-10km to access a secondary school. Currently, the sector requires Ug shs. 49.19bn to construct 100 primary schools, and Ug shs 9.48bn to build 20 secondary schools in sub-counties without any government-aided secondary school.

vii) **Menstrual management in primary schools remains a challenge**: Lack of sanitary pads continues to contribute to the high drop-out rates of the girl child in primary schools. There is need, therefore, to increase the unit cost for Universal Primary Education (UPE) capitation to cater for distribution of menstrual pads to girls in primary schools.

Recommendations

i) Accounting Officers with cases of forged appointments and promotions should ensure that they are deleted from the Government payroll. The MoES should support the ESC to conduct a thorough audit of all appointments and promotions in the 168 LGs (121 districts, 46 municipalities and KCCA) with the view of weeding out all forgeries.
ii) The MoES should prioritize outstanding arrears and VAT costs. In addition, plan phased construction of more schools at primary and secondary levels in parishes and sub-counties respectively to increase access to education services.
iii) The MFPED should reimburse all NTR collected by universities on a semester basis (as opposed to a quarterly basis), and set realistic NTR targets particularly for the smaller, and newer universities.
iv) Government should revise the existing staff ceilings in order to allow recruitment of teachers in primary and secondary schools.

Energy

The energy and minerals sector overall performance was fair at 67.6%. At the outcome level the sector performed well on increasing the energy infrastructure capacity in generation of electricity, increased access to electricity in the population, ensuring efficiency in the management of Uganda's oil resource, and sustainable management of the mineral resource were partly achieved. The programme outcome of increased generation capacity, transmission and access to affordable energy was not achieved.

The overall approved budget for the energy and minerals sector for FY 2017/18 inclusive of external financing, arrears, and AIA amounts to Ug shs 2,370.642bn of which Ug shs. 2,289.672bn was released, and Ug shs. 1,518.317bn spent representing 96.6% budget release and 64% absorption. The release for GoU resources excluding arrears, donor and AIA amounts to Ug shs 466.148bn, out of the approved Ug shs 391.624bn of which Ug shs 463.842bn was spent by 30th June, 2018 representing 119% budget release and 118.4% budget spent and the overall absorption of 99.5%. The increase of the budget release was due to the supplementary authorization Ug shs125.202bn (Ug shs.106.875bn for thermal power obligations, Ug shs.15bn for sub-programme 1355 and Ug shs 3.337bn for sub-programme 1143-Isimba hydro power project).

Highlights of Sector Performance

The Energy Planning, Management and Infrastructure Development Programme performance was good (77.1%). Sub-programmes that showed good performance were: Kawanda-Masaka Transmission Project, Hoima-Nkenda Transmission Project, and the Mbarara-Mirama transmission line under the Nile Equatorial Lakes Subsidiary Action Program (NELSAP) where construction works were completed. The sub-programmes where remarkable improvement in performance was observed were the Karuma Interconnection Project where the contractor had erected half of the towers on the Karuma-Kawanda portion of the project in the last 6 months of the FY 2017/18. The Tororo-Lira/Mbarara-Nkenda transmission project and the NELSAP project have continued to perform poorly and very little progress was recorded in the FY 2017/18.

In the Large Hydro Infrastructure Programme fair (68.8%) performance was observed, the works on the two large hydro power projects are progressing well but both projects are still behind schedule. Most of the civil works were completed and electro-mechanical and hydro-mechanical works were ongoing on both projects. The project management teams on both projects continued to encounter quality issues and delays. Some of the defects previously identified had not been fully repaired, which is a major concern.

Under the Rural Electrification Programme overall performance was rated fair (64. 0%).Good performance was observed in the rural electrification sub-programme where several grid extension projects were completed in Kayunga and Kamuli under the Bank for Economic Development in Africa/OPEC Fund for International Development (BADEA/OFID) funding, Isingiro, Mbarara, Kabale, Mbarara, Kyenjojo, Kabarole, Hoima, Kiryandongo, Kasese, Kabarole under French Development Agency (AFD) funding. There was poor performance from the Energy for Rural Transformation III project due to delayed procurement.

In the Petroleum Exploration, Development, Production and Value Addition Programme, performance was good (75.8 %). Some of the highlights for the FY2017/18 included the conclusion of negotiations of the Project Agreements for the Refinery Project between GoU and the M/s Albertine Graben Refinery Consortium (AGRC) that were concluded on 10th April 2018. Front End Engineering Design (FEED) for the refinery had commenced. Acquisition of land for the Refinery Development is almost completed with 98.3% of the Project Affected Persons (PAPs) who opted for cash compensation fully paid. Government granted three (3) fresh petroleum exploration licenses and issued five (5) production licenses in Exploration Area 2 to Tullow Operations Pty, and three (3) in Exploration Area 1 to Total E&P Uganda Ltd.

In the Mineral Exploration, Development and Value Addition Programme good (70.9%) performance was observed. The Mineral Wealth and Mining Infrastructure Development and Design sub-programme, Construction and Installation of Uganda National Infrasound Network sub-programme performed well. Achievements under the programme included submission of the final draft mineral policy to Cabinet on 19th April, 2018 with approval obtained on 7th May, 2018. More laboratory equipment was acquired and staff was trained to aid in analysis of the collected minerals samples. Activities to organize and register artisanal miners in area of districts of Namayingo, Mubende, Busia, Bugiri, Kasese, Kabarole, Buhweju, Rubanda, Kisoro and Karamoja continued.

Key challenges

i) Difficulty in acquisition of Right of Way (RoW) has continued to affect works on all transmission line projects because contractors were denied access to the project sites where compensation had not been fully undertaken.
ii) The inadequate sector funding, especially for critical activities such as the Resettlement Action Plan (RAP) continues to affect performance. Poor allocation by the sectors for this activity has persisted.
iii) Understaffing in some of the sub-programmes due to delay in filling of the civil service structure for most departments under the Ministry of Energy and Minerals Development (MEMD). The ministry has also lost a number of experienced and skilled staff to the newly formed oil companies (Uganda National Oil Company, and Petroleum Authority of Uganda).
iv) Delayed investment in the Oil and Gas sector means that most of the infrastructure required for the production of oil is not in place.

Recommendations

i) The sector should prioritize allocation of funds to critical activities such as RAP. The Energy Fund should also be replenished to support implementation of key sector projects, as failure to undertake compensation in time has delayed implementation of most projects.

ii) The Ministry of Lands, Housing and Urban Development should review the land law to enable quicker acquisition of land, since the projects in the sector are mainly infrastructure in nature and require a lot of land.

iii) The MEMD should liaise with the Ministry of Public Service to recruit the required staff. An attractive retainer package needs to be paid to the staff especially in the oil and gas sector to reduce the turnover since it is very expensive to train them.

Health

The sector performance was fair at 64%. Achievement of sector-planned outputs was generally better (81%) than outcome achievements[4]. The good performing programme in relation to outcomes was Clinical and Public Health under Ministry of Health (MoH). Performance was attributed to vigilance and rigorous surveillance efforts, support from development partners, and timely availability of resources. Fair performers were Health Infrastructure and Equipment; Heart Services; Pharmaceutical and Other Supplies Programme; Safe Blood Provision; National Referral Hospital Services Programme; and Cancer Services Programmes. Poor performing programmes included; Regional Referral Services Programmes at Masaka and Kabale, Regional Referral Hospital (RRHs).

The second National Development Plan (NDP II) health sector outcome achievements varied with two progressing fairly and one static. Those progressing were: Inclusive and Quality Health Care services (64%); and Competitive Health Care Centers of Excellence (57%). On the other hand, Health Care Financing stagnated.

Inclusive and Quality Health Care Services: Votes directly contributing to the outcome achieved 64% *(See Table 8.25).* There was substantial completion of a number of health facilities like Kiruddu (98.5%), Kawempe (99.2%) and Lower Mulago Hospital (85%). Equipping of various health facilities that benefited from the Uganda Health Systems Strengthening Project (UHSSP); improved staffing from 69% in FY 2014/15 to 73% in FY2016/17. Training of various cadres; and reduction in the Malaria incidence. In Kumi District, malaria incidence reduced from 40% in 2016 to 27% in FY 2017/18; for Tororo District, the reduction was 46% in 2014 to 19% in 2017. This reduction is attributed to the distribution of long lasting insecticide treated nets, test and treat policy, and indoor residual spraying conducted in East and Northern Uganda.

Human Immunodeficiency Virus *(*HIV*)* - Prevalence rates from 7% to 6% in 2017[5]. The prevalence of Viral Load Suppression (VLS) among all HIV adults in Uganda of nearly 60% demonstrates progress by national programmes in responding to the HIV epidemic. Deliveries in health facilities also increased from 52% to 73% in 2017, this was attributed to Government of Uganda (GoU) investment in infrastructure development, equipment, distribution of both preventive and curative medicine and supplies.

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[4] Some votes continued to state output indicators as outcome measures. These included: Indicators of the National Medical Stores, Uganda Heart Institute, and Health Service Commission.

[5] Assessments on outcomes for 2017-18 commenced August 2018.

Competitive Health Care Centers of Excellence: Average performance of entities directly contributing to the above outcome was 57%; Uganda Cancer Institute (UCI) at 52%, Uganda Virus Research Institute (UVRI) at 61%, Mulago National Referral Hospital at 59% while Uganda Heart Institute (UHI) achieved 57%. It conducted the first-ever highly specialized open-heart surgery known as Coronary Artery Bypass Grafting in FY 2017/18. Construction works for the specialized maternal and neonatal unit at Mulago Hospital were at 99.9%, and equipping at 90%. Equipment installation and testing was ongoing and all works were expected to be completed by end of September 2018.

Efforts to undertake construction works for the Multipurpose Building for the East Africa Oncology Institute under the UCI supported by African Development Bank (ADB) were ongoing; while completion of the radiotherapy bunker and auxiliary buildings was behind schedule. Training of oncologists and other specialists was ongoing. Construction of the Regional and Paediatric Hospital in Entebbe was ongoing and it is expected to be a Centre of Excellence in Paediatric Surgery.

Despite the above accomplishments, individual sector votes underperformed on some outcome indicators for FY2017/18. Inclusive Health Care Financing stagnated, the National Health Insurance Bill was not presented to Parliament for approval, and the out-of-pocket expenditure remains high (40%), thus excluding the poor from access to health services.

Indicators on contraceptive prevalence rate, under-five mortality rate, health centers without medicine stock out among others were not achieved. Patients continued to go without medicines especially for the high volume facilities, while other health facilities admitted to referring patients to private pharmacies to buy drugs and other medical supplies.

Butabika Hospital achieved 56%; Uganda Blood Transfusion Services 54%; Gulu RRH 66%; Lira and Soroti RRH each at 53%. Masaka and Kabale RRH performed poorly at 44% and 36% respectively.

Overall, achievement of sector outcomes was constrained by poor and ineffective planning by various sector votes, and lack of adequate and complimentary inputs (medical equipment, medicines and supplies, and human resources among others) at all levels. Issues regarding quality of health services and infrastructure, and limited focus on preventive aspect of health care continue to affect sector performance.

Recommendations

i) The MoH should ensure that all programme indicators have a clear and direct link to overall sector and NDP II outcomes. These indicators should be Specific, Measurable, Achievable and Time Bound (SMART).
ii) The MoH should establish a reward system for entities that focus on prevention of diseases at all levels.
iii) The MoH, Health Service Commission (HSC), MFPED, Ministry of Public Service (MoPS) should ensure realignment of the budgeting and recruitment processes by developing strict timelines. These must be adhered to by accounting officers.

Information and Communication Technology

During the FY 2017/18, the ICT and National Guidance sector budget was Ug shs 136.3bn of which Ug shs 8.4bn was Wage, Ug shs 44.1bn was Non-Wage Recurrent, Ug shs 17.5bn GoU Development, Ug shs 34.3bn was External Financing, Ug shs 3bn was Arrears and Ug shs 28.9bn was AIA. By the end of the FY, 81.1% of the budget (Ug shs 110.5bn) was released and 93.5 % of the released funds absorbed (Ug shs 103.4bn).

By budget categorization, the highest absorption was under Non-Wage Recurrent at 97% (Ug shs 38.8bn), followed by GoU Development at 96% (Ug shs 14.1bn) and Wage at 93% (Ug shs 7.8bn). The lowest absorption was under External financing at 76% (Ug shs 24.4bn).

Highlights of Sector Performance

The overall sector performance in terms of outputs and outcomes was rated as good (73%). For example, 50% of the programmes and sub-programmes under the National Information Technology Authority (NITA-U) either achieved or surpassed both the output and outcome targets for the year, while 30% of the programmes achieved over 80% of the targets. Particularly, the agency intensified efforts of centralized hosting of Government systems in order to save Government costs of operating several data centres and duplication of effort in different MDAs. To this effect, the National Data Centre was upgraded and hosts thirty-nine (39) MDA applications from six applications in FY 2016/17. There was an increase in provision of electronic services (e-services) which had increased efficiency (reduced lead time and increased access), in the delivery of public services thus achieving the outcome target.

The ICT sector witnessed a reduction in the cost of broadband internet bandwidth from US$ 300 per megabyte per second (mbps) in FY 2015/16 to US $70 per Mbps in 2018 supplied by NITA-U over the National Backbone Infrastructure (NBI).

Seventy-six (76) additional MDA sites were connected to the National Backbone Infrastructure (NBI) bringing the total number to three hundred twenty-two (322) sites connected to the NBI. Ninety-three (93) additional sites started using services bringing the total to two hundred seventy-three (273) sites (Internet bandwidth, IFMS, Leased lines, Data Center and Dark fibre) over the NBI against a target of 353. The performance was partly affected by government pronouncement that prioritized Uganda Telecoms as a preferred Internet Service Provider (ISP).

Through the operationalization of the National Information Security framework, (NISF) NITA-U worked towards protecting MDA resources and systems from potential cyber-attacks and associated risks such as cyber terrorism. Security of systems was estimated at 80% against an annual outcome target of 90%.

The sector provided technical guidance in the development and assessment of several ICT policies and systems across Government. Notably among these were; development of the National Science, Technology and Innovation Policy, implementation of the Learners Project under NIRA and Sim Card registration under UCC.

Both NITA-U and the Ministry of ICT and National Guidance (MoICT&NG) provided technical support to key e-Government services e.g. e-Visa, PROCAMIS (court cases) and Online Declaration System under the Inspectorate of Government among others.

By 30th June 2018, the construction of the National ICT Innovators Hub at Uganda Institute of Communications Technology (UICT) in Nakawa was ongoing with an estimated overall physical progress of 60% against a target of 100%. The project was three months behind schedule due to increased scope of earth works, variation in design and delays in clearance of imported steel materials, among others.

The Grants to ICT innovators worth Ug shs 2.5 billion were disbursed to 10 beneficiaries (8 males and 2 females) selected from 350 applicants. The beneficiaries developed systems to improve service delivery in the fields of: agriculture, health, education and energy.

The restructuring of the Uganda Broadcasting Corporation (UBC) was initiated during the year under the revamping of UBC programme. Recruitment and placement of staff under the new structure was ongoing. Rebranding and installation of modern news set and live coverage equipment had been completed whilst inadequate funding.

Under the development component, implementation of the five year US$ 85 million Regional Communication Infrastructure Programme (RCIP) funded by the World Bank was ongoing with contracts worth US$ 19 million signed. These include: Bulk Internet ($4.75m), Cloud Solutions (US$12m), Hub equipment to support internet provision (US$1.2m) and Unified Messaging and Collaboration System ($1.79m). During the period under review, six projects were under implementation of which three (Pre-purchase and supply of Bulk Internet for Government MDAs and priority Target User Groups; Supply and Installation of Hub equipment to support delivery of internet; and Supply Installation of Unified Messaging Collaboration System for Government MDAs and LGs) were 100% completed by 30th June 2018.

Implementation of the development sub-programme was slightly behind schedule. This was partly due to lengthy procurement processes and the requirement for a “No objection” at each and every stage of execution of the RCIP causing delays.

The overall ICT sector performance was hampered by poor planning leading to delays in initiation of procurements, low ICT technical capacity within MDAs to support the systems, lack of capacity (human resource, hardware and software) at MDAs to generate content for the different e-government services including websites, Insufficient counterpart funding to meet the financing needs of the programmes and projects such as the Regional Communications Infrastructure Programme (RCIP) and revamping of UBC, delays in procurement approvals/securing no objection from the World Bank on the RCIP components, resistance to integration of IT systems for government agencies resulting into duplication of effort and non-optimal use of resources, conflicting guidance from the executive arm of government on sourcing bandwidth from either NITA-U or Uganda Telecoms Limited (UTL).

Recommendations

i) The NITA-U and MFPED should prioritise counterpart funding of the RCIP Uganda project to avoid delays in project execution.

ii) The MoICT&NG and NITA-U should develop a change management strategy to ensure that duplication of effort is minimized on procurement and use of ICT installations.

iii) The NITA-U through the RCIP should prioritize provision of key hardware and software such as computers and structured cabling to agencies where the NBI was delivered but not in use in order to increase on uptake of e-enabled services.

iv) The MFPED should release the balances of Ug shs 5.3bn to conclude the revamp programme of UBC.
v) The UBC and Ministry of ICT &NG should engage with URA to re-schedule the payment of outstanding taxes to avoid cash flow constraints at the corporation.
vi) The Ministry of ICT and NG should appoint a substantive board for smooth operations at UBC.
vii) The MoICT &NG should initiate procurements in time to avoid implementation delays like the case is with the National ICT innovations Hub.

Industrialization

The Industrialization sub-sector budget for FY 2017/18 was Ug shs 170.5bn, of which Ug shs 148.1bn (86%) was released and Ug shs 134.3bn (90% of release) spent representing very good absorption. The overall performance of the sub-sector was fair at 58%.

Highlights of Sector Performance

Under the Development Policy and Investment Promotion Programme; the United States African Development Foundation (USADF) delivered infrastructure and equipment in 80% of the targeted cooperatives. The beneficiaries were in the process of achieving the programme outcomes of increasing production volumes, household incomes and employment. The Uganda Investment Authority (UIA) did not deliver on any of its output and outcome indicators for development of industrial parks representing poor performance. It was noted that funds allocated to the development sub-programme were diverted to recurrent activities to cover wages of new staff, rent and furniture arising from the unplanned restructuring process.

Under the Promotion and Facilitation of Industrial Development Programme, Uganda Development Corporation (UDC) registered varied success. The tea factories of Kabale and Kisoro were complete and operational, and procurement of equipment for Kayonza Tea Factory had commenced, while facilitation to Mabaale Factory and the proposed Zombo Tea Factory were differed. Civil works for Soroti Fruit factory were completed, however, some vital obligations under GoU such as the construction of the effluent waste disposal were pending. Under the Rural Industrialisation Development Programme (RIDP), beneficiaries (cooperatives and associations) received processing equipment for value addition. Although most of the beneficiaries used the equipment for the intended purpose, cases of poor quality supplies and unprepared beneficiaries were noted.

The Kiira Motors Corporation (KMC) project had commenced development of infrastructure at Jinja Industrial Park. Delayed execution of works was due to poor planning and late completion of procurement processes. The Government also embarked on acquisition of shares in Horyal Investments which plans to establish a sugar factory in Atiak, Amuru District and had paid Ug shs 20bn as partial contribution to buy shares worth Ug shs 45bn. Feasibility studies were ongoing for the Glass Sheet project in Masaka District.

Under the Standards and Quality Assurance Programme, the construction of food safety laboratories under the phase II of strengthening Uganda National Bureau of Standards (UNBS) was ongoing with 30% of civil works completed on the laboratory block and sample reception block. The agency reduced on the prevalence of substandard products on market from 70% in 2016 to 54% in 2018.

The Science Technology and Innovation programme registered success. The Ministry of Science, Technology and Innovation (MoSTI) was being operationalized by establishing the relevant structures and provision of utilities such as office space. Monies earmarked under the Innovation Fund as per guidance of His Excellency the President were to be disbursed to innovators, only awaiting commercialisation. As such, the funds were disbursed to Uganda National Council for Science and Technology (UNCST), Uganda Industrial Research Institute (UIRI) and Presidential Initiative on Banana Industrial Development (PIBID). Progress on utilisation of the fund from UIRI was not readily available during monitoring. The UIRI embarked on the construction of a Skilling and Machining Centre at the Kampala Industrial and Business Park (KIBP), Namanve through a grant from the Government of the Peoples' Republic of China. It was however, observed that a number of virtual incubators that the UIRI established or supported since 2010 were not operational.

The PIBID registered success on civil works and installation of equipment contracts, however, the critical path of the project was not adhered to which resulted into spreading of resources wide with less achievement of planned outcomes. The Cabinet Paper on transition of PIBID to a business entity was drafted pending discussion and approval. The component of establishing Community Processing Units was adjusted to start with formation of cooperatives and training.

Conclusion

Although the sub-sector is vital in Uganda's development agenda, it was associated with poor planning, limited skills, low uptake of technologies, expensive credit, among others. Most of the projects/programmes under implementation were behind schedule due to poor planning, lack of project management capacity by implementers, and diversion of funds. Therefore, the sub-sector is unlikely to contribute to attainment of its sector strategic objectives.

Recommendations

i) Government Agencies should strengthen linkages and build synergies in project implementation and execution. The UDC, UIA and National Water and Sewerage Corporation (NWSC) should prioritise the establishment of a waste disposal facility at Soroti Industrial and Business Park to avoid delays in operationalization of the fruit factory and industrial parks.

ii) The UIA should adhere to approved work plans, and the management team should strengthen the planning function to avoid interruptions in programme implementation.

iii) The power distribution and transmission companies (UMEME and Uganda Electricity Transmission Company Limited) should improve the power quality to avoid loss of sensitive equipment by industrialists.

iv) The MoSTI should engage partners in science, technology and innovations for holistic planning, and interdisciplinary approach to avoid duplication of efforts. Attention should be placed on transformative industries (manufacturing) that will create the desired jobs and utilisation of local content.

v) The UDC Board should recruit staff in critical areas to improve performance and absorption of funds. Capacity in project management should be enhanced.

vi) The MoTIC should undertake comprehensive appraisal of beneficiaries to ensure sustainability of the seed support under RIDP. Suppliers who consistently deliver defective equipment should be blacklisted.

vii) The UIRI should focus efforts to existing virtual sites before establishing others with a view of operationalizing them to avoid "white elephants". Partners who are reluctant to find capital should be dropped and new ones sought.

viii) The UIRI, MoTIC, and UDC should undertake feasibility studies before committing public funds in incubation facilities.

ix) The MoSTI should fast-track the Cabinet Paper on the legal status of PIBID as it transits to a business enterprise in the outer years. There is urgent need to streamline the PIBID operations to enable it compete and efficiently run commercially.

x) The UIA should undertake targeted investment promotion through encouraging foreign investors to consider sectors where domestic enterprises have no capacity.

xi) The MFPED should make timely releases to industrialisation programmes to mitigate research failure and completion of studies.

xii) The GoU through the MFPED should capitalise the Uganda Development Bank (UDB) to enable entrepreneurs' access cheaper credit for commercialisation of viable research and prototypes.

Microfinance Support Centre

Overall the Microfinance Support Centre (MSC) achieved good performance at 72%. MSC disbursed Ug shs 64.46bn against a target of Ug shs 63.20bn (102%) and had an outstanding portfolio[6] of Ug shs 95.5bn as at 30th June 2018. The funds disbursed were from reflows and Islamic financing. Portfolio at Risk (PAR) of 14% was achieved against a target of 10% pointing to an increasing default rate for funds disbursed.

A repayment rate of 65% against a target of 80% was attained pointing to growing default of loans. The MSC recovered Ug shs 151million of the previously written off loans (10% performance).

Strategic partnerships were developed with some sector players including LGs and Engineering Solutions (ENGSOL). The MSC rolled out a new product of Islamic financing which greatly improved the MSC disbursement performance and reduction in lead times for loan applications.

A cost to income ratio of 0.75 to 1 was attained which rationalized the existence of zonal offices and efficiencies.

[6] Measures how much is held in loans by clients i.e. financial inclusion were it is increased from previous period

There is growing demand for MSC services that require coordination of interventions with other government institutions such as commercial offices at local governments and the Project for Financial Inclusion in Rural Areas (PROFIRA) to enhance financial inclusiveness.

The MSC gave loans at favorable interest rates between ranges of 9%, 13%, 17% and 11% for agricultural, commercial, environmental loans to different clients. These were below commercial bank rates that were above 20%. The company provided Business Development Services support to over 269 Institutions- small, and medium enterprises (SMEs), and Savings and Credit Cooperative Organisations (SACCOs), Microfinance Institutions (MFIs) and Co-operative Unions and groups.

Key Challenges

i) High attrition rates for SACCOs. The SACCOs are not focused around the same objective for example agriculture, fishing, and trade. This affects ability of groups/SACCOs members to pay back funds borrowed resulting into the collapse of SACCOs.

ii) Loan defaults by client institutions especially those in the agricultural sector, on account of drought, pests and prolonged dry season that led to poor yields.

Recommendations

i) The MSC should build partnerships with PROFIRA to support SACCOs and other groups to focus on a particular economic activity.

ii) The Uganda Microfinance Regulatory Authority (UMRA) should expedite the dissemination of regulations for the SACCOs and MFIs.

Project for Financial Inclusion in Rural Areas (PROFIRA)

The PROFIRA provided support to 453 SACCOs (90% of 500 targeted) with various capacity building engagements. Selected SACCO staff were sponsored to attend SACCO management programmes at Uganda Cooperatives College, Kigumba.

Partnerships were built with the LGs through district commercial officers to support the development of rural SACCOs.

Key Challenge

- PROFIRA did not meet the targets of provision of office equipment to SACCOs yet this was communicated to the targeted beneficiaries.

Recommendation

- PROFIRA should prioritize and expedite the provision of office equipment to SACCOs as planned.

Public Sector Management (PSM)

The approved budget for the eight votes (inclusive external financing in Office of the Prime Minister-OPM and Ministry of Local Government -MoLG) under PSM for FY 2017/18 was Ug shs 714.375bn (exclusive LGs, taxes and arrears[7]) of which Ug shs 405.583bn (57%) was released and Ug shs 396.162bn (98%) spent by 30th June 2018. This was fair release but good absorption.

Findings

The PSM performance in terms of output and outcome delivery was fair (50.4%). The releases for pension and gratuity arrears for FY 2017/8 under the decentralized payroll reforms for both central and LGs were good where they spent 90% of funds released and CGs spent 64% of the funds.

The attitude towards gender and equity within the public sector improved. This was attributed to the Public Finance Management Act, 2015 which requires all government entities to address gender and equity issues especially making available services to youth, men, women, elderly and person with disabilities (PWDs).

Highlights of Sector Performance

Under the decentralized payroll reforms funds for pension and gratuity arrears with duplicated schedules for FY 2016/17 and FY 2017/18 were paid out in some LGs without authority from the Ministry of Finance, Planning and Economic Development (MFPED). The indicative planning figures on wage and pension in LGs have continued to cause constant shortfalls. The good performance under the payroll decentralized reforms in some LGs is attributed to stringent disciplinary measures on noncompliance on guidelines by MoLG and MFPED on Accounting Officers.

The programme that registered fair performance was Public Service Selection and Recruitment under Public Service Commission (PSC) and this was attributed to the online recruitments in the public service. A total of 59 selection instruments for assessing the applicants' suitability for appointment to various posts were developed against a target of 30. 74 selection tests for District Local Governments and ministries, including both competence and aptitude tests were administered to 3,283 applicants out of the 3,874 shortlisted. Out of this number 1,202 successful applicants were recommended for consideration for the oral interview and other forms of assessment.

At output level, under the Affirmative Action Programme there was; (i) restocking the five sub-regions of Acholi, Lango, West Nile, Karamoja and Teso with 4,701 cattle, (ii) procurement and distribution of assorted agricultural supplies such as; 94,716 hand hoes; 39,121 iron sheets; 450 ox-ploughs; 5,000 spray pumps to enhance agricultural production and productivity, (iii) 326 community driven enterprises/micro-projects were also supported to enhance household incomes for youth, women, persons with disability and other vulnerable groups. There is intermediate

[7] MFPED 2017

progress at household level in improved livelihood, reduced poverty levels in target communities and empowering of communities to sustain themselves through increased household income and food production; there was also improved service delivery through construction of infrastructure in the health, education and roads sectors.

A total of 1,400 metric tons of relief food and 68,000 assorted (4,000 pieces of blankets, 8,000 pcs of tarpaulins, 5,500 pcs of Jericans, 5,500 pcs of basins, 33,000 pcs of plates and 12,000 pcs of cups) non-food commodities for disaster victims across the country were procured and distributed. The intermediate outcome is the affected people are living a better life.

There was significant progress on operationalization of the Integrated Public Payroll Systems (IPPS) across all MDAs and LGs from 80.5% in FY2016/17 to 83.4 % in FY2017/18, as a result staff in MDAs and LGs are paid on time and motivated. The National Planning Authority (NPA) spearheaded the comprehensive and integrated development planning by supporting and aligning sectors, MDAs and LGs development plans to the NDP II. The proportion of sector strategic plans, MDAs and LG plans aligned to National Development Plan (NDP) II improved from 23% in FY2016/17 to 82% in FY2017/18 against the NDP II target of 70%. There is a gradual improvement in the realignment of work plans and planned activities.

There was slow progress towards achieving sustainable growth in financing of LGs under the Local Government Finance Commission (LGFC), where LGs local revenue collection increased from 11% in FY2016/17 to 13% in FY2017/18 against the target of 25%.

On deepening regional integration, the value of Uganda’s exports accorded free tariff treatment improved by a significant proportion from USD 483,770,823 in FY2016/17 to USD 623,000,231 in FY2017/18 representing a 10% increase against the target of USD 550,000,000. This was attributed to increased sensitization of the business community on the trade facilitation frameworks with in the East African Community

Under Local Government Administration and Development, there was improved livelihood and empowering of Acholi communities to sustain themselves through increased household income and food production in the Project for Restoration of Livelihoods in Northern Region (PRELNOR) project.

Low performance in the sector was in the areas of; LG financing (13% against the annual target of 25%), recruitment of staff in both MDAs and LGs to fill the approved staff structures (54% against 100% in LGs while at Central Government level, recruitment is based on availability of wage in the respective MDAs), staff retention rate in public service (72% against 90% annual target), and establishment of monitoring and evaluation units at Central and LG level where the recruitment is pending approval of the budget line by MFPED.

Key sector challenges

i) Lack of linkages between programme outcomes, planned outputs, outcome indicators and PSM sector outcomes resulting in reallocation of funds and duplication of outputs. The planners in MDAs and LGs seem to concentrate more on Administration and Finance functions rather than policy, planning and monitoring and evaluation.

ii) Non-adherence by LGs to accountability pension and gratuity guidelines issued by MFPED coupled with the inadequate capacity of some Accounting Officers, Human Resource and Finance Departments in MDAs. Additionally, most LGs that received duplicated schedules for FY 2016/17 and FY 2017/8 did not seek authority from MFPED as required by law, these include Mbarara Municipality, Kabale, Masaka and Soroti districts. Only Ntungamo District adhered to the guidelines.

iii) Poor coordination between Ministry of Public Service (MoPS), Ministry of Education and Sports (MoES), MoH, MFPED, Health Service Commission and Education Service Commission, district service commissions on issues of payroll management and recruitments. Despite the submission of recruitment plans and staff in post, the issue of final indicative planning figures for wage and pension has not been addressed by MoPS and MFPED resulting in shortfalls.

iv) Non-harmonization of performance management systems. Following the introduction of PBB, measuring performance of accounting officers and heads of departments in MDAs and LGs is a challenge because there are two instruments of measuring performance. Performance agreements are geared towards achieving NDP II priorities while performance contracts focus on performance of the budget, plans and procurement processes.

v) Limited access to quality and reliable administrative data and limited coverage on the usability of statistics which would ensure recruitments, training, promotions and other performance enhancement decisions.

Recommendations

i) The NPA, MFPED and planning units in MDAs and LGs should address the issue of poor strategic planning in sectors and MDAs, and the function of policy, planning and monitoring and evaluation should be equally addressed.
ii) The MFPED should institute stringent measures against Accounting Officers that do not account for pension and gratuity funds.
iii) The MFPED should institute stringent measures against Accounting Officers, Planning Units, and Human Resource Officers that have failed to account for pension and gratuity arrears released and those spent without authority.
iv) The MFPED and MoPS should engage consultants to harmonize the performance management instruments in line with the PBB, and carry out institutional assessments, review human resource policies and re-engineer systems to improve performance and service delivery in the public service.
v) The MFPED and MoPS should include the gender and equity aspect in the automated human management systems.

Roads Sub-Sector

The total budget for the Works and Transport Sector in FY 2017/18 was Ug shs 4,499.4bn. The sector financial performance was good as the budget release and absorption by the end of June 2018 was 75.6% and 86.6% respectively. The three votes monitored (Vote 013-Ministry pf Works and Transport (MoWT), Vote 116-Uganda National Roads Authority (UNRA) and Vote 118-Uganda Road Fund (URF)) had a combined release of Ug shs 3,406.273bn, of which Ug shs 2,949.69bn was expended. The budget release and absorption of Vote 013-MoWT, Vote 116-UNRA and Vote 118-URF in the road sub-sector was 91.8%, 70.9% and 100%; and 98.5%, 82.4%, and 100% respectively. The very good performance of the URF was attributed to the transfer of all funds received to the designated agencies.

Highlights of Sector Performance

The overall roads sub-sector performance was fair at 66%. Good performance was exhibited by the Districts, Urban and Community Access Roads (DUCAR) maintenance program under the URF brought about by the acquisition of new Japanese road maintenance equipment from MoWT by all the District Local Governments. However, generally the second National Development Plans (NDPII) targets were not achieved much as the outputs performance was fair across all votes. The performance of all the votes was fair with Vote 013-MoWT at 63%; and Vote 116-UNRA and Vote 118-URF were both at 68%.

The fair performance of the roads sub-sector in the MoWT was on account of achievement of 54% of the planned targets and 82% of the outcome indicators. Therefore the vote did not achieve the NPDII targets for the FY. Implementation of planned outputs by force account implementing units was enhanced by the acquisition of new Japanese equipment. However, expenditure allocation to projects is not prioritised for key outputs which caused funding short falls at the implementation units, and thus activities are implemented over a long period of time.

The overall performance of the National Roads Construction/Rehabilitation (NRC/R) programme implemented by UNRA was fair at 68%. Achievements of outcomes was at 66%, while that of outputs was at 69%. Fair performance of the outputs was attributed to achievement of 376km of tarmac, out of the planned 600km for both the upgrading and rehabilitation projects. This performance was contributed to by the substantial completion of: Kampala-Entebbe Expressway/Munyonyo road (51km), Mpigi-Kanoni road (65km), Mukono-Kyetume-Katosi/Nyenga road (74km), Gulu-Acholibur road (77.7km), Acholibur-Kitgum-Musingo road (87.4km), Rushere-Nshwerenkye road (11.1km) and Mbarara Bypass (14km) under the upgrading road project; Section of Mbarara (Buteraniro)-Ntungamo-Kabale-Katuna (27km), Phase One of Nansana-Busunju road (30Km), Namunsi-Sironko-Muyembe/Kapchorwa (65km) under the rehabilitation projects; Nyalit (15m) and Seretiyo (20m) bridges on Kapchorwa–Suam road and Cido Bridge on Nebbi-Goli road.

Failure to achieve the planned outputs by the NRC/R was attributed to: insufficient and inadequate designs especially for rehabilitation projects which led to substantial change in scope of works; delayed issuance of statutory approvals by the National Environment Management Authority (NEMA) on almost all projects and Uganda Wildlife Authority (UWA) for projects traversing national parks; slow pace of land acquisition for the Right of Way (RoW); and poor mobilization by the contractors. Poor planning at both the design and implementation stage as manifested in delayed acquisition of RoW, inadequate designs, and delayed relocation of services is likely to hamper the achievement of the NDPII target of 6,000km paved roads by 2019/20 and consequently achievement of outcomes.

The overall URF performance (DUCAR and National Roads Maintenance (NRM) programmes) was fair at 68% for both outputs and outcomes. The performance in terms of output and outcome delivery of the DUCAR maintenance programme was 84%, while that of the NRM programme implemented by UNRA was at 51%. The achievement of the planned outputs by DUCAR was at 83% implying that most agencies achieved their planned outputs. The good performance under DUCAR was attributed to acquisition of the new Japanese road maintenance equipment from MoWT by all the districts which enabled the implementation of most annual planned outputs.

The NRM achievement of the annual output targets was good at 78%. The physical performance of the force account and contract components of the NRM programme were good at 73% and 84% respectively. The performance of the NRM programme was attributed to improvement in staffing levels at the stations and the commencement of framework contracts at some stations. This was however affected by lack of sound road maintenance equipment at most UNRA stations, and delayed procurement of materials like culverts and gravel.

Key Implementation Challenges

- Lack of full sets of road maintenance equipment units for force account activities at the municipalities and UNRA stations.
- The prolonged rainy season which affected progress of road works all over the country.
- Inadequate budget allocation for equipment maintenance (mechanical imprest) for all URF implementing agencies. This will accelerate the ageing of the newly acquired equipment unit and thus Government will be at a loss.
- Understaffing in the Works Departments of the local governments.
- Dilapidated and expanded road network in the local governments that requires rehabilitation instead of routine maintenance.
- Delayed acquisition of RoW on the NRC programme which affected achievement of targets.
- Delayed payments for the NRC programme projects arising from the inadequate quarterly releases. This resulted in claims on interest for the delayed payments.
- Lack of coordination among sectors especially Lands, Transport, Energy, Tourism, Water and Environment and ICT. This led to delayed issuance of approval certificates and relocation of utilities from the RoW which takes at least six (6) months. All this time lost was to be paid for by the GoU in form of claims or variations in price.
- Inadequate facilitation for monitoring across all programmes especially vehicles for supervision of works.

Recommendations

- The GoU should consider procuring equipment unit for municipalities as these did not benefit from the newly acquired Japanese equipment. The new municipalities should be given priority.

- In the short run, the MoWT should engage the district Accounting Officers to rationalise the utilisation of equipment between districts, municipalities and town coucils to enable sharing of the existing equipment.
- The UNRA should prioritise paying arrears arising from outstanding certificates and invoices raised in the FY 2017/18 in the FY 2018/19 budget.
- The UNRA should give enough time and resources to the project design phase before tendering of projects. This should also take into consideration reviewing designs for rehabilitation projects which have not been implemented within two years.
- The UNRA should prioritize the compensation of the PAPs along the project RoWs and only sign contracts after the land acquisition process for a project is at least over 50%.
- All implementing agencies should provide roads maintenance units with sound supervision vehicles. That is at least one vehicle for each Local Government and two (2) vehicles for the UNRA stations.
- The MFPED should spearhead the harmonisation of sector plans in order to curb the financial loss suffered by the GoU as a result of uncoordinated investments or planning.

Observations

- The District Local Governments made use of the newly acquired Japanese equipment units to rehabilitate and maintain roads works beyond what was planned.
- Local Governments lack coordinated planning which renders maintained roads in one district unusable when the neighbouring district does not include the connecting roads in its maintenance plan.
- Funding allocation to projects under the MoWT was not prioritised for key outputs which causeed funding short falls at the implementation units and thus activities were implemented over a long period of time. For example, the District Roads Rehabilitation project received Ug shs 10.75bn (122.8% of budget) and expended 99.5% of the funds, but planned activities at the implementation units could not be fully executed due to inadequate or insufficient funds.

Water and Environment

The total release to the Water and Environment Sector in FY 2017/18 amounted to Ug shs 773.506bn against the approved budget of Ug shs. 686.757bn, representing 113.17% performance on account of supplementary funding for both GoU and External financing. This was GoU for Kampala Sanitation Project (Ug shs 50bn) under National Water and Sewerage Corporation and external funding component to Water Management Development Project of Ug shs 40.8bn, and Farm Income Enhancement and Forest Conservation Project with Ug shs 37.14bn.

The actual expenditure amounted to Ug shs. 719.76bn translating into an absorption rate of 93% compared to 91.4% in FY 2016/17. Vote 302-Uganda National Meteorological Authority registered the highest absorption rate with 96.6% of the released funds spent. This was followed by Vote 157 (National Forestry Authority) at 96.5%, Vote 019 - (Ministry of Water and

Environment) at 92.4%, Vote 122-Kampala Capital City Authority at 88.5% and lastly Vote 150 (National Environment Management Authority) at 84.9%.

Highlights of Sector Performance

The Water and Environment sector performance ranged between (65%-71%) which was a mixture of fair and good performance and an indicator of moving towards achievement of some outcomes. This performance falls short of the performance of the FY 2016/17 which ranged between 70%-89%. The sector identified specific priorities to achieve the three specific outcomes for effective service delivery with indicators to assess the achievement of national objectives. These are:

(i) Increased access to safe water and sanitation facilities for rural, urban and water for production uses; (ii) Increased availability of good quality and adequate water resources to support socioeconomic transformation; and (iii) Improved weather, climate and climate change management protection and restoration of environment and natural resources.

Good performers included the Policy, Planning and Support Services (91%), Water Resources Management (85%), National Meteorological Services (74%). Those that performed fairly include: Environmental Management (69%), Water for Production (65%) Natural Resources Management (67%). Rural Water Supply and Sanitation (65%), Urban Water Supply and Sanitation (65%). Of the nine programmes monitored nine out of 21 outcome indicators were achieved. However, the performance was majorly affected by land acquisition matters, late procurements, inadequate financing and inefficient planning.

Priority was given to rolling out piped water supply system infrastructure system development in rural areas for solar pumps in water stressed areas and Greater Kampala Metropolitan Area (GKMA) water and sewerage systems; small and large surface reservoirs as well as very large multi-purpose schemes for water for production were considered. Solar mini-piped systems and point water sources were constructed/rehabilitated, sanitation improvements inclusive of Fecal Sludge Management Facilities in urban areas carried out. The pretreatment plant of Kinawataka is at 45%, Nakivubo at 95% whereas the sewer networks are at 95% completion levels. The Water for Production completed 106 valley tanks and 17 solar powered mini irrigation systems as construction for dams and big reservoirs was ongoing. However, the sector outcome increased access to safe water and sanitation facilities for rural, urban and water for production uses was not achieved. Some projects were affected by the slow procurement process, and land matters among others.

The sector emphasis too was to develop and implement catchment management plans, oil and gas challenges, degradation of ecosystems and massive tree planting. The catchment plans were developed; levels of compliance to environmental laws by projects and facilities was realized in some cases, critical and fragile ecosystems restored/protected and proportion of population made aware of key environmental concerns. However, there are disaggregated measurements taken by different actors and lack of tools and equipment to show the magnitude of achievement. The UNMA prioritized acquisition of modern equipment for meteorological services and this is not yet in place. Thus some outcome indicator targets were not achieved.

The sector priorities put into consideration NDPII targets and sector outcomes for improved service delivery in planning. However, the Management Information System (MIS) is over centralized. Besides not all outputs have structures and tools in place for effective data processing and management. Thus some targets and achievements are mere estimates. There is need for a coordinated framework and input of all. The achievement offset targets and outcomes may depend upon solutions to some of the sector challenges.

Key sector challenges

i) Funding gaps/recurring budget quarterly shortfalls especially the donor component affected implementation of planned outputs in the financial years. The WSDF Central received 40% of the donor budget and money was received in the third quarter which was carried-over from FY2016/17. This distorts budgeting and utilization in the subsequent FY (2017/18) and some big sector targets like big piped water systems and bulk water supply systems under Water for Production.

ii) Non-prioritization of Environment and Natural Resources sub-sector yet critical to sustainability of water supply systems. The funding for this sub-sector leaves a lot to be desired. The budget for the ENR conditional grant to the LGs is Ug shs 790m which limits effective implementation and supervision of works thus little is achieved at that level. This creates continuous degradation of the ecosystems on ground despite the need to protect and improve the same.

iii) Unavailability of land for development of government projects has persistently delayed implementation. In some cases, the government valuers delay to give land values and in other cases, the prices are over hiked and when no consensus is reached, projects get halted or shifted to other places

iv) Delayed procurement affected the pace of projects' development. Late initiation of procurement processes affected by lack of approved designs and general non follow-up of the procurement plan.

Recommendations

i) The sector should work within the available resources, prioritize allocations to key programmes in order to achieve outcomes/ NDPII targets.

ii) The MFPED and Ministry of Water and Environment should prioritize budget allocation to the Natural Resources sub-sector.

iii) The Ministry of Lands, Housing and Urban Development should expeditiously review the land acquisition policy for development of the government projects in line with the ongoing land commission recommendations.

iv) Accounting Officers should ensure the project procurement plan is adhered to.

PART 1: INTRODUCTION

CHAPTER 1: BACKGROUND

The mission of the Ministry of Finance, Planning and Economic Development (MFPED) is, "*To formulate sound economic policies, maximize revenue mobilization, ensure efficient allocation and accountability for public resources so as to achieve the most rapid and sustainable economic growth and development*". It is in this regard that the ministry gradually enhanced resource mobilization efforts and stepped up funds disbursement to Ministries, Departments, Agencies and Local Governments in the past years to improve service delivery.

Although some improvements have been registered in citizens' access to basic services, their quantity and quality remains unsatisfactory, particularly in the sectors of health, education, water and environment, agriculture and roads. The services being delivered are not commensurate to the resources that have been disbursed, signifying accountability and transparency problems in the user entities.

The Budget Monitoring and Accountability Unit (BMAU) was established in FY2008/09 in MFPED to provide comprehensive information for removing key implementation bottlenecks. The BMAU is charged with tracking implementation of selected government programmes or projects and observing how values of different financial and physical indicators change over time against stated goals and targets (how things are working). This is achieved through semi-annual and annual field monitoring exercises to verify receipt and application of funds by the user entities. Where applicable, beneficiaries are sampled to establish their level of satisfaction with the public service.

The BMAU prepares semi-annual and annual monitoring reports of selected government programmes and projects. The monitoring is confined to levels of inputs, outputs and outcomes in the following areas:

- Agriculture
- Infrastructure (Energy and Roads)
- Industrialization
- Information and Communication Technology
- Social services (Education, Health, and Water and Environment)
- Microfinance; and
- Public Sector Management

CHAPTER 2: METHODOLOGY

2.1 Scope

This report is based on selected programmes in the following sectors: Accountability (Finance), Agriculture, Education, Energy, Health, ICT, Industrialization, Microfinance, Public Sector Management (PSM), Roads, and Water and Environment. Selection of areas to monitor is based on a number of criteria:

- Significance of the budget allocations to the votes within the sector budgets, with focus being on large expenditure programmes. Preference is given to development expenditure; except in Agriculture, Education, Health, PSM and ICT where some recurrent costs are tracked.
- The programmes that had submitted Q4 progress reports for FY2017/18 were followed up for verification as they had specified output achievements.
- Multi-year programmes that were having major implementation issues were also visited.
- Potential of projects/programmes to contribute to sector and national priorities.
- For completed projects, monitoring focused on value for money, intermediate outcomes and beneficiary satisfaction.

2.2 Methodology

Physical performance of projects and outputs was assessed through monitoring a range of indicators and linking the progress to reported expenditure. Across all the projects and programmes monitored, the key variables assessed included: performance objectives and targets; inputs and outputs and the achievement of intermediate outcomes.

2.2.1 Sampling

A combination of random and purposive sampling methods were used in selecting projects from the Ministerial Policy Statements and progress reports of the respective departments. Priority was given to monitoring outputs that were physically verifiable. In some instances, multi-stage sampling was undertaken at three levels: i) Sector programmes and projects ii) Local governments and iii) Project beneficiaries.

Outputs to be monitored are selected so that as much of Government of Uganda (GoU) development expenditure as possible is monitored during the field visits. Districts are selected so that as many regions of Uganda as possible are sampled throughout the year for effective representation.

2.2.2 Data Collection

Data was collected from various sources through a combination of approaches:

- Review of secondary data sources including: Ministerial Policy Statements for FY2017/18; National and Sector Budget Framework Papers; Sector project documents and performance reports in the Output Budgeting Tool (OBT), Sector Quarterly Progress

Reports and workplans, District Performance Reports, Budget Speech, Public Investment Plans, Approved Estimates of Revenue and Expenditure, and data from the Budget website.

- Review and analysis of data from the Integrated Financial Management System (IFMS) and legacy system; Quarterly Performance Reports (Performance Form A and B) and bank statements from some implementing agencies.
- Consultations and key informant interviews with project managers in implementing agencies both at the Central and Local Government level.
- Field visits to project areas for primary data collection, observation and photography.
- Call-backs in some cases to triangulate information.

2.2.3 Data Analysis

The data was analyzed using both qualitative and quantitative approaches. Comparative analysis was done using the relative importance of the outputs and the overall weighted scores.

Relative importance (weight) of an output monitored was based on the amount of budget attached to it; thus the higher the budget the higher the contribution of the output to the sector performance. This was derived from the approved annual budget of each output divided by total annual budget of all outputs of a particular programme/project. The weight of the output and percentage achievement for each output were multiplied to derive the weighted physical performance.

Outcome performance analysis was based on the level of achievement of outcome indicators outlined in the Sector Ministerial Policy Statement or its associated Budget Framework Paper within a sampled programme. The achievement of the outcome indicators relied primarily on secondary data provided by the sectors from the PBS. The average of the outcome performance was calculated from the percentage achievement of the indicators. The overall programme performance is a summation of all weighted scores for its outputs and the outcomes in a ratio of 65%:35% respectively. On the other hand, the overall sector performance is an average of individual programme performances that make up the sector.

The performance was rated on the basis of the criterion in Table 2.1.

Table 2.1: Assessment guide to measure performance of projects monitored in FY2017/18

SCORE	COMMENT
90% and above	Very Good (*Achieved at least 90% of both outputs and outcomes*)
70%-89%	Good (*Achieved at least 70% of both outputs and outcomes*)
50%- 69%	Fair (*Achieved at least 50% of both outputs and outcomes*)
49% and below	Poor (*Achieved below 50% of both outputs and outcomes*)

2.3 Limitations of the report

The preparation of this report was constrained by a number of factors namely:

- Lack of detailed work plans and targets for some programmes.
- Lack of disaggregated financial information by outputs which might have affected the weighted scores.
- Incomplete financial information for donor funded projects, and private implementing firms. In addition, actual utilization of funds was not established where project managers were not in office.

2.4 Structure of the Report

The report is arranged into four parts with a total of 15 chapters. Part one covers the two chapters of Introduction and Methodology; Part two gives financial performance in central government; while Part three is on physical performance in the 10 sectors monitored. Chapter 3 gives the financial performance of the central and local governments respectively. Physical performance of the sectors of Agriculture, Education, Energy, Health, ICT, Industrialization, Microfinance, Public Sector Management, Roads, Water and Environment constitute chapters 5-14 respectively. Chapter 15 gives the conclusion, while chapter 16 has recommendations.

PART 2: FINANCIAL PERFORMANCE

CHAPTER 3: FINANCIAL PERFORMANCE OF CENTRAL GOVERNMENT

3.1 Introduction

This chapter discusses the overall annual financial performance of the GoU Budget for the FY 2017/18 and subsequently reviews the detailed budget performance of the 10 priority sectors of; Accountability, Agriculture, Education, Energy, Health, and Information & communication Technology. Others include Industrialization, Public Sector Management, Water and Environment, and Roads sub-sector.

3.2 Scope

Analysis for the 10 priority sectors was based on the release and expenditures for sector votes that are on the Integrated Financial Management System (IFMS).The Budget Operations Table (BOT) of Ministry of Finance, Planning and Economic Development (MFPED) for the FY2017/18 was reviewed to triangulate the IFMS budget and release/warrants figures. Votes with expenditures off the IFMS that include Uganda Revenue Authority (URA) were assessed on their budget and release performance and assumed 100% performance at expenditure level.

The detailed analysis excluded external financing and Appropriations in Aid (AIA) as they are not on the IFMS.

3.3 Overall Financial Performance

The overall Government of Uganda (GoU) approved budget for FY2017/18 was Ug shs 29.008 trillion including external financing, AIA, arrears and debt. The overall GoU budget was revised to Ug shs 30.840 trillion through a supplementary budget of Ug shs 1.832 trillion. The GoU approved budget excluding external financing, AIA and arrears was Ug shs 21.175 trillion. The allocation to Ministries, Departments, Agencies and MDA&LGs excluding treasury operations was Ug Shs 12.591 trillion (43% of approved budget), which was revised to Ug Shs 14.092 trillion (46% of the revised budget), of which 20% was allocation to the Local Governments (LGs).

The GoU release performance to the MDA&LGs as at 30th June 2018 was Ug shs 13.179 trillion (94%) and 99% (Ug shs 13.009) was spent by 30th June 2018.

The overall release and expenditure performance of the MDA&LGs is shown in table 3.1.

Table 3.1: MDA&LGs GoU Budget and Release performance as at 30th June, 2018

MDAs	Approved Budget Ug Shs	Revised Budget Ug shs	Release Ug shs	Expenditure Ug shs	% of budget released	% of release spent
Wage	1,682,734,048,033	1,707,310,526,402	1,572,834,817,251	1,527,245,280,501	92	97
Non-Wage	4,290,958,785,586	5,247,581,682,031	4,905,302,264,903	4,810,650,752,233	93	98
Development	3,984,628,070,168	4,470,385,804,194	4,083,760,207,486	4,053,790,805,978	91	99
Total CG +						

KCCA	**9,958,320,903,787**	**11,425,278,012,627**	**10,561,897,289,640**	**10,391,686,838,712**	92	98
Local Governments (LGs)						
Wage	1,703,996,273,194	1,729,305,234,147	1,679,836,919,692	1,679,836,919,692	97	100
Non-Wage	780,331,584,154	789,293,733,403	789,293,733,352	789,293,733,352	100	100
Development	148,790,762,956	148,790,762,956	148,790,762,956	148,790,762,956	100	100
Total LG	**2,633,118,620,304**	**2,667,389,730,505**	**2,617,921,416,000**	**2,617,921,416,000**	**98**	**100**
Grand Total (MDAs & LGs)	**12,591,439,524,091**	**14,092,667,743,132**	**13,179,818,705,640**	**13,009,608,254,712**	**94**	**99**

Source: IFMS[8], Approved Estimates of Revenue and Expenditure FY2017/18 and BOT[9]

3.4 Financial Performance of 10 Priority Sectors, KCCA and LGs

The approved budgets of 90% of the 10 priority sectors were revised as at 30th June 2018. The sectors with revised budgets were; Accountability, Agriculture, Education and Sports, Health, Water and Environment, Energy and Mineral Development, Tourism, Trade and Industry, Public Sector Management, Works and Transport and LGs.

Significant changes occasioned by the supplementary in the development budgets were registered under; Ministry of Health (MoH) of 37% to Ug shs 37bn, Ministry of Trade, Industry and Cooperatives (MoTIC)-35% to Ug shs 49.085bn,Uganda Revenue Authority (URA) 47% to Ug shs 77.63bn, and Ministry of East African Community Affairs 83% to Ug shs 988 million.

Under the recurrent budgets, significant changes were registered under; Ministry of Works and Transport (MoWT) 38% to Ug shs 84.247bn, and Ministry of Energy and Mineral Development (MEMD) more than 100% to Ug shs 119.331bn.

Overall, 94% of the revised budgets for the 10 priority sectors, Kampala Capital City Authority (KCCA) and LGs was released by 30th June 2018. The highest release performance of 102% was registered under the Accountability sector. Water and Environment sector experienced the least release performance at 67%. The overall absorption of funds for the sectors was 98% of the funds released. The overall sector performance for the 10 priority sectors, KCCA and LGs is shown in table 3.2.

Table 3.2: Sector Budget Release and Expenditure as at 30th June, 2018

Sector	Approved Budget	Revised Budget	Release Ug shs	Expenditure	% of[10] Bdgt Released	% of Budget Spent
Accountability	822,323,276,315	852,676,863,198	872,947,242,605	865,335,644,294	102	99

[8] Integrated Financial Management System
[9] Budget operations Table FY 2017/18
[10] Percentage of budget released is based on the revised budget

Agriculture	574,472,312,678	661,271,349,894	563,623,750,752	562,598,717,881	85	100
Education	699,068,676,827	820,986,249,494	729,358,520,490	720,725,699,705	89	99
Health	598,534,204,468	661,997,631,810	661,361,220,578	639,798,475,848	100	97
Energy and Mineral Development	391,698,383,769	516,911,617,484	466,296,765,214	463,848,178,609	90	99
Water and Environment	347,399,791,391	541,227,294,572	365,157,092,255	361,907,633,442	67	99
Works and Transport	2,356,266,249,247	2,397,266,249,247	2,384,409,551,659	2,385,408,656,387	99	100
Tourism, Trade and Industry	107,912,244,818	148,311,328,228	124,195,054,532	114,010,505,212	84	92
Public Sector Management	323,101,287,410	323,551,287,411	314,468,598,285	299,811,307,173	97	95
ICT	73,008,787,754	73,008,787,754	65,826,282,469	64,036,405,900	90	97
Local Government (LGs)	2,633,118,620,304	2,667,389,730,505	2,617,921,416,000	2,617,921,416,000	98	100

Source: IFMS, Approved Estimates of Revenue and Expenditure FY2017/18 and BOT

3.4.1 Accountability Sector

The GoU approved budget for the Accountability Sector for the FY2017/18 was Ug shs 822.323bn (excluding treasury operations). The sector budget was revised to Ug shs 852.676bn through a supplementary budget of Ug shs 30.353bn. Development constituted 27% (Ug shs 230bn) of the revised budget and 63% (622.9bn) for recurrent expenditure. The overall release for the sector was 102 % (Ug shs 872.9bn) of the revised budget, of which 99% (Ug shs 865.33bn) was absorbed by 30th June, 2018. The overall budget performance of the sector votes on the IFMS is shown in Table 3.3.

3.4.2 Agriculture Sector

The GoU approved budget for the Agriculture Sector for the FY2017/18 was Ug shs 574.472bn (excluding LGs). This was revised to Ug shs 661.271bn, of which 71% (Ug shs 466.74bn) was development and 29% (Ug shs 194.5bn) for wage and non-wage recurrent.

Overall the sector realized 85% (Ug shs 563.62bn) of the revised budget, and spent 100% (Ug shs 562.598bn) on development and recurrent activities. Vote 152- National Agriculture Advisory Services (NAADS) realized the highest sector budget release representing 50% (Ug shs 279bn) of the sector revised budget. The NAADS absorbed 99% of the funds released. Vote 152-

Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) realized 23% (Ug shs 151.978bn) from 16% (Ug 83.676bn) in FY 2016/17, although this was attributed extension services at LGs. Overall performance of the sector votes is shown in Table 3.4.

3.4.3. Education and Sports Sector

The GoU approved budget for the Education Sector for FY2017/18 was Ug shs 699bn (excluding LGs). The budget was revised to Ug shs 820bn, of which 23% (Ug shs 190.946bn) was for development, and 77% (Ug shs 630bn) for recurrent (wage and non-wage) activities. The revised budget including the LGs was Ug shs 2.163trillion(tn) of which 66% (1.433tn) is allocation to the LGs. 89% (Ug shs 729.358bn) of the budget for sector central votes was released, and 99% (Ug shs 720bn) was absorbed by 30th June 2018. The LG sector budget was released 100% and fully absorbed.

The development budget had a supplementary of Ug shs 2bn for Vote 136 Makerere University-towards training students on animal industry for self-sustainability. The recurrent budget for the sector experienced a supplementary budget of Ug shs 44bn, of which 37% (Ug shs 16.4bn) was for Makerere University-domestic arrears and staff wages.

Overall, the sector budget performance (release and expenditure) on aggregate was very good.
The overall budget performance of the sector votes on the IFMS is shown in Table 3.5.

3.4.4. Energy Sector

The GoU approved budget for Energy and Mineral Development Sector for FY2017/18 was Ug shs 391.698bn, of which 96% (Ug shs 374.812bn) was for development and 4% (Ug shs 16.886bn) for wage and non-wage activities. The sector budget was revised to Ug shs 516.911bn through a supplementary budget of Ug shs 125bn. 86% (Ug shs 106.875bn) of the supplementary was for fulfilment of thermal power purchasing agreements entered with contractors, and Ug shs 18.337bn was for the Uganda National Oil Company and Isimba power stations for development expenditure. Overall the sector realized Ug shs 466.296bn (90% of the revised budget) and spent 99% (Ug shs 463.848bn) of the funds released by 30th June, 2018.
The overall budget performance of the sector votes on the IFMS is shown in Table 3.6.

3.4.5 Health Sector

The GoU approved budget for the Health Sector for FY2017/18 was Ug shs 866bn including LGs and KCCA. 12% (Ug shs 102.135bn) was for development and 88% (Ug shs 763.953bn) for wage and non-wage activities. The LG share of the sector budget was 39% (Ug shs 340.944bn).
The central government votes and referral hospitals had a supplementary budget of Ug shs 63.463bn. The supplementary budget was in respect of vote 116 National Medical Stores (NMS) - Ug shs 46bn and Ug shs 3.630bn for other recurrent activities under Vote 151 Uganda Blood Transfusion Services. Others included, Ug shs 503M for vote 161- Mulago Hospital complex, Ug shs 396M for vote 162-Butabika Hospital and Ug shs 3.630bn for Votes 163-176 Regional Referral Hospitals.

The release for the central government votes was Ug shs 661.361bn (100% of sector revised budget) 97% (Ug shs 639.798bn) was absorbed as at 30th June, 2018. The LGs registered 100% release and expenditure of the Ug shs 340.944bn allocated for health activities

The overall budget performance of the sector votes as at 30th June, 2018 is shown in Table 3.7

3.4.6 Water and Environment Sector

The GoU approved budget for the Water and Environment Sector for the FY2017/18 was Ug shs 406.780bn (including LGs), of which 84% (Ug shs 342.890bn) was for development and 16% (Ug shs 63.889bn) for wage and non-wage activities. 15% (Ug shs 59.380bn) was the LG share of the sector budget and 85% (Ug shs 347.399bn) for the sector central votes. The LG budget was released and expended 100% by 30th June 2018.
The sector budget for the central votes was revised to Ug shs 541.227bn through a supplementary of Ug shs 193.828bn to project 1417-Farm Income Enhancement and Forestry Conservation (FIEFOC II).

Overall, 67% (Ug shs 365.15bn) of the revised budget was released and 99% (Ug shs 361.907bn) was absorbed. The low release performance (67%) was on account of a supplementary budget that did not realize releases. The overall budget performance of the sector votes is shown in Table 3.8.

3.4.7 Information and Communications Technology and National Guidance

The GoU approved budget for the ICT sector for FY2017/18 was Ug shs 73.008bn, which was 118% increase from Ug shs 33.47bn in FY 2016/17. This was on account of expanding the sector to include National Guidance. 90% (Ug shs 65.826bn) of the approved budget was released and 97% (Ug shs 64.036bn) was absorbed by 30th June 2018.
The overall budget performance of the sector votes on the IFMS is shown in Table 3.9.

3.4.8 Works and Transport Sector

The GoU approved budget for the Works and Transport Sector for FY2017/18 was Ug shs 2.379tn of which 74% (Ug shs 1.762tn) was for development and 26% (Ug shs 616.796bn) for wage and non-wage activities; 99% of the sector budget was for central government and KCCA and 1% (22.840bn) for LG roads.

The sector GoU budget was revised to Ug shs 2.397tn on account of a supplementary budget of Ug shs 41bn. Uganda National Roads Authority (UNRA) had the highest share of the supplementary of 37% (Ug shs 15bn). This was mainly for compensation of project affected persons on Mbale-Bubulo-Lwakhakha road. The supplementary of Ug shs 1bn under Ministry of Works and Transport (MoWT) was for maintenance of roads and bridges.

The overall GoU release performance for the sector was 99% (Ug shs 2.384tn), of which 100% (Ug shs 2.384tn) was spent on development and recurrent activities. The overall budget performance of the sector votes is shown in Table 3.10.

3.4.9 Public Sector Management

The GoU approved budget for the Public Sector Management (PSM) for the FY2017/18 was Ug shs 965.413bn (including LGs), of which 33% (Ug shs 323.101bn) was for central government votes and 67% (Ug shs 642.312bn) for the LGs. 25% (Ug shs 81.267bn) of the central government budget allocation was for development expenditure and 75% (Ug shs 241.833bn) was for recurrent expenditure. These were revised to Ug shs 81.717bn for development and Ug shs 249.815bn for recurrent.

The release performance was very good, 84% (Ug shs 67.016bn) of the development budget was released and spent 100%, and 98% (Ug shs 245.904bn) of the revised recurrent budget was released, of which 93% (Ug shs 231.295bn) was absorbed by 30th June 2018. The LGs registered 100% release and expenditure performance of the budget.

The supplementary budget of Ug shs 450million under the development budget was for procuring transport equipment under strengthening of the Ministry of EAC.

The overall budget performance of the sector votes on the IFMS is shown in Table 3.11.

3.4.10 Tourism, Trade and Industry

The GoU approved budget for the Tourism, Trade and Industry Sector for the FY2017/18 was Ug shs 107.912bn, which was revised to Ug shs 148.311bn. 50% (Ug shs 72.955bn) was for development and Ug shs 75.356bn for recurrent. 80% (Ug shs 60.069bn) of the recurrent budget was released and 83% (Ug shs 50.103bn) was absorbed by 30th June 2018. The sector development budget had a release of 88% (Ug shs 64.125bn) and absorbed 99% (Ug shs 63.907bn).

The development budget registered Ug shs 20bn supplementary budget under vote 15- Ministry of Trade, Industry and Cooperatives (MoTIC), which was 35% of the vote approved development budget. Overall, 82% of the budget was released and 92% absorbed registering a very good financial performance.

The overall budget performance of the sector votes is shown in Table 3.12.

3.4.11 Local Governments (LG) Performance

The GoU approved budget for the LGs (direct transfers)[11] for the FY 2017/18 was Ug shs 2,633bn. The budget was revised to Ug shs 2,667bn, of which Ug shs 2,617bn (98%) was released and absorbed 100% by 30th June, 2018.

The overall budget performance of the LGs is included in Table 3.1

3.5 Overall Conclusion

The approved GoU sector budgets for 91% of the 10 priority sectors, KCCA and LGs were revised as at 30th June, 2018.The highest revision of Ug shs 193.827bn was registered under the Water and Environment sector, followed by Energy and Mineral Development sector with a supplementary of Ug shs 125.213bn. Other sectors that registered supplementary budgets included; Education (Ug shs 121.917bn), Agriculture (Ug shs 86.799bn), Health (Ug shs

[11] This excludes those transfers to LGs that are not direct but through other Central Government votes, e.g. Youth livelihood funds, Uganda Women Empowerment Project funds and Road funds channeled through MGLSD and URF respectively.

63.463bn) Works and Transport (41bn), Tourism (Ug shs 40.399bn), LGs (Ug 34.271bn), Accountability (Ug shs 30.353bn) and PSM (Ug shs 0.450bn).

A low budget release of 67% (Ug shs 365bn) was registered under Water and Environment sector, this was on account of a supplementary budget granted for the FIEFOC project which did not realize any releases by 30th June 2018.

The overall release to MDA&LGs was Ug shs 13.179tn (94% of the revised budget)[12] of which Ug shs 13.009tn (99%) was absorbed. The LG[13]s exhibited the highest absorption of 100% for funds released under wage, non-wage recurrent and development budgets. The other sectors with 100% absorption included; Agriculture, and Works and Transport.

The timeliness of release of funds significantly improved especially for the development budgets, this resulted in high absorption levels for the GoU funds.

Key Challenges

1) Revisions of approved budgets through supplementary budgets in 91% of the sectors pointed to growing budgetary pressures, poor planning and allocation of funds for both development and recurrent budgets, for example under energy sector, the supplementary of Ug shs 106bn was for thermal power whose obligations were foreseeable.
2) Budget cuts - with the exception of KCCA and LGs, all sectors registered budget cuts, to some extent even where supplementary budgets were granted these were not fully funded, as observed in the sectors of Water and Environment, Tourism, Trade and Industry and PSM. This erodes budget predictability.
3) Delays in finalization of warrants, although this has improved over the last FY 2017/18, some votes still registered delays in completion of warrants and this affected the timeliness of availability of funds to some service delivery centres.

Recommendations

1) The MFPED and Bank of Uganda (BoU) should respectively expedite efforts to curb the untaxed yet growing informal sector and achieve lower interest rates. This will increase tax revenue to support the growing government expenditure.
2) MFPED Budget Directorate should strengthen the scrutiny of sector budget submissions (Budget Framework Papers, and budgets) for any lapses in the estimates and allocations made.
3) The MFPED should continue enforcing compliance to reporting deadlines by the Accounting Officers through sanctions that include suspension of transactions of the MDA&LGs on the IFMS.

3.6 Budget Preparation Execution and Monitoring Project 1290

3.6.1 Introduction

In an effort to improve public financial management and consistency in the economic development framework, develop an integrated planning and resource allocation framework to

[12] This release performance was 105% of the approved budget.

[13] The LGs absorption is assumed 100% as not all votes are on the IFMS and the monitored votes had fully absorbed.

ensure alignment of the planning and budgeting instruments. The GoU set out to introduce Programme Budgeting System (PBS) to ensure resources are allocated in accordance with the GoU strategic framework, policies and priorities to those areas and service providers that will enable government at both CG and LG levels to achieve economic growth and development.

3.6.2 Objectives

The objective of project 1290 (Financial Management & Accountability Programme -FINMAP III) component 2 was to ensure timely and realistic budget preparation, timely and quality budget analysis, monitoring and evaluation, timely and quality project design and appraisal. This was to be achieved through the Programme Based Budgeting (PBB) and Programme Budgeting System (PBS).

To that end, monitoring was conducted to assess achievement of;

- PBS integration and testing for all components
- PBB sector/MDA outcome and output indicators reviewed
- Development and distribution of PBS user manuals
- PBS/PBB rolled out to Local Governments (LGs) and missions
- Technical support to budget preparation and monitoring facilitated

3.6.3 Scope

The central government ministries and District local Governments (DLGS) visited were purposively selected to reflect regional representation alongside the Microfinance Support Center zonal/regional offices that form part of the broader Accountability sector programmes.

A total of 3 ministries and 22 DLGs were monitored to assess the implementation of the PBS. These included; Ministry of Gender, Labour and Social Development (MGLSD), Ministry of Finance, Planning and Economic Development (MFPED) and Ministry of Local Government (MoLG). The DLGs were; Bulambuli, Ibanda, Kiruhura, Lira, Lyantonde, Lwengo, Gulu, Masaka, Masindi, Nwoya, Oyam, Mbarara, Namutumba, Mbale, Pallisa and Soroti. Others were Kyegegwa, Kabarole, Kasese, Hoima, Mpigi and Moroto.

3.6.4 Performance

The overall performance of the project was at 75% which was very good; the PBS was tested for all components and was used for budgeting, reporting and procurement planning in the Central Government (CG) and reporting for LGs.

PBS Integration and testing of all its components

The ministries were in position to use the PBS to complete budgets, which they produced and submitted for the FY 2018/19 in time, this was confirmed in 100% of the ministries visited.

The DLGs confirmed testing of the PBS was conducted; the PBS was introduced and staff were trained on its navigation. The system was used to prepare quarterly reports and the Budget Framework Paper (BFP) for the FY 2017/18 and FY 2018/19 respectively.

Budget preparation for the LGs for the FY 2018/19[14] was done on the PBS by the LGs, however this process was faced with challenges that led to late submission of the budgets in 100% of the DLGs.

It was observed that itemization of the activities under the PBS to the budget codes was not aligned correctly and because of the mismatch in these codes, completion of the budgets by the DLGs and subsequent upload on the IFMS delayed.

PBB sector/MDA outcome and output indicators reviewed

Although these were reviewed and involved participation of some sector staff, the ministries were finding it difficult to measure the outcomes. This was due to the type of indicators, which were unrealistic, for example-percentage of vulnerable persons changing their livelihood was difficult to measure in a period of one year.

Some indicators were deemed not to reflect the rightful performance, for example - percentage reduction in workplace accidents presupposes high accidents at work, were this is not achieved because there is no incident of accidents, the performance would be deemed poor.

The indicators for the central government votes were seen on the PBS, most of them are wrong indicators and discourage reporting about them.

In the DLGs, there was no shift registered from outputs to outcomes, it was also observed that outputs related to a fiscal year, however, outcomes were over time and it was important to recognize a given result chain. This was likely to cause implementation challenges of the PBB if it was going to be measured over a fiscal year.

At the DLGs, the indicators are still at output level for all departments including education and health that offer social services.

PBS Manuals and Dissemination

It was observed that PBS manuals were prepared and distributed to all votes at the central and LGs.The votes at central government had accessed the soft copies as well and were in use for a year.

The DLGs had recently obtained the manuals, which will soon require a review as the PBS was undergoing upgrades and periodic changes.

PBS/PBB rolled out to Local Governments (LGs)

The PBS/PBB was rolled out 100% to the LGs, although the PBS was undergoing upgrades. This was confirmed by the implementing team at the MFPED that more upgrades and changes were to be effected on the PBS LG modules.

Technical support to budget preparation and monitoring facilitated

The central government votes were satisfied with the technical support given by the MFPED implementing team, and the PBS could be used to support monitoring.

[14] Assessed for its production in FY 2017/18 on the PBS as it was a planned undertaking in the FY 2017/18.

For the LGs, the training in 100% of the DLGs was found to have been inadequate. The same level of training was given to all staff yet some require detailed training in order to support the rest of the team working on the PBS, for example llanners are the focal persons for the PBS and require more training than what was given.

The technical support from MFPED to 80% of the LGs visited was poor, response time to requests took more than 3 working days. This affects progress of work on the system.

The system was often affected by poor Internet connectivity as well on many occasions the system was found unavailable (server downtime) that hampered completion of work.

The district political leadership was not considered for training, this affects the technical staff in having to explain why certain delays occur especially on the budget.

PBS Interfaces with other systems

The PBS interface with the IFMS, IPPS and AMP was yet to be achieved by 30th June 2018, this was behind schedule and was affecting the completion of the project.

Conclusion

Overall the PBS is set to improve budget planning, execution and monitoring. The PBS is an online system which enables submission of completed tasks easily without requiring travelling long distances to make physical submissions. Changes made can be accessed instantly by all MDA and LGs on the system.

The central government votes had less challenges in using the PBS and completing their budgets. They accessed technical support much faster than the LGs as such there was greater appreciation and use of all components of the system for planning, budgeting and quarterly reporting. There were challenges with the outcome indicators and measurement of outcomes by the ministries.

The PBS was rolled out in 100% of the LGs, however, they had challenges in completing the budgets for FY 2018/19, this was on account of system errors, wrong alignment of item codes on the PBS to those on the budget codes. In some instances the system was not available, this further delayed completion of work.

Challenges

1. Some of the outcome indicators on the PBS are unrealistic as such they cannot be attributed to given outcomes, this will result into misreporting on the system.
2. Training conducted for the PBS was inadequate especially for the LGs, this made it difficult to complete the budget for FY 2018/19 by the deadline.
3. System errors and wrong item codes on the PBS affected timely completion and upload of the LG budgets.
4. Unavailability of the system/server affects timely completion of key reports such as the budget.
5. Increased costs on account of unreliable Internet and computers to support the PBS system.

Recommendations

1. The MFPED together with the National Planning Authority (NPA), Uganda Bureau of Statistics (UBOS) and Office of Prime Minister should improve the outcome indicators and also link the output indicators to the outcomes.
2. The MFPED should continuously carry out PBS training for key staff and stakeholders at the LGs and CG. These should include Accounting Officers, Planners, Heads of Department and district executive committees.
3. The MFPED should support the PBS roll out with a grant for operational costs and or necessary equipment such as computers to maximize the envisaged efficiencies.

Table 3.3: Accountability Votes Budget Performance as at 30th June, 2018

Vote	Vote Description	Approved Budget (Ug Shs)Ug shs		Release (Ug Shs)Performance		Expenditure Performance Ug shs		% of[15] Budget released		% of release spent	
		Rec-(Wage& Nonwage)	Devt	Rec-(Wage& Nonwage)	Devt	Rec-(Wage& Nonwage)	Devt	Rec	Dev	Rec	Dev
008	MFPED.	136,945,886,987	141,864,969,028	155,911,868,798	147,340,822,508	154,533,107,141	143,687,854,190	98	104	99	98
103	Inspectorate of Government (IG)-Statutory	40,007,920,319	3,925,369,852	40,007,920,319	3,925,369,852	40,500,853,087	1,494,761,984	100	100	101	38
112	Ethics and Integrity	5,792,176,373	210,596,691	5,866,096,373	210,596,691	5,756,564,897	210,596,691	100	100	98	100
129	Financial Intelligence Authority	7,709,743,777	465,000,000	8,134,943,777	465,000,000	8,129,642,412	465,000,000	100	100	100	100
131	Auditor General-Statutory	51,044,691,555	3,975,509,736	52,387,905,890	3,975,509,736	52,260,119,319	3,974,203,842	100	100	100	100
141	Uganda Revenue Authority	310,832,741,716	52,639,695,827	310,832,741,716	77,639,695,827	310,832,741,716	77,639,695,827	100	147	100	100
143	Uganda Bureau of Statistics	34,411,205,070	18,660,808,740	33,751,001,734	18,660,808,740	33,554,100,813	18,660,808,740	98	100	99	100
153	PPDA	11,082,960,644	2,320,000,000	11,082,960,644	2,320,000,000	10,881,891,860	2,319,701,775	100	100	98	100
122	KCCA	434,000,000	-	434,000,000	-	434,000,000	-	100	-	100	-
	Total	598,261,326,441	224,061,949,874	618,409,439,251	254,537,803,354	616,883,021,245	248,452,623,049	99	113	100	98

Source: IFMS July 2018, Approved Estimates of Revenue and Expenditure FY 2017/18 and BOT 2017/18

[15] Budget released is compared to approved budget, hence the more than 100% release performance were budgets were revised.

Table 3.4: Agriculture Sector Votes Budget Performance as at 30th June, 2018

Vote	Vote Description	Approved Budget (Ug Shs)		Release (Ug shs) Performance		Expenditure (Ug shs) Performance		% of Budget released		% of release spent	
		Recurrent(Wage Nonwage)	Devt	Recurrent(Wage Nonwage)	Devt	Recurrent(Wage Nonwage)	Devt	Rec	Dev	Rec	Dev
010	MAAIF	81,082,357,619	91,806,168,636	74,902,056,268	77,076,032,393	74,572,335,354	77,070,182,558	91	84	100	100
121	Dairy Development Authority	3,835,925,135	2,130,045,788	3,602,735,386	2,130,045,788	3,602,263,386	2,129,573,787	94	100	100	100
125	National Animal Genetic Res. Centre and Data Bank	3,694,608,286	7,464,216,573	3,528,706,861	6,806,098,107	3,532,745,265	6,813,385,708	96	91	100	100
142	National Agricultural Research Organization	29,791,202,385	8,780,493,562	29,791,202,385	7,121,806,690	29,791,202,382	7,121,806,690	100	81	100	100
152	NAADS Secretariat	5,410,189,673	274,294,648,469	5,410,189,673	274,294,648,469	5,350,902,167	273,759,129,384	100	100	99	100
155	Cotton Development Organization	1,825,056,097	4,411,000,000	15,825,056,097	4,079,349,100	15,825,056,059	4,079,349,100	100	92	100	100
160	Uganda Coffee Development Authority	53,589,400,455	-	52,698,823,535	-	52,593,786,041	-	98	-	100	-
122	KCCA	137,000,000	6,220,000,000	137,000,000	6,220,000,000	137,000,000	6,220,000,000	100	100	100	100
	Total	179,365,739,650	395,106,573,028	**185,895,770,205**	**377,727,980,547**	**185,405,290,654**	**377,193,427,227**	91	84	100	100

Source: IFMS July 2018, Approved Estimates of Revenue and Expenditure FY 2017/18 and BOT2017/18

Table 3.5: Education Sector Votes Budget Performance as at 30th June, 2018

Vote	Vote Description	Approved Budget (Ug shs)		Release (Ug shs) Performance		Expenditure (Ug shs) Performance		% of budget released		% of release spent	
		Rec-(Wage & Non-wage)	Devt	Rec-(Wage & Non-wage)	Devt	Rec-(Wage & Non-wage)	Devt	Rec	Dev	Rec	Dev
013	Ministry of Education, Science Technology and Sports	162,487,479,203	75,931,448,236	173,392,078,941	72,155,678,537	171,487,740,029	71,947,971,845	98	95	99	99.71
128	UNEB	25,655,296,958	1,077,520,811	28,823,482,401	1,003,675,274	28,807,871,964	1,000,031,953	100	93	100	99.64
303	NCDC	8,274,101,867	4,550,000,000	9,324,534,789	3,480,275,055	8,659,529,148	3,282,438,999	100	76	93	94.32
132	Education Service Commission	38,293,169,693	-	38,293,169,693	-	38,293,169,692	-	100	-	100	-
111	Busitema University	6,560,258,291	351,530,251	6,560,258,291	351,530,251	6,061,710,917	351,526,901	100	100	92	100.00
127	Muni University	146,620,421,773	10,159,340,686	162,074,656,782	7,790,712,166	160,822,365,346	8,293,467,960	99	77	99	106.45
136	Makerere University	29,205,575,624	3,598,768,714	29,205,575,624	2,753,982,667	29,064,235,286	2,645,533,387	100	77	100	96.06
137	Mbarara University	26,060,456,745	2,800,000,000	26,060,456,745	2,234,417,500	26,058,455,295	2,234,417,500	100	80	100	100.00
138	Makerere University Business School	47,336,161,684	722,845,106	47,336,161,684	722,845,106	46,658,536,542	681,693,003	100	100	99	94.31
139	Kyambogo University	4,881,146,880	1,500,000,000	4,881,146,880	1,500,000,000	4,881,146,880	1,484,369,166	100	100	100	98.96
140	Uganda Management Institute	28,697,698,105	2,500,053,381	28,697,698,105	1,858,929,710	28,684,123,217	1,767,468,940	98	95	100	95.08
149	Gulu University	7,344,918,041	1,500,000,000	9,255,264,791	1,500,000,000	8,691,689,285	1,500,000,000	100	74	94	100

Vote	Vote Description	Approved Budget (Ug shs)		Release (Ug shs) Performance		Expenditure (Ug shs) Performance		% of budget released		% of release spent	
		Rec-(Wage & Non-wage)	Devt	Rec-(Wage & Non-wage)	Devt	Rec-(Wage & Non-wage)	Devt	Rec	Dev	Rec	Dev
301	Lira Univesity	6,720,909,657	-	6,803,443,433	-	6,773,069,646	-	100	100	100	-
307	Kabale Univesity	8,902,554,042	600,000,000	15,961,524,986	600,000,000	14,797,845,639	587,057,375	100	-	93	98
308	Soroti Univesity	5,900,021,079	6,000,000,000	5,900,021,079	6,000,000,000	4,371,233,790	6,000,000,000	96	100	74	100
122	KCCA	32,165,000,000	2,672,000,000	32,165,000,000	2,672,000,000	32,165,000,000	2,672,000,000	100	100	100	100
	Total	585,105,169,642	113,963,507,185	624,734,474,224	104,624,046,266	616,277,722,676	104,447,977,029	99	92	99	100

Source: IFMS July 2018, Approved Estimates of Revenue and Expenditure FY 2017/18 and BOT2017/18

Table 3.6: Energy Sector Votes Budget Performance as at 30th June, 2018

Vote	Vote Description	Approved Budget (Ug shs)		Release ((Ug shs)) Performance		Expenditure ((Ug shs)) Performance		% of Budget released		% of release spent	
		Rec-(Wage& Nonwage)	Devt	Rec-(Wage& Nonwage)	Devt	Rec-(Wage& Nonwage)	Devt	Rec	Dev	Rec	Dev
017	Ministry of Energy and Mineral Development	16,885,526,808	292,836,856,961	123,563,655,434	278,531,945,888	122,206,433,771	277,771,597,079	100	95	99	100
123	Rural Electrification Agency (REA)	-	81,976,000,000	-	64,201,163,892	-	63,870,147,759	-	78	-	99
	Total	16,885,526,808	374,812,856,961	**123,563,655,434**	**342,733,109,780**	122,206,433,771	341,641,744,838	100	91	99	100

Source: IFMS July 2018, Approved Estimates of Revenue and Expenditure FY 2017/18 and BOT 2017/18

Table 3.7: Health Sector Votes Budget Performance as at 30th June, 2018

Vote	Vote Description	Approved Budget (Ug shs)		Release (Ug shs) Performance		Expenditure (Ug shs) Performance		% of Budget released		% of release spent	
		Rec-(Wage& Nonwage)	Devt	Rec-(Wage& Nonwage)	Devt	Rec-(Wage& Nonwage)	Devt	Rec	Dev	Rec	Dev
014	Ministry of Health	65,795,620,263	28,839,513,827	60,220,840,169	37,467,552,798	57,647,480,778	37,129,429,637	91	130	96	99
107	Uganda AIDS Commission-Statutory	7,112,700,572	127,809,000	7,112,700,572	127,809,000	6,981,279,593	117,785,924	100	100	98	92
114	Uganda Cancer Institute	6,500,311,728	11,929,264,972	6,500,311,728	11,929,264,972	5,298,454,970	11,929,108,075	100	100	82	100
115	Uganda Heart Institute	7,595,195,138	4,500,000,000	7,595,195,138	4,500,000,000	6,669,122,263	4,519,149,332	91	130	88	100
116	National Medical Stores	258,074,897,442	-	304,074,897,442	-	304,074,897,000	-	100	100	100	
134	Health Service Commission	5,157,163,351	263,399,681	5,257,163,351	263,399,681	4,885,862,536	263,399,681	100	100	93	100
151	Uganda Blood Transfusion Service (UBTS)	9,351,347,860	370,000,000	12,981,347,860	356,455,000	12,412,687,781	356,255,045	100	100	96	100
161	Mulago Hospital Complex	46,452,958,665	22,020,000,000	46,956,325,878	22,020,000,000	43,555,017,952	22,020,000,000	100	-	93	100
162	Butabika Hospital	9,451,149,251	1,808,140,579	9,847,838,464	1,808,140,579	9,366,208,078	1,807,238,468	97	100	95	100
304	UVRI	1,463,929,834	400,000,000	6,921,279,107	400,000,000	6,491,536,588	399,999,991	100	96	94	100
163-176	Regional Referrals Hospitals	73,400,240,136	21,317,562,169	77,100,136,669	21,317,562,169	66,836,635,409	20,433,926,747	81	100	87	96

Vote	Vote Description	Approved Budget (Ug shs)		Release (Ug shs) Performance		Expenditure (Ug shs) Performance		% of Budget released		% of release spent	
		Rec-(Wage& Nonwage)	Devt	Rec-(Wage& Nonwage)	Devt	Rec-(Wage& Nonwage)	Devt	Rec	Dev	Rec	Dev
122	KCCA	**15,665,000,000**	938,000,000	15,665,000,000	938,000,000	15,665,000,000	938,000,000	100	100	100	100
	Total	506,020,514,240	92,513,690,228	560,233,036,378	101,128,184,199	539,884,182,948	99,914,292,900	88	100	87	98

Source: IFMS June 2018, Approved Estimates of Revenue and Expenditure FY 2017/18 and BOT2017/18

Table 3.8: Water and Environment Sector Votes Budget Performance as at 30th June, 2018

Vote	Vote Description	Approved Budget (Ug Shs)		Release (Ug Shs) Performance		Expenditure (Ug Shs) Performance		% of Budget released		% of release spent	
		Rec-(Wage& Nonwage)	Devt	Rec-(Wage& Nonwage)	Devt	Rec-(Wage& Nonwage)	Devt	Rec	Dev	Rec	Dev
019	Ministry of Water and Environment	25,851,531,324	268,819,289,264	25,216,985,340	293,335,205,202	24,896,545,334	292,729,736,020	98	109	99	100
150	National Environment Management Authority	12,046,809,092	1,047,852,994	11,424,760,506	853,150,551	10,140,915,195	852,864,003	95	81	89	100
157	National Forestry Authority	6,344,511,356	5,925,197,000	6,333,356,067	4,708,949,942	6,330,896,727	4,519,434,857	100	79	100	96
302	UNMA	11,846,622,387	15,507,977,974	11,629,536,604	11,645,148,043	10,824,384,487	11,602,856,819	98	75	93	100
122	KCCA	10,000,000	-	10,000,000		10,000,000	-	100	-	99	100
	Total	**56,099,474,159**	**291,300,317,232**	54,614,638,517	**310,542,453,738**	52,202,741,743	309,704,891,699	98	86	96	100

Source: IFMS July 2018, Approved Estimates of Revenue and Expenditure FY 2017/18 and BOT 2017/18

Table 3.9: Information and Communications Sector Votes Budget Performance as at 30th June, 2018

Vote	Vote Description	Approved Budget (Ug shs) Ug shs		Release (Ug shs) Performance Ug shs		Expenditure (Ug shs) Performance Ug shs		% of Budget released		% of release spent	
		Rec-(Wage& Nonwage)	Devt	Rec-(Wage& Nonwage)	Devt	Rec-(Wage& Nonwage)	Devt	Rec	Dev	Rec	Dev
020	Ministry of Information & Communications Tech.	27,238,726,412	15,572,439,683	24,345,221,971	12,999,597,735	24,037,848,343	12,842,541,170	89	83	99	99
126	National Information Technology Authority	28,283,142,536	1,914,479,123	26,931,464,822	1,549,997,942	25,783,157,764	1,372,858,623	95	81	96	89
	Total	**55,521,868,948**	**17,486,918,806**	**51,276,686,792**	**14,549,595,677**	**49,821,006,107**	**14,215,399,793**	**92**	**83**	**97**	**98**

Source: IFMS June 2018, Approved Estimates of Revenue and Expenditure FY 2017/18 and BOT2017/18

Table 3.10: Works and Transport Sector Votes Budget Performance as at 30th June, 2018

Vote	Vote Description	Approved Budget Ug shs		Release Performance Ug shs		Expenditure Performance Ug shs		% of Budget released		% of release spent	
		Rec-(Wage& Nonwage)	Devt	Rec-(Wage& Nonwage)	Devt	Rec-(Wage& Nonwage)	Devt	Rec	Dev	Rec	Dev
016	Ministry of Works and Transport	**70,247,693,622**	**154,299,326,576**	93,429,526,141	150,558,949,399	93,349,715,277	150,601,196,313	133	98	100	100
113	Uganda National Road Authority	**131,595,117,910**	**1,517,800,205,714**	125,296,964,980	1,532,800,205,714	125,223,938,990	1,533,940,556,644	95	101	100	100
118	Road Fund	**414,953,905,425**	**2,470,000,000**	414,953,905,425	2,470,000,000	414,925,254,263	2,467,994,900	100	100		
122	KCCA	**-**	64,900,000,000	-	64,900,000,000	-	64,900,000,000	-	100	-	100
	Total							109	100		

Vote	Vote Description	Approved Budget Ug shs		Release Performance Ug shs		Expenditure Performance Ug shs		% of Budget released		% of release spent	
		Rec-(Wage& Nonwage)	Devt	Rec-(Wage& Nonwage)	Devt	Rec-(Wage& Nonwage)	Devt	Rec	Dev	Rec	Dev
		616,796,716,957	1,739,469,532,290	633,680,396,546	1,750,729,155,113	633,498,908,530	1,751,909,747,857				

Source: IFMS July 2018, Approved Estimates of Revenue and Expenditure FY 2017/18 and BOT2017/18

Table 3.11: Public Sector Management Votes Budget Performance as at 30th June, 2018

Vote	Vote Description	Approved Budget (Ug shs) Ug shs		Release (Ug shs) Performance Ug shs		Expenditure (Ug shs) Performance Ug shs		% of Budget released		% of release spent	
		Rec-(Wage & Nonwage)	Devt	Rec-(Wage & Nonwage)	Devt	Rec-(Wage & Nonwage)	Devt	Rec	Dev	Rec	Dev
003	Office of the Prime Minister	64,437,235,583	55,865,291,906	66,496,528,585	46,177,954,436	66,014,749,829	46,155,253,121	103	83	99	100
005	Ministry of Public Service	19,037,903,129	5,382,758,977	18,087,161,153	4,820,394,927	15,847,251,708	4,820,313,049	95	90	88	100
011	Ministry of Local Government	29,999,762,968	15,833,249,286	28,531,171,957	12,929,788,691	28,239,721,685	12,906,294,876	95	82	99	100
021	East African Community Affairs	60,280,002,078	538,000,000	62,853,606,753	988,000,000	51,344,164,406	987,999,911	104	184	82	100
108	National Planning Authority-Statutory	20,607,281,491	1,044,167,988	22,464,189,791	1,044,167,988	22,461,121,130	1,044,167,506	109	100	100	100
146	Public Service Commission	5,979,288,833	484,222,142	5,979,288,833	484,222,142	5,895,909,634	482,539,400	100	100	99	100
147	Local Government Finance Comm	5,028,423,189	571,699,840	5,028,423,189	571,699,840	5,028,121,878	571,699,040	100	100	100	100
122	KCCA	36,464,000,000	1,548,000,000	36,464,000,000	1,548,000,000	36,464,000,000	1,548,000,000	100	100	100	100
	Total	241,833,897,271	81,267,390,139	245,904,370,261	68,564,228,024	231,295,040,270	68,516,266,903	102	84	94	100

Source: IFMS July 2018, Approved Estimates of Revenue and Expenditure FY 2017/18 and BOT 2017/18

Table 3:12 Tourism Trade and Industry Votes Budget Performance as at 30th June, 2018

Vote	Vote Description	Approved Budget Ug shs		Release Performance Ug shs		Expenditure Performance Ug shs		% of Budget released		% of release spent	
		Rec-(Wage& Nonwage)	Devt	Rec-(Wage& Nonwage)	Devt	Rec-(Wage& Nonwage)	Devt	Rec	Dev	Rec	Dev
015	Ministry of Trade, Industry and Cooperatives	**19,631,916,230**	**36,186,545,032**	18,846,452,924	49,085,770,429	17,809,185,229	49,085,095,290	96	136	94	100
022	Ministry of Tourism, Wildlife and Antiquities	**9,867,147,894**	**6,239,247,744**	9,119,383,492	5,941,250,972	9,075,218,562	5,941,250,972	92	95	100	100
117	Uganda Tourism Board	**10,627,833,560**	**553,302,512**	17,460,633,560	430,404,605	8,961,297,747	261,318,434	164	78	51	61
154	Uganda National Bureau of Standards	**11,993,461,302**	**9,579,748,374**	11,806,367,907	8,279,037,686	11,800,306,210	8,279,000,322	98	86	100	100
306	Uganda Export Promotion Board	**2,836,761,450**	**396,280,720**	2,836,761,450	388,991,507	2,457,242,447	340,589,999	100	98	87	88
	Total	**54,957,120,436**	**52,955,124,382**	**60,069,599,334**	**64,125,455,199**	**50,103,250,195**	**63,907,255,017**	109	121	83	100

Source: IFMS July 2018, Approved Estimates of Revenue and Expenditure FY 2017/18 and BOT 2017/18

CHAPTER 4: MICROFINANCE

4.1 Introduction

Microfinance is an important financial instrument for reaching low-income households in Uganda. The focus of the Microfinance sub-sector is to ensure financial inclusion of all Ugandans. In the last 10 years, the sub-sector has been experiencing significant growth. Two providers[16] of microfinance services are in the category of Tier I, two[17] are in Tier II and four[18] Microfinance Deposit taking Institutions (MDIs) in Tier III. Additionally, Savings and Credit Co-operative Societies (SACCOs) and unregulated Micro Finance Institutions (MFIs) serve the microfinance market. These institutions are broadly captured as Tier IV institutions. Furthermore, there are commercial banks offering specific products for low-income households and community-based organizations and groups which are operating in villages.

The Microfinance Support Centre Ltd (MSCL) was established to provide financial services to the economically active poor Ugandans through SACCOs, Small and Medium Enterprises (SMEs), MFIs, Co-operative Unions, Producer and Marketing Co-operatives, and Teachers' SACCOs. Through the Government of Uganda's Rural Financial Services Strategy (2006), the MSCL has attained the linchpin status of GoU microfinance programmes, hence a wider role to play in financing the whole value chain and promoting the sustainability of rural financial enterprises.

4.2 Microfinance Support Centre Limited

Background

The Microfinance Support Centre Limited (MSCL) was established in 2001 as a Company Limited by guarantee, fully owned by GoU with the mandate to manage the Rural Microfinance Support Project (RMSP) and any other Government supported microcredit programmes. It is governed by a Board of Directors appointed by Government. It has so far executed its mandate through the implementation of five-year strategic plans, during which credit and capacity building services were extended to over 2,000 partner organizations countrywide.

MSC is currently in Year 3 of the five year Strategic Plan (2014-19). The plan mainly focuses on organizational efficiency, relevance & sustainability.

More efforts are underway to mobilize more funding from the Japan International Cooperation Agency (JICA), Islamic Development Bank and introduction of new services and products to cater for specifically vulnerable groups, women, and special interest areas.

MSC's first Strategic Plan ran from 2003 – 2008 and at end of the period, it provided lessons and experiences that guided the development of the second Strategic Plan (2009 – 2014).

The previous MSC Strategic Plan (2009 – 2014) also came to an end on 30th June 2014; after which a detailed performance report was developed, which guided the formulation of the current Strategic Plan (2014 - 2019).

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[16] Centenary Bank and Equity Bank

[17] Post Bank and Opportunity Bank

[18] PRIDE, FINCA, Uganda Finance Trust and UGAFODE

The Strategic Plan (2014 – 2019) ends in June 2019, however as planned in its M&E Framework, the company has conducted a Midterm review of the Plan to;

a. Track overall performance of MSC as at June 2016 during the Strategic Plan period.
b. Establish the current performance of the Strategic Plan objectives in reference to Tier 1 Strategic Action Plan (SAPs).
c. Review the current Plan objectives and targets, and make projections for the next 3 remaining years of the Strategic Plan.

The above guided the refinement of the strategic objectives and targets for FY 2016/17 - 18/19.

The Plan was cascaded into Tier 2 and subsequently Tier 3 for effective implementation. In order to track the outputs, the company develops annual work plans aligned to the Plan.

The MSCL seeks to provide affordable financial services to SACCOs, MFIs, SMEs and more importantly financing agricultural chains including assets, inputs, and purchase of crop and other produce. Thus, the Centre aims at reaching a mass of rural enterprises to deliver services.

In order to take services nearer to the communities, the Centre offers its services through 12 zonal offices[19] across the country, with each office serving an average of 10 districts. The MSCL offers a number of products like; Agricultural loans, Environmental loans, Special interest group loans, Commercial loans and SME loans for trade, commerce and agriculture.

Scope

The review focused on the annual performance of MSC for the FY 2017/18 against identified criteria from the strategic plan 2014-2019. The MSC headquarters and zonal offices of Hoima Jinja, Lira Kampala, Kabalore, Masaka, Mbale, Mbarara and Soroti were visited. As well, SACCOs from the districts served by the respective MSC zonal offices were sampled and visited. Discussions were held with MSC headquarter staff and the zonal managers, findings obtained from the zonal offices were corroborated with the clients served in the SACCOs, overall MSC annual report as well as its strategic plan.

Findings

MSC Headquarters

(a) Assessment of MSC source of funding

A total of Ug shs 58.614bn was realized as funds for credit as at 30th June 2018 representing 84% of the budget. Ug shs 12bn (20% of available credit funds) were funds from Islamic Development Bank and Ug shs 31,313bn were reflows for credit. MSC did not receive any GoU credit fund in the FY 2017/18. A summary of funding sources is presented table 4.1.

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[19] Arua, Hoima, Jinja, Kabale, Kabarole, Kampala, Lira, Masaka, Mbarara, Moroto, Kampala and Soroti [42] Exclusive of interest income but including opening balances from FY 2016/17.

Table 4.1: Sources of funding for MSCL for the FY 2017/18 (millions)

	Planned FY 2017/18 Ug Shs '000,000)	Actual Ug shs '000,000)	Release Performance %
Funds brought forward after credit for operations	24,000	0	0
GoU credit support funds	9,000	-	-
IDB Funds (carried forward)	12,000	27,301	228
Reflows[20] for credit	24,000	31,313	130
Total Funds Available	**69,000**	**58,614**	**84**

Source: MSCL Headquarters

Interest rates

The MSC continued to offer the lowest interest rates to its clients ranging from 9% per annum for SACCOs- Agricultural loans, 13% for SMEs, 17% for the commercial loans and 11% for teachers' SACCO. This was below the market rate that ranged between 20% to 24% by commercial banks.

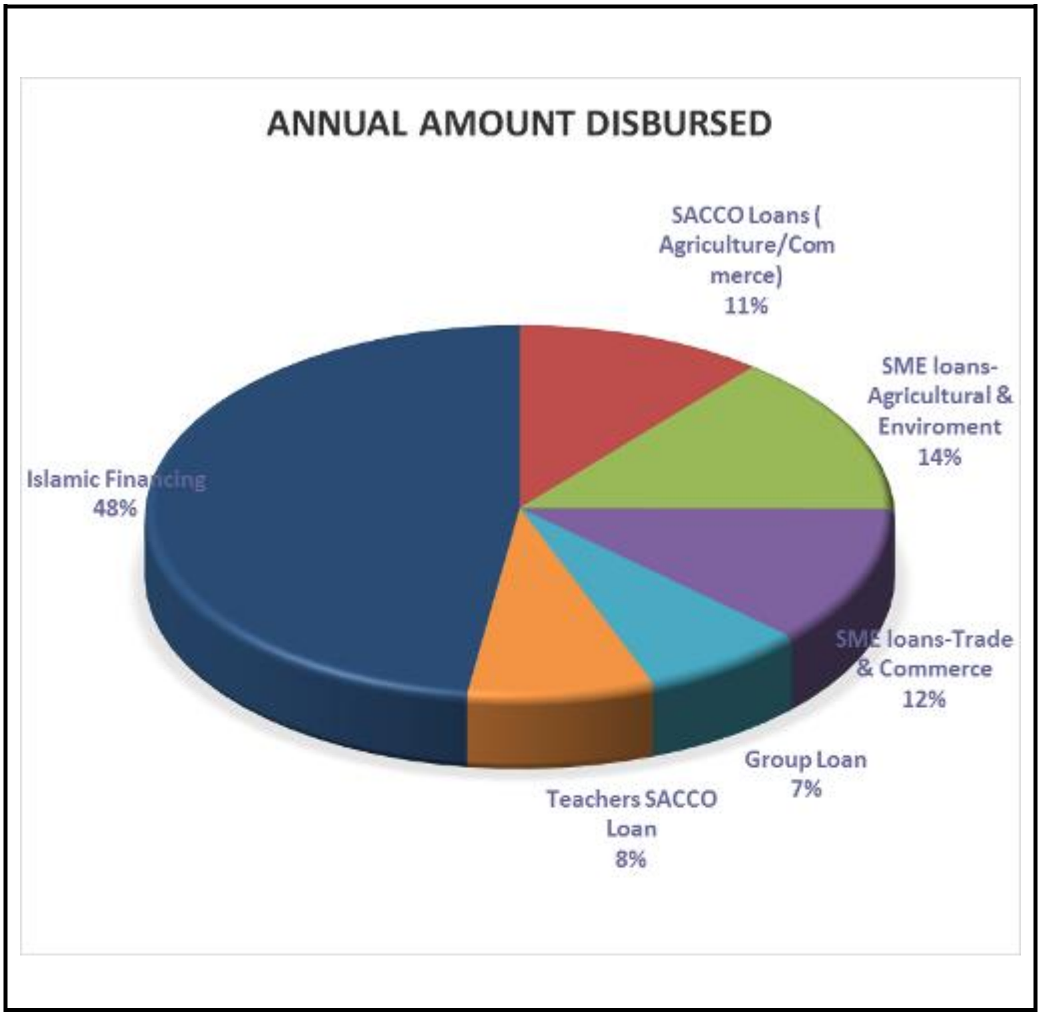
Credit Disbursement

For the FY 2017/18, MSC annual total disbursements on both conventional & Islamic financing stood at Ug shs 64,460,786,021bn with a total number of 493 loans as compared to Ug shs 37,553,793,037 and 393 loan facilities in the FY 2016/17. The annual disbursements during the FY on conventional lending were 420 loans valued at Ug shs 30,458,631,934bn compared to Ug shs 33,417,793,037bn. The annual disbursements under Islamic financing were Ug shs 31,783,154,087bn to 73 projects. The performance on disbursements grew by 10% to 110% compared to the annual target of Ug shs 56,480,000,000 with the main contributing factor to the tremendous growth being availability of demand for funds under Islamic finance. Compared to the previous FY 2016/17, the value disbursed to the conventional loans has reduced from Ug shs 33.4bn to Ug shs 30.5bn. While the value disbursed under Islamic financing increased from Ug Shs 4.1bn to Ug shs 31.8bn.

The targeted lead time for loan processing was 30 days, however on average the lead time for new client's ranged between one to one-and-a-half months. The highest number of client segment reached was Islamic financing which absorbed 46.30% followed by SME loans (agriculture & environment, and SACCO agriculture/commerce) at 25%. Group loans registered 6.90% compared to 3% in FY 2016/17. The disbursement per product as at 30th June, 2018 is shown in figure 1.

[20] Exclusive of interest income but including opening balances from FY 2016/17.

Fig 1. Credit Disbursements per Product



Source: MSCL Headquarters and field findings

Zonal Disbursements

Kampala zone with the biggest region had Ug shs 21.093bn disbursed, the highest in value of regional loans disbursed. This performance was better than the FY 2016/17 of Ug shs 8,966bn. This improved performance was attributed to the enrolment of Islamic financing which increased the volume of funds available for onward lending. This was followed by Kabarole zonal office with total disbursements of Ug shs 11,250bn representing 60% increase from the FY 2016/17.

The poorest performing zone was Moroto with total disbursements of Ug shs 1,023bn representing 1.5% performance of the total disbursements for the FY 2017/18. This was attributed mainly to low business activity in the region and the negative attitude of clients towards Islamic financing. Details of the zonal performance are shown in table 4.2.

Table 4.2: Loan Disbursement performance by Zone FY 2017/18

Zone	No of loans			Value of Loans (Ug shs)		
	2016/17	2017/18	% achieved	2016/17	2017/18	% increase achieved
Arua	7	15	214	886,177,000	1,275,000,000	43
Lira	40	62	155	737,000,000	1,800,000,000	144
Head Office	34	48	120	800,000,000	1,790,690,000	123
Hoima	13	30	230	860,000,000	2,480,000,000	76
Jinja	27	17	(62)	1,171,000,000	1,741,000000	48
Kabale	35	35	100	3,671,000,000	4,100,000,000	11
Kabarole	47	94	200	7,010,000,000	11,250,000,000	60
Kampala	46	54	117	8,996,795,117	21,093,000,000	134
Masaka	10	30	300	790,000,000	3,224,000,000	30
Mbale	16	63	393	540,000,000	4,402,000,000	15
Mbarara	57	69	121	6,982,820,000	10,147,000,000	45
Moroto	15	28	186	877,000,000	1,023,000.000	16
Soroti	9	24	266	156,000,000	1,059,000,000	57
Total	**356**	**569**	**159**	**33,477,792,117**	**64, 460,786,021**	**92**

Source: MSCL Headquarters and field findings

Growth in Portfolio

The portfolio[21] grew from Ug shs 65.764bn to Ug shs 86.474bn translating to 31% (Ug shs 20.7bn) growth in FY 2017/18. The growth in portfolio was contributed by the different zones; the highest growth rate of 330% was registered under Mbale zonal office. In terms of value, Mbarara zonal office had the highest growth performance of Ug shs 4,223bn. Overall growth in portfolio was contributed by the availability of demand for funds under Islamic finance. The portfolio growth performance for the last three FYs is shown in table 4.3.

Table 4.3: Growth in Portfolio for FYs 2015/16, 2016/17 and 2017/18

ZONE	FY 2015/16	FY 2016/17	FY 17/18	Growth /Decline
Head Office	453,273,009	666,339,024	1,619,789,000	953,449,976
Kampala	18,343,431,563	21,233,416,022	25,274,000,000	4,040,583,098
Jinja	1,192,124,907	1,447,417,418	2,939,000,000	1,491,582,582
Mbale	1,335,016,981	1,124,974,933	4,844,943,300	3,719,968,367
Soroti	1,050,650,042	658,416,761	1,182,000,000	523,583,239
Moroto	1,102,136,107	1,221,486,891	118,956,111	-1,102,530,780

[21] Portfolio is the total credit funds disbursed to clients after appraisal of loan applications from clients.

ZONE	FY 2015/16	FY 2016/17	FY 17/18	Growth /Decline
Lira	762,930,508	906,985,405	1,497,000,000	590,014,595
Arua	1,795,393,963	1,728,934,172	1,747,422,000	18,487,828
Hoima	1,903,221,924	1,618,388,572	3,125,000,000	1,506,611,428
Kabarole	12,533,710,899	12,641,137,568	16,000,000,000	3,466,289,101
Masaka	3,037,792,788	1,818,636,866	3,749,000,000	1,930,363,134
Mbarara	11,382,540,784	13,176,661,096	17,400,000,000	4,223,338,904
Kabale	6,370,230,776	7,521,684,006	8,240,149,732	718,465,726
TOTAL	**61,262,454,251**	**65,764,478,734**	**86,474,919,411**	**20,817,866,466**

Source: MSCL Headquarters and field findings

Steady growth in portfolio was realized in Hoima, Kabarole, Mbale, Masaka and Soroti zones. Attention was drawn to Moroto zone whose portfolio dropped sharply, due to low business activity in the region.

Quality of Portfolio

The P.A.R > 30 days for conventional loans was 14% and 11% for Islamic finance portfolio. In addition the gross portfolio as at end of June 2018 was Ug shs 86.4bn. The target PAR was 10% and the overall PAR registered was 14%. This indicates a high risk of non-recovery of loaned funds.

The MSC achieved a repayment rate on time for loans issued of 63% by 30th June 2018, as compared to 57.5% achieved as at 30th June 2017. Low repayments of SACCOs on account of poor governance and client defaults on loan obligations affected the company portfolio.

Increase coverage of MSC services

The company intensified the engagement and development of reference SACCOs across all the MSC's zones. As a result, 18 reference SACCOs were registered and trained; bringing the total number of reference SACCOs, including those established from the previous quarters, to 126 in 84 districts. This is partly attributed to the new clients accessing loans majorly in the category of groups and the Islamic financing.

Zonal Offices Monitored

The MSC offers a number of products administered through its 12 zonal offices. For the annual review FY2017/18 the zonal offices of Jinja, Hoima, Kampala, Kabarole, Masaka, Mbale, Mbarara, Moroto and Soroti were visited.

The products offered to clients included;

- **Agricultural loans**: Target institutions/enterprises supporting or engaged in primary agricultural production, agro processing and marketing. The loan period ranges between 2-4 years with a grace period of 6-12 months and an interest rate of 9% per annum.
- **Small and Medium Enterprises (SME) Development fund**: This fund includes loans and leasing options for SMEs. It has a maximum loan period of four years with a 6-12 month grace period and interest rate of 17% per annum for trade and 9% for agriculture.

- **Commercial loan**: It targets SACCOs, MFIs and is offered at an interest rate of 13% with a maximum loan period of 2 years.
- Others were Teachers' loans issued at 11%, Environment at 13%, Special interest loans and group loans at 13%.
- **Islamic Finance**: this fund is open to anyone and is guided by the principles of Islamic (shariah) law. It emphasizes moral and ethical values in all dealing, prohibiting the payment or receipt of interest (riba), investment in businesses dealing in pigs, alcohol, and prostitution and gambling, among others.

(a) Hoima MSC Zonal Office

Hoima MSC Zonal office serves the nine districts of Buliisa, Hoima, Kagadi, Kakumiro, Kibaale, Kiboga, Kiryandongo, Kyankwanzi and Masindi.

Hoima MSC zonal office disbursed Ug shs 2.480bn which was 124% performance of the target (Ug shs 2bn). The cumulative repayment rate was 73% against the annual target of 85% and this was due to some clients PEDRO and KESPA with arrears amounting to Ug shs 35million. The Hoima zonal office cost to income ratio of 0.4:1 was within the target (0.68:1). The zonal office was able to have a reference[22] SACCO in 6 of the 9 districts (60%). The districts of Kibaale, Kagadi and Buliisa have weak SACCOs much as business development services has been given throughout the year, the SACCOs are yet to qualify to be reference SACCOs.

The detailed performance of Hoima zonal office is shown in table 4.4.

Table 4.4: Hoima MSC Zonal Office Performance by 30th June, 2018

No	Indicator	Benchmark	Target FY 2017/18	Actual FY 2017/18
1.	Value of loans disbursed during the period in (Ug shs billions)	According to the annual work plan	2bn	2.480bn
2.	Cost Vs Income ratio	Costs < 1	0.68:1	0.4:1
3.	Repayment rate (on time)	95%	85%	73%
4.	Value of outstanding loan portfolio (Ug shs billion)	Increasing from prior year	2.1bn	3.125bn
5.	Portfolio At Risk (P.A.R)>90 days (Value in Ug shs Billion)	Not> 15% of total o/s loan portfolio	6%	1.4%
6.	Percentage increase in no of clients taking follow on loans	Increasing from prior year	100%	100%
7.	Existence of reference SACCO/ District	1 SACCO per district	9	6

Source: MSC Hoima Zone

Kinyara Sugar Works SACCO

Kinyara SACCO is found in Masindi District and is duly registered with total membership of 2,185 (1,760 male, 321 female, 88 youth, 14 groups, 2 institutions) as at 30th June, 2018. The

[22] Model SACCO is expected to be supported develop for each district served

SACCO had total savings of Ug shs 1.276bn and share capital of Ug shs 455million. The SACCO had a functional board of seven members.

The SACCO is servicing a business loan of Ug shs 400million at an interest rate of 13%. The MSCL trained staff and board members in product development, business development services and support supervision. No training was received from PROFIRA.

(b) Jinja MSC Zonal Office

Jinja MSC zonal office serves districts of; Bugiri, Buyende, Iganga, Jinja, Kaliro, Kamuli, Luka, Mayuge, Namayigo, and Namutamba. The zonal office disbursed Ug shs 1.741bn against a target of Ug shs1.350bn (128% performance). The portfolio at risk greater than 90 days was 2.42% against a target of 2%. The cumulative repayment rate was 70% which was below the 85% target. Cost to income ratio was 0.8:1 against a target of 0.8:1.The zonal office was able to have a reference[23] SACCO in 9 of the 10 districts (90%). The performance of the zone is summarized in table 4.5.

Table 4.5: Jinja MSC Zonal Office Performance as at 30th June, 2018

No.	Indicator	Benchmark	Annual Target	Actual FY 2017/18
1.	Value of loans disbursed during the period in (Ug shs billions)	Not according to the annual work plan	1.350bn	1,741bn
2.	Cost Vs Income ratio	Costs < 1	1.8:1	1.8:1
3.	Repayment rate (on time)	95%	850%	70%
4.	Value of outstanding loan portfolio (Ug shs billion)	Increasing from prior year	2.106bn	2.939bn
5.	Portfolio At Risk (P.A.R)>90 days (Value in Ug shs Billion)	Not> 5% of total o/s loan portfolio	2%	2.42 %
6.	Percentage increase in no of clients taking follow on loans	Increasing from prior year		
7.	Existence of reference SACCO/ District	1 SACCO per District	10 of 10	9 of 10

Source: MSC Jinja Zonal Office

Nakanyonyi Goodshephered SACCO

The SACCO, located in Jinja district was fully registered with 990 female and 1,055 male members, 101 groups and 13 institutions with a vibrant board of seven members and the required committees.

The SACCO is currently servicing a teacher's loan of Ug shs 50 million from the MSC at an interest rate of 12% and to members (teachers) at 2.5% p/m. Its total portfolio as at June 30th 2018 was Ug shs 689million. Other services received from MSC include technical support on capacity building and training on saving and credit management. The SACCO received

[23] Model SACCO is expected to be supported and developed for each District served

continuous training from PROFIRA in financial management, credit and default management, savings and other product development for both management staff and board. The SACCO uses PROFILA templates to report.

c) Kabalore MSC Zonal Office

Kabalore MSC Zonal office serves the seven districts of Bundibugyo, Kyegegwa, Kabalore, Kamwenge, Kasese, Kyenjojo and Mubende.

Kabalore MSC zonal office disbursed Ug shs 11.250bn which was 125% performance of the target (Ug shs 9bn). The repayment rate declined to 61% against the annual target of 85% and this was due one big client: Kamwenge Community Development Project with arrears above Ug shs 385million. The zonal office cost to income ratio of 0.2:1 was within the target (0.4:1). The office was able to have a reference[24] SACCO in 7 of the 9 districts (77%). The detailed performance of Hoima zonal office is shown in table 4.6.

Table 4.6: Kabarole MSC Zonal Office Performance by 30th June 2018

No	Indicator	Benchmark	Target FY 2017/18	Actual FY 2017/18
1.	Value of loans disbursed during the period in (Ug shs billions)	According to the annual work plan	9bn	11.250bn
2.	Cost Vs Income ratio	Costs < 1	0.4:1	0.2:1
3.	Repayment rate (on time)	95%	85%	61%
4.	Value of outstanding loan portfolio (Ug shs billion)	Increasing from prior year	16bn	15bn
5.	Portfolio At Risk (P.A.R)>90 days (Value in Ug shs Billion)	Not> 15% of total o/s loan portfolio	1%	9.8%
6.	Percentage increase in no of clients taking follow on loans	Increasing from prior year	100%	100%
7.	Existence of reference SACCO/ District	1/District	9	7

Source: MSC Kabalore Zone

Kyegegwa SACCO

The SACCO is located in Kabalore District with 1,309 (799 male, 415 female, 87 groups 8 institutions) fully registered members with total share capital of Ug shs 88 million. It has a functional board of seven members. The SACCO did not apply for funds from MSC for the FY 2017/18. The MSCL conducted trainings in credit management and support supervision. However more is expected from MSCL in terms of decentralization of all services at the zonal office to reduce the cost of transport especially during signing of loans. Kyegegwa SACCO signed a memorandum of understanding with PROFIRA and had benefited through onsite and offsite trainings. PROFIRA promised to sponsor two staff members of Kyegegwa SACCO for trainings in Microfinance.

[24] Model SACCO is expected to be supported develop for each district served

Banyakyaka SACCO

Banyakyaka SACCO is located in Kabalore District with approximately 2,000 members with total loan portfolio of Ug shs 113million.The SACCO received credit of Ug shs 200million in 2016 at an interest rate of 13%. The MSCL conducted support supervision, however the SACCO was disorganized and the new manager complained of lack of coordination between members and the former board. The SACCO had internal problems which affected their loan repayment rate hence arrears of Ug shs 120million. Banyakyaka SACCO had not benefited from PROFIRA.

Kasese Secondary Teachers' SACCO

The SACCO is found in Kasese District. It's fully registered and constituted with 101 members as at 30th June 2018. It has a sound board that forms the different sub-committees and six staff members.

It accessed 2 loans from MSC and is currently servicing a loan of Ug shs 40 million received in January 2016 at an interest rate of 11%. By July 2017, it had a balance of Ug shs 6.2 million. MSC offers monthly monitoring and supervision services. No trainings were received from PROFIRA.

d) Kampala MSC Zonal Office

Kampala zonal office serves 12 districts; Buikwe, Butambala, Buvuma, Gombe, Luwero, Kampala, Kayunga, Mityana, Mukono, Mpigi, Nakasongola and Wakiso.

Kampala MSC zonal office disbursed Ug shs 17.660bn which was 116% performance of the target (Ug shs 15.2bn) attributed to Islamic financing (Ug shs10.46bn). Kampala zonal office was able to recover Ug shs 32m from previously written off loans, which improved the overall PAR for the zone to 6.8% against a target of 15%.

The cumulative repayment rate was 76% which was above the target of 50%, this was on account of recoveries from big clients. The zone had a 15% increase in outstanding portfolio Ug shs 25.274bn against the target of Ug shs 24bn. The Kampala zonal office is profitable with a cost to income ratio of 0.1:1against the target of 0.1:1.

The performance of the zonal office is shown in table 4.7.

Table 4.7: Kampala MSCL Zonal Office Performance as at 30th June 2018

No	Indicator	Benchmark	Target 2017/18(Ug Shs)	Actual FY 2017/8(Ug Shs)
1.	Value of loans disbursed during the period in (Ug shs billions)	According to the annual work plan	14.2bn	21.093bn
2.	Cost Vs Income ratio	Costs < 1	0.1:1	0.1:1
3.	Repayment rate (on time)	95%	80%	63.7 %
4.	Value of outstanding loan portfolio (Ug shs billion)	Increasing from prior year	24bn	25.274bn
5.	Portfolio At Risk (P.A.R)>30 days	Not> 15% of total o/s	8%	12.99%

No	Indicator	Benchmark	Target 2017/18(Ug Shs)	Actual FY 2017/8(Ug Shs)
	(Value in Ug shs Billion)	loan portfolio		
6.	Percentage increase in no of clients taking follow on loans	Increasing from prior year	0	95
7.	Existence of reference SACCO/ District	1/District	13 of 13	12 of 13

Source: MSC Kampala Zone

d) Mbale MSC Zonal Office

Mbale MSC Zonal office serves the 15 districts of Budaka, Bududa, Bukedea, Bukwo, Bulambuli, Busia, Butaleja, Kapchorwa, Kibuku, Manafwa, Kween, Mbale, Pallisa, Sironko and Tororo.

Mbale MSC zonal office disbursed Ug shs 4.401bn which was 285% performance of the target (Ug shs 1.540bn) attributed to Islamic financing. The cumulative repayment rate was 64% against the annual target of 80%. The Mbale zonal office was not profitable with a cost to income ratio of 0.93:1, hoping to minimize operational costs when profits from Islamic are earned. The detailed performance of Mbale zonal office is shown in table 4.8

Table 4.8: Mbale MSC Zonal Office Performance by 30th June, 2018

No	Indicator	Benchmark	Target FY 2017/18	Actual FY 2017/18
1.	Value of loans disbursed during the period in (Ug shs billions)	According to the annual work plan	1.540bn	4.198bn
2.	Cost Vs Income ratio	Costs < 1	1:1	0.39:1
3.	Repayment rate (on time)	95%	80%	64%
4.	Value of outstanding loan portfolio (Ug shs billion)	Increasing from prior year	2bn	4.844bn
5.	Portfolio At Risk (P.A.R)>90 days (Value in Ug shs Billion)	Not> 15% of total o/s loan portfolio	3%	9.95
6.	Percentage increase in no of clients taking follow on loans	Increasing from prior year	100%	100%
7.	Existence of reference SACCO/ District	1/district	16	6

Source: MSC Mbale Zone

Pallisa Teachers' SACCO

Pallisa Teachers' SACCO is located in Pallisa District with 752 fully registered members and a board of nine members.

The SACCO received credit of Ug shs 50million at an interest rate of 11% from MSCL in February 2016 and was fully serviced by February 2018. The SACCO received training for staff and board on filling returns, financial literacy and record keeping. Pallisa Teachers' SACCO had not benefited from PROFIRA.

e) Mbarara MSC Zonal Office

Mbarara Zonal offices serve the districts of Buhweju, Bushenyi, lbanda, Isingiro, Kiruhura, Mbarara, Mitooma, Nsiika, Ntungamo, Rubirizi and Sheema. The number of loans disbursed in the FY2017/18 was 69 and the value of loans disbursed was Ug shs 10.147bn against a target of Ug shs11bn (92.2% performance). The disbursements were affected by reduction in staffing levels. The cumulative repayment rate achieved was 56.3% (88% Islamic financing) against a target of 95%. Repayment rate was affected by four big clients whose payments delayed. However, three of these have since cleared their arrears. These include Banyankole Kweterana Union, Ishaka Farmers and Real-life. The Mbarara zonal office cost to income ratio was 0.8:1 against a target of 0.25:1, and at least had a reference SACCO in 10 out of 10 districts. The detailed performance of the zonal office as at 30th June 2018 is shown in table 4.9.

Table 4.9: Mbarara MSC Zonal Office Performance as at 31st December 2018

No	Indicator	Benchmark	Target FY 2017/18 (Ug Shs)	Actual FY 2017/18 (Ug Shs)
1.	Value of loans disbursed during the period in (Ug shs billions)	According to the annual work plan	11bn	10.147bn
2.	Cost Vs Income ratio	Costs < 1	0.25:1	0.18:1
3.	Repayment rate (on time)	95%	95%	88%
4.	Value of outstanding loan portfolio (Ug shs billion)	Increasing from prior year	18.bn	17.4bn
5.	Portfolio At Risk (P.A.R)>90 days (Value in Ug shs Billion)	Not> 15% of total o/s loan portfolio	0.2%	8.49%
6.	Percentage increase in no of clients taking follow on loans	Increasing from prior year	63	69
7.	Existence of reference SACCO/ District	1/District	10	10

Source: MSC Mbarara Zone

Rusheere SACCO

The SACCO, located in Kiruhura District was fully registered with 20,000 members and a vibrant board of seven members with the required committees.

The SACCO is currently servicing a teachers loan of Ug shs 100 million from the MSC at 11% and expect more Ug shs 200million (commercial loan) at 13%. Its total share capital as at 30th June was Ug shs 5.5bn. Rusheere SACCO received little support supervision from MSC and more is expected in terms of financial services campaign and business development services, financial literacy centre to equip beneficiaries about the loan product and low interest rate being a government based project. The SACCO interfaced with PROFIRA though it did not have much impact on the SACCO.

ISSIA SACCO

The SACCO is found in Ibanda District. It's fully registered and constituted with 15014(9859 male,4478female,612 youth,25groups,and 40 institutions) members as at 30th June 2018.The SACCO has a sound board who form the different subcommittees and it has six staff members.

It has accessed a loan from MSC, of Ug Shs 200 million received in May 2017 and was completed in April 2018. ISSIA SACCO has a loan portfolio of Ug shs 3.6billion as at 30th June 2018.

The SACCO received no training from MSCL as expected however some monitoring and mentoring is occasionally done. The SACCO has not benefited from PROFIRA.

(f) Masaka MSC zonal Office

Masaka zonal office serves nine districts; Bukomansimbi, Kalangala, Kalungu, Kyotera, Lwengo, Lyantonde, Masaka, Rakai and Sembabule. The zonal office disbursed Ug shs 3.24bn against a target of Ug shs 3.4bn (95.2% performance). The repayment rate was 54.6%, which was a decline against the target of 80%. The zone attained 100% increase in the number of clients taking follow-up loans (55 out of 55) against an annual target of 75%. Outstanding portfolio was Ug shs 3.749bn against the target of Ug shs 3.4bn. Masaka zonal office was profitable with a cost to income ratio of 0.4:1 against the target of 0.5:1. The zonal office was able to have a reference[25] SACCO in 8 of the 9 districts (88 %). The performance is summarized in table 4.10.

Table 4.10: Masaka Zonal Office Performance as at 30th June, 2018

No	Indicator	Benchmark	Target FY 2017/18 (Ug Shs)	Actual FY 2017/18 (Ug Shs)
1.	Value of loans disbursed during the period in (Ug shs billions)	According to the annual work plan	3.4bn	3.324bn
2.	Cost Vs Income ratio	Costs < 1	0.5:1	0.4:1
3.	Repayment rate (on time)	95%		
4.	Value of outstanding loan portfolio (Ug shs billion)	Increasing from prior year	3.4bn	3.749bn
5.	Portfolio At Risk (P.A.R)>90 days (Value in Ug shs Billion)	Not> 15% of total o/s loan portfolio	7	6.8%
6.	Percentage increase in number of clients taking follow on loans	Increasing from prior year		100%
7.	Existence of reference SACCO/ District	1/District	8	9

Source: MSC Masaka Zone

[25] Model SACCO is expected to be supported develop for each District served

Lukaya SACCO

Lukaya SACCO is located in Masaka District. It is registered with 2,317 (1,085 male, 1,113 female, 43 institutions and 72groups) members and a fully constituted board.

It received Ug shs 30 million from MCSL in November 2017 (commercial loan) at an interest rate of 13%. The SACCOs loan portfolio as at 30th June 2018 was Ug shs 135million. Other services provided by MSCL included technical support, trainings for management and staff in credit policies, trained extension teams on the importance of SACCOs and financial literacy. The SACCO had not benefited from PROFIRA.

(g) Moroto MSC Zonal Office

Moroto MSC zonal office serves 7 districts; Abim, Amudat, Kaabong, Kotido, Moroto, Nakapiripirit, and Napak. The zonal office disbursed Ug shs 1,023bn against a target of Ug shs1.5bn (68% performance). The portfolio at risk greater than 90 days was 12.4% against a target of 5%. The cumulative repayment rate was 52% which was below the 85% target. Repayment rate was affected by low business activities in the region. The percentage increase in the number of clients taking follow-up loans was 90.5% which was good. The zonal office was able to have a reference[26] SACCO in 4 of the 5 districts (80 %). The performance of the zone is summarized in table 4.11.

Table: 4.11 Moroto MSC Zonal Office Performance as at 30th June, 2018

No.	Indicator	Benchmark	Annual Target	Actual FY 2017/18
1.	Value of loans disbursed during the period in (Ug shs billions)	Not according to the annual work plan	1.5bn	1.023bn
2.	Cost Vs Income ratio	Costs < 1	1:1	1.02:1
3.	Repayment rate (on time)	95%	85%	52%
4.	Value of outstanding loan portfolio (Ug shs billion)	Increasing from prior year	118,956,111	30,000,000
5.	Portfolio At Risk (P.A.R)>90 days (Value in Ug shs Billion)	Not> 5% of total o/s loan portfolio	1%	12.4 %
6.	Percentage increase in no of clients taking follow on loans	Increasing from prior year		
7.	Existence of reference SACCO/ District	1/District	5of 5	4 of 5

Source: MSC Moroto Zonal Office

h) Soroti MSC Zonal Office

Soroti zonal offices serves the districts of Amolatar, Amuria, Dokolo, Kaberamaido, Katakwi, Kumi, Ngora, and Serere & Soroti. The ffice disbursed Ug shs 1.05bn against the target of 1.5bn (80% performance).

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[26] Model SACCO is expected to be supported develop for each District served.

The value of outstanding loan portfolio as at 30th June 2018 was Ug shs 1.182bn. The cumulative repayment rate achieved was 48% against a target of 85% pointing to inefficiencies in loan recovery. Soroti zone is on course to sustainability with the cost to income ratio of 0.6:1 against the target of 1:1, which was attributed to increased disbursements and growth in portfolio. The zone had a reference SACCO in 5 out of 7 districts (71%).

The detailed performance of the office as at 30th June 2018 is shown in table 4.12

Table: 4.12 Soroti MSC Zonal Office Performance as at 30th June, 2018

No	Indicator	Benchmark	Target FY 2017/18 (Ug Shs)	Actual FY 2017/18 (Ug Shs)
1.	Value of loans disbursed during the period in (Ug shs billions)	According to the annual work plan	1.05bn	1.5bn
2.	Cost Vs Income ratio	Costs < 1	1:1	0.6:1
3.	Repayment rate (on time)	95%	48%	85%
4.	Value of outstanding loan portfolio (Ug shs billion)	Increasing from prior year	0	1.182bn
5.	Portfolio At Risk (P.A.R)>90 days (Value in Ug shs Billion)	Not> 15% of total o/s loan portfolio	0%	19.67%
6.	Percentage increase in no of clients taking follow on loans	Increasing from prior year	100%	75%
7.	Existence of reference SACCO/ District	1/District	7	5

Source: MSC Soroti Zone

Kachaboi SACCO Limited

Kachaboi SACCO was monitored to assess the performance of Soroti MSCL zonal office. The SACCO is located in Kumi District with 400 active registered members and a functional board.

It received an agricultural loan of Ug shs 20 million in 2016 at an interest rate of 9% from MSCL and was fully serviced. The SACCO received training on credit management, and MSCL occasionally conducts support supervision. In 2017, PROFIRA trained the staff and board on credit management, loan default, appraisal and supervision.

Implementation Challenges

The MSC zonal offices experienced challenges that included;

- Poor governance and management in several SACCOs resulting in misappropriation of funds, theft, collusion, and endemic fraud. This greatly affected the MSC portfolio.
- Under staffing at the zonal offices, as was observed in Mbale, Soroti and Moroto.
- Stringent requirements that discouraged SACCOs from borrowing.

General Performance of SACCOs

The assessment of the performance of the MSCL was extended to some SACCOs to find out;

- If they obtained a loan(s) from the MSCL.
- The adequacy and relevancy of any other services received from the MSC.
- The governance of SACCOs served by the MSC (board and committees).
- Services received from PROFIRA.

The 12 SACCOs monitored included; Kinyara Sugar Works Ltd, Alutukot SACCO, Nakanyonyi GoodShepherd, Rusheere SACCO, ISSIA SACCO, Lukaya SACCO, Pallisa Teachers' SACCO, Kyegegwa SACCO, Banyakyaka SACCO, Kasese Teachers, Mpanga Tukwataniize and Kachaboi SACCO Ltd. Interviews were held with District Commercial Officers (DCOs) of Hoima, Ibanda, Kasese, Kiruhura, Kumi, Kyegegwa, Lira, Masaka, Mbale, Oyam and Soroti.

It was observed that the average loan processing time by the MSC was one to one-and-a-half months, from the past two months plus lead time. This is against the target of one month thus a fair improvement. 55% of SACCOs received business development services training from MSC which was on a lower side. 58% of the SACCOs knew about PROFIRA and the services it renders.

It was noted from 56% of the SACCOs that DCO from the respective LGs carried out supervisory roles. The DCOs noted that the low number of SACCOs supported by MSC especially in the eastern region was attributed to;

- Low business activity and high default by clients. Those that are doing business seem not to understand the business environment. Most of the clients defaulted due to failure of the businesses to perform.
- The high-handed methods used by the MSC in enforcing recoveries.
- Lack of clear guidelines and leadership of SACCOs.

Capacity building & support from PROFIRA and MSC for new SACCOs remained low with weak synergies among the government agencies. SACCOs did not build collaborations with DLGs, and most SACCOs worked independently hence affecting financial inclusiveness.

However, it was observed that some DCOs audit SACCOs and recommend all, including those not performing well to the MSC for credit services. This discouraged the collaboration between MSC and the DLGs.

Challenges

The SACCOs as MSC clients pointed out to some challenges affecting their performance;

- High interest rate of 13% per annum, yet SACCOs were required not to go beyond 19.5% per annum.
- Lead time for application of loans was long (on average one and a half months) which discouraged potential clients.
- High default rate due to multiple borrowing, poor governance, conflict of interest, and lack of adherence to terms.
- Most SACCOs were faced with insufficient loan funds for onward lending to members.

General Challenges

- Poor formation of SACCOs most of which did not have a common objective except that of accessing funds, this increased the default rate.
- Inefficiencies and delays in loan processing by the MSC drives away would be clients e.g. SACCOs to other lending institutions such as banks, and World Vision.
- Negative attitude of clients towards Islamic financing. The zonal offices of Moroto and Soroti were marketing to the client's Islamic loan alternatives; however, there was no buy-in. The clients were sceptical and need more time to understand Islamic modes of financing.
- Poor governance and management in most SACCOs which resulted in misappropriation of funds, theft, collusion, and endemic fraud.
- Under staffing of MSC zonal offices; for example Moroto zone has a Credit Assistant who has served in the temporary position for close to 3 years now, and also the credit Officer who has been acting as a Zonal Manager for more than two years now without any motivation for the additional responsibilities assigned to him.

Recommendations

- The PROFIRA should collaborate with MSCL and recommend SACCOs monitored for support, build capacity of SACCOs and also develop a rehabilitation program for the weak ones.

- The MSCL should streamline the requirements especially for follow-on clients, and also have approval limits for zonal offices to help speed up the process.

- The MSCL should continue to offcer Business Development Services (BDS) to SACCOs on the importance of maintaining good governance principles. The purpose of BDS is to enable MSCL clients upgrade their capacities to manage businesses profitably and sustainably.

- The MFPED through PROFIRA should enforce compulsory training of MFI and SACCO managers before accessing credit.

4.3 Project: 1288 Financial Inclusion in Rural Areas (PROFIRA) of Uganda

Background

The Project for Financial Inclusion in Rural Areas (PROFIRA) was set up in 2013 in partnership between the International Fund for Agricultural Development (IFAD) and GoU with the objective to sustainably increase access to and use of financial services by the rural population. The project is focusing on the large portion of the rural population that has little or no access to financial services. PROFIRA selects two rural institutions that have successfully demonstrated sound and appropriate financial services to reach the poorest members of rural communities.

Its objectives include;

- Strengthening of 500 SACCOs to enable them become sound and financially sustainable organizations that can provide their communities with a range of services-directly benefitting 225, 000 households.
- Technical support provided by Uganda Cooperatives College, Kigumba.
- Strengthening community savings and credit groups, innovations and partnerships.
- Developing a sustainable SACCO Union.

The review focused on annual performance of PROFIRA for the FY 2017/18. This was assessed through SACCOs in the districts served by MSC zonal offices on a sample basis. Discussions were held with the zonal managers, DCOs, SACCO managers and staff to assess the performance of PROFIRA. Out of the 13 SACCOs visited 7 SACCOs (52%) had benefited from PROFIRA.

Performance

The overall performance of PROFIRA was good as 453 SACCOs out of 500 targeted were supported with various capacity building engagements. These included; improved financial management, internal control, product development in SACCOs and member participation especially in response to financial literacy trainings.

Selected SACCO staff were sponsored to attend SACCO management programmes at Uganda Cooperatives College, Kigumba.

Partnerships were built with the LGs- DCOs to support the development of rural SACCOs.

Challenges

- High expectations created by PROFIRA to SACCOs promising to provide software, office equipment, computers, safes and motorcycles that was never done.
- Incidences of non-responsiveness among trained SACCOs – Majority of the 453 SACCOs targeted for training activities were non-responsive to the modular training. As evidenced by the low levels of attendance during the scheduled training sessions. Four (4) major factors were identified to be undermining the effectiveness of trainings: -
    - (i) Prevalence of fraud cases has compromised operations
    - (ii) Poor governance (malfunctioning boards)
    - (iii) Low business volumes (less than 10 daily transactions)
    - (iv) Large portfolios at risk (greater than 20% unpaid loans for 30 days)

Recommendation

PROFIRA should prioritize the provision of Management Information Systems (MIS) to SACCOs that have grown strong, sustainable and are serving at least 1,000 fully paid up members. The support is intended to enhance the effectiveness and efficiency of the SACCOs operations by building, expanding and strengthening their computerized systems at Head Office and at the branches. This will further strengthen the SACCO's internal controls and eliminate incidences of fraud, and also enable the SACCOs to generate timely reports.

Overall Conclusion

The MSC overall performance was good; It registered growth in the value of loans disbursed of Ug shs 64.460 (bn) against a target of Ug shs 63.20bn (102%). The main contributing factor to the tremendous growth being the availability of Islamic Financing. The annual percentage growth in outstanding portfolio was 31% to Ug shs 95.5bn. The MSC mobilized resources and disbursed credit funds from reflows 103% (Ug shs 31.313bn). Portfolio at Risk (PAR) of 14% was achieved against a target of 10% and a repayment rate of 65% against a target of 80%. The MSC recovered Ug shs 151 million of the written off loans (10% performance).

Strategic partnerships were developed and strengthened with some sector players including LGs and ENGSOL. The MSC rolled out a new product of Islamic financing which greatly improved disbursement performance and reduction in lead times for loan applications.

A cost to income ratio of 0.75 to 1 was attained which rationalized the existence of zonal offices and efficiencies.

There is growing demand for MSC services that requires coordination of interventions with other government institutions such as commercial offices at LGs and PROFIRA to enhance financial inclusiveness.

Recommendations

- The MSC should consider building more partnerships with PROFIRA in supporting SACCOs and other groups to focus on a particular economic activity.
- The MSC should increase loan products awareness; this could be achieved through radio talk shows jointly held with key staff from LGs.
- PROFIRA and LG commercial officers should encourage more savings in SACCOs to make them viable for credit from the MSC.
- Ministry of Trade, Industry and Cooperatives should enforce having SACCO members with a common cause and focus for example on agricultural value additions, funding farmer's activities through irrigation, buying improved inputs and securing food storage facilities.
- MoTIC should lead in encouraging groups and SACCOs to engage in value addition that would drive up their earnings and savings.
- The MoTIC should consider reviving cooperatives to strengthen savings, credit and market interventions.

PART 3: PHYSICAL PERFORMANCE

CHAPTER 5: AGRICULTURE

5.1 Introduction

5.1.1 Sector objectives and outcomes

The agriculture sector is composed of nine votes, namely: i) Vote 010: Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) ii) Vote 121: Dairy Development Authority (DDA) iii) Vote 125: National Animal Genetic Resource Centre and Data Bank (NAGRC&DB) iv) Vote 142: National Agricultural Research Organisation (NARO) v) Vote 152: National Agricultural Advisory Services (NAADS) Secretariat vi) Vote 155: Cotton Development Organisation (CDO) vii) Vote 160: Uganda Coffee Development Authority UCDA viii) Vote 122: Kampala Capital City Authority (KCCA) and ix) Vote 501-850 Local Governments (LGs) - District Production Services.

The overall NDPII sector objective is to enhance rural incomes, household food and nutrition security, exports and employment. The key expected intermediate and final outcomes[27] are:

- Increased production and productivity of priority and strategic commodities
- Increased exports of primary products (cotton, coffee, tea, rice, beans, fish)
- Sustained control of animal disease and vectors
- Improved market oriented production
- Improved access to markets and value addition
- Enhanced quality of agricultural commodities
- Increased access and availability of improved animal genetics and technologies
- Increased adoption rate of research outputs
- Strengthened agricultural services institutions

The sector gender and equity commitments for FY 2017/18 were[28]:

- Agricultural advisory services: Number of youth, women and person with disabilities (PWDs) supported individually and as special interest groups with inputs and equipment;
- Cotton development: Cotton production promoted among rural women and youth; tractor hire and animal traction services organized for women and youth groups; increased access to information and training opportunities, demonstration plots and production inputs (seed, fertilizers, pesticides, spray pumps) at affordable prices for women and youth groups.

[27] MFPED, 2017a.
[28] MAAIF, 2017; MFPED, 2017a.

- Dairy development regulation: Women, youth and men in dairy groups trained and skilled in quality assurance and value addition and dairy processing plants; youth and women small scale processors/cottage industry trained in business entrepreneurship
- MAAIF: The transfer and utilization of food-production and labour-saving technologies promoted among women farmers.

5.1.2 Scope

The monitoring was undertaken in seven out of nine votes namely: CDO, DDA, MAAIF, NARO, NAADS, UCDA and LGs. Nine out of 13 programmes in the sector were monitored in these votes namely: i) Agricultural Advisory Services ii) Agricultural Research iii) Cotton Development iv) Coffee Development v) Crop Resources vi) Animal Resources vii) Agricultural Extension and Skills Development viii) Fisheries Resources ix) District Production Services. The districts and central government entities that were monitored are listed in Annex 5.1.

5.1.3 Limitations

i) Under the Programme Based Budgeting (PBB) approach, the sectors and LGs were no longer producing detailed work plans, outputs and targets which made assessment of linkages between resources and outputs/outcomes difficult.
ii) Poor record keeping in the District Production Offices. In most sampled districts, there was no proper recording of expenditures and activities implemented under the Extension Grant and Regional Pastoral Livelihood Improvement Project.
iii) Inadequate field time due to impassable muddy roads; and requirement for more in-depth data for outcome based monitoring and gender and equity issues.

5.1.4 Overall sector performance

Overall financial performance

The approved revised budget for the agriculture sector for FY 2017/18 including arrears was Ug shs 877.987bn, of which Ug shs 796.495bn (90.72%) was released and Ug shs 779.326bn (97.84%) was spent by 30th June 2018 (Table 5.1). This was very good release and expenditure performance.

Table 5.1: Annual agriculture sector financial performance by 30th June 2018 (billions including Arrears and Taxes and Appropriation in Aid)

Vote/ grant	Approved budget (Ug shs billion)	Releases (Ug shs billion)	Expenditure (Ug shs billion)	% budget released	% release spent
MAAIF	331.328	257.971	243.596	77.9	94.4
DDA	6.966	6.733	6.634	96	100
NAGRC & DB	14.579	11.668	11.668	80	100
NARO	89.903	88.643	88.043	98.6	99.3
NAADS Secretariat	279.705	279.705	279.162	100	99.8
CDO*	20.236	19.904	19.904	98.36	100
UCDA	76.9	72.341	70.862	94.1	98
LGs (District Production Services)**	52.013	50.725	50.725	97.52	100
KCCA	6.357	6.357	6.357	100	100
Total	**877.987**	**796.495**	**779.326**	**90.72**	**97.84**

The CDO budget was revised to include a supplementary of Ug shs 14bn for buffer stocks
****LGs: A supplementary of Ug shs 395.359 million was provided for wage.***

Source: Approved Estimates FY 2017/18; Annual Budget Performance Reports 2017/18; Budget Directorate, MFPED; Field Findings

Overall performance

The overall agriculture sector performance in FY 2017/18 was good rated at 79.60% (table 5.2). The best performer was the Coffee Development Programme followed by the Agricultural Research Programme; the other programmes performed at the same level (good).

The good performance was associated with increased funding to the sector including supplementary budgets and donor funds; improved budget credibility as the resources that were appropriated by Parliament were released by Ministry of Finance, Planning and Economic Development (MFPED); increased volumes of inputs distributed to farmers; early initiation of procurements; recruitment and availability of extension workers; increased investment in agricultural infrastructure and equipment; increased quality assurance, monitoring and supervision of sector interventions and overall good institutional management by the Accounting Officers.

The sector however did not achieve all its output and outcome targets due to a number of challenges notable being: delayed release and disbursements of funds and implementation guidelines in some programmes; late conclusion of procurement processes leading to differing of some activities into FY 2018/19; adverse climatic conditions; low technical capacity of newly recruited extension workers; gender and regional inequalities; pest and disease outbreaks and closure of donor projects.

Table 5.2: Agricultural sector overall performance by 30th June 2018

Programme	Performance (%)
Agricultural Advisory Services Programme	77.50
Agricultural Research Programme	83.80
Cotton Development Programme	72.30
Coffee Development Programme	98.10
Dairy Development and Regulation Programme	72.47
District Production Services Programme	77.10
Ministry of Agriculture, Animal Industry and Fisheries (Crop Resources Programme, Directorate of Agricultural Extension Programme, Directorate of Animal Resources Programme, Fisheries Resources Programme)	75.98
Average sector performance	**79.60**
Agricultural Credit Facility	79.70

Source: Field findings

The sector lacks credible indicators and data on key outcomes. There was a mismatch in the outcome indicators and targets that are contained in the MAAIF and agencies policy and budget documents, when compared to the NDPII outcome indicators and targets. There was no comprehensive data set on most of the sector outcomes. This made the analysis of outcomes difficult. The MAAIF and agencies should review and align the outcome indicators with the NDPII set targets and collaborate with UBOS to ensure that data for key outcome indicators is collected.

5.2 Cotton Development Organisation

5.2.1 Introduction

The Cotton Development Organization (CDO) Vote 155 is mandated to monitor the production, processing and marketing of high value cotton and its by-products. The CDO has one programme - Cotton Development and two sub-programmes - 01 Headquarters and Project 1219 Cotton Production Improvement. Both sub-programmes were monitored. Monitoring was conducted at CDO Headquarters and in the regions of East Acholi and Karamoja, West Acholi and East Madi, North Eastern, South Eastern/Busoga, and Tororo/Butaleja.

Cotton Development Programme

5.2.2 Headquarters

Background

Under the Headquarters sub-programme, the CDO provides services to 55 cotton growing districts through 10 regions namely: Busoga/South Eastern, Tororo/Busia, Bugisu, Pallisa/North Eastern, Teso, Acholi, South Western, Lango, Western and West Nile. The CDO collaborates with the Uganda Ginners and Cotton Exports Association (UGCEA) to procure, process and distribute cotton seeds and inputs (pesticides, herbicides, spray pumps, tractor hire services) to farmers.

The approved budget for Headquarters for FY 2017/18 was Ug shs 15.825bn which was fully released and spent by 30th June 2018. This was a very good release and expenditure performance. The funding included a supplementary of Ug shs 14bn for cotton buffer stocks.

Performance

The performance of the Headquarters in FY 2017/18 was very good (94.70%) as all the planned outputs were satisfactorily delivered (Table 5.3). The CDO procured and ensured a stable supply of cotton lint to Fine Spinner (U) Ltd (7,000 bales) and Southern Range Nyanza (NYTIL) – (4,500 bales). A total of Ug shs 16.952bn was spent on this output through the Cotton Lint Buffer Stock Revolving Fund. The continuous supply of cotton lint had enabled the spinners to increase production of yarn and fabrics, sold both in the local and export markets. There was gender equity in access to employment opportunities in the spinners' factories. For example, out of 1,130 workers employed by Fine Spinner (U) Ltd, 565 (50%) were male and 565 (50%) were female. Nine (0.80%) were Persons with Disabilities (PWDs).

A total of 2,647 Mt of seed were supplied to farmers in 64 districts in Eastern, Northern, West Nile and Mid-West & Central and Western Regions. Out of the 2,647 Mt of seed, 60 Mt were supplied to farmers in 10 hard-to-reach districts of Amuria, Katakwi, Abim, Koboko, Kaabong, Zombo, Adjumani, Moyo, Yumbe, and Ntoroko. In the sampled regions, all the farmers had accessed the inputs which were noted to be generally of good quality apart from pesticides that were found ineffective especially in the rain seasons. Farmers were trained on crop establishment, crop management, pest control, post-harvest handling and soil and water conservation. There was a high representation of women and youth groups among the beneficiaries.

The farmers in West Acholi and East Madi received inputs late and planted off season resulting in low production. For example, Mr. Oyemu John of Paicho village, Kalalii parish, Paicho sub-county, Gulu District harvested 4,500kg out of four acres instead of the expected 6,400kg of seed cotton despite having sprayed and weeded the crop in time. In the South Eastern region, farmers received the inputs in time at the onset of the rain season. However, production was lower due to the high prevalence of pests and diseases, and inadequate spray pumps to deal with the problem in time. There was a challenge of recovering loans for inputs given on credit as some farmers had cleared their cotton gardens before maturity and instead planted sugarcane. The radio talk shows were effective in attracting more farmers into cotton production.

Bales of Lint Buffer stocks at Fine Spinners (U) Ltd textile factory (left) and finished T-shirts ready for export at Bugolobi Kampala (right)

Challenges

i) Lower production due to harsh climatic conditions. For instance farmers in West Acholi received seed early but could not plant due to lack of rains. Drought also reduced production by 20% in Tororo region.
ii) Impassable roads especially in areas of Kochangoma sub-county, Nyonga District, Lalogi and Odeke sub-counties in Omoro District and Karamoja regions made input distribution difficult and costly.
iii) Pader cotton seed dressing plant constructions are challenged with sourcing/acquiring of raw materials from distant places for instance Gulu, and from Kampala. This increased costs on the side of the contractor.
iv) Inadequate inputs given to farmers, for instance Knap sack sprayers given to Kitgum and seed input given to Iganga farmers were way lower than what was expected.
v) Rampant pests and diseases also affected cotton production by lowering the yields on average by 20% across districts (estimated by cotton sector stakeholders).
vi) High power tariffs and the Value Added Tax (VAT) charged by suppliers on inputs which is not refunded by the Uganda Revenue Authority (URA).

Recommendations

i) The MFPED and CDO should allocate funds for subsidizing power tariffs for the spinners.
ii) The CDO should provide vehicles for the hard-to-reach areas where motorcycles cannot be used.

5.2.3 Cotton Production Improvement project

Background

In 2012, the CDO commenced this project to establish the first government seed processing plant in Pader District. In FY 2013/14, the CDO acquired 16 acres of land in Pajule sub county; finalized designing of structures; compiled bills of quantities for seed processing facility, and construction services were procured in preparation for commencement of contraction. Construction commenced in FY 2014/15 but stalled due to the low capacity of the contractor.

On 18th June 2015, the Solicitor General cleared another contractor; M/s Bajaj Steel Industry Limited to resume construction of this facility, at sum of Ug shs 14,546,453,414 (VAT inclusive). The contract was to run for a period of 12 months starting on 9th September 2015 with the expected completion date set on 8th September 2016. In FY 2017/18, the CDO planned to complete Phase 1 of the project and commission the second phase that covers construction of two seed cotton stores, four cotton seed stores, one bale shed, weighbridge, electrical and mechanical installations and a front office.

The approved budget for the project was Ug shs 4.411bn, of which Ug shs 4.079bn (98%) was released and Ug shs 4.09bn (100%) was expended by 30th June 2018.This was very good release and expenditure performance.

Performance

The first phase of construction and equipping of the cotton seed processing plant by the CDO was concluded in FY 2016/17; all defects were rectified and the machinery tested and commissioned in FY 2017/18. The construction of the second phase of the plant was at 78% level of completion by 12th July 2018. Construction of the office block, cotton stores, bale shed and storage water drainage were substantially complete.

Two sets of machinery were under installation in the delinting hall – new machines as well as old equipment from decommissioned cotton processing plants in Masindi and Lira districts. There was gender inequality in access to employment at the CDO plant as out of 60 workers employed by 12th July 2018, eight (13%) were females and 52 (87%) males and none was a physically disabled person (0%). Access to employment by youth was high (90% of all workers).


Ongoing construction works at CDO cotton seed dressing station in Pader District

Overall Performance of the Cotton Development Programme

The overall performance of the Cotton Development Programme in FY 2017/18 was good rated at 72.3% (table 5.3). Most of all the key outputs were delivered as planned; however, the outcomes were poor (27%) which lowered the overall performance of the programme.

Table 5.3: Performance of the Cotton Development Programme by 30th June 2018

Output	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Qty	Physical performance Score (%)
Output: 03 Farmer mobilisation and sensitisation for increasing cotton production and quality (Number of farmers trained)	258,500,000	258,500,000	100,000	108,000	1.16
Output: 06 Mechanisation of land opening (Acres)	15,000,000	15,000,000	-	132,201	0.00
Output:07 (Cotton Lint bales)	14,000,000,000	14,000,000,000	11,500	11,500	63.05
Output: 72 Government Buildings and Administrative infrastructure.(Seed cotton stores,1 bale shed ,Weighbridge, Electrical and Mechanical installations and a Front office)	4,211,000,000	3,979,349,100	9	7	15.61

Output: 77 Purchase of Specialised Machinery & Equipment	200,000,000	100,000,000	2	1	0.90
Output 05: Provision of pesticides and pumps - motorised (number)	236,356,640	129,988,560	83	45	1.05
Output: 01 Provision of cotton planting seed (bags/MT)	901,390,000	1,478,337,500	360,556	591,335	4.06
Output 05: Provision of pesticides and pumps - pesticides (units)	1,921,840,500	1,138,009,500	1,281,227	758,673	8.65
Output: 02 Seed multiplication - herbicides (units)	47,550,000	49,050,000	3,170	3,270	0.21
Output: 03 Farmer mobilisation and sensitisation for increasing cotton production and quality - fertilizer demonstrations established (number)	35,160,000	3,576,000	338	73	96.56
Output: 03 Farmer mobilisation and sensitisation for increasing cotton production and quality - agronomy demonstrations established (number)	246,772,000	252,552,000	14,516	14,856	0.00
Programme Performance (Outputs)					**94.70%**
Outcome Indicator		**Annual Target**		**Achieved**	**Score (%)**
Percentage change in quantity of cotton produced		22		34	155
Percentage change in quantity of lint classed in the top 3 grades		8		(8)	-100
Programme Performance (Outcomes)					27%
Overall Programme Performance					**72.3%**

Source: Field findings

The outputs led to increase in quantity of cotton lint produced from 151,071 metric tons in FY 2016/17 to 202,357; the percentage change in quantity of cotton produced increased from the planned 22% to actual 34% by 30th June 2018. The percentage change in quantity of lint classed in the top three grades however reduced from 77% in FY2016/17 to 69% in FY 2017/18. The planned percentage change (8%) in this indicator was not achieved.

The production and quality of lint was negatively affected by the high prevalence of pests and diseases and inadequate spraying as the spray pumps were limited; soil infertility; inadequacy/unaffordability of seeds, pesticides and tractor hire services; and high crop mortality due to late delivery of inputs when rains were over.

5.3 Dairy Development Authority

5.3.1 Introduction

The dairy industry is regulated by the Dairy Development Authority (DDA) whose mission is *"to provide efficient and effective development and regulatory services for increased production, processing and marketing of good quality milk and dairy products for improved incomes and food security in Uganda*[29]. The DDA has one programme - Dairy Development and Regulation, and two sub-programmes: 01 Headquarters and Project 1268 Dairy Market Access and Value Addition. The programme was fully monitored; the North Eastern Region, South Western region, Central Region; Entebbe Dairy Training School and Headquarters were sampled (Annex 5.1).

The total approved budget for DDA for FY 2017/18 excluding arrears and Appropriation in Aid was Ug shs 5.965bn, of which Ug shs 5.732bn (96%) was released and all spent. This was very good release and expenditure performance. The key outcomes for the Dairy Development and Regulation Programme are i) Increased production volume of quality and marketable milk and milk products ii) Increase in local milk consumption per capita (litres). There was no credible data in the sector on local milk consumption. Hence outcome was measured on the basis of the production volumes.

Dairy Development and Regulation Programme

5.2.4 Headquarters

Background

The headquarters recurrent budget supports dairy development, and promotes dairy production and marketing and quality assurance and regulation along the value chain. The actions resources are disbursed for salaries and operational expenses of staff at headquarters and the regional offices; training of farmers and other dairy stakeholders in good practices; procurement of dairy inputs and equipment; inspection and licensing of dairy premises, consignments and equipment; awareness campaigns and market survelliance and enforcement of dairy standards and regulations.

The approved recurrent budget for Headquarters in FY 2017/18 was Ug shs 3.835bn, of which Ug shs 3.602bn (94%) was released and fully spent by 30th June 2018. To enhance gender and equity, the DDA committed in FY 2017/18 to having more women, youth and men in dairy groups trained and skilled in quality assurance and value addition and entrepreneurship.

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[29] MAAIF, 2017;

Performance

Nationally, the DDA inspected 3,630 (100%) dairy premises, equipment, export and import consignments countrywide against a target of 2,803 to ensure compliance to dairy standards and regulations. A total of 3,421 (100%) milk and milk product samples against a target of 2,500 samples were analyzed to ensure safety of milk and milk products in the country. The DDA procured 767 milk cans with total capacity of 36,400 litres and distributed them to dairy stakeholders to improve milk handling.

Monitoring undertaken in the North Eastern and South Western regions both covering 49 districts showed that 655 (100%) compared to the planned 588 dairy premises/equipment were inspected, 1,757 (100%) compared to the planned 92 stakeholders were trained and 1,098 (100%) against the planned 1,000 samples of milk and milk products were analysed by 30th June 2018 (Table 5.4). High performance was due to timely disbursement of funding, availability of fuel for field operations and additional support from private sector and non-governmental organisations (NGOs).

Training of dairy stakeholders along the entire value chain was conducted and farmer groups were supported with inputs and equipment such as pasture seeds, milking coolers and milking cans. In the 24 districts in the North Eastern region, 843 stakeholders were trained in dairy management, value addition, group dynamics, quality assurance and marketing against a target of 432. Training was conducted in Kotido, Bulambuli, Nakapiripirit, Kaabong, Sironko, Mbale, Amuria, Bukedea, Kumi, Ngora, Kaberamaido, Bududa and Serere districts.

A key challenge however, was the increased non-compliance with dairy standards and regulations in terms of premises suitability and hygiene, lack of personnel protective wears and continuous use of plastic jericans to carry milk. In the South Western region, physiochemical tests of Ultra-high temperature processing (UHT) samples showed that the quality on the market was poor – only 32.3% of the samples passed the tests. The high contamination of UHT milk was associated with processors not following good manufacturing practices. Thirteen dairy outlets were closed down due to poor hygiene of premises and personnel.

Challenges

i) Reduced milk production and productivity due to: a) epidemic disease outbreaks and tick infestation, b) prolonged droughts and floods, c) poor animal breeds, d) poor pastures, e) tick resistance to acaricides
ii) Increased non-compliance of dairy stakeholders with the recommended quality and safety standards for milk and milk products.

Recommendations

i) The MAAIF and LGs should scale up livestock disease survelliance and institute mechanisms for frequent mass treatment of all animals.
ii) The MAAIF should collaborate with the National Animal Genetic Resource Centre and Data Bank (NAGRC&DB) and NARO to promote and disseminate improved breeds and animal nutrition practices to farmers to enhance production and productivity.

5.2.5 Dairy Market Access and Value Addition Project

Background

Implemented since FY 2013/14, the Dairy Market Access and Value Addition Project funds are channeled to rehabilitation works and equipping of Entebbe Dairy Training School, milk collection centres and regional offices; Accreditation of the National Dairy Analytical Laboratory, training of Dairy Development Staff and monitoring the DDA programmes. Two regional offices were fully established – North Eastern regional office in Soroti and South Western regional office in Mbarara; other regional offices are still under establishment.

The approved budget for the Dairy Market Access and Value Addition Project for FY 2017/18 was Ug shs 2.130bn; it was fully released and spent by 30th June 2018. This was very good release and expenditure performance.

Performance

The DDA successfully implemented most of the planned activities and outputs under the project (Table 5.4). These included renovation and equipping of the Entebbe Dairy Training School; rehabilitation of Milk Collection Centres in Soroti, Bbaale and Masindi; construction of the DDA North Eastern Regional Office in Soroti District. Functionality of the Entebbe Dairy Training School was negatively affected by land encroachment by private companies, underfunding, obsolete machinery in the factory and limited staffing.


Dairy processing equipment procured and installed at Entebbe Dairy Training School in Entebbe Municipality, Wakiso District

 

Newly constructed DDA North Eastern Regional Office (left) and rehabilitated Soroti Milk Collection Centre that was commissioned to Odera Women's Group (right) in Soroti Municipality, Soroti District

Challenges

i) Partial implementation of some key outputs and low outreach due to inadequate funding and staffing, and inaccessibility to farmers as a result of poor quality feeder roads.
ii) Land encroachment at Entebbe Dairy Training School by private companies constrained fencing of the school.

Recommendations

i) The MFPED should review and consider the option of increasing funding for the development project to enable faster implementation of the rehabilitation works at Entebbe Dairy Training School, and the milk handling, collection and processing facilities.

Overall Performance of Dairy Development and Regulation Programme

The overall performance of the Dairy Development and Regulation Programme in FY 2017/18 was good rated at 72.47% (Table 5.4). Performance was very good (94.046%) in terms of delivery of planned outputs, but poor in terms of achievement of the intended outcomes (32.4%). At output level, dairy stakeholders were trained, dairy premises/equipment and consignments were inspected and registered, survelliance was undertaken to assess quality of milk and milk products, enforcement of standards was done and inputs distributed to farmer cooperatives. Construction and rehabilitation works were implemented for regional offices, milk collection centres and Entebbe Dairy Training School.

At outcome level, the production of quality and marketable milk increased from 2.2 billion litres in FY 2016/17 to 2.5 billion litres in FY 2017/18. The percentage increase in volume of marketable milk was however lower (1.62%) than the target for FY 2017/18 of 5%. Outcomes were lower due the predominance of poor dairy breeds on farms in Uganda and the low outreach to dairy stakeholders of the DDA interventions due to inadequate funding. An estimated 96% of the dairy herd in Uganda is indigenous with low milk production rate (0.5 - 3.0 litres per day).

Table 5.4: Performance of the Dairy Development and Regulation Programme by 30th June 2018

Output	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)
Sub-programme 1: Headquarters					
Output 02: Dairy stakeholders trained and skilled (number)	31,501,000	32,450,020	932	1757	1.344
Output 02: Milk handling equipment/utensils procured (number)	40,837,500	35,268,750	110	190	1.742
Output 02: Critical farm inputs - pasture - distributed to farmers (bags)	6,949,000	6,949,000	100	430	0.296
Output 03: Dairy Premises/equipment/consignments inspected (number)	15,230,000	17,577,000	568	655	0.649
Output 03: Premises and equipment registered and licensed (number)	4,500,000	4,500,000	50	63	0.192
Output 03: Milk and milk product samples analysed (number)	3,954,000	2,827,000	1000	1098	0.169
Output 03: Surveillance and dairy standards and regulations enforced (number of operations)	9,004,800	11,944,400	17	47	0.384
Output 03: Farmer groups and multi-stakeholder platforms created and supported (number)	8,135,000	19,291,800	7	15	0.314
Sub-programme 2: Project 1268: Dairy Market Access and Value Addition					
Output 02: Soroti Milk Collection Centre renovated	185,445,944	185,445,944	1	1	7.910
Output 02: Fencing works, brick works and chain link established at Soroti Milk Collection Centre (sets of activities)	124,960,622	107,230,565	3	3	5.330

Output 02: North Eastern Region Office block constructed with associated works	328,343,956	308,643,319	1	1	14.005
Output 02: Chuff cutters procured	15,000,000	-	10	0	0.000
Output 03: National Dairy Analytical Laboratory accredited (consultancy)	56,000,000	56,000,000	1	1	2.389
Output 03: Trainings of Dairy staff, monitoring and consultancies held (sets of activities)	117,541,535	117,541,535	15	15	5.014
Output 77: Diary plant machinery for the manufacture of butter and ghee, separator ,homogenizer boiler and chilling system units (Units)	436,736,000	436,736,000	1	1	18.628
Output 77 and 78: Shuttering, office equipment and furniture and laboratory regents procured for Dairy School (sets of activities)	712,733,630	712,733,630	3	3	30.401
Output 78: Entebbe Dairy Training School fenced (metres)	90,000,000	90,000,000	1000	500	1.919
Output 78: Electrification and fencing works done for Entebbe school (sets of activities)	157,600,000	157,600,000	2	1	3.361
Total	**2,344,472,987**	**2,302,738,963**	**0**	**0**	
Programme Performance (Outputs)					**94.046%**
Outcome Indicator			**Annual Target**	**Achieved**	**Score (%)**
%increase in production and volume of marketable milk			5	1.62	32.4
Programme Performance (Outcomes)					**32.4%**
Overall Programme Performance					**72.47%**

Source: Field findings

Gender and equity concerns: For FY 2017/18, the DDA committed to train and skill women, youth and men about the value chain; inspect premises for women, youth and the disabled and provide gender disaggregated data for implementation and inspections. Comprehensive gender disaggregated data was minimal, available for just a few indicators, mainly training and distribution of some equipment. There was gender inequality in access to DDA training and inputs.

- **Training**: In North Eastern region, out of 196 dairy stakeholders trained, 146 (74.48%) were male and 50 (25.52%) were female. In the South Western region, out of the 148 dairy stakeholders who were trained, 130 (88%) were male and 18 (12%) were female.
- **Equipment**: The milking cans in the North Eastern Region were distributed to 20 farmers (19 males and 1 female). Soroti MCC was commissioned to Odera Soroti Women Group. The main reason for the gender inequity in access to training and equipment were that few women owned dairy animals, and rarely turned up for training due to illiteracy and lack of transport funds to training centres.
- **Equity:** Outreach of DDA Services was low as most cooperatives and farmer groups did not receive supportive inputs. For example, 11 cooperatives in seven (Kasese, Sheema, Ibanda, Isingiro, Kamwenge, Lyantonde, Kiruhura) out of the 27 districts in South Western region benefitted from milking cans. The 65 milking cans received in North Eastern region were distributed to six cooperative societies in six districts (Mbale, Soroti, Serere, Sironko, Bukedea, and Kween) out of the 22 in the region. The main reason for the low outreach was the inadequacy of the budget allocated to DDA.

Overall DDA Performance

The overall performance of Vote 121 DDA was good at 72.47%. The two sub-programmes; Headquarters and the Dairy Market Access and Value Addition Project performed very well in terms of delivery of planned outputs for FY 2017/18. Production of marketable milk increased. However, the increase in production was not significant as the annual target of 5% was missed by 3.38%. The poor quality of animal breeds, high prevalence of disease outbreaks, poor pastures and inadequacy of funding to expand DDA interventions were the main factors explaining the low outcomes achieved.

5.4 Local Governments

In the agriculture sector, the Local Governments (LGs) have one programme - District Production Services with two sub-programmes: 0100 Production Department and 04 Production and Marketing Grant (PMG). The Production Department mainly focuses on recurrent expenses to support monitoring and supervision of the PMG, and other sector interventions. The annual monitoring focused on the Production and Marketing Grant sub-programme. The approved budget for the District Production Services programme was Ug shs 52.013bn, of which Ug shs 50.725bn (97.52%) was released and fully spent by 30th June 2018.

District Production Services

5.4.1 Production and Marketing Grant

Background

The Production and Marketing Grant (PMG) supports implementation of MAAIF related functions in all LGs. Effective from FY2010/11, the PMG aims to: i) strengthen disease, pest and vector control and quality assurance services; and ii) strengthen the agricultural statistics and information system in LGs. Starting FY 2015/16, districts were guided to spend 55% of the grant on development (non-wage) activities particularly infrastructure, and 45% on recurrent expenses, especially operational costs. In addition, 30% of the grant was to be spent on commercial related activities and each sub-county to be provided with Ug shs 860,000 per quarter for operational expenses.

The approved budget for the PMG sub-programme (including the recurrent non-wage component under the production development programme) was Ug shs 12.068bn which was fully released and spent by 30th June 2018. This was very good release and expenditure performance. A total of 22 districts listed in Annex 5.1 were monitored to assess the performance of the District Production Services Programme.

Performance

At output level, the performance of the District Production Services Programme in FY 2017/18 was good at 84.55% (Table 5.5). Planting and breeding materials were provided to farmers, farm agricultural infrastructures such as slaughter slabs, water for production facilities and plant clinics were established; procurement of office furniture, equipment and motorcycles was done; pest, vector and disease surveillance and control interventions were implemented; trade related institutions were established; trainings and demonstrations were conducted and programme monitoring and supervision was done.

However, the programme had lower outcomes (63%) largely due to the low volumes of inputs and limited outreach to farmers due to funds inadequacy. Some of the infrastructure and demonstrations were established at district headquarters, away from the villages where the majority of farmers were located. There was still the persistent challenge of delayed disbursement of funds to implementing departments in some districts which led to less outputs and outcomes being realized.

PMG Plant Clinic constructed at Kween District headquarters (left), and slaughter slab constructed in Nondwe village-Iganga District

Challenges

i) Lower outputs and outcomes were realized due to:
   a. Delayed approval and disbursement of funds by some Accounting Officers and Finance Departments resulting in late procurements and programme implementation.
   b. Inadequate and piecemeal releases that were not in line with the agricultural seasons resulting in high crop mortality as planting was done off season; outreach to farmers was low.
   c. Harsh climatic conditions leading low survival rates for crop based enterprises.
   d. Emergence of epidemic vectors, pests and diseases.
   e. Inadequate extension services as the extension workers lacked transport means and technical capacity.
   f. High soil infertility.

ii) Poor functionality of the Integrated Financial Management System (IFMS) in many districts led to delayed or non-disbursement of funds. Problem was exacerbated by the inadequate technical capacity of the finance staff allocated to the Production Departments.

Recommendations

i) The MFPED should release all grant funds by quarter two.
ii) The MAAIF and LGs should complete recruitment and retooling of extension workers.
iii) The MAAIF should collaborate with districts to promote farm modernization including simple irrigation and water harvesting technologies, and fertilizer application.

iv) The MFPED should strengthen capacity building efforts of LGs with regard to the IFMS.

Overall performance of the District Production Services Programme

The overall performance of the District Production Services Programme in FY 2017/18 was good at 77.10% (Table 5.5). Output delivery was good, but in some instances not impactful on the outcomes due to the low outreach of the PMG and several constraints that reduced production and productivity as highlighted above.

Table 5.5: Performance of the District Production Services Programme by 30th June 2018

Output	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)
Vehicles/motorcycles serviced and fuels and accessories procured (No.)	83,530,704	58,565,005	41	26	4.46
Office Equipment /laptops /camera/furniture/Procured/maintained	64,028,186	41,329,467	74	54	3.78
Animal disease surveillance/Inspections conducted (visits)	57,300,692	52,955,211	1109	951	3.14
Quarterly field visits/reports submitted to MAAIF	56,559,277	47,652,632	188	82	1.73
Data collected and analysed(visits)	7,891,250	4,491,250	77	76	0.47
Crop disease surveillance(visits)	39,663,352	38,262,752	637	604	2.30
Trade/market information disseminated to business community members (Radio talk shows)	38,044,646	26,256,086	133	11136	2.24
Technical backstopping and supervisory visits conducted (No.)	227,378,781	206,560,042	2455	2118	12.74
Vermin control, gadgets and pesticides procured (Items)	69,376,698	48,767,428	326	267	4.09
Animals vaccinated (No of sheep, goats, cows, cats, dogs, pigs)	58,789,665	54,641,400	357120	307428	3.21
Meetings/Workshops held (number)	43,868,941	27,859,618	402	216	2.19

Demo ponds and hatcheries (number)	41,546,790	42,546,790	8	7	2.09
Trainings conducted (number)	140,657,095	110,131,258	4584	2970	6.87
Poultry/pigs/Dairy /Fish breeding materials procured (No.)	64,743,786	46,787,786	19306	102	0.03
Plant clinics constructed (number)	130,392,415	115,174,799	50	48	7.69
Crop sites and demonstrations established (number)	78,062,423	54,957,280	288	226	4.61
Tsetse fly traps procured (No.)	77,128,758	63,506,572	32267	1832	0.31
Fish catch assessments conducted (visits)	18,502,616	18,994,612	81	77	1.01
District farm maintained (number)	233,347,624	181,581,426	34	48	13.77
Welfare provided (No of staff)	12,068,679	8,726,550	41	19	0.46
Bee hives Procured (No.)	23,793,031	20,811,766	208	128	0.99
Saccos audited/Cooperatives monitored (No.)	58,310,406	56,510,793	744	1413	3.44
Irrigation system established (no)	9,190,000	190,000	1	1	0.54
Fish Ponds and water bodies established (no.)	30,920,747	23,746,000	27	22	1.82
Market linkages/Compliance visits done (number)	29,593,534	26,034,453	342	96	0.56
Programme Performance (Outputs)					**84.55%**
Outcome Indicator			**Annual Target**	**Achieved**	**Score (%)**
Percentage change in farming households supported with priority and strategic commodities			2	1	63
Programme Performance (Outcomes)					**63%**
Overall Programme Performance					**77.1%**

Source: Field findings

Overall Vote Performance

The overall performance of Vote 501-850 Local Governments was good (77.10%). Output performance was good (84.55%) but did not impact substantially on the outcomes. Most outputs were delivered according to plan but they were not sufficient to impact heavily on the outcomes. Fund inadequacy and untimely disbursement as well as other constraints like soil infertility, high prevalence of pests and diseases and drought negatively impacted on the outputs and outcomes. It is recommended that the MFPED should disburse all the non-wage and development funds under this Vote by Quarter 2 to address seasonality and procurement concerns.

5.5 Ministry of Agriculture, Animal Industry and Fisheries

5.5.1 Background

The Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) is mandated to create an enabling policy environment in the agricultural sector for the private sector to prosper. The ministry's mission is to transform subsistence farming to commercial agriculture. The intended outcomes are: i) enhanced agricultural production and productivity ii) increased household incomes, nutrition and food security iii) improved exports. The ministry coordinates sector interventions both at the central and local government level.

The MAAIF has six programmes namely: Crop Resources; Directorate of Animal Resources; Directorate of Agricultural Extension and Skills Management; Fisheries Resources; Agriculture infrastructure, mechanization and Water for Agricultural Production; and Policy, Planning and Support Services. Within these programmes, the ministry has 67 sub-programmes. Four out of the six programmes were monitored namely: Crop Resources; Animal Resources; Agricultural Extension and Skills Management; and Fisheries Resources.

Crop Resources Programme

5.5.2 Northern Uganda Farmers Livelihood Improvement Project

Background

The Northern Uganda Farmers Livelihood Improvement (NUFLIP) Project is a five year (November 2015 – November 2020) intervention that is primarily financed with a grant from Japanese International Cooperation Agency (JICA) amounting to Ug shs 13.250bn. The GoU is expected to contribute Ug shs 3.975bn over the five-year period. The project objective is to establish an effective agriculture extension system based on a market oriented approach to improve farmers' livelihoods in the Acholi sub-region. The key purpose is that livelihoods of target farmer groups are improved through establishment of the Livelihood Improvement Approach.

The intervention focuses on enhancing knowledge and skills of farmers and extension service providers in vegetable production for the market. The stakeholders undertake market surveys to select commercially viable vegetables after which they are trained on the agronomy of the selected commodities by GoU and JICA experts. The project started with three districts in 2017 namely Gulu, Kitgum and Pader. It was planned that the programme would be rolled out to five additional districts (Amuru, Nwoya, Omoro, Agago, and Lamwo) in 2019.

The project is implemented in four sub-counties within each district and targets two to four groups in each sub-county. The implementing sub-counties were: Paicho, Unyama, Bungatira and Awach in Gulu District; Labong Amida, Labong Akwanga, Kitgum Matidi and Lagoro in Kitgum; and Atanga, Puranga, Pader Town Council and Pajule in Pader District. The groups established demonstration gardens and benefitted from seeds, pesticides and farm equipment from the project.

The GoU approved budget for the NUFLIP for FY 2017/18 was Ug shs 256.750 million which was fully released and spent by 30th June 2018. This was very good release and expenditure performance. The JICA operational expenditures amounted to Ug shs 1.342bn by 30th June 2018. Close to a half (47.57%) of the donor funds were spent on project management and personnel costs.

Performance

The overall performance of the NUFLIP sub-programme in FY 2017/18 was good at 84.90% (Table 5.6). Performance was very good (96.49%) at the output level as almost all planned outputs were delivered except the inability to roll out the project in Amuru, Nwoyo, Omoro and Lamwo districts as was earlier envisaged. Market oriented vegetable production was promoted among farmers, District Agricultural Officers (DAO) and extension workers in the implementing districts.

With support from MAAIF, LG officials and JICA funded experts and inputs, farmer groups established demonstration gardens and selected commercially viable vegetables which were adopted by communities for replication. Seven vegetable items (tomato, egg plants, green pepper, water melon, cabbage, onion and carrot) were identified and appropriate cultivation methods developed. Training materials for the selected vegetables were developed and disseminated to farmers. The farmers were linked to ago-input dealers and buyers which led to increased production and sales and ultimately improved household livelihoods.

Table 5.6: Performance of the Northern Uganda Farmers Livelihood Improvement sub-programme by 30th June 2018

Output	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical Performance Score (%)
Output: 07 Promotion of priority animal products and productivity - Supervision, monitoring and evaluation conducted by MAAIF staff (number of activities)	256,750,000	55,000,000	5.00	2.00	16.85

Output: 07 Promotion of priority animal products and productivity - Staff and farmers of Gulu, Kitgum and Pader trained in market oriented agriculture (units/hours of training per group)	53,840,547	53,840,547	71.00	125.00	3.53
Output: 07 Promotion of priority animal products and productivity - Farmers mobilised for market oriented production and provided inputs for demonstration (number of farmers)	1,117,714,492	1,117,714,492	799.00	799.00	73.33
Output: 07 Promotion of priority animal products and productivity - Staff from MAAIF headquarters and 7 districts in Acholi sub-region mobilized and assigned project duties (number of staff)	95,836,326	54,215,801	120.00	30.00	2.78
Total	**1,524,141,365**	**1,280,770,840**			**96.49%**
Outcome Indicator			**Annual Target**	**Achieved**	**Score (%)**
% change in farming households supported with priority and strategic commodities			1.5	0.95	63
Programme Performance (Outcomes)					63%
Overall Programme Performance					**84.9%**

Source: Field findings

The project beneficiaries were satisfied with the NUFLIP intervention. Wudii Kor Farmers Group (19 female members) located in Aswa village, Uyama parish, Unyama sub-county in Gulu District had realized in one season a net profit of Ug shs 730,000 from a small tomato and cabbage demonstration garden which was invested in expanding the garden. Lacan Tute Women group (one male and 34 were females) in Amoo village, Luna parish, Pader Town Council, Pader District planting two demonstration gardens of cabbage and egg plants. The egg plants were 100% destroyed by the bacterial wilt disease and drought, while the cabbages were performing well and ready for harvest.

Aakikomi Farmers Group (seven males and 17 females) in Baragwa village, Luna parish, Pader Town Council, Pader District established an eggplant demonstration garden and a tomato garden that yielded well and improved the group income. The vegetables were adopted by most farmers who planted other gardens in their homesteads without project support.

Overall, the outcomes of the project were lower due to the low outreach of the intervention and vegetable production reduced due to drought, pests and diseases. The availability and accessibility of farmers to good quality agricultural inputs was low in Acholi sub-region.


NUFLIP cabbage demonstration garden in Aswa village, Gulu District (left) and egg plant demonstration in Baragwa village, Pader District

Challenges

i) Low vegetable production due to eratic weather conditions, emergence of pests and diseases, soil infertility and poor accessibility to good quality inputs in Acholi sub-region.
ii) Programme implementation was slower due to none availability of LG extension workers who were engaged by other Government tasks.
iii) Lack of sustainability plans and budgets at the LG level and among farmers for the NUFLIP interventions after the MAAIF/JICA support.

Recommendations

i) The MAAIF and LGs should promote and support the adoption by farmers of appropriate irrigation systems and fertilizers.
ii) The LGs should integrate the MAAIF sub-programme in the District Production Department work plan and staffing deployment schedules for sustenance.

5.5.3 Uganda Multisectoral Food Safety and Nutrition Project

Background

The Uganda Multisectoral Food Safety and Nutrition Project (UMFSNP) aims to increase production and consumption of micronutrient-rich foods and utilization of community based nutrition services in smallholder households in project areas. The MAAIF is the lead agency for project implementation responsible for food production, collaborating with Ministry of Health (MoH) that manages the nutrition supplements, and Ministry of Education and Sports (MoES) for regulation of primary schools.

The project is funded by a US$ 27.64 million grant from the Global Agriculture and Food Security Program (GAFSP) Trust Fund supervised by the World Bank; it is to be implemented from 1st July 2015 to 31st December 2019[30]. Project implementation was phased starting with five districts in July 2016 (Bushenyi, Ntungamo, Maracha, Nebbi, and Namutumba); five districts in February 2017 (Isingiro, Kasese, Kabarole, Kyenjojo, and Kabale) and five districts in July 2017 (Bugiri, Iganga, Arua, Kiryandongo, and Yumbe). The intervention involves establishment of fruit and vegetable demonstration gardens in 100 schools in the project areas; attachment of lead farmers to each school to replicate the garden at community level and provision of extension services by sub-county agricultural officers. By 31st December 2017, all project components had been rolled out except for distribution of food supplements.

The GoU approved annual budget for the UMFSNP in FY 2017/18 was Ug shs 300 million of which Ug shs 299.141 million (100%) was released and fully spent by 30th June 2018. The approved annual budget for the donor funds for the project was Ug shs 14.565bn, of which Ug shs 11.550bn (79.30%) was released and Ug shs 8.626bn (74.7%) spent by 31st December 2017. Information for donor expenditure was not availed by 30th June 2018.

Performance

The performance of the Uganda Multisectoral Food Safety and Nutrition Project in FY 2017/18 was good at 84% (Table 5.7). Most of the planned outputs were delivered. Demonstration gardens of micro-nutrient rich foods such as orange flesh sweet potato, pumpkins, egg plants and green vegetables were established in the selected schools and communities by lead farmers. Energy efficient stoves were also established in school kitchens.

[30] World Bank, 2014.

Table 5.7: Performance of the Uganda Multisectoral Food Safety and Nutrition Project by 30th June 2018

Output	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)
Community mobilisation and sensitization and information dissemination done (workshops/activities)	146,996,000	148,112,000	20.00	14.00	2.16
Radio talk shows and campaigns on nutrition held (talk shows/campaigns)	28,198,000	28,198,000	11.00	7.00	0.38
Demonstrations implemented at 100 schools (number of demonstrations)	3,855,118,352	3,037,813,857	500.00	384.00	79.37
Schools and parent groups trained by health centres and VHTs (schools and groups)	134,104,800	134,104,800	600.00	600.00	2.83
Communities and schools supported by extension workers (number of facilitators, staff)	143,860,830	110,170,230	74.00	74.00	3.04
Training conducted for Master Trainers, Training of Trainers, and other stakeholders (workshops/trainings/ activities)	380,339,500	254,844,500	31.00	17.80	6.89
Quarterly support to District Nutritional Committees (quarters)	3,300,000	1,500,000	8.00	3.00	0.06
District Semi-annual and Annual Review meetings held (number)	21,145,500	16,145,500	6.00	2.00	0.20
Districts, schools and communities supervised on a quarterly basis (visits)	10,818,000	6,948,000	13.00	7.00	0.19

Project launched in the districts (number of launch events)	10,000,000	10,000,000	1.00	0.00	0.00
Programme Performance (Outputs)					**95.11%**
Outcome Indicator			**Annual Target**	**Achieved**	**Score (%)**
% change in farming households supported with priority and strategic commodities			1.5	0.95	63
Programme Performance (Outcomes)					**63%**
Overall Programme Performance					**84.0%**

Source: Field findings

However, the outcomes were lower due to low outreach of the intervention in terms of districts, schools, farming communities and small size of demonstration gardens. In Kiryandongo District, about 30 schools had poor production due to drought and pests and diseases.

The intervention contributed to improved diet within the schools and surrounding communities that adopted and planted the vegetable seeds. School Nutrition Committees were established and children gained skills in production and preparation of micronutrient rich foods. The project strengthened inter-sectoral coordination and collaboration between the implementing agencies of MAAIF, MoH, MoES, and LGs. A key challenge was poor data collection and storage for the project across the districts that made analysis of outputs and outcomes difficult. The monitoring and evaluation system for this project was under developed.

MAAIF supported vegetable demonstration garden was performing well at St. Peter Claver Walugogo Primary School in Bukoyo village, Iganga District

Challenges

i) Lower project outcomes and outputs due to small size of demonstration gardens delayed release and disbursement of funds to schools, drought, poor maintenance of gardens during school holidays and inadequate supervision of interventions. Some schools lacked farming land.

ii) Slow/poor accountability and record keeping for funds disbursed to schools due to limited skills among Head Teachers and staff for handling procurements and recording financial transactions.

Recommendations

- **i)** The MAAIF and districts should ensure timely disbursement of funds to the implementing schools.
- **ii)** The MoES should conduct capacity building of Head Teachers in record keeping and financial management.

Directorate of Agricultural Extension and Skills Management Programme

5.5.4 Directorate of Agricultural Extension Services

Background

The MAAIF commenced the implementation of the single spine extension system in June 2014 and subsequently established the Directorate of Agricultural Extension Services in FY 2015/16. The Directorate is tasked to implement the National Agricultural Extension Policy (NAEP) 2016 whose primary goal is *"to establish and strengthen a sustainable farmer centred agricultural extension system for increased productivity, household incomes and export*[31].

During FY2017/18, the MAAIF focused on institutional capacity building involving recruitment of sub-county and district extension staff and collection of baseline data on the agricultural sector. For a start, the Cabinet approved a ceiling of 5,000 for the LG extension workers. Implementation guidelines were issued to the district and sub-county staff with a conditionality that 30% of releases were for district level activities and 70% for sub-county level activities. On gender, the MAAIF committed to mainstream gender in the LG service delivery interventions and to upscale the transfer and utilization of food-production and labour-saving technologies for women farmers.

At outcome level, the MAAIF[32] aims at improved provision of extension services to value actors measured through three indicators: i) Percentage of generated technologies promoted to value actors; ii) Percentage of value chain actors applying technologies; and iii) Percentage change in production and productivity of priority and strategic commodities. However, there was no information on the first two indicators in the sector. The analysis was therefore based on the indicator of production and productivity.

[31] MAAIF, 2016.

[32] MAAIF, 201.

The approved budget for the Directorate of Agricultural Extension Services was Ug shs 39.937bn, of which Ug shs 32.591bn (81.61%) was released and Ug shs 32.564bn (99.92%) was spent by 30th June 2018. This was good release and very good expenditure performance.

Performance

The overall performance of the Directorate of Agricultural Extension Services in FY 2017/18 was fair rated at 64.2% (Table 5.8).The Government intensified implementation of the single spine extension system to increase farmers' access to improved technologies and advisory services. A total of 3,257 (65.14%) extension workers out of the initial target of 5,000 extension workers were recruited at district and sub-county level countrywide by 30th June 2018.

The main activities implemented were: collection of sector baseline data; farmer groups profiling; joint stakeholder monitoring visits; technical backstopping of sub-counties; field study tours; and procurement of demonstration kits. The grant has revitalized the extension service as evidenced by reduced staff absenteeism, regular meetings, improved reporting and accountability and enhanced access by farmers to extension workers.

To coordinate the extension service effectively, MAAIF developed and disseminated the Ethical Code of Conduct for Agricultural Extension and Advisory Services Providers; Diary Book for Agricultural Extension Service Providers; Registration and Accreditation of Service Providers; Agricultural Extension Operational Manual; and Guidelines and Standards of Extension Service Delivery Providers. The MAAIF developed principles for the National Agricultural Extension Bill which was submitted to MAAIF for approval.

Farmers were trained in dry season feeding, infectious diseases, control of pests and diseases, commodity value chain development, agribusiness development, handling of agro-chemicals, fertilizer optimization, post-harvest handling, extension service management, mind set change, appropriate irrigation technologies, agricultural risk management and agricultural statistics.

Table 5.8: Performance of the Directorate of Agricultural Extension Services by 30th June 2018

Output	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)
Output 01 and 03: Extension Workers recruited and facilitated (Number)	99,920,051	99,920,051	5000.00	3257.00	8.60
Output: 01 and 03: Sensitization, supervision and backstopping of Local Governments conducted by MAAIF (No. of LGs)	107,777,400	107,777,400	112.00	99.00	12.58
Output 01 and 03: Training of extension workers by MAAIF conducted (No of trainees)	26,392,000	26,392,000	3257.00	3489.00	3.49

Output 01: Plans, guidelines and strategies produced	15,858,060	15,858,060	5.00	5.00	2.09
Output 03: Benchmark tours held by MAAIF (No. of officers)	13,000,000	13,000,000	4.00	4.00	1.72
Output 03: Support to MAAIF General activities (Quarters)	14,999,949	14,999,949	4.00	4.00	1.98
Output 03: Support to Departmental operations (Quarters)	45,052,540	45,052,540	4.00	4.00	5.95
Output 51: Farmer and service providers profiles established (number of profiles)	83,380,604	83,380,604	14002.00	5924.00	4.66
Output 51: Data collected and value chains and platforms developed (number of value chains)	40,022,200	47,112,200	85.00	38.00	2.01
output 51: Supervision and backstopping of production projects and OWC inputs done (number of times/meetings)	124,220,000	124,220,000	30.00	18.00	9.85
Output 51: Sensitization meetings held on regulations, guidelines and enforcements (number of meetings)	76,074,173	74,589,173	50.00	20.00	4.10
Output 51: Annual Production Staff Retreat held (meeting)	15,000,000	15,000,000	1.00	0.00	0.00
Output 51: Demonstration gardens established (number)	4,000,000	4,000,000	1.00	1.00	0.53
Output 51: Disease and pest surveillance conducted (number)	5,000,000	5,000,000	120.00	100.00	0.55
Output 51: Agricultural extension kits procured (number of items)	40,825,495	40,825,495	40.00	20.00	2.70
Output 51: Exposure visits and study tours and trainings for staff and farmers (number of persons)	38,729,360	36,060,000	139.00	56.00	2.21
Output 51: Quarterly reports submitted to MAAIF (Reports)	3,800,000	3,800,000	4.00	2.00	0.25
Output 51: Livestock vaccinated against diseases (number)	3,000,000	3,000,000	20000.00	20000.00	0.40
Programme Performance (Outputs)					**63.66%**
Outcome Indicator			**Annual Target**	**Achieved**	**Score (%)**

Increased access to extension workers (number of workers)	5000	3257	65
Programme Performance (Outcomes)			**65%**
Overall Programme Performance			**64.2%**

Source: Field findings

However, being the first year of its operation, the programme was poorly implemented with lower outputs due to: low readiness of LGs and MAAIF to implement the programme exemplified by lack of proper work plans in some districts, late submission of funding requests and accountabilities by sub-counties, unclear grant guidelines with over-ambitious performance targets, late provision of implementation and reporting guidelines by MAAIF to LGs and delayed disbursement of funds from MAAIF to districts, and finally to the Production Departments.

For example, in Nakapiripirit District, the work plans for Q3 and Q4 were prepared in June 2018 upon receiving funding for these quarters on 13th June 2018. Implementation was for Q2 and the funds for Q3 and Q4 were differed for use in FY 2018/19; in Moroto District, there was double counting where some activities that were reported as having been funded by the extension grant were also shown to have been funded by the PMG. In Kumi and Kween districts, programme implementation started late in March 2018 due to late releases, District Councils took months before approving expenditure, sub-county officials lacked capacity to requisition and account for the funds as per the guidelines and there were technical challenges with the IFMS. Most districts differed the extension service planned activities for Q4 to FY 2018/19 as funding was received in mid or end of June 2018 and could not be fully absorbed.

There was low outreach of the extension programme due to inadequate funding and staffing. For example, whereas it was projected that all farming households (35,000) in Kiryandongo district would be profiled in FY 2017/18, only 4,500 households were profile due to inadequate funding and time.

Some funds spent at MAAIF were allocated to crosscutting activities that had no direct bearing to the program outputs. For example, Ug shs 14.999 million was used to fuel the MAAIF generators and ministry bus, security and repatriation costs on mandatory retirement.

Gender: There was gender inequality in access to the extension grant activities across the districts. For example, in Kiryandongo District, out of 202 farmers who benefitted from sensitization meetings, training and field days, 39 (19.30%) were female and 163 (80.70%) were male. In Nakapiripirit District, 26 (43%) of the 60 farmers who benefitted from development of commodity value chains were female while 34 (57%) were male. Women were more involved in the dairy leaning platform, while men where majorly represented in the high value commodities (groundnuts and apiary) that had a very good market.

Women's participation in this program was constrained by lack of land to establish demonstrations, illiteracy that limited their participation in training programmes and inadequate access and long distances to markets for produce.

Challenges

Poor implementation and low delivery of planned outputs due to:

i) Inadequate late releases and disbursements that did not match the overambitious performance targets. Funds were released to LGs for three quarters (Q2 to Q4) out of four quarters in the year. The Q2 funds that were released to MAAIF by December 2017 where received by implementing departments in February 2018; Q4 funds were disbursed 10 days to the end of the financial year and could not be fully utilized.
ii) Understaffing of extension workers in production departments both at MAAIF and within the LGs. Some districts including Amudat, Bundibugyo and Lamwo had not recruited the extension workers and hence service delivery was grossly constrained.
iii) Delayed provision of implementation and reporting guidelines to the LGs by MAAIF; changes in the guidelines in-year slowed implementation processes.
iv) Failure by extension workers to adhere to the agreed work plans and timelines.

Directorate of Animal Resources Programme

5.5.5 Meat Export Support Services

Background

The Meat Export Support Services sub-programme aims to fast track production of export grade slaughter animals for abattoirs through establishment of a credible national veterinary meat export support services; including export infrastructure and an enabling regulatory environment. The project's four key objectives are to: a) construct, equip and operate veterinary export holding grounds and quarantine stations b) provide startup capital the National Enterprise Corporation (NEC) and National Animal Genetic Resource Centre and Data Bank (NAGRC&DB) to facilitate purchase of beef animals for quarantining and sale to abattoirs c) establish a livestock identification and traceability system d) establish adequate meat export technical capacity in the meat export value chain.

During the three-year implementation period FY 2016/17 to FY 2018/19, the key expected outputs are: six quarantine stations and holding grounds established; 4,000 beef animals purchased for each holding station; about 1,000 farmers organized in 33 cooperative organisations with a total of at least 100 ranches; and infrastructure development in six Government stock farms to build capacity to supply 250 ready to slaughter export grade cattle to the Egypt Uganda Food Security Company (EUFS) at Bombo, Luwero District. Project financing is channeled through the NAADS/OWC, with the NEC tendering the services and MAAIF offering mobilization and technical backstopping services.

The farms that were selected to participate in the project are: Nshaara ranch and Ruhengyere stock farm in Kiruhura District; Kasolwe Farm in Kamuli District; Maruzi Ranch in Apac District; Lusenke Ranch in Kayunga District; National Leadership Institute (NLI) ranch in Kyankwanzi District, and NEC ranch in Gomba District. It was planned to fast track establishment of two holding grounds at NEC and NLI and procure 4,000 animals for each farm in FY 2016/17. By 30th June 2017, 2,850 animals were procured for NEC and none for NLI (35.7% achievement); the pending targets were rolled to FY 2017/18 whereby it was planned that 4,000 animals would be procured for the NLI Kyankwanzi.

The approved budget for the Meat Export Support Services project in FY 2017/18 was Ug shs 22.363bn, of which Ug shs 12.580bn (56%) was released and Ug shs 12.579bn (99.9%) spent by 30th June 2018. This was poor release and very good expenditure performance.

Performance

The overall performance of the Meat Export Support Services sub-programme during FY 2017/18 was fair at 56.62% (Table 5.9). Several infrastructure were under construction at the National Leadership Institute. The main activities implemented were bush clearing, fencing of the boundaries and holding grounds, completion of the road network, and establishment of water reticulation system involving installation of electricity lines, reservoir tanks and water distribution systems, excavation of six valley dams and construction of intake works. However, the facilities were not yet under operation; hence outcomes were not measured under this project. Poor performance was due to the low releases.

Table 5.9: Performance of the Meat Export Support Services by 30th June 2018

Output	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical Performance Score (%)
Bush cleared for the two holding grounds at the NLI (square miles)	2,983,309,821	1,607,182,945	9.00	5.50	16.36
Boundary and farm roads opened and graded and parking established (km)	466,397,100	454,397,100	50.00	50.00	2.56
Boundary fencing and gates established (km)	1,869,104,790	1,215,509,400	50.00	50.00	10.25
Spray race systems established	155,300,000	155,300,000	2.00	0.20	0.09
Water reticulation system established	3,340,541,825	1,329,217,674	1.00	0.80	18.32
Tyre wash established	33,465,367	-	1.00	0.00	0.00
Stainless steel water troughs established	37,238,160	-	6.00	0.00	0.00
Treatment crushes established	30,240,000	-	2.00	0.00	0.00
Assorted infrastructures built - veterinary offices,	4,000,000,000	1,505,049,467	4.00	2.00	0.00

Junior quarters, Labour quarters, VIP Latrine, Senior Staff quarters, Security House (structures)					
Policies, laws, guidelines, plans and strategies established (number of deliverables)	1,226,600,000	373,887,746	12.00	8.00	6.73
Vector and disease control measures implemented (activity)	2,070,000,000	2,000,000,000	1.00	0.30	0.00
Machinery and equipment procured (activity)	1,600,000,000	600,000,000	1.00	0.00	0.00
Total	**18,235,947,063**	**9,297,480,987**	**0.00**	**0.00**	**56.62%**

Source: Field findings

Note: Outcomes were not measured for this project due to lack of credible outcome indicators. The livestock infrastructure had just been constructed and was not yet under use to contribute meaningfully to sector outcomes.

350,000 litre reservoir tank (left) and one of the six valley tanks constructed at the National Leadership Institute by MAAIF under the Meat Export Support Services sub-programme

Challenge

i) Low achievement of outputs due to poor and delayed releases and disbursements.

Recommendation

i) The MFPED and MAAIF should improve release and disbursement of funds to implementing entities.

5.5.6 Regional Pastoral Livelihood Improvement Project

Background

The Regional Pastoral Livelihood Improvement Project (RPLRP) aims to enhance livelihood resilience of pastoral communities in cross border prone areas (Uganda, Kenya and Ethiopia) and build capacity of the Government to respond promptly and effectively to emergencies such as drought and animal disease epidemics. The project is funded through an International Development Association (IDA) loan amounting to US$ 40 million for Uganda for the period 30th June 2014 to 31st December 2019[33].

The project interventions are in four areas: a) Natural resource management focusing on water, land, pastures and conflict management; b) market access and trade focusing on development of market infrastructure, information dissemination and harmonising tariffs and policies across the participating countries c) Livelihood support involving vaccinations, equipping of veterinary offices, disease surveillance, dissemination of high yielding drought resistant crops and promotion of alternative livelihoods d) Early warning and disaster response involving supporting districts to prepare disaster contingency plans and dissemination of early warning messages.

The project implementation started two years later in 2016 due to delayed loan approval by Parliament and Cabinet; protracted approval processes for the bid and contract documents by the World Bank and GoU and staffing shortages. The project is operational in 12 districts namely Kabong, Kotido, Abim, Moroto, Nakapiripirit, Napak, Amadat, Kween, Bukedea, Kumi, Amuria and Katakwi.

During FY 2017/18, the GoU approved budget was Ug shs 400 million which was fully released and spent by 30th June 2018. This was very good release and expenditure performance for GoU funds. The approved budget for donor financing was Ug shs 49.632 billion of which Ug shs 26.070 billion (52.95%) was released and Ug shs 4.140 billion (15.88%) was spent by 31st December 2017. This was very good release and poor expenditure performance. Low donor fund absorption was due to late release and disbursement of funds to spending entity on 8th December 2017. Information was not availed on donor financial performance by 30th June 2018.

The MAAIF and six out of 12 districts benefiting from the Regional Pastoral Livelihood Improvement Project were monitored (Annex 5.1).

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[33] World Bank, 2014.

Performance

The output and outcome performance of the Regional Pastoral Livelihood Improvement Project by 30th June 2018 could not be fully ascertained due to inadequate financial and performance data availed by MAAIF and the implementing districts. By 31st December 2017, the project had performed well in terms of establishing conflict migration platforms, stakeholder trainings and meetings and field visits. It performed poorly in terms of constructing key infrastructures that were the main planned milestone. The overall performance of the project by 31st December 2017 was poor, rated at 14.33% (refer to MFPED Semi-Annual Budget Monitoring Report 2017/18).

Generally, project implementation was slow and output delivery was partial as districts implemented spill over activities of FY 2016/17 and started implementing the FY 2017/18 work plan in February 2018. By 30th June 2018, the following field observations were made on project performance in some of the monitored districts:

Kween district: The work plan was partially implemented as a result of reallocation of the activity budget to cover salary arrears for five months. Stakeholder trainings were held on surveillance and rangeland management; water user committees were formed and demonstrations were set up for animal health management. The key challenges were the intermittent releases from MAAIF to the district, poor accessibility of vulnerable persons and especially persons with disabilities to training centers as these were at the district headquarters; and low attendance of stakeholders to scheduled trainings.

Nakapiripirit district: Training of community health workers was conducted and conflict mitigation platforms were established. Output delivery was low due to re-allocation of funds for salary arrears in the course of the year and change of the district Accounting Officer.

Moroto district: Field visits were conducted on participatory geographical mapping, participatory planning was undertaken at the community level or watershed management and community trainings implemented. Implementation progress was slow due to delayed disbursement of funds by MAAIF and the district and reallocation of activity funds to salary arrears. For example, the district received funds in February 2018; the Production Department requisitioned the funds in the same month. The funds were received by the Department in May 2018. Most planned activities were differed to FY 2018/19.

Napak district: Community trainings on alternative livelihoods and rangeland rehabilitation were conducted. Field visits and monitoring activities were implemented and early warning systems wee strengthened. Program implementation started late due to delayed disbursement of funds and inadequate staff in the Production Department. Some sub counties including Lopeei, Lotome and Nabwal were unreachable due to floods. The district had salary arrears for that led to reallocation of funds from the activity budget to meet this need. The district lacked documentary evidence from MAAIF authorizing the re-allocations.

Katakwi district: The production department re-allocated funds from activities that were considered irrelevant to the local context. For example, the district did not have indigenous people or tsetse flies yet funds were attached to these items. The re-allocations were done without official authorization from MAAIF. Activity funds were re-allocated to salary arrears.

Gender: There were gender inequalities in access by the project beneficiaries to the services. In Kween district, of the 154 community members that were trained in rangeland management, 122 (79.22%) were males and 32 (20.78%) were females. In Nakapiripirit district, of the 49 participants trained in animal health, 42 (85.71%) were males and 7 (14.29%) were females. In Moroto district, of the 60 participants that were trained in animal health, 45 (75%) were male and 15 (25%) were female.

The main reasons for the gender inequalities were: women lacked assets like livestock and land and hence could not participate in the project trainings; communication about trainings and meetings was mostly done in town centres and bars which were not frequented by women; and some of the project activities were implemented in morning hours when women were engaged in household chores and farming.

Implementation challenges

i) Slow project implementation and low achievement of outputs due to:
   a. Delayed set up of relevant community institutions.
   b. Delayed disbursements from MAAIF to districts (four months since submission of work plans) and the district collection accounts to the implementing departments (up five months since funds were received in the district)
   c. Lengthy processes of approvals of infrastructure designs by the World Bank
   d. Limited commitment of the district staff to implementing a MAAIF project
   e. Lack of common understanding among district officers on the project milestones and performance indicators and targets

ii) Non-compliance with the public financial management (PFM) Act through unauthorised reallocation of activity budgets to cover salary arrears for the project staff at the district level. At the time of monitoring, the districts failed to present written evidence of authorisation by MAAIF to do these budget reallocations.
iii) The development of water for production infrastructure stalled due to inability by districts to meet the prior condition of providing land titles for the sites. Land in Karamoja is communally owned without land titles.
iv) Poor record keeping and data management for the project in the districts due to inadequate professional capacity.

Recommendations

i) The MFPED and MAAIF should increase supervision of budget execution to curb re-allocations and salary arrears and hasten funds disbursement.

ii) The MAAIF should ensure timely disbursement of salaries for the project
iii) The MAAIF and World Bank should revise the conditionality on land titles for infrastructure projects and instead use community agreements that are endorsed by the local councils.
iv) The MAAIF should provide refresher courses and hands on experience to the project Monitoring and Evaluation officers and Accounts Assistants

Fisheries Resources Programme

5.5.7 Support to Sustainable Fisheries Development Project

Background

The Support to Sustainable Fisheries Development Project is a merger of all fisheries interventions in MAAIF including the uncompleted works under previous donor funded projects. The five-year Government funded project started in FY 2015/16 and is scheduled to end in FY 2019/20. Its overall objective is to promote sustainable development of fisheries through improvement of infrastructure and environment for fish production, handling markets and good marketing strategies for improved livelihoods in fishing communities.

The project interventions are in five areas: restocking and strengthening management of restocked water bodies; strengthening monitoring on all water bodies; infrastructure development along the value chain; and control of weeds and water hyacinth. Among the key expected outputs over the five-year period are: two aquaculture parks established; five public water bodies and 10 community dams restocked; two live fish marketing facilities established; 300 beach management units (BMUs) strengthened; equipment for weed control procured and maintained; and 14 patrol boats and two trucks maintained to undertake enforcement activities on all water bodies.

The approved budget for Support to Sustainable Fisheries Development Project for FY 2017/18 was Ug shs 4.492bn, of which Ug shs 3.276bn (73%) was released and fully spent by 30th June 2018. This was good release and expenditure performance. The monitoring work was undertaken at MAAIF Headquarters, Bushenyi and Gulu districts to assess project performance. The detailed findings are presented below.

Performance

The performance of the Support to Sustainable Fisheries Development Project in FY 2017/18 was very good rated at 90.2% (Table 5.10). This was attributed to the enhanced enforcement by the Uganda Peoples Defense Forces (UPDF) of fisheries regulations on the major water bodies across the country and reduction in illegal fishing activities. This reversed the declining trends of the quality and value of fish and fish products.

Enforcement activities conducted by the fisheries protection force were undertaken in the waters of Lake Victoria in the areas of Kyotera, Masaka, Mpigi, Wakiso, Kampala, Buikwe, Mukono, Buvuma, Jinja, Mayuge, Namayingo and Busia, Nakasongola, Kasese, Rukungiri and along Lake Albert. This has increased fish stock on Lake Victoria.

Table 5.10: Performance of the Support to Sustainable Fisheries Development Project by 30th June 2018

Output	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)
Output: 01 Fisheries staff trained (number of trainings)	20,000,000	15,000,000	1	1	0.65
Output: 01 Workshops and seminars on Fisheries Regulations held (number)	200,000,000	152,000,000	1	1	6.49
Output: 01 Computer supplies and Information Technology (Equipment)	29,999,999	7,000,000	4	1	0.97
Output: 04 Enforcement vehicles and boats maintained (number)	60,000,000	20,000,000	30	6	1.17
Output: 04 Lake and Inland patrols undertaken by the Uganda Peoples Defence Force UPDF (Number of patrols)	1,000,000,000	2,000,000,000	1,000	2,000	32.46
Output: 04 Lake and inland patrols facilitated (litres of fuel)	640,000,000	476,495,000	182,857	182,856	20.78
Output: 83 Agriculture supplies (Assorted Equipment)	350,000,000	53,000,000	1	1	11.36
Output: 83 Fisheries Infrastructure rehabilitated and operationalised (number of centres)	150,000,000	3,000,000	15	1	4.87
Output: 83 Vehicles procured for the Fisheries Protection Force (number)	630,500,000	559,000,000	4	2	11.54
Programme Performance (Outputs)	**3,080,499,999**			**-**	**90.30%**
Outcome Indicator			**Annual Target**	**Achieved**	**Score (%)**
Percentage change in yield per production system			20%	23%	100
Percentage change in fish trade volumes and value			20%	27%	100
Percentage change in fishing effort in major water bodies			20%	14%	70

Programme Performance (Outcomes)	**90%**
Overall Programme Performance	**90.2%**

Source: Field findings

The funds that were released for rehabilitating and operationalizing the fisheries infrastructure were inadequate; very limited progress was made on this output. Some works were undertaken at Bushenyi and Gulu Fry Centres but was incomplete as funds for this activity were diverted to fisheries enforcement activities. The pending construction works were differed to FY2018/19.

The monitoring team observed shoddy work at the Gulu Centre where the ceiling of the power house that was repaired in November 2017 was leaking. The ponds repaired in previous financial years were in poor condition with all the polythene covers torn. It was unlikely that this Centre would be ready for handover by September 2018. Two out of the planned four vehicles were procured; the procurement process delayed due late and piecemeal release of funds. The output was not fully achieved as part funds of the funds were diverted to buying fishing vessel plates

Implementation challenges

i) Partial achievement of some outputs due to reallocation of funds from original project activities to facilitating inland and lake patrols by the UPDF. It is highly unlikely that the project will achieve its short term and long term objectives. ii) Shoddy works noted at Gulu Aquaculture Centre. iii) Low allocation and releases for fisheries infrastructure development.

Recommendations

i) The MAAIF should re-align the resources to ensure that they are focused on the primary objectives of this project ii) The MAAIF should identify alternative funding mechanisms for the UPDF activities. iii) The MAAIF should ensure that all the defects in the infrastructure works at Gulu Aquaculture Centre are rectified.

Overall MAAIF performance

The overall MAAIF performance during FY 2017/18 was good rated at 75.98% (Table 5.11). Key agricultural infrastructure was constructed/rehabilitated, lake fisheries enforcement patrols were undertaken, agricultural extension services were delivered and critical inputs provided to farming households and schools. However, outcomes were lower due to delayed disbursement of funds, inadequate releases compared to the budget for some projects, drought, soil infertility and pests and diseases.

Table 5.11: Performance of MAAIF by 30th June 2018

Sub-programme	Performance (%)
Northern Uganda Farmers Livelihood Improvement Project	84.9
Uganda Multi-sectoral Food Safety and Nutrition Project	84
Directorate of Agricultural Extension Services	64.2

Meat Export Support Services	56.62
Support to Sustainable Fisheries Development Project	90.2
Average	**75.98%**

Source: Field findings

Note: The Regional Pastoral Livelihood Improvement Project was monitored but not reported upon due to limited financial data presented by MAAIF and the implementing districts.

5.6 National Agricultural Advisory Services/Operation Wealth Creation

5.6.1 Introduction

The Government is implementing the National Agricultural Advisory Services (NAADS) since 2001 to increase food and nutrition security and incomes of farming households. The programme was restructured in FY 2014/15 to deliver the Operation Wealth Creation (OWC) intervention that focuses on: provision of strategic commodities to support multiplication of planting and stocking materials; management of agricultural input distribution chains; and value addition and agribusiness business development.

The NAADS/OWC is constituted of one programme Agricultural Advisory Services with two sub-programmes: 01 Headquarters and 0903 Government Purchases. The programme and sub programmes were both monitored. The approved budget for the Agricultural Advisory Services was Ug shs 279.705 billion which was fully released and spent by 30th June 2018. This was very good release and expenditure performance for the programme. Under this programme, the Government committed to target special interest groups with inputs including youth, women, the elderly and persons with disabilities.

Agricultural Advisory Services Programme

5.6.2 Government Purchases

Background

The Government Purchases sub-programme mainly focuses on provision of strategic inputs and commodities to farmers, including supporting the multiplication of planting and stocking materials. At outcome level, the programme aims to increase agricultural production and productivity of priority and strategic commodities. This subprogramme accounted for 98% of the total allocation to the Agricultural Advisory Programme. The approved budget was Ug shs 279.704bn which was fully released and Ug shs 279.110bn (99.8%) was spent by 30th June 2018. The sub-programme was monitored in 22 districts (Annex 5.1).

Performance

The inputs that were distributed countrywide included: tea (109.575 million seedlings); citrus/oranges (13.570 million seedlings); mango (11.504 million seedlings); pineapple (13.830 suckers); cocoa (7.406 seedlings); apple (1.359 seedlings); maize (4.734 tonnes); beans (2.037 tonnes); and heifers (5,753). Special interest groups (women, youth, older persons, persons with disabilities) received 6,175 improved pigs; 180,000 layer chicks and 19,000 broiler chicks and feeds.

All the monitored districts received the inputs although in lesser quantities than the planned volumes in many cases. The District Production and Agricultural Officers estimated that less than 20% of the total farming households per district accessed these inputs under the Agricultural Advisory Programme. The quality of inputs was good.

Output performance for FY 2017/18 was good rated at 85% (Table 5.12). The performance was lower due to several constraints that affected the implementation process. The 10,584 (59%) animals distributed were less than the target of 17,772 due to the outbreak of Foot and Mouth Disease (FMD) that led to the halting of distributions and livestock quarantines. Less value addition equipment 42 were procured and distributed to farmers against the planned 73 as a result of Ug shs 23.5bn being reallocated to support the Atiak Sugarcane Project in Amuru District.

The farmers attested to an increase in crop production, incomes and household nutrition arising from the NAADS/OWC although there were is no credible data to measure these changes within the financial year. The Agricultural Advisory Services programme was highly compliant with gender and equity concerns as there was a high representation of women and women groups, youth, poor people and elderly persons among the beneficiaries of inputs. The programme was geographically spread in all districts and sub-counties of Uganda.

Mrs Mpaka Joyce in Busoro village, Kabarole District received OWC chicks and feeds (left), and Mrs Nakiru Magdalene in Kololo village, Napak District received a heifer but it was in poor health condition due to inability to raise enough funds for feeds and treatment combined with the harsh climatic condition

Challenges

i) Outputs, production and productivity were lower than planned targets district due:
   a. harsh climatic conditions
   b. pests and diseases
   c. inadequate extension services
   d. soil infertility
   e. poor readiness of some farmers to manage the enterprises
   f. late delivery of inputs as suppliers had low competence to deliver inputs in time and the right quantities
   g. small volumes of planting material given to each farmer.
   h. inability by poor farmers to sustain high grade/improved animals

Recommendations

i) The MAAIF, LGs and NARO should develop and promote appropriate water for production facilities at farm level.
ii) The MAAIF and LGs should deepen implementation of the single spine extension system and facilitation of the extension workers.
iii) The MAAIF and agencies should promote and support the adoption of soil fertility enhancing technologies at farm level.

5.6.3 Head quarters

The Headquarters sub-programme focuses on the administration and management of the Government Purchases sub-programme. The approved budget of the Headquarters sub-programme was Ug shs 5.410bn which was fully released and Ug shs 5.350bn (99.8%) was spent by 30th June 2018. This was very good release and expenditure performance.

Performance

Under this sub-programme, the NAADS Secretariat successfully coordinated and managed the distribution of inputs and value addition facilities. The staffing, vehicles and equipment at the NAADS Secretariat were strengthened as indicated in Table 5.12.

Overall performance of the Agricultural Advisory Services Programme

The overall performance of the Agricultural Advisory Services programme was good rated at 77.50% (Table 5.12). Output performance was high (85%) as the key expenditure activity of input distribution was well implemented. However, the output performance was below target of 100% as some commodities were given in less quantities than what was planned. In the 22 sampled districts, less bean seeds, cocoa seedlings, heifers, value addition facilities were distributed as shown in the table below. The outcome performance (63%) was much lower as the programme outreach was still low and farmers faced several operational and environmental challenges that reduced production and productivity.

Table 5.12: Performance of the Agricultural Advisory Services Programme by 30th June 2018

Output	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)
Headquarters sub-programme					
Output: 06 Programme management and coordination	5,410,189,673	5,410,189,672	1	1	4.67
Output: 06 Programme management and coordination	3,476,540,179	3,476,540,179	52	51	2.94
Output: 15 Managing distribution of agricultural inputs	20,870,034,460	20,870,034,570	9	11	18.02
Output: 18 Support to upper end Agricultural Value Chains and Agribusiness Development	13,037,400,000	13,037,400,000	73	42	6.48
Output: 22 Planning, Monitoring and Evaluation	3,251,901,756	3,251,901,646	7	8	2.81
Output: 75 Purchase of Motor Vehicles and Other Transport Equipment	1,869,000,000	1,869,000,000	13	18,166	1.61

Output: 76 Purchase of Office and ICT Equipment, including Software	146,000,000	146,000,000	5	261,711	0.13
Output: 78 Purchase of Office and Residential Furniture and Fittings	110,000,000	110,000,000	3	2,164	0.09
Government Purchases sub-programme					
Output: 14 Provision of priority agricultural inputs - Beans (Kg)	6,790,594,040	6,329,518,900	1,566,854	409,844	1.65
Output: 14 Provision of priority agricultural inputs - Citrus (Seedlings)	7,858,928,809	9,146,967,000	2,705,434	2,511,383	5.41
Output: 14 Provision of priority agricultural inputs - Cassava (Bags)	1,729,002,145	26,357,600,000	40,983	522,123	1.25
Output: 14 Provision of priority agricultural inputs - Maize (Kg)	3,779,685,405	3,005,992,500	847,960	853,375	3.26
Output: 14 Provision of priority agricultural inputs - Cow Peas (Kg)	-	103,750,000	-	20,750	0.00
Output: 14 Provision of priority agricultural inputs - Groundnuts (Kg)	-	34,980,000	-	5,830	0.00
Output: 14 Provision of priority agricultural inputs - Mangoes (Seedlings)	5,342,558,425	5,969,607,825	1,760,418	1,572,700	3.69
Output: 14 Provision of priority agricultural inputs - Poultry/Chicks (Number)	88,200,000	75,600,000	29,400	21,000	0.06
Output: 14 Provision of priority agricultural inputs - Feeds (Kg)	246,960,000	235,200,000	70,560	6,755,440	0.21
Output: 14 Provision of priority agricultural inputs - Growers Mash (Kg)	84,907,200	72,777,600	58,800	28,560	0.04
Output: 14 Provision of priority agricultural inputs - Tea (Seedlings)	21,897,000,000	5,112,000,000	21,660,000	11,360,000	18.90
Output: 14 Provision of priority agricultural inputs - Coffee (Seedlings)	10,197,532,200	9,873,182,400	28,246,674	21,153,878	6.81
Output: 14 Provision of priority agricultural inputs - Pineapple (Suckers)	146,811,320	350,964,200	585,370	1,389,928	0.13
Output: 14 Provision of priority	3,851,600,000				3.32

agricultural inputs - Irish Potatoes (Bags)		3,816,940,000	20,315	20,130	
Output: 14 Provision of priority agricultural inputs - Passion Fruits (Seedlings)	361,161,200	1,261,565,230	183,710	152,910	0.07
Output: 14 Provision of priority agricultural inputs - Piglets (Number)	306,800,048	430,600,000	832	891	0.20
Output: 14 Provision of priority agricultural inputs - Heifers (Number)	2,259,075,041	2,659,475,000	1,034	739	1.18
Output: 14 Provision of priority agricultural inputs - Apples (Seedlings)	1,228,000,000	1,428,000,000	122,800	142,800	1.06
Output: 14 Provision of priority agricultural inputs - Grapes (Seedlings)	111,080,000	60,000,000	27,770	15,000	0.10
Output: 14 Provision of priority agricultural inputs - Bananas (Suckers)	781,825,000	277,834,500	362,960	121,482	0.64
Output: 14 Provision of priority agricultural inputs - Cocoa (Seedlings)	355,851,300	287,838,300	1,186,171	839,461	0.27
Output: 14 Provision of priority agricultural inputs - Ginger (Bags)	-	42,340,000	-	73	0.00
Programme Performance (Outputs)					**85.00%**
Outcome Indicator			**Annual Target**	**Achieved**	**Score (%)**
Percentage change in farming households supported with priority and strategic commodities			1.5	0.95	63
Programme Performance (Outcomes)					**63%**
Overall Programme Performance					**77.50%**

Source: Field findings

Other key challenges

i) Persistent poor communication and coordination between NAADS Secretariat, suppliers and LG officials with regard to timing and volumes of deliveries. Some inputs were delivered to districts without prior notice on weekends and without delivery documents.
ii) Inadequate capacity of nursery operators to avail all the allocated coffee seedlings due to delayed payment by UCDA for previous supplies to farmers. For example, Kyankwanzi district was allocated 350,000 coffee seedlings by UCDA in FY 2017/18. A total of

294,195 seedlings were supplied by the local nursery operators who were demanding for payments for deliveries done in FY 2016/17.

iii) Increased cases of counterfeit inputs (agro-chemical, seed, equipment) resulting into losses to farmers especially in controlling the fall army worms among other pests (Mbale and Kyankwanzi).

Recommendations

i) The MAAIF and NAADS Secretariat should strengthen coordination and communication among the key stakeholders in the programme.
ii) The MAAIF and agencies, and LGs should support and strengthen the capacity of private nursery operators including payment of all funds for deliveries in time.
iii) The MAAIF should strengthen the regulatory and inspection function along the entire input value chain.

Overall Vote Performance

The overall performance of Vote 152 NAADS was good (77.50%) as evidenced by the distribution of inputs, technologies and value addition equipment to farmers and farmer or interest groups in all districts and sub-counties in Uganda. The programme was gender and equity compliant as women, youth, the elderly and poor persons were specifically targeted in the distribution of inputs. The outcome performance of the Vote was fair, but below target as programme outreach was low among farmers and production and productivity was negatively affected by drought, pests and disease, inadequate access to extension services and soil infertility, among other factors.

5.7 National Agricultural Research Organisation

5.7.1 Introduction

Established by an Act of Parliament in 2005, the mission statement of the National Agricultural Research Organisation (NARO) is *"To generate and disseminate appropriate, safe and cost effective agricultural technologies"*[34]. The NARO has one programme 51 Agricultural Research with 20 sub-programmes namely: 01 Headquarters; Project 0382 Support for NARO; 07 National Crops Resources Research Institute (NaCRRI); 08 National Fisheries Resources Research Institute (NaFIRRI); 09 National Forestry Resources Research Institute (NaFORRI); 10 National Livestock Resources Research Institute; 11 National Semi Arid Resources Research Institute (NaSARRI); and Project 1139 Agriculture Technology and Agribusiness Advisory Services (ATAAS).

Other sub-programmes are: 12 National Laboratories Research; 13 Abi Zonal Agricultural Research and Development Institutes (ZARDI); 14 Bulindi ZARDI; 15 Kachwekano ZARDI; 16 Mukono ZARDI; 17 Ngetta ZARDI; 18 Nabuin ZARDI; 19 Mbarara ZARDI; 20

[34] MAAIF, 2016.

Buginyanya ZARDI; 21 Rwebitaba ZARDI; 26 NARO Internal Audit; and 27 National Coffee Research Institute (NaCORI). The annual monitoring work covered the Agricultural Research Programme and 8 out of the 20 NARO sub-programmes including ATAAS as indicated in Annex 5.1.

Agricultural Research Programme

Performance

The overall performance of the Agricultural Research Programme is presented in Table 5.13. Hereafter is performance of the sampled sub-programmes.

5.7.2 Bulindi ZARDI

Bulindi ZARDI is located in Bulindi village, Bulindi parish, Bulindi sub-county, Hoima District. The ZARDI serves the districts of Hoima, Masindi, Buliisa, Kibaale and Kiryandongo. Te approved budget of the ZARDI for FY 2017/18 was Ug shs 1.256bn, of which Ug shs 630.711 million (50.27%) was released and fully spent by 30th June 2018.

Among the key interventions were: promotion of cage fish farming; evaluation of resilient and improved cassava, sweet potato and mango varieties and other tree species; coffee, banana and livestock research; and distribution of improved technologies to farmers. Farmers were sensitized on improved cop production technologies. The research outputs were lower due to drought and pests and diseases that destroyed about 30% the experiments rendering them in conclusive. Programme implementation delayed due to late disbursement of funds from the ZARDI Finance Department.

The ATAAS MAAIF Equipment was not distributed to farmers due to lack of transport means. They were left in storage at Bulindi ZARDI

The ATAAS MAAIF upscaling project was not well implemented due to lack of funds to deliver equipment to remote village. By 24th July 2018, cassava chippers, maize shellers and silos that were planned to be distributed during FY 2017/18 were still in storage at the ZARDI stores.

5.7.3 Head Quarters

The Headquarters sub-programme, also referred to as NARO Secretariat (NAROSEC), is located in Entebbe Municipality, Wakiso District. The approved budget for NAROSEC was Ug shs 34.719bn, of which Ug shs 33.351bn (96%) was released and fully spent by 30th June 2018. The NAROSEC completed several civil works across the NARO institutes and ZARDIs as shown in Table 5.13. Assorted equipment was procured including: dairy, feed and milk quality equipment; artificial insemination equipment and kits; liquid nitrogen truck; ransformers and generators; specialized laboratory equipment; three staff buses and computers and accessories.

Assorted equipment for feed production delivered by NARO to NaLIRRI at Nakyesasa Wakiso District, (left) and staff houses were rehabilitated at Nabuin ZARDI in Nabilatuk District (right)

Nabuin ZARDI

Nabuin ZARDI is located in Nabuin village, Kamaturu parish, Lorengedwat sub-county Nakapripirit District. The ZARDI started operations in 2015. Research is undertaken in the districts of: Napak, Nakapiipirit, Amudat, Moroto, Abim, Kotido, Kabong, Nabilatuk, Katakwi, Amuria, Kaberamaido, Soroti, Serere, Ngora, Kumi, Bukedea and Kabulabyok. The approved budget for Nabuin ZARDI for FY 2017/18 was Ug shs 427.244 million, of which Ug shs 239.381 (56%) was released and fully spent by 30th June 2018. This was poor release and very good expenditure performance.

The ZARDI engaged in production and dissemination to farmers quality seed for maize, beans and sorghum. Varieties of cover crops were developed and multiplied. Pasture species that are suitable for drylands were developed and disseminated. Demonstration sites were set up for effective management of pests and diseases and for developing high yielding varieties of sorghum, cassava, maize, oil crops, citrus and sweet potatoes. However the performance of research eperiments was lower due to drought, pests and diseases, lack of laboratories and equipment, inadequate infrastructure and limited operational funds.

5.7.4 National Coffee Research Institute

National Coffee Research Institute (NaCORI) is located in Kituza village, Ssaayi parish, Ntenjeru sub-county, Mukono District. Research was undertaken to develop high yielding and disease resistant Robusta coffee and cocoa varieties, and associated agronomic practices that could enhance performance.

Completed screen house ready for use at NaCORI, Mukono District

In December 2016, a contract was signed with Balton (U) Ltd to construct a screen house for the Tissue Culture laboratory at a value of Ug shs 49.722 million. The screen house was completed. The institute benefited from several equipment procured by UCDA to support coffee research and technology development.

Performance was negatively affected by late disbursement of funds by NAROSEC; poor quality workmanship in some civil works due to the low competence of contractors; inadequate staffing an transport facilities; over centralized and delayed procurements and limited capacity for outcome planning, monitoring and reporting.

5.7.5 National Crops Resources Research Institute

The National Crop Resources Research Institute (NaCRRI) is located in Namulonge village, Busukuma sub-county, Nansana Municipality, Wakiso District. The Institute generated improved crop technologies for beans, cassava, sweet potatoes, maize, rice, horticulture and oil palm. The nutrition and bioanalytic laboratory was facilitated to undertake research and product development for glycerine, degradable bags, *Ngule* cassava beer and biosel fules. A biodiesel processor was procured for the laboratory under the ATAAS programme. A total of 68 technicians/participants were trained in research and data management for generation of foundation seed. The key challenges were understaffing and 60% of experiments destroyed by drought and emerging pests and diseases. The latter challenge led to limited production of breeder and foundation seed for the seed industry

5.7.6 National Livestock Resources Research Institute

The National Livestock Resources Research Institute is located in Namulonge village, Busukuma sub-county, Nansana Municipality, Wakiso District, the NALIRRI is in transition relocating from Tororo to four satellite sites as the Institute land was allocated to private investors. This has disrupted the research processes and increased operational costs. Research and technology development was ongoing on elite dairy cattle; animal nutrition; vaccine development; pasture and silage research and production; and apiary products. A new state of the art cow shed with capacity to host 250 animals was completed as well as a milking parlour. Acaricides and dewormers for handling tick reistance were developed. Cattle feeding packages for reducing the time from five to two years for cattle to attain market weight were developed.

5.7.7 National Semi Arid Resources Research Institute

The National Semi-Arid Resources Research Institute is located in Iglo village, Iglo parish, Serere Town Council, Serere District. Research and technology development was ongoing on oil crops, creals, legumes, cotton and livestock (for NALIRRI). A biopesticide laboratory was commissioned in August 2017 for pathological research and soil analysis. The laboratory was however performing at 50% level due to missing reagents. Breeding work was constrained by inadequate screen houses and irrigation facilities. About 80% of research activities were negatively affected by changing climatic conditions that made the results unpredicatable and inconclusive.

5.7.8 Rwebitaba ZARDI

Rwebitaba ZARDI serves the districts of Kyegegwa, Kyenjojo, Kabarole, Kamwenge, Kasese, Bundibugyo and Ntoroko. Research is undertaken at two stations: Rwebitaba Tea Research Centre in Fort Portal, Kyenjojo district and Kyembogo station in Kyembogo village Kabarole district. The approved budget for Rwebitaba ZARDI for FY 2017/18 was Ug shs 1.123bn of which Ug shs 639.665 million (56.92%) was released and fully spent by 30th June 2018. This was poor release and vey good expenditure performance.

Banana evaluation trial at Rwebitaba ZARDI

Tea research on pests and diseases, pesticide and fertilizer application and nutrition was undertaken. Technologies to increase hive and apiary colonisation capacities were established. Banana cultivars suitable to the Western Highlands Agro ecological zone were identified. Farm banana evaluation trials were maintained in multiple sites. Potato demonstration fields were established. On station trials of apple, mango and citrus were maintained. Climate smart technologies were generated.

Under the MAAIF-NARO project, several varieties of cassava, pastures, maize, beans, livestock forages and rice were under field demonstration. Research performance was, however, lower due to pests and diseases, drought and inadequate funding to maintain demonstration gardens. Accountability by districts for MAAIF resources for the upscaling project was poor leading to delayed disbursement of funds and programme implementation.

Overall performance of the Agricultural Research Programme

The overall performance of the Agricultural Research Programme during FY 2017/18 was very good rated at 83.3% (Table 5.13). The availability of ATAAS donor funds was a major booster to programme performance.

Table 5.13: Perfomance of the Agricultural Research Programme by 30th June 2018

Output	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performanc e Score (%)
NARO Headquarters					
Food Bioscience Laboratory rehabilitated	500,000,000	500,000,000	1	1	3.14

Cow shed constructed at Nakyesesa Satellite Station NALIRRI	4,552,535,436	3,755,076,515	1	1	28.56
Rehabilitation of structures and minor works at Kiige	263,527,523	263,527,523	1	1	1.65
Milking Parlour constructed at Nakyesesa	3,574,800,000	3,574,800,000	1	0	4.49
Extra rehabilitation works at NARO Institutes (Lots)	1,580,308,746	1,136,775,600	7	7	9.92
Water works for MBAZARDI, Namalere and renovation of roof and Directors House and Procurement Office and other small works (Lots)	466,657,404	466,657,404	5	5	2.93
Nitrogen an Generator Houses constructed at Nakyesesa (Lots)	50,410,800	50,410,800	2	2	0.32
Assorted equipments and furniture procured by NAROSEC (Lots)	2,182,076,445	2,182,076,445	26	26	13.69
Sampled sub-programmes					
Coffee and cocoa improvement on farm and off farm trials conducted (number of activities)	517,672,000	228,530,000	32	21	3.25
Research undertaken on Black Coffee twig Borer and other diseases (number of activities)	253,043,000	253,043,000	10	8	1.27
Grazing paddocks and their troughs constructed/renovated (number)	54,629,000	54,629,000	12	12	0.34
Diary Cattle maintained (number)	17,340,000	17,340,000	110	114	0.11
Feeds produced for dairy cattle (tonnes of hay)	46,510,000	46,510,000	40	260	0.29
Stakeholders trained in alternative feed resources (number)	123,084,000	-	120	0	0.00
Fungal based bioacaricide developed and efficacy tested (activity)	60,428,000	60,428,000	1	1	0.38
Indigenous cattle breeds evaluated for beef production	239,736,000	239,736,000	15	15	1.50
Research in apiculture undertaken (number of outputs)	35,525,000	35,525,000	3	3	0.00
Protein and bi products produced and nutritional profiles determined (number of activities)	250,240,000	250,240,000	3	1	0.00

Foundation seed for priority commercial crops multiplied (bags of seed)	31,150,000	12,292,000	1000	386	0.19
Breeder and foundation seed produced for maize, rice, amaranthus, cassava and sweet potatoes (kgs)	15,050,000	5,625,000	270	0	0.00
Technicians trained on seed production for horticulture, oil palm, legumes, swettpotatoes, elite cassava (number)	15,719,000	1,632,000	125	68	0.10
One mango Variety developed and Workshop held on citrus management (number of activities)	67,869,200	16,937,000	2	1	0.43
Citrus demonstrations established (number)	135,081,000	131,090,000	20	17	0.74
Cereals research undertaken (number of activities)	279,095,000	279,095,000	11	11	1.75
Tissue culture plantlets and coffee wilt disease resistant clones produced for farmers	80,132,000	38,882,000	165000	146001	0.50
Screen house for Tissue Culture Laboratory constructed	49,722,962	49,722,962	1	0	0.00
Cassava, sweet potato, sorghum and maize demonstrations undertaken (number)	144,772,000	101,589,000	17	11	0.84
Piglets produced and availed to farmers (numbers)	18,225,000	23,993,000	600	0	0.00
Citrus seedlings produced (number)	35,789,000	10,057,000	1500	720	0.22
Tea research undertaken (number of research activities)	107,259,000	107,259,000	9	9	0.67
Banana research undertake (number of outputs)	189,549,927	110,000,000	14	10	1.19
Programme Performance (Outputs)					**78.47%**
Outcome Indicator			**Annual Target**	**Achieved**	**Score (%)**
Number of improved productivity technologies generated			82	96	100
Number of new varieties submitted to Variety Release Committee for release			47	41	87
Programme Performance (Outcomes)					**94%**
Overall Programme Performance					**83.8%**

Source: Field findings

At outcome level, a total of 96 (100%) out of the planned 82 productivity improving technologies were generated and 41 (87.23%) out of the planned 47 new varieties were submitted to the Variety Release Committee for release. Although there is no credible data in the sector to measure the adoption rate of research outputs at farm level, there were indications of increased use by farmers of the improved technologies that were disseminated by the Zonal Agricultural Research Development Institutes (ZARDIs) under the MAAIF/ATAAS upscaling project. For example, a total of 928 farmers in 15 districts with Karamoja and Teso regions adopted the improved technologies from NABUIN ZARDI in Nabilatuk District including dairy, rice, cassava, pasture, beans and goat technologies. However, there was gender inequality in access and adoption of the technologies as 744 (80%) host farmers were male and 184 (20%) female.

Technology generation was slowed by delayed releases and end of ATAAS funding; prolonged droughts and emergency of pest and disease epidemics that led to loss of experiments; and delayed/prolonged procurements by the NARO Secretariat. The ATAAS project was funding up to 90% of the core research and technology generation work under NARO for the last seven years. On most of the sampled ZARDIs and Institutes, staff absenteeism had become an issue as technical officers lacked funding to continue their research work and simply did not report to station.

Overall NARO Performance

The overall performance of NARO was very good (83.8%). The NARO excelled in infrastructure development across all the sub-programmes. However, some outputs were not delivered due to delayed disbursement of funds to ZARDIs and Institutes, drought, lengthy and slow procurement processes, drought and inadequacy of funds arising from the end of the ATAAS project.

Challenges

i) Poor programme implementation due to delayed releases and disbursement of funds to NARO Institutes and ZARDIs, and implementing departments; this led to delayed procurements.
ii) Low performance of experiments due to drought and emerging pests and diseases.
iii) High cost of operations and limited research infrastructure at NALIRRI as a result of decentralizing/reallocating operations from Tororo as 600 acres were handed over to an investor Guangzhou ongsong Energy Company Limited.
iv) Weak monitoring and evaluation system at some of the Institutes and ZARDIs that does not capture all the resources disbursed and expenditures incurred.

Recommendations

i) The NARO and MFPED should improve funds release and disbursement processes.

ii) The NARO should allocate funds to setting up irrigation facilities at its Institutes and ZARDIs.

iii) The MFPED and NARO should fast track acquisition of land and research infrastructure for NALIRRI.

iv) The NARO should retool the monitoring and evaluation officers and improve on data capture and management for all its programmes.

5.8 Uganda Coffee Development Authority

5.8.1 Introduction

The Government established the Uganda Coffee Development Authority (UCDA) in 1991 to promote and oversee the development of coffee industry through support to research, propagation of clean planting materials, extension, quality assurance, value addition and timely provision of market information to stakeholders. In line with the Coffee Strategy 2020, the GoU's focus is on increasing production and productivity through coffee replanting in Coffee Wilt Disease (CWD) affected areas, replacement of the aged unproductive trees and supporting introduction of commercial coffee production in new areas especially Northern Uganda. The Government plans to accelerate national coffee production from 4.2 million bags of 60kgs each to 20 million bags by 2025.

The approved budget for UCDA for FY 2017/18 was Ug shs 76.90bn, of which Ug shs 72.341bn (94.10%) was released and Ug shs 70.862bn (98%) spent by 30th June 2018. The UCDA has one programme - Coffee Development and three sub-programmes: 01 Development Services; 02 Strategy and Business Development and 03 Quality and Regulatory Services. The whole programme was monitored. The districts and regions that were visited are presented in Annex 5.1.

Coffee Development Programme

5.8.2 Perfomance

The performance of the Coffee Development Programme was very good rated at 98.10% (Table 5.14). All the key outputs and outcomes were achieved according to plan. National coffee production increased from 4,653,058 (60kg bags) in FY 2016/17 to 4,707,597 (60kg bags) in FY 2017/18; the volume of coffee bags certified for export increased by 6.46% from 4,185,940 (60kg bags) in FY 2016/17 to 4,456,331 (60kg bags) in FY 2017/18. The planned annual targets were achieved but progress is still far from the anticipated national target of 20 million bags by 2025.

Table 5.14: Performance of the Coffee Development Programme by 30th June 2018

Output	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)
Output: 01 Coffee programms disseminated (radios contracted)	210,000,000	48,000,000	84	85	0.28
Output: 01 Office rent and utilities paid (premises)	42,286,145	22,957,145	6	6	0.06
Output: 01 Meetings held (Number)	24,000,000	24,000,000	12	6	0.02
Output: 01 Robusta seedlings raised (number)	10,552,781,000	19,904,500,000	36,391,278	56,870,000	11.83
Output: 01 Elite coffee seedlings planted (Number)	9,936,941,000	11,403,572,950	28,391,260	32,581,637	13.44
Output: 01 Tissue plantlets procured (Seedlings)	750,000,000	750,000,000	700,000	734,260	1.01
Output: 01 Arabica seedlings raised (number)	360,000,000	138,360,000	17,500,000	21,860,000	0.49
Output: 01 Coffee planted (seedlings)	49,685,000,000	51,603,455,000	25,000,000	65,500,998	67.21
Output: 01 Coffee platforms functional (number)	24,000,000	14,000,000	40	42	0.03
Output: 01 Mother gardens supported (Number)	360,000,000	120,000,000	36	36	0.49
Output: 01 Seed gardens supported (quarters)	35,000,000	28,000,000	6	6	0.05
Output: 06 Trays and tarpaulins procured (No. of items)	54,000,000	50,000,000	735	585	0.06
Output: 06 Coffee seedlings and shade trees planted in the Northern Uganda	42,500,000	20,000,000	4,040,000	500	0.00
Output: 06 Robusta Coffee Seedlings and banana suckers raised in Northern Uganda (MT)	179,000,000	132,500,000	15	10	0.21

Output: 06 Farmer level organisations formed and workshops held (number)	111,600,000	101,600,000	28	34	0.15
Output:02 Support to quality control volunters (number)	76,000,000	60,000,000	28	28	0.10
Output:02 Buying stores licenced (number)	319,680,000	159,960,000	1,571	1,553	0.43
Output :02 enforcement regulations (number of enforcements)	130,210,000	130,210,000	26	13	0.09
Output : 02 Capacity built of processors and buyers (No. of workshops)	63,360,000	60,720,000	24	14	0.05
Output :02 Coffee Surveys (number)	40,320,000	29,320,000	344	377	0.05
Output:02 Farmers trained on good agricultural practices (Training sessions)	476,600,000	446,600,000	1,163	890	0.53
Output: 03 Inter-regional Farmers study Tours conducted (number)	30,000,000	24,800,000	11	11	0.04
Output: 03 Extension services delivered to farmers (farmers)	289,757,580	286,797,930	400	400	0.39
Output: 03 Workshops on Market development (number)	31,680,000	5,280,000	22	6	0.04
Output:02 Support to quality control volunters(number)	76,000,000	60,000,000	28	28	0.10
Programme Performance (Outputs)					**97.07%**
Outcome Indicator			**Annual Target**	**Achieved**	**Score (%)**
Coffee production volumes per year in 60 kilo bags			5,475,936	5,684,255	100
Coffee export volumes per year in 60 kilo bags			3,900,000	4,456,331	100
Programme Performance (Outcomes)					**100**
Overall Programme Performance					**98.1%**

Source: Field findings

The increased production was a result of the cumulative replanting programme for over 10 years to replace the coffee that was destroyed by the Coffee Wilt Disease and was non-productive due to old age. A total of 1,065 (100%) farmer demonstration plots were established against the planned 404 demonstration plots. The Uganda Coffee Development Authority (UCDA) invested substantially in coffee research and technology generation at the National Coffee Research Institute (NACORI) through equipping the biotechnology laboratory, construction of irrigation system, pump house and screen houses and installation of other scientific equipment.

The survival rate of coffee seedlings in the Northern Region was estimated at 40%. Thi was due to late procurement and provision of seed by UCDA to nurseries. The seedlings were ready for planting in the second season (June – August 2018) when the rains were short instead of the first season (March to May 2018) that had longer rains. The shade tree plantlets were also delivered late and were not ready in time to provide the required shade during the harsh climatic conditions.

Overall performance of the Coffee Development Programme

The overall performance of the Coffee Development Programme in FY 2017/18 was very good at 98.1%. All the key outputs and outcomes were delivered by 30th June 2018. However, the programme is unlikely to achieve the long term target of producing 20 million bags of coffee by 2025.

Challenges

- **i)** Arrears for procured seedlings from private nursery operators estimated at Ug shs 30bn arising from the extensive distribution of seedlings to meet the production targets, not matched by a budget.
- **ii)** Lower coffee production in Northern Uganda due to delayed procurement and receipt o planting materials which were planted towards the drought season.

Recommendations

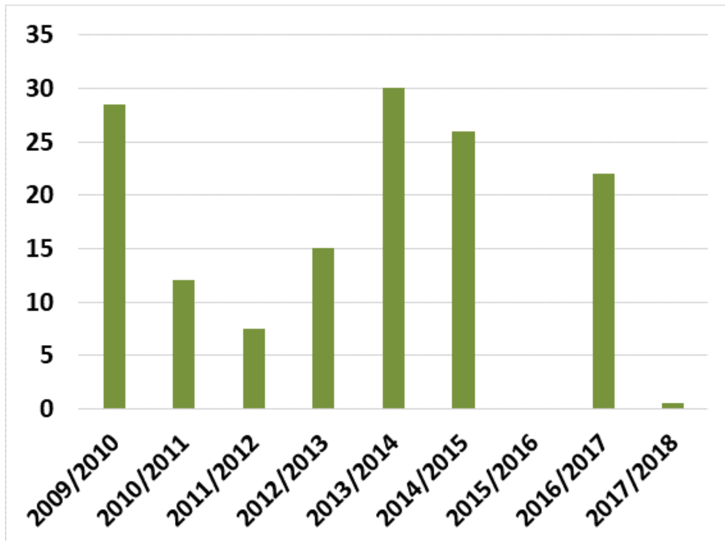
- i) The MFPED should work with UCDA to reprioritise the budget to pay off all outstanding arrears to the nusery operators.
- ii) The UCDA should ensure early procurement and distribution of planting materials in Northern Uganda.

5.9 Agricultural Credit Facility

5.9.1 Introduction

The Agricultural Credit Facility (ACF) is a Government of Uganda (GoU) loaning revolving scheme that commenced in 2009. The key objective and expected outcome of the ACF is provision of subsidized credits to farmers/firms to enhance commercialization, modernization and value addition to raw materials in the agricultural sector. The implementing agencies are MFPED, Bank of Uganda (BoU) and Participating Financial Institutions (PFIs).

Figure 5.1: Cumulative ACF disbursements during FY 2009/10 to FY 2017/18 (Ug shs billion)



Source: Bank of Uganda

The ACF is implemented in phases with varying terms as follows: ACF I: October 2009-June 2010 (10% interest rate); ACF II: July 2010-June 2011 (12% interest rate); ACF III: July 2011-February 2013 (10% interest rate); ACF IV: March 2013- date (12% interest rate) and ACFV: November 2015 to date (12% interest rate) and includes the Grain Facility (15% interest rate)[35].

Cumulatively between FY 2009/10 and FY 2017/18, the GoU disbursed a total of Ug shs 141.714bn to Bank of Uganda (BoU) of which Ug shs 650.586 million was earmarked in FY 2015/16 and FY 2017/18 for marketing the scheme. By 30th June 2018, Ug shs 134.794bn (95.11%) of the GoU contribution was fully disbursed to beneficiaries.

The PFIs matched the GoU contribution with Ug shs 134.081bn; the total funds disbursed by 30th June 2018 (GoU and PFI) was Ug shs 268.875bn. On 30th June 2017, the outstanding ACF balances amounted to Ug shs 52.278bn. By 30th June 2018, Ug shs 17.408bn had been disbursed 62 farmers/firms. The repayments during the year amounted to Ug shs 12.229bn and the balance on account by 30th June 2018 was Ug shs 57.457bn.

[35] BoU/MFPED Addendum to the Memorandum of Understanding for ACFV November 2015.

Performance

All the sampled farmers/firms received the loan although some got less amounts than they applied for due to collateral inadequacy. The beneficiaries used the funds to expand farm operations including bush clearing, procurement of high grade animals; establishment of agricultural infrastructure; expansion of trade in grains; and importation of hi-tech machinery for processing feeds, foods, fish, milk, fruits, grains and other marketable commodities.

The publicity of the loaning scheme improved in FY 2017/18 with implementation by Bank of Uganda of the ACF Marketing and Outreach Strategy, with support from GIZ. Sensitization workshops, press briefings, promotional meetings, newspaper adverts and presentations were made in business and trade foras across the country. However, despite the increased publicity, regional inequality in access to the ACF by farmers/firms persisted as indicated by the geographical location of all beneficiaries (Central 50%; Western 24; Eastern 16%; Northern 10%).

Key outcomes on farms/firms due to access to the ACF were: enhanced adoption of improved crop varieties and animal breeds; increased production and productivity; enhanced food, milk, juice and grain processing capacity; increased quality and shelf life of processed products; and improved firm and household incomes. For example, the installation of fruit pulping unit at Kazire Health Products Limited led to increased production of all brands by 30%, the quality of products went up by 20% and the shelf life of products improved from three to six months. The number of cartoons of lemon juice produced per month increased from 4,000 to 7,000 due to the higher speed of the pulping machinery.

Increased hay production on Mwebeza Dairy farm (left), and higher volumes of fruit juices at Kazire Health Products Limited (right) due to ACF support in Mbarara District

ACF funded poultry house and chicken at Ms. Asaba's farm in Kabanyoro village, Wakiso District

Challenges

i) The outputs and outcomes of the ACF were lower due to:
   - Delayed processing and disbursement of funds to beneficiaries by four to twelve months since date of submission of loan applications; sometimes the disbursements were made off season and hence could not be used in time.
   - Inadequate funds disbursed compared to the project needs.
   - Lack of operational funds to match the capital investments.
   - Drought
   - High prevalence of pests and diseases
   - Limited access to agricultural advisory services

ii) There were gender and regional inequalities in access to the ACF, with the disadvantaged being women and Eastern and Northern Uganda.

Recommendations

i) The BoU, MFPED and PFIs should review and address the key impediments to timely processing and disbursement of the ACF
ii) The BoU and PFIs should mainstream gender and equity concerns in the ACF programme.
iii) The BoU and PFIs should depeen publicity of the ACF especially in the under served areas.
iv) The MFPED and BoU should strengthen inter-sectoral collaboration with MAAIF to improve farmers' access to agricultural advisory services.

Overall performance of the Agricultural Credit Facility

The overall performance of the ACF in FY 2017/18 was good (79.70%) – Table 5.15. Performance was good both at the output and outcome level arising from the high and varied investments in machinery and equipment, high quality crop varieties and livestock breeds, water for production and general farm improvement.

Table 5.15: Performance of the Agricultural Credit Facility by 30th June, 2018

Out put/Subprogrammes	Annual Budget Ug shs 000')	Cum. Receipt (Ug shs 000')	Annual Target	Cum. Achieved Qty	Physical performance Score (%)	Remark
Publicity and marketing of the scheme undertaken	600,000	600,000	16.00	16.00	2.41	The BoU signed a contract with GIZ that provied an additional Ug shs 237.97 million for this activity
Mwebeze Dairy farm improved - 6 paddocks fenced and pastures improved, 4 troughs constructed, plumbing works done (number of outputs)	110,840	100,000	11.00	6.00	0.27	Loan processing period was one year. Fencing was done; pasture improvement partially completed; two water troughs were constructed; 3 acres of pasture were planted and harvested.
Mr Batholomew's farm - geological surveys conducted and bore hole constructed for water for production (number of outputs)	50,000	50,000	2.00	1.00	0.10	Loan processing took 4 months. Geological surveys were repeated for different locations and were above the estimated cost. The beneficiary was looking for an additional Ug shs 15m to complete sinking of the bore hole
Mr. Kataha farm restocked with 40 heifers; land cleared and maize planted for silage; structure for feeding cows constructed; and spray race established (number of suboutputs)	250,000	170,000	4.00	3.80	1.00	40 heifers were procured, bush cleared and pasture planted; 20 acres of maize were planted. Daily milk production increased from 200 litres to 450 litres

Arise and Shine Maize Millers acquisition of post harvest facilities - 3,000 MT Storage, Cleaner, dryer, rebagging machine, weigh bridge (number of facilities)	2,500,000	2,100,000	5.00	5.00	10.04	The machinery was installed; the volume of maize cleaned, dried and rebagged on a daily basis increased from 70 mt to 200 mt with the new high capacity machinery
Sabra & Sons Company Ltd acquisition of a feed production machine	638,750	638,750	1.00	1.00	2.56	The High technology machine was fully installed and the volume of feeds processed per day increased from 3.5 mt to 7 mt
Two poultry structures of 50,000 birds constructed on Katadde Poultry Farm	500,000	500,000	2.00	2.00	2.01	The cash flow and loan repayment was affected by death of 25,000 birds due to diseases. The bio-security measures on the farm were strengthened
Four warehouses for cleaning and storage of produce constructed at AFRICOT Trading Company Ltd	1,440,000	1,440,000	4.00	4.00	5.78	The warehouses were fully constructed and were under use
Saramugo Investments Limited procurement of 300 poultry battery cages and 8000 poultry layers	577,500	577,500	8300.00	8276.00	2.31	The firm accessed two loans; a key challenge was the delay in accessing the first loan by one year from the date of submission of the application
Mr. Kangye's farm improved - one animal feeding shed, one spray race, two dams and fencing established (number of outputs)	350,000	200,000	5.00	5.00	1.41	All facilities were completed; challenge of dams being less useful as they dried up quickly during the dry seasons
Acila Enterprises procurement of grains - 90 tonnes of maize and 90 tonnes sorghum	150,000	150,000	180.00	176.00	0.59	The delayed processing and disbursement of loan led to less sorghum being procured as the grain price had risen 2017

Asiima Agri concerns Ltd Poultry farm storage/warehouse/mill shelter constructed; workers unit constructed and power supply improved (number of outputs)	236,000	200,000	3.00	1.80	0.00	The storage/warehouse was constructed and a three phase power line with a transformer installed; The workers unit was constructed using a commercial loan
Mr. Nuwamanya farm improved - three water installed, store for feeds constructed, 15 cows procured, dam expanded, permanent crush established; spray race established and water reticulation system installed (number of outputs)	167,000	167,000	23.00	23.00	0.67	
Kazire Health Products Ltd procurement and installation of an automatic juice extractor, automatic septic drum pulp packing unit and a tube pulp sterlizer (number of machines)	2,820,250	2,820,250	4.00	3.00	8.49	The storage facility was 40% completed
Sorghum grains procured by Agroways (U) Ltd (tonnes)	10,000,000	10,000,000	18000.00	7400.00	16.50	The cap on the grain facility of not exceeding Ug shs 10 billion constrained the beneficiary from achieving the planned output.
Maize Degermer procured and 2 Silos constructed by Agroways (U) Ltd (Number of facilities)	2,605,000	2,339,914	3.00	3.00	10.46	There was a discrepacy (Ug shs 143,887,909) in the amount recorded in BoU data as having been received by the beneficary (Ug shs 2,483,802,006) compared to what was received by the beneficiary (Ug shs 2,339,914,097).
1 Westbin procured and installed by Agroways	1,843,832	1,843,832	1.00	1.00	7.40	

One Milk transporting truck procured by NARKA investiments Co. ltd	70,000	70,000	1.00	1.00	0.28	The proprietor topped up with 21,000,000 from the business resources.
Ms. Asaba Grace farm: two poultry houses constructed, 5000 poultry birds procured, poultry feeds procured and Purchasing of automatic drinkers (sets of outputs)	70,000	60,000	4.00	3.00	0.25	The automatic drinkers were not procured due to insufficient funds availed to the farmer.
Programme Performance (Outputs)	24,909,172	23,967,246	0.00	0.00	72.28%	

Outcome Indicator	Annual Target	Achieved	Score (%)	Remark
%increase in production and volume of marketable milk	5	1.62	32	
% change in production and productivity of priority and strategic commodities	20	28	140	
%change in farmers accessing water for production	25	27	108	
Programme Performance (Outcomes)			93%	
Overall Programme Performance			**79.7%**	

Source: Field findings

Gender inequalities, however, persisted among the beneficiaries; the cumulative proprietors of firms that benefitted from the ACF for the period FY 2009/10 to 30th June 2018 were: joint ownership by male and female (3%); women (6%); male (41%) an institution (50%). For example, at Ms. Asaba's poultry farm in Wakiso District, eight out of nine workers were male and only one worker was female; male dominance at the farm was attributed to the heavy manual work that could not be handled by women.

For similar reasons, at Mwebaze Dairy Farm, 12 out of the 15 permanent workers were male and three were female. Women also opted not to be employed due to many cases of domestic violence arising from demand by their spouses to share the wages. At Kazire Health Products Limited, however, 69 (41.56%) of the workers were female, 97 (58.44) were male and 80% of all workers were youth. The institution employed one person with disability.

Overall programme performance

The ACF performance overall is good (79.7%). The outputs however were lower (72.28%) due to delayed processing and disbursement of funds, inadequate access to agricultural advisory services; drought; high prevalence of pests and diseases and inadequate operational funds to sustain thye capital investments. There was inequitable access to the ACF by women and the regions of Eastern and Northern Uganda. There is need for BoU and PFIs to improve efficiency in loan processing and publicity of the facility especially in the underserved areas.

CHAPTER 6: EDUCATION

6.1 Introduction

The overall sector objective is to; provide for, support, guide, coordinate, regulate and promote quality in delivery of Education, Science, Technology and Sports to all persons in Uganda for national integration, individual and national development (National Development Plan II).

6.1.1 Sector Outcomes and Priorities

In line with the NDP II, the sector outcomes are; i) increased enrolment for boys and girls, ii) improved completion rates, iii) improved literacy, numeracy and basic life skills, iv) improved resources utilization and v) improved levels of accountability. The sector priorities over the next five years are aimed at enabling the country to offer education as a basic human right with the main goal of equipping learners/students/trainees with relevant knowledge and skills necessary for socio-economic transformation and development by 2040.

6.1.2 Sector Programmes/Votes

The sector comprises of 15 votes i.e. Ministry of Education and Sports (MoES, Vote 013), Education Service Commission (ESC, Vote 132), Makerere University (Vote 136), Mbarara University (Vote 137), Makerere University Business School (MUBS, Vote 138), Kyambogo University (KyU, Vote 139), Uganda Management Institute (UMI, Vote 140), Gulu University (GU, Vote 149), Busitema University (Vote 111), Muni University (Vote 127), Uganda National Examination Board (UNEB– Vote 128), Lira University (Vote 301), National Curriculum Development Centre (NCDC, Vote 303), Soroti University (Vote 308) and Kabale University (Vote 307).

In addition, the Sector has transfers to Local Governments (LGs) including Kampala Capital City Authority (501-580). The transfers include five LG grants comprise of the wage, non-wage (Universal Primary Education (UPE) and Universal Secondary Education (USE) capitation, Inspection Grant including the District Education Officers' (DEO) monitoring) and the two development programs (Consolidated development Grant and Secondary School Development/Transitional Grant).

6.1.3 Scope

The report presents progress on the implementation of selected programmes in 12 out of 15 central votes and on education grants in 44 LGs in the Education and Sports Sector. (For further details see Annex 1).

6.1.4 Overall Sector Performance

The overall performance of the education and sports sector in Financial Year (FY) 2017/18 in terms of output and outcome delivery was good at 76.4%. The sector performed better on the output level with 82.4% overall achievement, than at outcome level with an overall achievement of 64.9%. The low performance at outcome level was attributed to lack of information on the sector outcome indicators in FY 2017/18. Overall analysis on whether the sector outcomes registered positive trends or not in the FY was not be established

6.1.5 Overall Sector Financial Performance

The total approved budget for the Education and Sports sector for FY 2017/18 was Ug shs 2,828.985bn including external financing, AIA and arrears; of which Ug shs 2,720.418bn (96.2%) was released and Ug shs 2,614.352bn (96.1%) spent. The LGs had the biggest share of the sector budget at 66% followed by Vote 013 MoES at 11.5%, Makerere University at 7.98% and Kyambogo at 2.19%. The Education Service Commission and the National Curriculum Development Centre took the least share of the sector budget at 0.31% each respectively.

A number of votes received supplementary budgets and these included; i) Ministry of Education and Sports (Ug shs 14,600,736,000) for sports management, ii) Kabale University (Ug shs 7,669,604,224) for wage and non-wage (National Social Security Fund), iii) Lira University (Ug shs 1,910,346,750) for wage, iv) Muni University (Ug shs 1,050,432,922) for wage, v) Busitema University Ug shs (3,168,185,443) for wage, vi) Makerere University (Ug shs 16,454,234,009) for wage and Ug shs 2,000,000,000 for development and the Local Governments that received Ug shs 16,319,171,716 for the wage component. The shortfalls especially for on the wage component that necessitated a supplementary indicated poor planning by the sector.

Overall, the recurrent budgets performed better than development budgets in both release and expenditure, with 98% of the recurrent budget released and all spent compared to 94% of the development budget released and 99% budget spent.

Table 6.1: Annual Financial Performance for Education and Sports Sector FY 2017/18

Ugshs in Billion	**Approved budget**	**Released by end of June**	**Spent by end of June**	**% budget released**	**% budget spent**	**% releases spent**
Recurrent Wage	1,474.171	1,475.395	1,468.708	100.1	99.6	99.5
Recurrrent Non-wage	477.380	499.498	495.909	104.6	103.9	99.3
Dev't GoU	160.614	150.988	149.745	94.0	93.2	99.2
Dev't External financing	388.958	286.278	197.034	73.6	50.7	68.8
GoU Total	2,112.166	2,125.882	2,114.363	100.6	100.1	99.5
Total GoU+ Ext Fin (MTEF)	2,501.123	2,412.160	2,311.397	96.4	92.4	95.8
Arrears	20.435	21.599	21.493	105.7	105.2	99.5
Total Budget	2,521.558	2,433.759	2,332.890	96.5	92.5	95.9
A.I.A Total	307.426	286.659	281.462	93.2	91.6	98.2
Grand Total	2,828.985	2,720.418	2,614.352	96.2	92.4	96.1
Total Vote Budget Excluding	**2,808.550**	**2,698.819**	**2,592.859**	**96.1**	**92.3**	**96.1**

Ugshs in Billion	Approved budget	Released by end of June	Spent by end of June	% budget released	% budget spent	% releases spent
Arrears						

Source: MoFPED

6.2: Ministry of Education and Sports (Vote 013)

The Vote has nine Programmes which are; 01- Pre-Primary and Primary Education, 02-Secondary Education, 04-Higher Education, 05-Skills Development, 06 Quality and Standards, 07-Physical Education and Sports, 10-Special Needs Eucation,11-Guidance and Counselling and 49: Policy, Planning and Support Services. Eight of the nine programmes were monitored to assess the level of performance and findings are detailed below;

6.2.1 Pre-primary and Primary Education Programme

The programme objective is to provide policy direction and support supervision to Education Managers in provision of quality Pre-primary and Primary Education as well as increase learning achievement. The programme has three sub-programmes of -Basic Education, Uganda Teacher and School Effectiveness Project (UTSEP) and Emergency Construction of Primary Schools Phase II, which contribute to the programme outcome of increased access to primary education. The programme outcome indicator is enrolment growth rate and in FY 2017/18 the target was 0.14%. The three sub-programmes were assessed to establish level of performance and below are the findings;

a) Basic Education Sub-Programme

The sub-programme objectives are to; (i) formulate appropriate policies and guidelines, and provide technical advice in relation to primary sub sector, (ii) strengthen the capacities of Districts and Education Managers to improve equitable access to primary education to all school age going children, (iii) provide support supervision to education managers to ensure provision of quality primary education as well as increase learning achievement in Literacy and Numeracy and (iv) assist districts to improve the completion rate in primary education.

The revised budget for FY 2017/18 was Ug shs 14.198bn, of which Ug shs 13.092bn (92%) was released and expended by 30th June, 2018.

Performance

Good performance was noted with a number of planned outputs achieved. Under policies, laws, guidelines, plans and strategies, district and head teachers' dialogues were conducted and assorted stationery was procured. Under Instructional Materials for Primary Schools: 318,131 copies of P.4 Integrated Science Pupils Textbooks including 39,000 copies of Teachers Guides were procured; 318,131 copies of SST Pupils Textbooks, and 39,000 copies of Teachers 'Guide; and P.1 and P.2 Thematic Curriculum Materials were procured. Monitoring and support supervision was conducted for 272 schools in 20 districts; lastly, funds were transferred to the teachers' SACCO .

In addition, the Gender Unit implemented activities under four broad areas of; i) Policy review and advocacy, ii) Capacity building on positive and supportive learning environment, iii), Partnership building and strengthening, iv) Participation on multi-sectoral policy and programme processes for gender equality in education, girls' education and safe, positive and supportive learning environment and v) Communication and advocacy.

Policy Review and Advocacy: Guidelines for prevention, management of HIV and AIDS, and Teenage Pregnancy in Schools in Uganda were reviewed with the purpose of strengthening the guidelines on prevention and management of teenage pregnancy in schools and re-entry of young mothers in schools.

Capacity building on positive and supportive learning environment: training of trainers' workshops for 460 teachers from all primary and secondary schools in Namayingo, Luuka, Abim, Nakapiripirit and Moroto districts on gender responsive pedagogy and elimination of violence against children in schools was conducted. Training on menstrual health to 266 teachers (119 females and 147 males) for all schools in the three districts of Karamoja (Nakapiripirit, Moroto and Abim) was done.

Learners were mentored and engaged in Menstrual Hygiene Management (MHM) and elimination of Violence against Children in Schools (VACIS) using the school based mentoring approach, including re-usable pads in 105 schools in the three districts of Karamoja. Promotion of Mathematics, Science and Technology subjects with the help of SESEMAT and Uganda Mathematics Society in all 29 secondary schools (and 70 primary schools in phase I in Karamoja was done).

Partnership building and strengthening: Organized a national dialogue under the theme "*Safe and Positive Schools for Children in Uganda: Evidence Based Programming*" in collaboration with UNICEF, WHO and UNESCO where they committed to support interventions on safe and positive learning environment in Uganda. The Trained NTCs on gender responsive pedagogy and embarked on the gender-based violence study among NTCs and BTVET institutions. The Gender Unit also participated in the mission review and planning meeting with the GPE-UTSEP team on strengthening social safeguards in 134 schools and monitored social safeguards in the 54 completed GPE-UTSEP schools.

Communication and Advocacy: conducted media advocacy on different themes i.e. MHM, sexual reproductive health and safe schools as part of the national dialogue. *(Summary of performance is indicated in table 6.2)*

Challenges

- **i)** Overlapping partners' programs – some districts have many partners implementing programs at the same time, yet others do not have any interventions.
- **ii)** There is a slow rate of change on norms, attitudes and practices around gender, girls' education and violence.
- **iii)** There is mismanagement of reported VACIS cases by police, schools and parents.

b) Uganda Teacher and School Effectiveness (1296) Sub-Programme

The project start date was 1st July, 2014 and its expected end date is 30th June, 2019. The overall project objective is to support the Government in improving teacher and school effectiveness in the public primary education system. The project is centered on improving education service delivery at teacher, school and system level to realize meaningful gains in pupil achievement in primary grades.

The approved budget for FY 2017/18 was Ug shs 96.46bn, of which Ug shs 1.52bn was GoU contribution. Of the GoU contribution, Ug shs 1.43bn (95%) was released and Ug shs 1.42bn (99 %) expended by 30th June, 2018.

Performance

Under policies, laws, guidelines, plans and strategies, a number of outputs were either fully or partially achieved. The caregivers and P.3 training was conducted, advocacy and awareness engagements were implemented and the procurement audit was finished and report made available. However, the consultants review was at 80% completion and the situational analysis on teacher payroll was at 40%.

Under Monitoring and Supervision of Primary Schools**,** Early Grade Reading Assessment (EGRA) for P1-P3 and National Assesment for Primary Education were conducted, as well as quarterly monitoring visits to 2,000 schools.

Lastly, under classroom construction and rehabilitation (Primary), the construction of the first batch of 54 public primary schools was completed and they were commissioned. Overall progress of civil works for the second batch of 84 primary schools under the Decentralized Modality was at 50% progress by 30th June, 2018.

Challenges

i) **Financing Modality**: Payments by the donor were done after independent verification of the reported outputs and in case of any variance, Government lost money. As a result, the project cumulative disbursement level stood at 66% while expenditure was at 51% by 30th June 2018.

ii) **Project delays;** civil works delayed to start which necessitated project extension to June 2019.

c) Emergency Construction of Primary Schools Phase II

The project started on 1st July 2015 and is expected to end on 30th June 2020. The approved budget for FY 2017/18 was Ug shs 10.726bn, of which Ug shs 10.459bn (98%) was released and expended by 30th June, 2018. The project planned to construct and rehabilitate 52 primary schools in the FY.

Performance

Under policies, laws, guidelines, plans and strategies; the project coordination unit was facilitated, however other activities could not be conducted because construction had not yet started. Similarly, construction and rehabilitation works for the planned 52 primary schools had not commenced by 30th June 2018. This was due the lengthy discussions regarding the procurement modality to be adopted by the MoES. The decision to deploy the centralized procurement modality was only ratified at the end of Q4 FY 2017/18. In addition, the procurement process for 140 lightning arrestors was initiated but not completed. (*Summary of performance is indicated in table 6.2).*

Challenges

i. Delayed release of funds by MoES constrained timely execution of activities in the annual work plan. Most schools received funds in Q4.
ii. Change in procurement modality during the FY caused delays in construction. The decision to deploy the centralized procurement modality was only ratified at the end of Q4 FY 2017/18, therefore schools received the money at the end of the FY.

Recommendation

i. The MoES should ensure timely release of funds to enable adequate time for preparation and execution of activities in the work plan.

Table 6.2: Performance of the Pre-Primary and Primary Education Programme by 30th June, 2018

Sub-Programme /Project	Output	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
Basic Education	Policies, laws, guidelines, plans and strategies	1.13	1.04	10.00	8.00	3.69	Dialogues conducted with stakeholders, and teenage pregnancy study findings disseminated.
	Instructional Materials for Primary Schools	7.63	7.22	8.00	7.00	26.69	Instructional materials were procured for primary schools.
	Monitoring and Supervision of Primary Schools	0.39	0.34	8.00	5.00	1.24	Monitoring visits and support supervision conducted.
	Primary Teacher Development (PTC's)	5.05	4.49	1.00	1.00	14.32	Funds were remitted to the Teachers' SACCO.
Uganda Teacher and School Effectiveness Project	Policies, laws, guidelines, plans and strategies	0.97	0.92	12.00	9.00	2.98	Consultants review was 80% complete, situational analysis on teacher payroll was at 40%.
	Monitoring and Supervision of Primary Schools	0.34	0.34	2.00	2.00	1.28	Early Grade Reading Assessment (EGRA) for P1-P3 and National Assesment for Primary Education were conducted.

Sub-Programme /Project	Output	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
	Classroom construction and rehabilitation(Primary	0.21	0.18	3.00	2.50		54 schools were commissioned and handed over. Civil works ongoing in 84 schools.
Emergency Construction of primary schools	Policies, laws, guidelines, plans and strategies	0.11	0.06	3.00	0.50	0.12	Project coordination unit was facilitated, however other activities could not be conducted.
	Government Buildings and Administrative Infrastructure	9.89	9.81	1.00	0.00	0.00	Construction works had not commenced by the end of the FY.
	Purchase of Specialized Machinery and Equipment	0.73	0.58	1.00	0.50	1.72	Procurement process for 140 lightning arrestors was initiated but not completed.
Programme Performance (Outputs)						**52.67**	
Outcome Indicator				Annual Target	Achieved	Score (%)	Remark
Enrolment growth rate				0.14%	0	0	Information on outcome performance not provided.
Programme Performance (Outcomes)						**0**	
Overall Programme Performance						**34.2**	**Poor performance**

Source: Authors' Compilation

Conclusion

Programme performance was poor at 34.2%. At the outcome level no information was availed regarding achievement of the outcome indicator targets. As a result analysis could not be made on whether the interventions carried out contributed to the programme outcome of increased access to primary education. At output level, whereas there was good performance for Basic Education and the UTSEP sub-programmes, the Emergency Construction and Rehabilitation of Primary Schools sub-programme had poor performance. Civil works in the planned 52 primary schools did not start.

6.2.2 Secondary Education

The programme objective is to promote the advancement of quality, appropriate, accessible, and affordable Secondary Education and the expected outcome is increased access to secondary education. The programme outcome indicator is enrolment growth rate and in FY 2017/18, the target was 0.9%.There are three sub-programmes which are; 03-Secondary Education, 14-Private Schools and 0897-Development of Secondary Education. Two of the three sub programmes were monitored to assess level of implementation and below are the findings;

a) Secondary Education Sub-Programme

The sub-programme objectives are to: formulate appropriate policies, plans, guidelines and give technical advice to the education sector on issues to do with secondary education; increase access and equity of secondary education; and improve quality of secondary education provision.

The approved budget for FY 2017/18 was Ug shs 1,070,096,213, of which Ug shs 97,189,418 (91%) was released and expended by 30th June 2018.

Performance

Fair performance was noted under the sub programme. Under Policy, consultation, planning and monitoring services; verification of secondary school teachers' transfers of 2018 in North and Western regions were facilitated and 726 secondary school teachers transferred. Induction for 95 newly appointed Deputy Head Teachers was conducted, and facilitated MDD competitions at Ntare School, Mary Hill High School and Mbarara SS where 3,189 students from 46 schools participated.

Under monitoring and Supervision of Secondary Schools; 249 secondary schools were monitored and support supervised. However due to inadequate funds, facilitation for travel abroad was not done. Under USE Tuition Support; awards ceremony for winners of East African community essay writing competitions were facilitated and arrears were paid. Summary of performance is indicated in table 6.3.

b) Development of Secondary Education Sub-Programme

The sub programme started on 1st July 2015 with an end date of 30th June 2020. The project objectives are; (i) Increasing equitable access to Universal Post Primary Education and Training (UPPET), (ii) Ensuring achievement of the Millennium Development Goals (MDGs) of gender parity by 2015 (iii) Enhancing sustainability of Universal Primary Education (UPE) and (iv) Reducing high costs of UPPET. The approved budget for FY 2017/18 was Ug shs 10,540,857,754, of which Ug shs 10,296,911,502 was released and expended by 30th June 2018.

Performance

Poor performance was noted as a number of planned outputs were not implemented. Policies, laws, guidelines, plans and strategies were supported during the FY and a number of activities were implemented such as; In-Service Training (INSET), utility bills for Secondary Science and Mathematics (SESEMAT) center payment and salary payment to 50 engineering assistants, and

21 SESEMAT staff. However, the secondary Teacher Management System was not developed due to inadequate funds and training of secondary teachers was not done.

Similarly, instructional materials for secondary schools were not procured, due to inadequate funds. Funds for instructional materials were reallocated to the NCDC to support activities for curriculum implementation. Training of secondary teachers was conducted and a number of activities were held such as the SESEMAT sensitization workshops for head teachers in Gulu, and the training for 3,074 Science and Mathematics teachers. Due to inadequate funds, the Lesson Study and Observations by national trainers was not conducted and the workshops for regional management committees were not held.

Other activities which were not done included; the short term consultancy to capture teacher details, and procurement of science kits and five compulsory textbooks for the 80 schools, and the software for the 300 secondary schools. Funds for procuring ICT equipment were diverted and used to procure an Internet switch for Legacy Building that had broken down and other funds were used to connect the generator installed at Embassy House.

In addition, under Classroom Construction and Rehabilitation, a number of secondary schools outside the approved work plan received funds but for many, the amounts were inadequate. By end of year, civil works were ongoing in schools that received 50% of their budgets and were at different stages of completion.

Implementation Challenge

i) Inadequate funds provided to the schools for construction by MoES affected implementation of planned activities. For instance over 80% of the schools received less than half of their planned budgets in the FY.

Recommendation

i) The MoES should avail adequate resources to schools for effective implementation of projects.

Table 6.3 Performance of Secondary Education Programme by 30th June, 2018

Output Performance							
Sub prog./Project	**Output**	**Annual Budget (Ug shs) bns**	**Cum. Receipt**	**Annual Target (%)**	**Cum. Achieved Quantity(%)**	**Physical Performance Score**	**Remark**
Secondary Education	Policy, consultation, planning and monitoring services	0.742	0.675	100.00	100.00	6.394	Verification and transfer of secondary school teachers was conducted.
	Monitoring and Supervision of Secondary Schools	0.111	0.093	100.00	90.00	0.96	Monitored and support supervised 249 secondary schools.

Output Performance							
Sub prog./Project	**Output**	**Annual Budget (Ug shs) bns**	**Cum. Receipt**	**Annual Target (%)**	**Cum. Achieved Quantity(%)**	**Physical Performance Score**	**Remark**
	USE Tuition Support	0.040	0.033	100.00	100.00	0.35	Facilitated awards ceremony for winners of East African community essay writing competitions.
	Arrears	0.176	0.176	100.00	100.00	1.51	All arrears were paid.
Development of Secondary Education	Policies, laws, guidelines plans and strategies	2.065	1.942	100.00	90.00	17.02	Facilitated, INSET training, however the secondary teacher management system was not developed due to inadequate funds.
	Instructional Materials for Secondary School	0.954	0.947	100.00	0.00	0.00	Instructional materials were not procured.
	Training of Secondary Teachers	0.472	0.448	100.00	70.00	2.99	Facilitated the SESEMAT sensitization workshops for head teachers and training for 3,074 Science and Mathematics teachers.
	Purchase of Office and ICT Equipment, including Software	0.071	0.036	100.00	0.00	0.00	Software for 300 secondary schools was not acquired.
	Classroom construction and rehabilitation of facilities including classrooms, dormitories, ICT laboratories, Library, staff houses and latrines at 29 schools[36]	6.979	6.925	100.00	20.00	12.12	About 10% of the schools received almost 50% of their budgets, and civil works were ongoing at different stages of completion

[36] Kimuli S.S, Lwamabara S.S, Bufunjo S.S, Kikatsi S.S, St. Mary's Ediofe, St paul Kagongi, Kwosir Girls S.S, Kihanga Public S.S, MM Wairaka, Natre School, Namagunga, Kings College Buddo, Gayaza High School, Kibuli S.S, Namilyango College, Trinity Collge Nabbingo, Busoga College Mwiri, Makerere College, St.Charles Lwanga

Output Performance							
Sub prog./Project	Output	Annual Budget (Ug shs) bns	Cum. Receipt	Annual Target (%)	Cum. Achieved Quantity(%)	Physical Performance Score	Remark
	Programme Performance (outputs)					41.35	Poor Performance

Outcome Performance					
	Outcome Indicator	Annual Target	Achieved	Score (%)	
	Enrolment growth rate	0.9	0	0	Information not provided
	Programme Performance (Outcomes)			0	
	Overall Performance			26.9	Poor performance

Source: Author's compilation

Challenges

i) A number of schools with running contracts were not budgeted for during the FY.

ii) Under budgeting; funds for a number of activities were allocated based on estimates from the affected schools and not from engineers' estimates. This resulted in a lot of underbudgeting for activities, which were then being rolled over into subsequent FYs.

iii) Lack of a budget to handle emergencies under the Secondary School Programme. In Q2, budget requirements for emergencies from six secondary schools totaled to Ug shs 416,000,000. One of these secondary schools was hit by a storm, while the pit latrines for other five schools collapsed. The project could not attend to these emergencies.

Conclusion

The overall programme performance was poor at 26.9%. This was because majority of planned outputs under the two sub-programmes monitored were not achieved, while at the outcome level information regarding the indicator target performance was not made available.

Recommendation

i. The MoES should come up with a comprehensive budget for all un-funded priorities under Secondary Education Programme to include emergencies, requirements to complete the incomplete structures etc.

6.2.3 Higher Education Programme

The programme objective is to provide quality Higher Education and make it equitably accessible to all qualified Ugandans. The expected outcome is increased competitive and

S.S Mulajje, Busiiro S.S, City High School, St. Balikuddembe Mitala Maria, Comboni College, Kasawo S.S, BULAMU S.S, Bukululua Girls, Karungu Seed, Bumasobo and Kyayi.

employable university graduates. The outcome indicator is enrolment growth and in FY 2017/18 the target was 7.1%.

The programme has four sub-programmes which are; i) Higher Education, ii) Development of Uganda Petroleum Institute Kigumba (UPIK, project 1241), Support to Higher Education Science and Technology (HEST, project 1273) and African Centers of Excellence II (1491). Three sub-programmes were assessed to establish the level of performance and below is the detailed progress.

a) Higher Education Sub-Programme

Background

The sub-programme's objectives are to; provide policy formulation, guidance and evaluation in Higher Education; facilitate and promote regional and international corporations in higher education; carry out activities associated with admissions to other tertiary institutions; solicit for and administer scholarships through Central Scholarship Committee; monitoring and supervision activities of tertiary institutions; and accreditations of tertiary institutions and their programmes by the NCHE. The approved budget for FY 2017/18 was Ug shs 35.62bn, of which Ug shs 34.69bn (97%) was released and expended by 30th June 2018.

Performance

Performance was good as most of the planned outputs were achieved. Specifically, under Policies, laws, guidelines, plans and strategies, several activities were accomplished such as; the Central scholarship committee operations were partially paid for, salaries were paid and transport allowances provided. Under Support Establishment of Constituent Colleges and Public Universities, the subvention to Uganda Petroleum Institute Kigumba to pay for salaries of staff, utilities and to cater for student welfare was disbursed.

Similarly, under Sponsorship Scheme and Staff Development for Masters and PhDs, the Higher Education Students Financing Board was financed and enabled to support 5,242 students with loans to enable them pursue Degree and Diploma programs in higher education institutions. Of this, the total number of female students was 1,463, while male students were 3,779.

Lastly, Operational Support for Public and Private Universities was provided, which allowed for 100 students at the University of Kisubi to be supported and funds to be disbursed to a number of institutions; namely Ndejje, Nkumba, Mountains of the Moon, Bishop Stuart University and Kumi University for infrastructure support. *Summary of performance is indicated in table 6.4*

b) Development of Uganda Petroleum Institute Kigumba (UPIK, Project 1241)

The project has the core objective of providing basic infrastructure for UPIK to have the capacity and offer full menu of programmes in oil and gas. The project start date was 1st July 2015 and the end date is 30th June 2030.

The approved budget for FY 2017/18 was Ug shs 7.00bn and the entire budget was released and expended by 30th June 2018.

Performance

Performance was poor as no civil works were carried out due to inadequate funds. The contract for the students' dormitory was signed at the beginning of FY 2018/19 but no construction commenced.

c) Support to Higher Education, Science and Technology Project; HEST, (1273)

Background

This is a five year project commenced on 1st July 2013 and with a completion date of 30th June 2018. The objective is to improve equitable access, quality and relevance of skills training and research leading to job creation and self-employment. The project cost is UA 74.4 million (1 UA=1.55 at appraisal) of which UA 67.00 is the Africa Development Bank (ADB) loan and UA 56.56 is GoU counterpart.

The approved budget for FY 2017/18 was Ug shs 62,745,746,500, of which Ug shs 55,347,169,600 was donor funding and Ug shs 7,398,576,906 GoU counterpart. Of the GoU component, Ug Shs 7.33 bn (100%) was released and Ug shs 7.33bn (100%) expended. The overall cumulative project disbursement by 30th June 2018 was at 50.1%, while the overall physical progress was at 71.8%.

Performance

Physical performance of the project was at 71% and cumulative financial disbursement was 50%. Progress of civil works at the HEST beneficiary institutions by the end of the FY was as follows:

a) Kyambogo University

Construction works commenced in February 2016 and the scope of works included construction and renovation of eight sets of workshop blocks. Civil works were completed in November 2017 and facilities were in use although furniture was not supplied. There were funds saved from the ADB project which were utilized for extension of new engineering workshops. Progress at the end of the FY ranged between 25%-30%.

b) Mbarara University of Science and Technology (MUBS)

The project started in May 2016 with an expected completion date of November 2017. The contractors received an extension to the 2nd February 2018. The scope of works included; construction of a two storied multipurpose laboratory and a three storied library. M/s Excel Construction Limited was contracted at a cost of USD 4.8 million. By June 2018, construction for both facilities was completed. Furniture and the equipment for the laboratory was not yet installed.

c) Makerere University

The contract start date was 2nd February, 2016 while the expected end date was 26th July, 2017. The scope of works included construction of two Central Teaching Facilities, refurbishment of old laboratories in six colleges, graduate training and teaching laboratories and a business incubation centre (the diary value chain) at Kabanyolo. M/s Excel Construction, supervised by M/s Arch Design, was contracted at a sum of USD 12,880,109.97 (AfDB – Ug shs.10, 915,347.44 and GoU-Ug shs.1, 964,762.54) inclusive of VAT. All facilities were completed except the bio-security laboratory under the College of Veterinary Medicine. The facilities however were not yet in use as furniture was not yet installed. Procurement of furniture started in June 2018 and was expected in January 2019.

L-R: Makerere University Central Teaching Facility; Renovated laboratory at the Department of Chemistry

d) Busitema University

The scope of works consisted of three new structures (a laboratory and lecture block, library block and workshop) and renovation of an existing old workshop block. The contract was executed by M/s Prisma at a sum of USD 5,421,207.05 By June 2018, physical progress was at 99% and was expected to be completed by August 2018. There were additional works at Nagongera that were expected to be completed by March 2019.

e) Gulu University

The scope of works included construction of an agricultural block, a multi-functional laboratory block, a library block and a healthy science block at a contract sum of USD 6,853,315 for a period of 18 months. The contract start date was 3rd February, 2016 and the end date was 31st July 2017. By June 2018, the faculty of agriculture and the library were at 99% completion, while the multifunctional bio-science lab was at 95% and the contractors had requested for another week to complete the remaining works. The project has had three official extensions.

f) Lira University

The scope of works included construction of a public health and the health sciences block. The start date was 3rd February 2016 with an end date of 31st July 2017, at a sum of USD 6,853,315.42. By 30th June 2018, the health sciences block was substantially completed.

Challenges

1. Outstanding VAT obligation: The MFPED during the FY2017/18 budget speech made policy changes in the VAT (Amendment) Act 2016 and the VAT (Amendment) Act 2017 regarding VAT treatment of taxable supplies under aid-funded projects. This created an outstanding VAT obligation amounting to USD 1,488,430.34 (Ug shs 5.4bn) for the period prior to 1st July 2017.

2. Delays in procurement particularly caused by slow evaluation processes and other internal ministry approval procedural issues. The procurement for furniture for all the universities was delayed as well as the supply, delivery and installation of equipment for ICT infrastructure at all the beneficiary universities.

3. Lack of project readiness: The project received a 12 months extension due to project losing almost 2 years since becoming effective in October 2013.

Table 6.4 Performance of Higher Education Programme by 30th June 2018

Sub prog/Prog	Output	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
Higher Education	Policies, laws, guidelines, plans and strategies	0.402	0.391	9.00	6.50	0.48	Staff salaries, transport allowance and office imprest were paid.
	Support establishment of constituent colleges and Public Universities	2.000	1.750	3.00	2.00	3.05	Disbursed subvention to UPIK to pay for salaries of staff, utilities and to cater for student welfare.
	Support to Research Institutions in Public Universities	1.720	1.569	3.00	2.00	2.51	Paid top up allowances for 275 students in Q4, 255 students in Q3, 316 students in Q1 and 255 students in Q2.
	Sponsorship Scheme and Staff Development for Masters and Phds	24.21	23.77	1.00	1.00	48.41	HESFB financed 5,242 students with loans to pursue Degree and Diploma programmes in higher education institutions.
	Monitoring/supervision and Quality assurance for Tertiary Institutions (AICAD, NCHE, JAB)	2.940	2.940	3.00	3.00	5.88	Operations of the Joint Admissions Board were supported, subscription to the African Institute for Capacity Development was paid, and Funds to NCHE were disbursed.

Sub prog/Prog	Output	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
	Operational Support for Public and Private Universities	3.814	3.737	2.00	2.00	7.63	-Supported 100 students at the University of Kisubi. Disbursed funds to Ndejje, Nkumba, Mountains of the Moon, Bishop Stuart and Kumi universities towards infrastructure development.
	Arrears	0.528	0.528	1.00	1.00	1.05	Arrears paid.
Development of Uganda Petroleum Institute Kigumba	Construction and Rehabilitation of facilities	7.000	7.000	1.00	0.30	4.20	Civil works were not carried out due to inadequate funds. The contract for the students' dormitory was signed at the beginning of FY 2018/19.
Support to Higher Education, Science and Technology	Output: 02 Operational Support for Public Universities	6.889	6.816	10.00	7.00	9.74	Equipment and furniture for the beneficiary universities was delivered, 88 PhDs in Science, Technology and Innovation, and 33 post graduate qualifications training was ongoing.
	Output:51 Support establishment of constituent colleges and Public Universities	0.500	0.500	1.00	1.00	1.00	Reimbursed funds to facilitate the task force for the establishment of the Agricultural College of Karamoja.
	Output:76 Purchase of Office and ICT Equipment, including Software	0.010	0.010	1.00	0.80	0.01	Assorted ICT equipment and related services delivered and installed at the 9 Beneficiary Institutions.
	Programme Performance (Outputs)					**83.97**	
Outcome Performance							
	Outcome Indicator			Annual Target	Achieved	Score (%)	Remark
	Enrolment growth rate			7.20%	0%	0	Target missed
	Programme Performance (Outcomes)					0	
	Overall Programme Performance					**54.6**	**Fair performance**

Source: Author's Compilation

Conclusion

Programme performance was fair at 54.6%. Goos performance was observed under two sub-programmes (Higher Education and HEST), while the Development of Uganda Petroleum Institute Kigumba performed poorly.

6.2.4 Skills Development Programme

The programme objective is to provide relevant knowledge and skills for purposes of academic progression and employment in the labour market which is in line with the programme outcome of improved access to Business Technical and Vocational Education Training. The programme outcome indicator is enrolment growth rate and target for the FY was 2.3%.

The programme has 11 sub-programmes which were assessed to establish performance of the programme and below are the details.

a) Business Technical Vocation Education and Training (BTVET) Sub-Programme

The expected outputs are: skills development, empowered individuals, offer employable skills for self-sustenance and for the benefit of the economy both in the formal and informal sectors, improve the staffing levels in BTVET institutions and carrying out construction renovation. The programme's approved budget for FY 2017/18 was Ug shs 28.5bn, of which Ug shs 28.3bn (99%) was released and Ug shs 28.3bn (100%) spent by 30th June 2018.

Performance

Under policies, laws, guidelines plans and strategies; the Education and Sports Sector Review workshop was held; lunch and allowance paid to14 BTVET staff; salaries paid to 2,599 staff. Monitoring and supervision of BTVET Institutions was conducted; however monitoring was not conducted in Q4 due to inadequate funding. Similarly, assessment and profiling of Industrial Skills (DIT, Industrial Training Council) was conducted, Operational Support to Government Technical Colleges given and arrears were paid. *Summary of performance in table 6.5.*

b) National Health Service Training Colleges Sub-Programme

The programme is intended to provide craftsmen, technicians and other related skilled individuals to meet the demands of the industry, health, agriculture and commerce, as well as the teaching of vocational subjects and other related skills. The approved budget for FY 2017/18 was Ug shs 15.8bn, of which Ug shs 15.6 (99%) was released and expended by 30th June 2018.

Performance

Policies, laws, guidelines plans and strategies were implemented. This enabled the registration of students and approval of new examination centers. In addition, assessment and Technical Support for Health Workers and Colleges was conducted. This resulted in the assessment of 13,541 continuing students, and 6,784 final students totalling to 20,325 students in 46 institutions. Uganda Allied Health Examinations Board (UAHEB) assessed 13,084 candidates.

c) Departmental Training Institutions Programme

The programme is aimed at providing craftsmen, technicians and other related skilled individuals to meet the demands of industry, health, agriculture and commerce, as well as the teaching of vocational subjects and other related skills. The approved budget FY 2017/18 was Ug shs 3.88bn of which Ug shs 3.87bn (100%) was released and expended by 30th June 2018.

Performance

During the financial year, policies, laws, guidelines plans and strategies were implemented in the form of payment of staff salaries and allowances. In addition, operational support to UPPET BTVET institutions was cgiven. This enabled interviews to be held, payment of capitation grant for 1,608 students and industrial attachment fees for 475 students paid.

d) Development of BTVET

The project aims to upgrade the standard of technical education to create more access as well as to bring about a better balance between supply and demand for lower level technical manpower. The project started on 1st July 2015 and is expected to end on 30th June 2020. The approved budget for FY 2017/18 was Ug shs 8.99bn, of which Ug shs 8.78bn (98%) was released and spent by 30th June 2018.

Performance

Policies, laws, guidelines plans and strategies were implemented; training and capacity building of BTVET institutions conducted, acquisition of land, purchase of office equipment and furniture, construction and rehabilitation of learning facilities (BTEVET) and purchase of Specialized Machinery & Equipment were achieved. *For summary performance, refer to table 6.5.*

Some of the facilities constructed under the Development of BTVET Project

L-R: Teaching Facility but chairs and other equipment yet to be installed at UTC Kichwamba

e) Albertine Region Sustainable Development Project

The project aims to improve regional and local access to infrastructure, markets, services and skills development in the Albertine Region. Its expected outputs are: i) Upgraded infrastructure at Uganda Petroleum Institute, Kigumba. ii) Upgraded infrastructure at Uganda Technical College, Kichwamba. Bursaries to 600 students to work in Albertine region. 4. New technical institute in Nwoya constructed.

The project started on 1st July 2014 and is expected to end on 30th June 2019. The approved budget for FY 2017/18 was Ug shs 4.20bn, of which Ug shs 3.90bn (93%) was released and Ug shs 3.88bn (99%) expended by 30th June 2018.

Performance

Policies, laws, guidelines plans and strategies were implemented, Operational Support to UPPET BTVET Institutions provided, and construction and rehabilitation of learning facilities conducted. Two contracts with twinning institutions for UTC Kichwamba and UPIK Kigumba were signed. Contracts tor the bursary scheme management and for procurement of the motor vehicle were signed. The Oil and Gas Skills Councils were operationalized. The Project Coordination Unit is fully operational with full resources. The land for the project was secured and documents were being processed. Demarcation of land for Kichwamba was fully done and all fenced. UPIK land was surveyed and demarcated, but yet to be fenced. *Refer to table 6.5 for summary performance.*

f) Skills Development Project

This project aims to enhance the capacity of institutions to deliver high quality, demand-driven training programs in the agriculture (agro processing), construction and manufacturing sectors. It began on 1st July 2015 and has an end date of 30th June 2020.

It has the following expected outputs; (1) Upgraded and expanded infrastructure at Uganda Technical Colleges of Bushenyi, Elgon, Lira and Bukalasa Agriculture College, (2) Upgraded and expanded infrastructure at 12 public training institutes, (3) Internationally accredited institutions, curricula and lecturers/instructors at the four colleges and twelve institutes, (4) Functioning Sector Skills Councils established for agriculture, construction and manufacturing.

The approved budget for FY 2017/18 was Ug shs 1.85bn, of which Ug shs 1.38bn (74%) was released and Ug shs 1.35bn (98%) expended by 30th June, 2018.

Performance

Policies, laws, guidelines plans and strategies were implemented, and construction and rehabilitation of learning facilities (BTVET) conducted. Contracts were awarded to two twinning institutions. Eight motorvehicles were procured, project activities done and the three sector skills councils were operationalized. Information about the project was disseminated to all local leaders, governing council, resident district commissioners, district education officers. The tender documents for the consultancy for communication and awareness campaigns were finalized. The Project Coordination Unit was fully operational and the land titles for the four beneficiary colleges were received. For detailed performance, refer to table 6.5 for additional information.

g) John Kale Institute of Science and Technology (JKIST)

The JKIST is being established as a special public institution of higher education in Uganda but also as one in a network of Pan-African Institutes of Science and Technology located across the continent. It started on 1st july 2015 and is expected to end on 30th June 2019.

The expected outputs are: Construction of Hotel, Tourism Dept, Forensic and Marine Science Block, Teaching staff accommodation, students' accommodation, main dining hall and fencing. The approved budget for FY 2017/18 was Ug shs 1.85bn, of which Ug shs 0.626bn (37%) was released and Ug shs 0.602bn (96%) expended by 30th June 2018.

Performance

Policies, laws, guidelines plans and strategies were implemented. The project land title was received in January 2018 from Kisoro DLG. Project designs were approved and procurement process for civil works was ongoing, although the project did not receive funds for non-residential buildings. *Refer to table for summary performance in table 6.5.*

h) Support to the Implementation of Skilling Uganda Strategy

The project has the key objective of increasing the employability of the youth through better quality of instruction and learning in skills development. It was started on 1st July 2015 and has an expected end date of 30th June 2020. The project will support the implementation of some key-reforms of the national BTVET strategy, both at a national/central level, and on the local level, in four districts in Western Uganda.

The approved budget for FY 2017/18 was Ug shs 0.450bn, of which Ug shs 0.450bn (100%) was released and Ug shs 0.445bn (99%) expended by 30th June 2018.

Performance

Policies, laws, guidelines plans and strategies were implemented, however, construction and rehabilitation of learning facilities was not done.

i) The Technical Vocational Education and Training (TVET-LEAD)

The project aims to strengthen the capacity of Nakawa Vocational Technical Institute (NVTI) for human resource development responding to the needs of the private sector and has the following outputs: i) Nakawa VTIs management capacity strengthened ii). Nakawa VTI renovated, expanded and equipped iii) Vocational Diploma courses in Motor Vehicle and Electricity established iv) Upgrading training in Mechatronics established. The project had a start date of 1st July, 2016 and an expected end date of 30th June, 2020.

The approved budget for FY 2017/18 was Ug shs 0.702bn, of which Ug shs 0.617bn (100%) was released and expended by 30th June 2018.

Performance

Policies, laws, guidelines plans and strategies were implemented; specialized machinery and equipment, office and residential furniture and fittings were purchased; and roads, streets and highways were constructed. However, construction and rehabilitation of learning facilities was not done. *For summary performance refer to table 6.5.*

j) OFID Funded Vocational Project Phase II

The long-term objective of the Project is to contribute towards transforming the TVET sub-sector into a comprehensive system of skills development for employment, enhanced productivity and economic growth, through expanding access to mid-level BTVET. The main outcome of the proposed project is therefore to increase the number of youth from the nine districts[37] under Project Phase I that will acquire relevant employable skills and competencies, to enable them to participate meaningfully in the national socio-economic development process.

The project had a start date of 1st July 2017 and an expected end date of 30th June 2020. The approved budget for FY 2017/18 was Ug shs 4.147bn, of which Ug shs 3.522bn (85%) was released and expended by 30th June 2018.

Performance

Policies, laws, guidelines plans and strategies were implemented; Training and Capacity Building of BTVET Institutions and construction and rehabilitation of learning facilities were conducted. Additional works for all the beneficiary institutions were at 90% progress. ICT equipment, textbooks, furniture, laboratory and workshop equipment were delivered to all institutions. Disbursement was at 89% by 30th June, 2018. *For summary of performance refer to table 6.5.*

Table 6.5: Performance of the Skills Development Programme by 30th June, 2018

Subprog/Project	Output	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
BTVET	Policies, laws, guidelines, plans and strategies	3,288,828,713	3,286,218,246	100.	100.00	5.06	The Education and Sports sector review was held.
	Monitoring and Supervision of BTVET institutions	23,729,689	19,695,787	100.00	75.00	0.03	Five institutions were monitored and supported.
	Assessment and Profiling of Industrial Skills (DIT, Industrial Training Council)	2,050,714,000	2,032,164,020	100.00	100.00	3.15	27,639 candidates were assessed and certified.
	Operational Support to government technical colleges	19,866,754,002	19,707,485,981	100.00	100.00	30.54	Workshop on mainstreaming the accreditation and assessment of post O'level Business certificate programme was held.

[37] Amuria, Kamuli, Lwengo, Mukono, Nakasongola, Namutumba, Pader, Hoima, and Yumbe

Subprog/Project	Output	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
	Arrears	3,301,167,742	3,301,167,742	100.00	0.00	0.00	Arrears were being paid
NHSTC	Policies, laws, guidelines, Plans and Strategies:	25,309,405	21,006,981	100.00	100.00	0.04	Facilitated registration of students and approval of new examination centers
	Assessment and Technical Support for Health Workers and College.	14,135,184,000	13,916,642,284	100.00	100.00	21.73	Assessed 13,541 continuing students and 6,784 final students. UAHEB assessed 13,084 candidates.
	Arrears	1,688,652,478	1,688,652,478	100.00	0.00	0.00	Arrears were being paid.
11: Departmental Training Institutions	Policies, laws, guidelines, plans and strategies:	646,592,649	637,408,605	100.00	100.00	0.99	Salaries paid for BTVET staff.
	Operational support to UPPET BTVET Institutions:	3,232,000,002	3,231,999,999	3.00	3.00	4.97	Post basic and direct entrant interviews for 915 candidates were held.
Development of BTVET	Policies, laws, guidelines, plans and strategies:	1,535,579,000	1,455,672,075	100.00	100.00	2.36	Paid remuneration for three GoU staff; gratuity for 14 staff; procured stationery and office equipment.
	Training and Capacity Building of BTVET Institutions:	140,000,000	139,200,000	70.00	100.00	0.22	Trained 40 instructors in use of continuous assessment tools for CBET curriculum.
	Acquisition of land by government.	200,000,000	166,000,000	14.00	100.00	0.31	Compensated 15 squatters at Ahmed Seguya Memorial T.I
	Purchase of specialized Machinery and Equipment:	718,000,000	671,040,000	4.00	6.00	1.10	Procured assorted tools and equipment for UCC Soroti and UTC Lira.
	Purchase of Office and Residential Furniture and Fittings:	80,000,000	62,400,000	100.00	0.00	0.00	Construction works at Hoima and Butabika not yet completed; therefore procurement could not be done.

Subprog/Project	Output	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
	Construction and rehabilitation of learning facilities: Construction works, rehabilitation and expansion works at 17 institutions.[38]	4,901,420,000	4,883,159,521	100.00	73.75	5.58	Outputs achieved. Works at the different institutions at different stages of implementation ranging from 40% to 100%.
	Construction and rehabilitation of accommodation facilities	1,412,480,000	1,406,240,000	100.00	75.00	1.64	Completed construction of dormitory at St. Kizito TI; Arua School of nursing at 80%; Kabale School of Nursing at 45%;
Albertine Region Sustainable Development	Policies, laws, guidelines, plans and strategies	3,991,438,412	3,717,448,989	100.00	100.00	6.14	Five contracts were signed with twinning institutions
	Operational support to UPPET BTVET Institutions:	130,000,000	109,000,000	100.00	25.00	0.06	Paid retainer fees and allowances to the sector Skills Council Members for oil and gas sector.
	Construction and rehabilitation of learning facilities (BTEVET)	78,561,588	78,514,490	100.00	0.00	0.00	Construction did not start as there was no budget provision
Skills Development	Policies, laws, guidelines, plans and strategies:	1,604,800,873	1,304,343,933	100.00	100.00	2.47	Two twinning contracts were awarded
	Construction and rehabilitation of learning facilities (BTEVET)	250,000,000	75,000,000	100.00	5.00	1.69	Civil works have not yet commenced for all sites as there were delays in getting the twinning institutions.
John Kale Institute of Science and Technology (JKIST)	Policies, laws, guidelines, plans and strategies:	646,592,649	637,408,605	100.00	100.00	0.54	The procurement of consultancy services for technical supervision awaited the commencement of construction.
	Construction and rehabilitation of learning facilities (BTEVET).	1,096,997,000	50,000,000	100.00	20.00	0.03	Evaluation of bids ongoing.

[38] UTC Bushenyi, UTC Kichwamba, UCC Aduku, UCC Soroti, Bamunanika T.I, Bukooli T.I, Epel T.I, Kiruhura T.I, Kasodo T.I, Ahmed Seguya, Tororo T.I, Kalongo, Nakawa VTI, Kibatsi, Hoima School of Nursing, Tororo Cooperative College and Gulu SoCO

Subprog/Project	Output	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
1378: Support to the implementation of Skilling Uganda Strategy (BTC)	Policies, laws, guidelines, plans and strategies	350,000,000	350,000,000	100.00	100.00	0.46	The implementation of development plans for 7 beneficiary training institutions was supervised
	Construction and rehabilitation of learning facilities (BTEVET): Construction works at UTC Kichwamba, UPIK, and Nyoya institute.	100,000,000	100,000,000	100.00	0.00	0.00	Works did not commence as the development of designs was not finalized
1412: The Technical Vocational Education and Training (TVET-LEAD)	Policies, laws, guidelines, plans and strategies:	302,000,000	255,560,000	100.00	0.00	0.00	Three workshops conducted; 29 staff trained (12 in Japan and 17 staff trained internally)
	Roads, Streets and highways:	200,000,000	186,000,000	100.00	0.00	0.00	Road was not constructed.
	Purchase of Office and Residential Furniture and Fittings: Motor Vehicle workshop furnished.	150,000,000	132,000,000	100.00	100.00	0.06	Motor vehicle workshop was not furnished but furnished classrooms and bought chairs and tables.
	Construction and rehabilitation of learning facilities (BTEVET): Vehicle workshop constructed.	50,000,000	44,000,000	100.00	0.00	0.00	Motor vehicle workshop was not constructed.
1432: OFID Funded Vocational Project Phase II	Policies, laws, guidelines, plans and strategies: Operational Project costs paid.	42,000,000	42,000,000	100.00	100.00	6.26	Procured assorted stationary and computer; paid for vehicle repair, servicing, and staff training.
	Training and Capacity Building of BTVET Institutions	30,000,000	30,000,000	100.00	0.00	0.00	Not done.
	Construction and rehabilitation of learning facilities (BTEVET) at nine technical institutes[39]	4,075,000,000	3,450,004,126	100.00	100.00	3.87	Construction of additional facilities at the nine OFID funded technical institutes was yet to start
IDB funded Technical and	Operational costs for the project coordination unit carried out.	13,600,000	12,640,000	100.00	100.00	0.02	Office operations facilitated.

[39] Buhimba, Nawanyago, Lwengo, Namataba, Nakasongola, Namutumba, Ogolai, Lokopio Hills and Corner Kilak

Subprog/Project	Output	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
vocational Education and Training Phase II	Expansion and rehabilitation of 8 existing TVET Institutes;	30,000,000	30,000,000	100.00	50.00	0.02	Engineering and design studies and plans for capital works were done.
	Programme Performance (Outputs)					**95.7**	
Outcome Performance	Outcome Indicator (No outcome indicators)			Annual Target	Achieved	Score (%)	Remark
	Overall Programme Performance					**62.4**	**Fair performance**

Source: Field Findings, IFMS

Key Implementation Challenges

i) Delayed settlement of the GoU counterpart obligations for donor projects.

ii) Lengthy procurement process for the infrastructure design and supervision consultant which led to delays in project implementation.

iii) Stalled projects; for instance works at Bukedea TI stalled at 80% which attracted legal penalties; Amelo TI stalled at 81%; while snags in Lyantonde and Bukomero Technical institutes were not attended to by the contractor.

Conclusion

The Skills Development Programme was fair at 62.4%. The programme performed better at output level than outcome level. The donor funded projects contributed to the programme outcome of increased access to Business Technical and Vocational Education Training. The IDB, Kuwait and the Saudi funded projects performed well. On the other hand, three other projects that included JIKST, Albertine Region Sustainable Development Project and Skilling Development (USDP) did not achieve their planned output targets.

Recommendation

i) The MoES procurement Unit should endeavour to initiate the procurement process early.

6.2.5 Quality and Standards Programme

The programme objective is to ensure enhanced efficiency and effectiveness of education and sports service delivery at all levels. The programme outcome is improved curriculum coverage of teachers and tutors, and the outcome indicator is Curriculum Coverage. The target for FY 2017/18 was 50%.

There are six sub-programmes which are; Teacher Education, Education Standards Agency, Relocation of Shimon PTC, Development of PTCs Phase II, Improvement of Muni and Kaliro National Teachers' Colleges (NTCs) and Improvement of Secondary Teachers Education-Kabale and Mubende NTCs. Of these, five were monitored to assess level of achievement and below are the findings.

a) Teacher Education Sub-Programme (04)

The objectives are to: i) Support the improvement of quality and relevance of teacher/instructor/tutor education curricula and programmes for pre-service, in-service and continuing professional development, ii) Enhance teacher/instructor/tutor education institutional planning, management, service and governance, iii) Ensure increased and equitable access to teacher/ instructor/tutor education programmes, iv) Improve quality of education and standards in schools and institutions through inspection, support supervision and monitoring, assessment and certification, and v) Initiate new syllabuses and revise existing ones, carry out curriculum reform, research, testing and evaluation, bring up to date and improve syllabuses for school and college courses.

The approved budget for FY 2017/18 was Ug shs 10.07bn, of which Ug shs 9.76bn (97%) was released and Ug shs 9.75bn (100%) was expended by 30th June 2018.

Performance

During the FY a number of activities were accomplished under policies, laws, guidelines, plans and strategies. These included provision of support for review activities of the draft White Paper, and conducted one consultative workshop to validate the draft Issues Paper for review.

Similarly, under Teacher Training in Multi-Disciplinary areas, numerous activites were conducted such as, payment of teaching practices and allowances for 200 students in Abilonino NIC, 120 students in Health Tutor College and students in Nakawa VTI and Jinja VTI. Further, under Training of Secondary Teachers and Instructors (NTCs), industrial training for 200 students of Abilonino CPIC Instructors College; and 120 students Mulago Health Tutors College was paid. Summary of performance is indicated in table 6.6.

b) Development of Primary Teachers' Colleges Phase II (Project 1340) Sub-Programme

This sub-programme aims at (i) rehabilitating physical infrastructure in 5 recently upgraded Primary Teachers' Colleges (PTCs) to core status; and 22 non-core PTCs as well as (ii) providing equipment, furniture and instructional materials to improve the quality of training. The project started on 1st July 2017 and has an expected end date of 30th June 2019.

The expected outputs are; rehabilitation of: classrooms, science laboratories, administration blocks, tutors, houses, libraries and multi-purpose halls, (2) Provision of furniture for classrooms, laboratories and staff rooms, (3) Provision instructional materials for all subjects.

The approved budget was Ug shs 5.34bn, of which Ug shs 5.29bn (99%) was released and all expended.

Performance

Policies, laws, guidelines and strategies were implemented. This enabled the facilitation of bid evaluation, and the development of project documents. Under Government buildings and administrative buildings, all the sites were handed over, however no works started due to inadequate releases. Summary of performance is indicated in table 6.6.

c) Improvement of Muni and Kaliro National Teachers Colleges (Project 1457) sub-programme

The project started on 1st July 2017 and has an expected end date of 30th June 2020. It has the core objective of increased access to quality post-primary education and training, as part of Universal Post-Primary Education and Training (UPPET). As well as improved teaching and practice-oriented learning facilities sustained by strengthened management. The approved budget for FY 2017/18 was Ug shs 0.123bn, of which Ug shs 0.118bn (96%) was received and Ug shs 0.117bn (99%) expended.

Performance

Policies, laws, strategies and guidelines were implemented and technical designs for construction works were developed.

d) Improvement of Secondary Teachers Education- Kabale and Mubende NTCs (Project: 1458)

The project start date was 1st July 2015 and its expected completion date is 30th June 2019. The objectives are: i) to rehabilitate the physical infrastructure in 5 recently upgraded PTCs to core status; and 22 non-core PTCs, ii) to provide equipment, furniture and instructional materials to improve the quality of training.

The approved budget for FY 2017/18 was Ug shs 0.057bn, of which Ug shs 0.049bn (86%) was released and Ug shs 0.048 (99%) spent by 30th June 2018.

Performance

Policies, laws, strategies and guidelines were implemented and technical designs for construction works at Kabale and Mubende NTCs were developed, and construction works were initiated. For summary of performance, refer to table 6.6.

Table 6.6: Performance of Quality and Standards Programme by 30th June, 2018

Sub programmes	Output	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
Teacher Education	Policies, laws, guidelines plans and strategies	5.41	5.09	5.00	4.00	24.85	Monitored and support supervised at least 10 TIET institutions.
	Teacher Training in multi disciplinary areas	1.68	1.68	1.00	1.00	9.09	Paid teaching practice, exams and living out allowances for 3,751 NTC students from the five NTCs.
	Training of Secondary Teachers and Instructors (NTCs)	2.98	2.98	3.00	3.00	16.14	Disbursed Capitation Grants for 3,751 students in the NTCs of Kabale, Kaliro, Mubende, Muni, and Unyama.
Education Standards Agency	Policies, laws, guidelines plans and strategies	2.88	2.60	6.00	5.40	15.49	Inspected 1,081 secondary schools, 120 BTVET institutions, 45 PTCs, 5 NTCs and 60 nursery teacher training institutions.
1340: Development of PTC's Phase II	Policies, laws, guidelines, plans and strategies	0.08	0.04	4.00	3.00	0.43	Held a meeting with Principals of PTCs about the sites and facilitated the evaluation of bids.
	Government Buildings and Administrative Infrastructure-Dormitory, tutors and sanitation facilities constructed and fencing at nine institutes[40]	5.27	5.25	1.00	0.20	14.28	All the sites were handed over, however no works started due to inadequate releases.
Improvement of Muni and Kaliro NTCs	Policies, laws, guidelines, plans and strategies	0.09	0.09	4.00	3.00	0.50	Capacity development training undertaken for managers at the beneficiary PTCs and MoES.

[40] Ibanda, Kabwangasi, Ngora, Jinja, Kitgum , Bikungu, Ngora, Erepi and Kitgum PTCs.

Sub programmes	Output	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
	Government Buildings and Administrative Infrastructure	0.03	0.03	1.00	1.00	0.17	The development of designs and bid documents was concluded in Q4.
Improvement of Secondary Teachers Education-Kabale and Mubende NTCs	Policies, laws, guidelines plans and strategies	0.03	0.02	4.00	4.00	0.14	Conducted capacity development training for managers at the beneficiary PTCs and MoES.
	Government Buildings and Administrative Infrastructure	0.03	0.03	2.00	1.00	0.09	Technical designs for construction works were concluded and advertisement of bids for the two NTCs was completed.
	Programme Performance (Outputs)					**81.20**	
Outcome Performance	**Outcome Indicator**			**Annual Target**	**Achieved**	**Score (%)**	**Remark**
	Curriculum Coverage			50%	0	0	
	Programme Performance (Outcomes)					**0**	
	Overall Programme Performance					**52.8**	**Fair performance**

Challenges

- **i)** Low/delayed release of funds to undertake planned activities in the work plan.
- **ii)** Increase in workload during the FY without a corresponding increase in the budget.
- **iii)** Delayed payments due to insufficient releases have led to multiple court cases, which are expensive to settle. The Shimoni court case has incurred almost Ug shs 700 million to date.

Conclusion

Programme performance was fair at 52.8%. A number of planned outputs were not achieved and at outcome level the non–availability of information on achievement of indicator targets contributed to the low performance.

6.2.6 Policy, Planning and Support Services Programme

The programme's objective is to facilitate the operations of technical departments through policy and provision of support services in the areas of administration, management of financial resources, manpower development, and procurement and disposal of utilities and assets. The programme outcome is an efficient accountable Ministry of Education and Sports, and the indicator is absorption rate of resources. The outcome target in FY 2017/18 was 99.5%.

The approved budget for FY 2017/18 was Ug shs 44.58bn, of which Ug shs 44.79bn (100.5%) was released and Ug shs 43.01bn (96.01%) expended. The programme has four sub-programmes of; Headquarters, Planning, Internal Audit, and Retooling and capacity Development of the Ministry of Education and Sports. Findings are presented hereafter;

a) Headquarters Sub-Programme

The objectives are to; i) Provide independent, objective assurance and consulting services to the Accounting Officer on the internal controls with a view of adding value and improving the Ministry's operations, ii) Manage Education Procurements and iii) Coordinate and manage the Human Resource function. The expected outputs are; ensuring efficient and effective deployment and utilization of the human, material, and financial resources to achieve the sector goals. The approved budget for FY 2017/18 was Ug shs 37.81bn, of which Ug shs 38.02bn (100.5%) was released and Ug shs 36.31bn (95.5%) expended by 30th June 2018.

Performance

Policy consultation, planning and monitoring services were supported which enabled facilitation of the process to verify and pay new gratuity beneficiaries, as well as verify pension of retires. Similarly, ministerial and top management services were supported and IT equipment serviced and maintained.

Under Support to National Commission for United Nations Educational, Scientific and Cultural Organization (UNESCO) Secretariat and other organizations, a number of activities were completed such as training, retooling and equiping of primary school teachers from Kisoro District to deliver a competence based Primary School curriculum. *For summary of performance refer to table 6.7.*

b) Planning Sub-Programme

The objectives are to; i) Plan and prepare budgets for the sector and also research analyses and develop polices in addition to monitoring and evaluating activities. The expected outputs are: i) preparation of Sector Budget Framework Paper and Ministerial Policy Statement; ii) preparation and appraisal of projects; and iii) monitoring and evaluation of programmes/projects. The approved budget for FY 2017/18 was Ug shs 3.61bn, which was all released and Ug shs 3.58bn (99.2%) expended by 30th June 2018.

Performance

Good performance was noted as a number of outputs were achieved. Under Policy, Consultation, Planning and Monitoring Services, a Regulatory Impact Assessment as a process leading to the amendment of the Uganda National Examinations Board (UNEB) Act was undertaken, and 15 Departmental working group meetings workshop to validate the draft Issues Paper for review of the Government White Paper on Education were conducted. However, under Education Data and Information Services, the Census and Head count were not done therefore, the *Education Sector Statistical Abstract; USE/UPPET/UPOLET Headcount Report; Fact Sheet 2018 and CESS Monitoring Report could not be produced*. For summary of performance refer to table 6.7.

c) Internal Audit Sub-Programme

The objective of the sub-programme is accounting for resources allocated to the sector. The approved budget for FY 2017/18 was Ug shs 0.41bn which was all released and expended.

Performance

Donor aided projects, grants and civil works were audited, procurement and inventory systems and payroll audited, and assorted stationery and newspapers procured. In addition, subscription for the 2 staff (Association of Chartered Certified Accountants-ACCA) and 7 staff (Certified Public Accountants -CPA) was paid.

d) Human Resources Management Sub-Programme

The sub-programme objectives are to; i) ensure the existence of an approved organisational structure, ii) ensure proper human resource management and training of employees, iii) manage salary and pension payroll, iv) establish a human resource management information system for the ministry and affiliated institutions and v) ensure efficiency and effectiveness of motivated staff. The approved budget for FY 2017/18 was Ug shs 0.60bn which was all released and expended.

Performance

The staff payroll and pension payroll were updated; pay slips printed and distributed; and small office equipment and assorted stationery procured.

d) Retooling and Capacity Development for Ministry of Education and Sports

The sub programme aims at equipping the various departments and the MoES technical staff with the necessary skills, improve the working environment, strengthen the departmental transport capacity and improve staff welfare. The approved budget for FY 2017/18 was Ug shs 2.15bn, of which Ug shs 2.14bn (99.5%) was released and Ug shs 2.11bn (98.5%) expended.

Performance

The ministry support services were supported which enabled procurement of assorted stationery, small office equipment, printing and consultancy. Similarly, motor vehicles, office, ICT equipment and assorted furniture and fittings were procured. However, computers and related accessories were not procured.

Table 6.7: Performance of the Policy, Planning and Support Services Programme by 30th June 2018

Output Performance							
Sub prog./Project	**Output**	**Annual Budget (Ug shs)**	**Cum. Receipt**	**Annual Target**	**Cum. Achieved Quantity**	**Physical Performance Score**	**Remark**
Headquarters	Policy, consultation, planning and monitoring services	25.85	25.85	3.00	3.00	58.00	Pension of retirees in education sector was verified and paid.
	Ministry Support Services	3.00	3.00	1.00	1.00	6.72	IT equipment was serviced and maintained.
	Ministerial and Top Management Services	4.33	4.33	16.00	16.00	9.71	Monitoring, radio talk shows, vehicle maintenance and utilities paid.
	Support to National Commission for UNESCO Secretariat and other organizations	0.96	0.96	6	5	1.799	Finalized the 2017 Strategic Plan, conducted a baseline survey among districts with poorly performing schools, and trained 60 teachers to apply effective teaching.
	99:Arrears	3.67	3.67	1.00	1.00	8.22	Arrears were paid.
Planning	Policy, consultation, planning and monitoring services.	0.80	0.80	5.00	5.00	1.81	Regulatory Impact Assessment undertaken.
	Ministry Support Services	0.61	0.61	10.00	2.00	0.27	Facilitated 15 departmental working group meetings.
	Education Data and Information Services	1.59	1.59	8.00	6.00	2.67	The updating of the master list (frame) of schools and institutions was ongoing.
	Education Sector Co-ordination and Planning	0.61	0.61	2.00	2.00	1.36	Four projects were formulated. Eleven projects were monitored.
Internal Audit	Financial Management and Accounting Services	0.39	0.39	5.00	5.00	0.87	Audited payment, procurement and inventory systems and payroll.
	Membership to Accounting Institutions (ACCA)	0.02	0.02	2.00	2.00	0.05	Subscription for the 2 staff (ACCA) and 7 staff (CPA) was paid.

Output Performance							
Sub prog./Project	**Output**	**Annual Budget (Ug shs)**	**Cum. Receipt**	**Annual Target**	**Cum. Achieved Quantity**	**Physical Performance Score**	**Remark**
Human Resource Management Department	Human Resource Management Services	0.60	0.60	5.00	5.00	1.35	Staff payroll and pension payroll updated; Pay slips printed and distributed.
Retooling and Capacity Development for Ministry of Education and Sports	Ministry Support Services	1.24	1.24	3.00	2.00	1.86	Paid project operational costs. Procured assorted stationery and office equipment.
	Purchase of Motor Vehicles and Other Transport Equipment	0.70	0.69	2.00	2.00	1.56	Procured 4 vehicles.
	Purchase of Office and ICT Equipment, including Software	0.03	0.03	1.00	0.00	0.00	Computers and related accessories were not procured.
	Purchase of Office and Residential Furniture and Fittings	0.18	0.18	1.00	1.00	0.40	Assorted furniture and fittings was procured.
	Programme Performance (Out puts)					**96.67**	

Outcome Performance					
	Outcome Indicator	**Annual Target**	**Achieved**	**Score (%)**	**Remark**
	Absorption rate of resources	99.5%	0	0	Outcome indicator performance not provided.
	Programme Performance (Outcomes)			**0**	
	Overall Programme Performance			**62.8**	**Fair Performance**

Source: Author's Compilation

Conclusion

The overall programme performance was fair at 62.8%. The output performance was very good at 96.67%, however outcome performance was not rated. The interventions that were made towards achievement of the programme outcome also contributed to programme objective of having an efficient accountable Ministry of Education and Sports.

6.2.7 Physical Education and Sports Programme

The programme objective is to promote quality Physical Education, Training and Sports to all persons in Uganda for national integration, development and individual advancement. The programme outcome is increased participation in Physical Education and Sports, and excelling athletes. The outcome indicator is increased enrolment and access for male and female to access education and sports.

The programme has three sub-programmes namely; i) Sports and PE, Akii Bua Olympic Stadium, and National High Altitude Training Center. All of the sub-programmes were monitored and below are the findings.

a) Sports and PE Sub-Programme

The sub-programme seeks to initiate legislation and policy formulation, and provide guidelines for Physical Education Sports (PES) activities for both the community and education institutions, to empower individual citizens and communities through play, recreation, and competitive sports and games.

The programme's revised budget was Ug shs 19.8bn, of which Ug shs 19.5bn (99%) was received and expended by 30th June 2018.

Performance

Policies, Laws, Guidelines and Strategies were done and support was provided to national sports organizations/bodies for PES activities throughout the year. In addition under, Sports Management and Capacity Development; facilitation was provided for MoES officials to travel to Rwanda to inspect venues for the 2018 East Africa Secondary Schools Games, and for the final Games Inspection and confirmation of venues for Secondary Schools Boys Football.

Similarly, under membership to International Sports Associations contribution to Federation of East Africa Secondary Schools Sports Associations (FEASSSA) for East Africa Secondary School Games held in August 2017 was done. *For summary performance refer to table 6.8.*

b) Akii Bua Olympic Stadium (1369)

In 2009, His Excellency the President directed that this stadium be constructed in memory of the late John Akii Bua, the first Uganda to win an Olympic Gold Medal in 1972. The stadium is to be constructed in Lira Municipality at Plot 5-21 along Okello Degree Road at Senior Quarters "A" Central Division. The land for the project measuring 18.455 hectares was secured. The project start date was 1st July, 2015 for a duration of four years and is estimated to cost Ug shs 47.9bn. The objective of this project is to promote physical activities and sports in the country. In the FY 2017/18, the approved budget was Ug shs 0.800bn of which Ug shs 0.780bn (97%) was released and Ug shs 0.774bn (99%) expended by 30th June 2018.

Performance

Policies, Laws, Guidelines and Strategies were implemented enabling for the payment of staff salaries and the facilitation of the bid evaluation meetings. Under Government Buildings and Administrative Infrastructure, activities were partially completed. Development of designs for Akii Bua Stadium were ongoing by the close of the FY. *For summary performance refer to table 6.8.*

c) National High Altitude Training Centre (1370)

Government plans to expand the quality of PES in Uganda by constructing a National High Altitude Training Centre (NHATC) in Kapchorwa. The centre is considered critical for the children and youth to acquire wholesome employable knowledge and education, good health, vital life skills and competencies that will enable them improve their lives. The project is implemented in a phased manner by the MoES and financed by GoU. The project start date was 1st July, 2015 with an expected end date of 30th June, 2020 at a cost of Ug shs 52bn.

Some of the background activities that were completed include relocating Teryet Primary School to the periphery of the site, compensating squatters on the land, extension of water to the site, construction of the bridge and roads to the site, extension of power to the site and surveying land. The approved budget for FY 2017/18 was Ug shs 6.03bn, of which Ug shs 5.86bn (97%) was released and expended by 30th June 2018.

Performance

Policies, Laws, Guidelines and Strategies were implemented and this enabled the provision of salaries for 3 project staff, facilitation of five project team meetings and procurement of stationery, printing and photocopying services for project operations. Under Government Buildings and Administrative Infrastructure, a number of activities were ongoing such as filling with murram, compaction and scarification for the Artificial Turf Field, 6 lane Running Track and Construct Site Roads. Boundary opening for fencing was completed, and fencing material procured. *Summary performance is indicated in table 6.8.*

The hostel block at the National High Altitude Training Centre at Teryet in Kapchorwa District

Challenges

- **i)** Bad weather particularly in the wet season caused delays of civil works.
- **ii)** The project experienced cost overruns resulting from changes in designs. The kitchen was re-modelled as well as civil works on the fence. These changes increased scope of works which in turn increased the project cost.

Table 6.8: Performance of Physical Education and Sports Programme by 30th June 2018

Sub-programme/ project	Output	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
Sports and PE	Policies, laws, guidelines, plans and strategies	0.186	0.176	6.00	4.70	0.70	Held 3 PES WG meetings; held one PAS Bill (2014) consultation meeting, procured small office equipment for PES Department.
	Support to National Sports Organizations/Bodies for PES activities	0.204	0.177	4.00	3.00	0.59	Conducted nurses' games at Gulu School of Clinical Officers and facilitated MoES officials to attend.
	Sports Management and Capacity Development	0.305	0.295	8.00	7.00	0.95	Conducted training of PE Instructors form PTCs and Technical Colleges, and facilitated MoES officials to coordinate National Sports Competitions.
	Membership to International Sports Associations	0.070	0.030	1.00	0.40	0.24	Annual subscription to World Anti-Doping Agency (WADA) for 2018 was paid.
	Management Oversight for Sports Development (NCS)	19.012	18.834	6.00	5.00	60.11	Facilitated teams to attend the CommonWealth Games and procured equipment for Sports Schools Centers of Excellence.
1369 :Akii Bua Olympic Stadium	Policies, Laws, Guidelines and Strategies	0.070	0.057	8.00	3.00	0.24	Paid staff salaries and bids evaluation committee meetings were conducted.
	Government Buildings and Administrative Infrastructure	0.730	0.723	2.00	1.00	1.38	Development of designs for Akii Bua Stadium were ongoing.
1370: National High Altitude Training Centre (NHATC)	Policies, laws, guidelines, plans and strategies	0.040	0.035	4.00	3.60	0.15	Salaries paid for 3 staff, project vehicle and motorcycle serviced.
	Government Buildings and Administrative Infrastructure	5.990	5.829	2.00	1.66	15.27	Multiple works ongoing at the main site. The hostel block and external kitchen were at roofing stage.
	Programme Performance (Outputs)					**79.63**	

Sub-programme/ project	Output	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
Outcome Performance							
	Outcome Indicator			**Annual Target**	**Achieved**	**Score (%)**	**Remark**
	Increased enrollment and access for male and female to access education and sports			0	0	0	Target missed
	Programme Performance (Outcomes)					**0**	Target missed
	Overall Programme Performance					**51.8**	**Fair performance**

Conclusion

The programme performed fairly at 51.8% overall. Poor performance at the outcome level was mainly because no information was availed regarding the indicator targets. Therefore analysis was not done on whether the interventions carried out under PES contributed to the programme outcome of increased participation in Physical Education and Sports and excelling athletes.

At output level, the fair performance was mainly due to the fact that designs for Akii Bua Olympic Stadium were not completed. However, civil works for the National High Altitude Training Centre (NHATC) progressed to 66%. The hostel block was at roofing level, while the kitchen was remodeled. The 3km jogging track, athletic track, artificial turf and the site routes were re-surveyed and were being graveled with murram.

6.2.8: Special Need Education Programme

The programme objective is to provide guidance on the delivery of special needs and inclusive education in a coordinated and adequately resourced manner for equitable and quality access to education by learners with special educational needs. The programme outcome is improved completion rate of learners with special needs.

The programme approved budget for FY 2017/18 was Ug shs 3.49bn, of which Ug shs 3.22bn was released and Ug shs 3.18bn expended. The programme has two sub-programmes which were assessed to establish the level of implementation.

a) Special Needs Education and Career Guidance

The objectives are to; i) formulate appropriate policies, plans, guidelines and technical advice on special needs education, ensure awareness, compliance, quality and equal opportunity to education and training in regards to special needs education and strengthen collaboration with private service providers and coordination with line ministries, departments, National Planning Authority, Higher Institutions of learning, NGOs and other bodies, nationally, regionally and internationally. The approved budget for FY 2017/18 was Ug shs 1.43bn, of which Ug shs 1.24bn (86.7%) was released and Ug shs 1.23bn (99.1%) expended by 30th June 2018.

Performance

Policies, laws, guidelines, plans and strategies were supported, this allowed for the procurement and distribution of 28 perkins braille machines to several schools, 500 sign language dictionaries and six (06) braille embossers. However due to inadequate funds, two printers and accessories were not procured.

Similarly under monitoring and supervision, 16 special and inclusive education schools were monitored and supervised. Follow up and support supervision was made to 17 schools whose teachers were trained in functional assessment. In addition, subvention grants were transferred to 100 schools to support learners. *Summary performance is in table 6.9.*

Challenge

i) Inadequate funds affected the implementation of some of the planned outputs. For instance monitoring of all planned Special Educational Institutions was not done.

b) Development and Improvement of Special Needs Education (SNE)

The project started on 1st June 2014 and its expected completion date is 30th June 2019. The overall objective is to provide an equitable access and quality of special needs education at all levels of education for an inclusive socio-economic transformation process for prosperity of the community with special needs in Uganda. The approved budget for FY 2017/18 was Ug shs 2.06bn, of which Ug shs 1.98bn (96.1%) was released and Ug shs 1.95bn (98%) expended by 30th June, 2018.

Performance

Performance was fair as a number of planned outputs were not achieved. Under Policies, laws, guidelines, plans and strategies; a specialized manual was developed and printed. Eight steering committee meetings were held for consultancy services for needs assessment of infrastructure in special needs schools. Under training, 65 staff at Mbale and Wakiso secondary schools for the deaf were trained in sign language.

Under monitoring and supervision of special needs facilities; activities of Mbale School for the Deaf were monitored and supervised, and 23 schools whose teachers were trained in functional assessment were monitored.

Under Government Buildings and Administrative Infrastructure; the evaluation of bids for the construction of four classes, two teachers, houses and a dormitory at Mbale School for the deaf was concluded. The contract was awarded to the successful bidder, however construction had not started. *For summary performance, refer to table 6.9.*

Table 6.9: Performance of the Special Needs Programme by 30th June 2018

Output Performance							
Sub prog./Project	**Output**	**Annual Budget (Ug shs)**	**Cum. Receipt**	**Annual Target**	**Cum. Achieved Quantity**	**Physical Performance Score**	**Remark**
Special Needs Education and Career Guidance	Policies, laws, guidelines, plans and strategies	717,476,205	614,099,467	10.00	8.00	19.19	Specialized equipment, assorted stationery and small office equipment were procured.
	Monitoring and Supervision of Special Needs Facilities	71,631,825	59,922,060	4.00	2.70	1.65	Monitoring and supervision continued throughout the FY.
	Special Needs Education Services	643,973,000	566,196,240	2.00	2.00	18.43	Transferred subvention grants to support SNE learners in 100 schools.
Development and Improvement of Special Needs Education (SNE)	Policies, laws, guidelines, plans and strategies	628,667,000	619,793,080	6.00	4.00	12.17	Specialized manual developed and printed.
	Training	312,000,000	312,000,000	1.00	1.00	8.93	65 staff at Mbale and Wakiso secondary schools for the Deaf were trained in sign language.
	Monitoring and Supervision of Special Needs Facilities	30,000,000	30,000,000	1.00	0.70	0.60	Monitoring carried out at Mbale School for the Deaf, and 23 schools whose teachers were trained in functional assessment were monitored.
	Government Buildings and Administrative Infrastructure	833,000,000	799,073,380	3.00	0.00	0.00	The evaluation of bids for the construction of 4 classes, 2 teachers, houses and a dormitory at Mbale School for the Deaf was concluded. The contract was awarded to the successful bidder.
	Purchase of Specialized Machinery and Equipment	257,000,000	221,960,000	1.00	0.00	0.00	No equipment was procured as the procurement process was not concluded by the end of Q4.
	Programme Performance (Outputs)					**60.98**	

Output Performance							
Sub prog./Project	Output	Annual Budget (Ug shs)	Cum. Receipt	Annual Target	Cum. Achieved Quantity	Physical Performance Score	Remark
Outcome Performance							

	Outcome Indicator	Annual Target (%)	Achieved	Score (%)	Remark
		-	-	-	No information provided
	Overall Programme Performance			39.6	Poor performance

Source: Author's Compilation

Conclusion

The overall programme performance was poor at 39.6%. Poor performance at the outcome level was mainly due to the non-availability of information regarding the indicator target performance. This affected the analysis of programme performance against the intended outcome and at output level. The poor performance of the development and improvement of special needs education project where no civil works were carried out at Mbale School of Deaf and procurement of specialized machinery and equipment was not carried out due to delayed procurement processes.

6.2.9 Presidential Pledges

From FY 2008/09 to date, government has continued to avail funds each FY to cater for Presidential Pledges made under the Education Sector. The funds are for construction of different structures such as classrooms, workshops, administration blocks, dormitory blocks, multipurpose halls, science laboratories, library blocks, and VIP latrines, the procurement of desks and the provision of transport to different education institutions as pledged by His Excellence, the President of Uganda.

The approved budget for FY2017/18 was Ug shs 4,500,000,000 and MoES planned to cover 18 pledges. A total of 13 districts were monitored. Physical performance was good at 79.6%.

Table 6.10: Performance of Presidential Pledges by 30th June 2018

District	Pledge	Amount (Ug shs)	Status of Pledge	Performance (%)
Kabale	Procurement of bus for National Teachers College Kabale	200,000,000	Bus was procured and delivered	100
Bunyangabo	Construction of a polytechnic school at Katugunda	300,000,000	Works involved construction of a 4 classroom block and a 5 stance Pit latrine. Construction complete but not yet handed over	100
Kabarole	Construction of Nobo Mayombo Seed School	700,000,000	Construction of a seed school comprising 8 classrooms; administration block, two five stance pit latrines for boys and girls.	100
	Construction of Barya Polytechnic	200,000,000	The scope of work was; construction of two classroom blocks of carpentry, metal, block laying and concrete practice workshops and two offices. Works are complete and infrastructure in use.	100%
Masaka	Procurement of a 32 seater bus at Ndegeya PTC	200,000,000	Bus was procured and in use	100
Mbarara	Completion of three storied dormitory structure at Mbarara Municipal School	500,000,000	The first floor of the structure had already been completed. Funds were to cater for the second and third floor. Roofing and shuttering had been completed	85
Mityana	Construction of a laboratory at St. Kizito Secondary School.	200,000,000	The laboratory has been roofed and plastered.	85
Mpigi	Construction of Girls Hostel at Bulamu Seed Secondary School	200,000,000	Construction has not started as only Ug shs 12.5 million was deposited on the school account and waiting for guidelines from MoES	0
Mubende	Procurement of a 32 seater bus at Mubende NTC	200,000,000	The bus was procured and is being manufactured. Body is complete and working on Chassis.	80
Kyankwanzi	Construction of St. Kizito Primary School	200,000,000	Construction of 4-1 staff quarter, two classrooms, and renovation of four classrooms. Construction is complete; Completing the renovation works.	80

District	Pledge	Amount (Ug shs)	Status of Pledge	Performance (%)
Kiryandongo	Construction of a library, computer laboratory and purchase of computers at Stella Matutina Secondary School	347,673,093	Construction has not started. There were delays in receipt of guidelines from Ministry and the selection of the contracts committee. Hope to start construction in Mid-August.	10
Ntungamo	Construction of Eriya Kategaya memorial Technical College	350,000,000	Construction of administration block, two classroom block, two 5 stance pit latrine for males and females, 2 stance pit latrine for staff; and Building and Concrete Practice workshop at roofing level and plastering	85
	Construction of Kihanga Public Primary School	200,000,000	Construction of a 4 classrooms, supply of furniture and installation of two water tanks. Roofing is complete and completing finishes.	90
Busia	Procurement of mini bus for Busitema University	200,000,000	The mini bus was procured and delivered to the university	100
Performance				**79.6**

Source: Field Findings

Conclusion

Performance of Presidential Pledges was good across districts with an achievement of 79.6%. All institutions received the funds as planned. Majority of institutions fulfilled the pledges as structures were completed and items such as school buses procured. Only two institutions (Bulamu S.S in Mpigi and Mututina S.S. in Kiryandongo) had not started works by 30th June, 2018.

6.3: Transfers to Local Governments (Votes: 500-850)

These Votes take up the biggest proportion of the education sector budget. They comprise of wage, non-wage (UPE, USE and Inspection) and two development programs (Consolidated Development grant and Secondary school Development/Transitional Development grant). The approved budget was Ug shs 1,434.53 bn all off which was released (100%) to the 168 LGs (121 districts, 46 municipalities and KCCA) and spent (100%). Release performance and expenditure for the district education grants therefore performed excellently.

Performance

A total of 44 districts were assessed at the end of FY 2017/18 and findings of performance are as follows;

i) Output Performance
Wage
The districts reported that all schools in their respective jurisdiction received wage and all teachers were paid during the year under review.

Non-wage

The districts reported that all schools received their UPE and USE funds for the three terms. Head teachers were submitting their accountabilities to the accounting officers. All the education departments in the various districts received Inspection grants (together with DEO's monitoring grant).

Development grants

a) School Facilities Grant and Transition Development Grants

All districts received 100 % of the development grant by the end of the FY. Districts implemented various projects which included construction of classroom blocks, supply of furniture, construction of 5 stance VIP lined pit latrines and 2 stance VIP lined pit latrines and payment of retention fees for the previous financial year (FY 2016/17).

All districts visited completed implementation of their planned activities. This was attributed to early procurement and implementation of activities. Majority of districts paid the retention for 2017/18 apart from a few like Gulu, Bugiri among others.

Challenges noted included changes in prices of materials due to inflation, poor road network particularly during wet seasons and district with poor terrains (e.g. Kapchworwa, Kwen) and some contractors delaying to start projects even where award were made in time, late of approvals of changes in the work plan by council.

b) Inspection Grant

Key findings from the inspections across the districts indicated that;

i) **Improved teacher attendance in primary schools**; districts conducted their inspection functions for the three academic terms and noted that there was improved teacher attendance in primary schools (Kwen, Iganga, Agago). In Iganga teacher presence was estimated at 90% up from 70% two years ago.
ii) **Increased enrolments in the government aided facilities** in various districts resulting from the DEO's monitoring and school inspections.Many private schools across districts that did not meet the minimum standards were closed.
iii) **Absenteeism of pupils persisted across** districts particularly on market days and during planting and harvesting seasons (Kapchorwa, Kween) as parents use children for cheap labour. In addition, when children break for lunch, many do not return for afternoon lessons and this is worse in wet seasons.
iv) **Children with Special Needs were not attended to** and are missing out making education not inclusive.

v) **Lack of transport during inspections** (for example Bugiri). Some Districts have no motor vehicles while some have a motor vehicle with no motor cycle.

vi) **Low Parents' involvement in supporting learning of children**; most rural parents did not provide scholastic materials to their children. Many children come to schools without books, pens, uniforms, mathematical sets. In addition parents have not supported the school feeding policy. This is worsened by politicians who go to communities and discourage the parents from contributing to it. It is only Gulu district where parents in 53 out of 55 primary schools in the district were fully supporting and contributing to the school feeding program.

vii) **Dilapidated structures/ facilities in schools**; many permanent schools structures are in a state of disrepair after many years of lack of maintenance. Many of them are dusty, are not lockable and teachers cannot display their visual teaching/learning aids as community members around these schools come and remove them.

viii) **Shortage of teachers in many government aided primary schools across the districts**; the current staff ceilings have long been overtaken by the increased pupil enrollment figures. The DEO of Dokolo for instance, noted that their ceiling was set when they had 34,000 pupils but they had 54,000 pupils which made the pupil-teacher ratio very high.

ix) **Hygiene and sanitation is a big challenge in schools across the districts** and this affected the retention of particularly the girl child. Districts did not have adequate funds to construct dress rooms for them and many latrines were either full or had collapsed.

c) Outcome performance in LGs

Government has made investments in the education sector with an ultimate objective of improvement access and equity, quality and efficiency and effectiveness in education. The monitoring set out to find out the perception of education administrators on the status of the respective indicators within their respective districts.

Access

At Primary Level; different districts were at different levels in terms of access to primary schools. In some districts every parish had a primary school as per the policy (e.g Gulu, Mayuge, Kamuli, Buyende, Iganga) with pupils working 2-3km on average to a nearby primary school.

However in others access to a primary school was still a big challenge with parishes without primary schools. The districts included; Dokolo with 11 parishes, Kapchorwa with 35 and Kwen 42 parishes and Otuke with 5 parishes.. Some rural parishes were too big with pupils moving more than 5 km (e.g Nsango, Isegero, Butyabule, and Buwolya parishes in Bugiri district).

At Secondary level; while access to secondary education improved over time, challenges of access still persisted. There are many sub counties across the districts without access to a government aided secondary school; (e.g Bugiri 3, Iganga 3, Otuke 3, Kamuli 4, Dokolo 5, Agago 7, Kapchorwa 9, Kwen 11). In some sub counties within Kapchorwa and Kwen districts for instance, students walk between 5-10 km to access a secondary school. It was noted that some of the sub counties did not even have access to a private secondary school.

Quality

i) Pupil Teacher Ratio[41]: Three districts noted that their PTR was good. (i.e Iganga 43:1, Kapchorwa 49:1, Gulu 50:1, and Kamuli 51:1). In these three districts the ratio was below the national standard. Although performance of this outcome indicator was good, the indicator was said to be static over the last two years in Kapchorwa and Kamuli, while in Iganga it was perceived to be improving over the same period.

   Arua district on the other hand had the worst reported PTR (100:1) this was attributed to influx of refugees in schools hosting refugees. Other districts that did not perform well on this outcome indicator included Dokolo (80:1), Kabarole (80:1), Bugiri (70:1) Otuke (60:1) among others. Majority of these districts reported no improvement on this outcome indicator over the last two years due to the ban on recruitment and the static staff ceilings.

ii) Pupil Classroom Ratio[42]: All districts monitored were perfoming poorly on the Pupil Classroom ratio. The worst was Buyende 127:1, followed by Bugiri 100:1 Mayuge 94:1, Kwen 90:1, Iganga 85:1, Dokolo 82:1, Otuke 80:1, Kapchorwa 80:1, Kyenjojo 80:1; Kasese 80:1; Butambala 70:1; Mubende 68:1, Mpigi 66:1 Kamuli 64:1 among others. Districts noted that performance on this indicator was worsening over the previous 2 years. The stock of classrooms was not growing in tandem with enrollments. Despite the investments in classroom construction therefore, districts are not doing well across the board on this outcome indicator with more congestion in classrooms in lower primary than inthe upper.

iii) Pupil Desk Ratio[43]: All districts monitored were doing poorly on this outcome indicator with some doubling the national standard. Buyende 9:1, Bugiri 8:1, Kamuli 8:1, Iganga 8:1, Kasese 7:1, Dokolo 6:1, Otuke 5:1, Kwen 6:1, Mubende 5:1, Mpigi 5:1, Mayuge 4:1. Districts were largely performing poorly in the lower and middle primary classes than in the upper classes in this indicator. Kapchorwa district which was performing at 5:1 attributed improvements on performance on this indicator on sub counties that used their local grant and supplied desks to their schools. However, no improvements were reported on this indicator by most districts over the last two years. In Dokolo the district did not buy more desks for fear of them being vandalized because many classrooms are simple structures standing on pillars with a roof and are not lockable.

iv) Pupil Text book Ratio[44]: Every year the MoES, through the Instructional Materials Unit, supplies text books to all government aided primary schools. The policy stipulates that there must be a text book in the hands of the learner. In the districts monitored, only three districts

[41] PTR: The national standard is 54:1.
[42] PCR: The national standard is 45:1
[43] Pupil Desk Ratio: The national standard is 3:1
[44] Pupil Textbook Ratio: The national standard is 3:1

(Kapchorwa 3:1, Mubende 3:1, Butamblala 3:1) had reached the national standard. The worst scenarios were reported in Iganga 11:1, Otuke 10:1 and Bugiri 10:1. Other districts that performed averagely on this indicator included Kamuli 4:1, Kamwenge 5:1; Kasese 5:1, Dokolo 5:1, Kween 6:1 etc.. These districts noted the indicator has been static for the previous 2 years because the replacement rate of books is low. The problem was noted to be bigger especially in lower classes than upper. However, some districts noted improvements on performance of this indicator over the past two year. For instance for Iganga district the ratio improved from 13:1 in 2015/16 to 11:1 2017/18. This was attributed to continued supply of text books by MoES/IMU as well as supply of text books under the Early Grade Reading program to the lower classes (e.g. Dokolo).

v) Pupil Stance Ratio[45]: All districts monitored were performing poorly on this outcome indicator. Many latrines are full, some have collapsed and in some district communities are using school sanitation facilities which makes them get filled up faster. The worst performance on this indicator was in Arua 120:1 in schools hosting refugees. Schools that are not hosting refugees in Arua were performing at 80:1. Kwen district was another worst performing district with 114:1, followed by Kasese 110:1, Iganga 85:1, Otuke 80:1, Dokolo 80:1, Buyende 80:1, Mubende 72:1 Kamuli 71:1, Bugiri 70:1, Kamwenge 70:1; Kyenjojo 70:1; Butambala 70:1, Mayuge 67:1, Kapchorwa 65:1, Oyam 60:1, Gulu 60:1 etc. Because of the gravity of the problem, a number of districts have priotised investments in latrine construction to improve the quality of hygiene and sanitation in their schools.

Some districts however, (for instance Buyende, Kapchorwa) have registered minimal improvements on this indicator over the last 2 years though still performing poorly. For instance Buyende moved from 85:1 in 2015/16 to the current 80:1 2017/18. In Dokolo some improvements were registered where communities through their PTAs volunteered to dig pit latrines in schools and the DLG putting up the super structure. Districts are now constructing lined latrines that can be emptied when they fill up.

6.4 Education Service Commission (Vote 132)

The Vote mission is to provide an efficient, professional, accountable, transparent and motivated education service. The approved budget for FY 2017/18 was Ug shs 6.912 bn which was all released and Ug shs 6.415 bn expended by 30th June 2017. The Vote has one programme; Education Personnel Policy and Management.

6.4.1 Education Personnel Policy and Management Programme

The programme's services are; tendering advice to the President in relation to the education service; recruiting and appointing teaching and non-teaching personnel into the education service; appointing officers at the Ministry of Education and Sports (MoES) Headquarters; validating and confirming appointments of Education Service Personnel; developing, reviewing,

[45] Pupil Stance Ratio: The national standard is 40:1

monitoring and evaluating policies governing Education Service Personnel; and maintaining accurate employment records of Public Officers in the Education Service.

The programme has two sub programmes which were all monitored to assess the level of implementation by the end of the FY and below are the findings;

a) Headquarters Sub-Programme

The objectives are to; i) ensure quality and continuous education service delivery in the sector by making appropriate appointments; (ii) To enhance efficient and effective education service delivery through management and supervision of Education Service personnel; (iii) Tender advice to the President in relation to the Education Service; (iv) Developing, reviewing, monitoring and evaluating policies governing Education Service Personnel; and (v) Maintaining accurate employment records of Public Officers in the Education Service.

The approved budget FY 2017/18 was Ug shs 6.56bn, which was released and 92.4% (Ug shs 6.06 bn) expended by the end of the FY.

Performance

Performance was very good with all the planned outputs achieved during the FY. For instance, under Management of Education Service personnel; a total of 3,820 people were appointed into the service against a set target of 1500 (of which 2653 were male and 1167 were female), while 1201 were confirmed in service against a set target of 1500 representing 80% performance level; the Commission validated 3,292 appointments of personnel in the service out of these 2,003 were male and 1289 were female. This was against a set target of 2,000 representing 165% performance level and the regularisation of 77 appointments of Teaching and Non-Teaching Personnel (45 male, 32 female). Study Leave was granted to 66 Teaching and Non-Teaching personnel.

Under Policy, Monitoring, Evaluation and Research; the BFP and the MPS FY 2017/18, Annual Report, GHAPR, ESSAPR, Quarterly Reports FY 2017/18 were prepared and submitted. Under Finance and Administration; the Final Books of Accounts, Financial reports and statements for FY 2017/18 were prepared and submitted and similarly under Internal Audit; audits were conducted, audit Reports, Non-Wage Audit, Project Audit, Quarterly Audit Reports and Management Letter prepared and submitted.

Under Procurement Services, Quarterly, Semi Annual, Annual Procurement Reports and Procurement Plans FY 2017/18 were prepared and submitted to MoFPED and PPDA. Policy, monitoring, evaluation and research activities were supported. *Summary of performance is in table 6.11.*

b) Support to Education Service Commission Sub-Programme

The sub-programme's objective is effective and efficient service delivery through optimal resource and asset allocation. The sub programme started on 1st July, 2013 and its expected completion date is 30th June, 2018. The expected outputs are; i) Motor Vehicles and transport equipment procured, (ii) Office furniture and fittings acquired, (iii) Office and ICT equipment procured, (iv) acquisition of land for office space, (v) Design and architectural drawings for office space drawn and (vi) Offices constructed.

The approved budget FY 2017/18 was Ug shs 0.35bn which was released and expended by 30th June 2018.

Performance

Performance was very good, motor vehicles, laptops and furniture were procured**.**

Table 6.11 Performance of Education Personnel Policy and Management Programme by 30th June, 2018

Output Performance							
Sub prog./Project	**Output**	**Annual Budget (Ug shs)**	**Cum. Receipt**	**Annual Target**	**Cum. Achieved Quantity**	**Physical Performance Score**	**Remark**
Headquarters	Management of Education Service Personnel	1,935,254,675	1,935,254,675	6.00	4.95	28.00	Appointment, confirmation, validation and regularisation of personnel into the Education service was done.
	Policy ,Monitoring, Evaluation and Research	98,471,980	98,471,980	5.00	5.00	1.42	Statutory reports were prepared and submitted.
	Finance and Administration	1,421,038,567	1,421,038,567	5.00	5.00	20.56	Statutory reports were prepared and submitted.
	Internal Audit	29,398,000	29,398,000	7.00	7.00	0.43	Audits were Conducted reports prepared and submitted.
	Procurement Services	18,844,000	18,844,000	5.00	5.00	0.27	Procurement and disposal of Goods and Services was managed;.
	Information Science	115,993,000	115,993,000	10.00	10.00	1.68	IT Equipment was acquired; ESC Website Updated and staff were trained in ICT Applications and Laws;
	Human Resource Management Services	2,889,258,070	2,889,258,069	6.00	6.00	41.80	Salaries, Pension, Gratuity, Wages and Allowances were paid and secured; Payroll reports Prepared and Submitted
	Records Management Services	51,999,999	51,999,999	5.00	5.00	0.75	Records management policies, procedures and regulations were implemented;

Output Performance							
Sub prog./Project	Output	Annual Budget (Ug shs)	Cum. Receipt	Annual Target	Cum. Achieved Quantity	Physical Performance Score	Remark
Support to Education Service Commission	Purchase of Motor Vehicles and Other Transport Equipment	301,530,251	301,530,251	1.00	1.00	4.36	One motor vehicle was procured.
	Purchase of Office and ICT Equipment, including Software	50,000,000	50,000,000	2.00	2.00	0.72	Five Laptops and 15 Furniture (Table and Chairs) were procured.
	Programme Performance (Outputs)	6,911,788,542	6,911,788,541			**100.0**	**Very good performance**
Outcome Performance							
	Outcome Indicator			**Annual Target (%)**	**Achieved (%)**	**Score (%)**	**Remark**
	Percentage of Male and Female Education Service Personnel Recruited.			90	100	100	Target achieved
	Proportion of Education Service Personnel Policy implemented and managed.			50	50	100	Target achieved
	Proportion of Male and Female Education Service Personnel professionally managed (Confirmed, Validated, Regularized and Disciplined)			90	100	100	Target achieved
	Programme Performance (Outcomes)					**100**	
	Overall Programme Performance					**100**	**Very good performance**

Source: Author's Compilation

Programme performance was very good (100%). All the planned outputs were achieved and the programme outcome indicator targets achieved in the FY.

Implementation Challenges

i) Lack of office space remains a key challenge.

ii) There is a big number of Caretaker Head Teachers and Deputy Head Teachers in educational training institutions.

iii) A large number of Grade V teachers had upgraded to Graduate level yet there was little effort to promote them, due to lack of funds. This caused anxiety, distress and demoralization among them.

iv) There was a high shortage of teachers in Secondary Schools.

v) The Scheme of Service for Teaching Personnel in the Education Service was partially implemented in the Primary education sub sector for 4 years. It was then suspended, due to lack of funds. The Scheme is yet to be implemented in Secondary schools and Tertiary institutions.

vi) Forged appointments, promotions and access to Government Payroll in the sector: The ESC conducted validation exercises and unearthed cases of forged appointments, promotions and access to the Government Payroll by employees within the education services in 15 districts. The cost analysis of these forgeries established that Government is currently losing Ug shs 4,729,892,412 annually to illegal access to the payroll. It was also noted that some forged cases were recommended for removal from the payroll as far back as 2002, however no action was taken.

Conclusion

The overall performance of the vote was very good (100%).In terms of Education Personnel Policy and Management, the vote performed well at output and outcome level. All outcome targets set in the FY were achieved. Over the medium term, the commission continues to adopt measures that will ensure equitable and gender balanced recruitment and confirmation of personnel in the Education and Sports sector although in FY 2017/18, the total number of male personnel recruited and confirmed was higher than female personnel. With the ongoing concern of lack of Female teachers in schools especially in the rural areas the commission needs to put in more effort to balance the gap.

Recommendations

i) The MoES should implement of the Scheme of Service at Secondary Education level.

ii) The Education Service Commission, Ministry of Education and Sports and the Chief Administrative officers should work closely to identify the availability of wage in their respective districts and make submissions to the Ministry of Education and Sports for onward submissions to the Commission for recruitment.

iii) Accounting Officers with cases of teachers with forged appointments and promotions should ensure that they are deleted from the Government Payroll. The MoES, MoPS and MFPED should conduct a thorough audit of all appointments and promotions in the 168 LGs (121 districts, 46 municipalities and Kampala Capital City Authority -KCCA) with the view of weeding out all forgeries.

6.5 National Curriculum Development Centre (Vote 303)

The Vote mission is to develop and provide curricula and instructional materials for quality education through continuous manpower development, research and stakeholder consultation. The vote has one programme; Curriculum and instructional materials development, orientation and research.

6.5.1 Curriculum and Instructional Materials Development, Orientation and Research Programme

The objectives are to; initiate new syllabuses and revise existing ones, carry out curriculum reform, research, testing and evaluation, bring up-to-date and improve syllabuses for school and college courses and carry out research on matters concerning curriculum.

The programme outcome is Quality Curriculum Materials which has the following outcome indicators; (i) Number of evaluation reports on curriculum interpretation and implementation, (ii) Level of acceptability of curriculum by stakeholders and (ii) Number of variety of Curriculum materials approved by NCDC Governing Council. The programme has one sub programme which was monitored and performance is given below;

a) Headquarters Sub-Programme

The sub-programme is aimed at; i) development of teaching schemes, textbooks, teachers' manual, examination syllabus, teaching aid and instructional materials, ii) conducting in-service courses for acquisition of knowledge and skills by persons required to teach new syllabuses and iii) carry out research on matters concerning curriculum. The revised budget FY 2017/18 was Ug shs 6,803,443,434 which was all released and expended by the end of the FY.

Performance

A number of outputs were achieved during the financial year. Under Pre-primary and Primary Curriculum Development; Kiswahili implementation manual for P.5,6,7 was developed, 68 TOT were trained and 200 teachers were oriented; 369 copies of p.5 curriculum materials were brailed; three language boards and three writing panels were formed; guidelines for inclusive play materials and play grounds developed and copies of story books, charts, games, copies of advocacy materials and feedback reports were partially procured due to insufficient funding.

Under Secondary Education Curriculum; Curriculum materials for 15 subjects for lower secondary was proof read, Curriculum content for 15 subjects was re-packaged. Curriculum content for Lower Secondary was reviewed and a draft made.

Under Production of Instructional Materials; 12 curriculum materials were edited, illustrated, designed, laid out and proof read. 25 Curriculum Specialists were oriented on the NCDC House-style.

Equally, under BTVET Curriculum, the manual for Instructors of the 2 Business Diploma Programmes was developed and users oriented, curriculum materials for the two business diploma programmes were edited and Curriculum materials for six Certificate Courses were printed and distributed.

Lastly, the study report was produced**,** dissemination workshops were conducted, Dissemination reports were produced, new books were acquired in the library and access to E-Resources was facilitated, under Research, Evaluation, Consultancy and Publications. Summary of performance is indicated in table 6.12.

Table 6.12: Performance of the Curriculum and Instructional Materials Development, Orientation and Research Programme by 30th June, 2018

Sub-programme	Output/Sub programmes	Annual Budget (Ug shs) Bns	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
Headquarters	Pre-Primary and Primary Curriculum	0.511	0.511	7.00	6.67	7.19	Manual was developed, Training of trainers conducted and copies of p.5 curriculum materials were brailed.
	Secondary Education Curriculum	0.553	0.553	3.00	2.88	7.80	Curriculum materials for 15 subjects for lower secondary were proof read.
	Production of Instructional Materials	0.030	0.030	2.00	2.00	0.45	12 curriculum materials were edited, illustrated, designed, laid out and proof read.
	BTVET Curriculum	0.441	0.441	5.00	5.00	6.49	80 Instructors were oriented on curriculum Implementation, 200 Copies of Syllabi and Teachers Guide for the two Diploma programmes were printed and distributed.
	Research, Evaluation, Consultancy and Publications	0.134	0.134	6.00	6.00	1.97	Dissemination report and regional dissemination workshops were conducted and report produced.
	Administration and Support Services	5.134	5.134	3.00	3.00	75.46	Utility bills were paid on time and operational expenses were paid.
Programme Performance (Outputs)						**99.37**	
Outcome Performance							
	Outcome Indicator			**Annual Target**	**Achieved**	**Score (%)**	**Remark**
	Number of variety of Curriculum materials approved by NCDC Governing Council			12	12	100	Targets achieved.
	Level of acceptability of curriculum by stakeholders			100	100	100	Strong level of acceptability.
	Programme Performance (Outcomes)					**100.0**	
	Overall Programme Performance					**99.6**	

Source: Author's compilation

Challenges

i) There was a **budget cut** which severely constrained their budget and the implementation of some of their activities

ii) **Understaffing**; as the center was operating at 47% staff in post and recruitment could not be carried out due to the government freeze on recruitment of new staff.

iii) The lack of wage increment also affected the NCDC's ability to promote staff.

iv) **Inadequate budget** which has hampered effective service delivery; for instance, the center had an old vehicle which could not be effectively used in monitoring work to ensure proper use of the curriculum and orientation of teachers on the use of the curriculum. The center could not procure a printer/publishing due to limited available funds.

Conclusion

Vote performance was excellent (99.6%) on both its outputs (99.37%) and outcomes (100%). Through the Curriculum and Instructional Materials Development, Orientation and Research Programme, a variety of curriculum materials were approved by the NCDC governing council and there was a strong level of acceptability of curriculum by stakeholders.

6.6 Busitema University (Vote 111)

The University aims at developing human capacity with employable skills that are critical for the social transformation of the country through teaching and training, research and outreach in science and technology for tertiary education. The institution has one programme that is Delivery of Tertiary Education and Research.

Delivery of Tertiary Education and Research Programme

The programme objective is to create a conducive teaching and learning environment for nurturing students at the University and enhance access to opportunities and meet the Higher Education requirements at national and international levels through production of hands-on skilled graduates, knowledge transformation and utilization of research and innovations.

The programme outcome is increased competitive and employable graduates and the outcome indicators are; i) rate of equitable enrolment and graduation at tertiary level (target FY 2017/18 - 5%), rate of research, Publication and innovations rolled out for implementation (target FY 2017/18-5%) and national, regional and global ranking (target-50%).

The programme has three sub programmes which are Headquarters, Busitema University Infrastructure Development Project and Institutional Support to Busitema University–Retooling. The total budget for the vote was Ug shs 29,901,003,789bn of which Ug shs 29,826,607,889bn (100%) was released and Ug shs 29,807,903,917bn (100%) expended.

All the three sub programmes were monitored and below are the findings;

a) Headquarters Sub-programme

The approved budget FY 2017/18 was Ug shs 28,823,482,978bn, after receipt of a supplementary budget of Ug shs 3,168,185,443bn. Of the approved budget, Ug shs 28,822,932,614bn (100%) was released and spent by the end of the financial year.

Performance

Good performance was noted as; teaching and training was conducted where 2,077 students were admitted (43% were female); 3,225 students taught (31% were female); and 922 Students graduated (284 were female, 638 were male and 3 were PWDS). Under Research ,consultancy and publications, 213 staff were trained on proposal writing of which 31% were female, 91 publications published by staff in different reviewed journal and repository developed and updated.

A total of 7 outreaches were conducted and 3 research outputs (prototypes) and innovations successfully developed. In regards to student welfare; 700 students were supported (224 females and 476 male); 3060 students treated and counseled; and inter-University games was supported in which 5 medals and 2 trophies were won and administration and support services were supported. ***Summary of performance is in table 6.13.***

b) Busitema University Infrastructure Development Project

The approved budget FY 2017/18 was Ug shs 820,000,000bn of which Ug shs 750,752,100bn (92%) was released and Ug shs 747,558,599(100%)was spent by the end of the financial year.

Performance

Good performance was noted. The lecture block at Arapai campus was completed at a cost of Ug shs 165.6m and arrears paid. Sub structural works up to casting of over site floor for the lecture block was completed at Mbale campus at a cost of Ug shs 303.9 m

c) Institutional Support to Busitema University – Retooling

The approved budget FY 2017/18 was Ug shs 257,520,811bn of which Ug shs 252,923,175bn (98%) was released and Ug shs 252,473,354bn (100%) spent by the end of the financial year.

Performance

Good performance was noted as a number of planned outputs were achieved in the FY. One van for the faculty of Health Services-Mbale was purchased and taxes for the pickup double cabin paid. In regards to Office and Residential Furniture and Fittings; a total of 206 lecture room chairs were purchased. Renovation works were carried out; at two hostels, a sports house, double happiness hall-Arapai; anatomy laboratory at Mbale campus, sickbay at Nagongera and Busitema campus. The drainage and water systems at the hostels were rehabilitated. *Summary of performance refer to table 6.13.*

Table 6.13: Performance of Delivery of Tertiary Education and Research Programme – Busitema University by 30th June, 2018

Sub programme/ Project	Output	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
headquarters	Teaching and Training	14.5	14.5	3.00	2.52	40.80	Students were admitted, taught and graduation was carried out.
	Research, Consultancy and Publications	0.14	0.14	3.00	2.88	0.46	Staff trained on proposal writing, publications published and repository developed and updated.
	Outreach	0.05	0.05	4.00	1.05	0.04	Seven outreaches were conducted.
	Student Welfare	1.74	1.74	5.00	3.26	3.79	Student welfare was provided.
	Administration and Support Services	12.37	12.37	8.00	5.25	27.15	Administration and Support services supported which included preparation of Financial Statements and polices.
1057 Busitema University Infrastructure Dev't	Construction and rehabilitation of learning facilities (Universities)	0.82	0.75	3.00	2.00	2.00	Lecture block constructed at Arapai campus and sub structural works for the lecture block at Mbale campus completed.
Institutional Support to Busitema University – Retooling	Purchase of Motor Vehicles and Other Transport Equipment	0.08	0.08	2.00	2.00	0.27	One van for Faculty of Health Services-Mbale was purchased.
	Purchase of Office and Residential Furniture and Fittings	0.03	0.03	1.00	1.00	0.09	206 lecture room chairs were purchased
	Construction and rehabilitation of learning facilities (Universities)	0.15	0.15	2.00	2.00	0.50	Rehabilitation and renovation works carried out at at two hostels, a sports house, double happiness hall-Arapai; anatomy laboratory at Mbale campus, sickbay at Nagongera and Busitema campus.
	Total	29.9	29.8	0.00	0.00	75.11	

Sub programme/ Project	Output	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
	Programme Performance (Outputs)					75.11	
Outcome Performance							

Outcome Indicator	**Annual Target**	**Achieved**	**Score (%)**	**Remark**
Rate of equitable enrolment and graduation at tertiary level	5%	3.60%	72	Target missed
Rate of research, Publication and innovations rolled out for implementation	5%	4.20%	84	Target missed
National, regional and Global Ranking	50	0.00%	0	Target missed
Programme Performance (Outcomes)			**52**	**Fair performance**
Overall Programme Performance			**67**	**Fair performance**

Source: Author's compilation

Programme Implementation Challenges

i) **Delayed release of the capital development grant;** 70% (Ug shs. 702 M) of capital development was released in 4th Quarter which made it difficult to utilise all the funds timely. Some activities had to be rushed as a result.

ii) **Low release of capital development fund;** The University had planned to enroll 3,420 students but it enrolled 3,225 students since some of the programmes (natural resources and environment sciences and Bsc marine engineering) could not be launched in the current academic year. In addition, the University could not admit more students due to limited facilities mainly for Faculty of Health Science since only 44% of capital development was released in FY 2016/17. The low release of capital development is therefore affecting income generation through NTR and AIA.

iii) The university charges for the private students are below the unit cost while the cost of inputs and cost of living is generally going up.

iv) The university is operating at a teaching staff level of 20% (760 establishment and 176 in post) and at 16 % for the Non-teaching staff (2,040 establishment and 268 in post). The available staff are therefore overloaded and have less time for research and publications. The university cannot recruit additional staff nor promote existing on attainment of higher qualifications because of lack of wage. As a result there is a high labor turnover for lecturers on attainment of higher qualifications to other universities.

v) The cost of managing the multi campus model is too high. Currently, Busitema University has six campuses. The cost of managing the six campuses is huge.

Recommendation

i) The MFPED should re-imburse all NTR collected by the universities on a semester basis (as opposed to a quarterly basis).
ii) Government should allow universities to charge private students depending on the prevailing unit costs.
iii) Government should provide resources to recruit more staff in the university in order for universities to deliver on the core mandate of teaching and research.

Conclusion

The overall performance for the university was fair at 67%. The university performed better on Outputs (75%) than it did on outcome (52%). Notably the university missed the outcome annual targets on all three indicators. While they are making progress on two of their outcome indicators (Rate of equitable enrolment and graduation at tertiary level at 72% and Rate of research, Publication and innovations rolled out for implementation at 84%), they have been unable to achieve on one, National, regional and Global Ranking, which brought their outcome and overall performance score down. In terms of outputs, the university scored well across the programs and projects, but construction was affected by the delayed release of the capital development grant.

6.7 Gulu University (Vote 149)

Gulu University was established to be a leading academic institution for the promotion of rural transformation and industrialization for sustainable development. The vote has one programme, delivery of tertiary education and research.

6.7.1 Delivery of Tertiary Education and Research Programme

The programme objectives are i) to provide instructions to all those admitted to the University and to make provision for the advancement, transformation and preservation of knowledge, and to stimulate intellectual life in Uganda; ii) to organize and conduct courses with particular emphasis on Medical, Agriculture, Environmental and other Sciences; iii) to conduct examinations and award certificates, diplomas and degrees, and where necessary to revoke such awards iv) to undertake the development and sustenance of research and publication with particular emphasis in Medical, Agriculture, Environment and other Sciences, v) to disseminate knowledge and give opportunity of acquiring higher education to all persons, including persons with disabilities, wishing to do so regardless of race, political opinion, color, creed or sex, and vi) to provide accessible physical facilities to the users of the University.

The programme outcome is rural transformation through access and enrolment and the outcome indicators are ;i) increase in access and enrollment (target FY 2017/18- 4,800), increased rate of researches and publication (target 100%) and utilization of resources and accountability (target-100%). The three sub programmes under the programme were monitored and below are the findings;

a) Headquarters

The approved budget FY 2017/18 was Ug shs 28,697,698,105bn of which Ug shs 28,697,697,676 bn (100%) was released and Ug shs 28,684,123,217 bn (100%) was expended by 30th June 2018.

Performance

The sub programme achieved most of the planned outputs under headquarters. Under teaching and training; a total of 260 Government sponsored and 3,050 private students were admitted, 15 PhD students were registered and sponsored; 15 Master's Program students sponsored, and 756 students carried out school practice.

Under research, consultancy and publications; a total of 15 research seminars were conducted, 15 publications made, 20 research proposals for approval and funding prepared and presented, 10 public lectures conducted and subscription made to 10 referred research journals. For outreach; community clerkship in 30 health centers was carried, internship for 50 medical students carried out and field visits/attachments and industrial visits for 250 students completed. Student welfare was provided in terms of living out allowances to 803 Government sponsored students and 30 disability students. Under Administration and Support services; staff salaries were paid for 428 staff on payroll, wages for 50 casual workers, remitted 15% contribution to NSSF for the staff and remitted statutory deductions (PAYE) to URA for the 506 staff and paid arrears for non-teaching staff.

For Guild Services; new Guild Government was formed; carried out orientation to 50 Guild Council members carried out and the annual budget for Guild activities was prepared. Under contributions to research and international organizations; contributions to research journals, periodicals and subscriptions to 10 international organizations were made and 15 staff were supported to attend research conferences. *Summary of performance of the sub program is in table 6.14.*

b) Support to Gulu Infrastructure Development Project (0906)

The project started on 1st July 2015 with an expected completion date of 1st June 2020. Project's main objectives are; i) to implement the Master Plan, ii) to acquire the 70 acres of land from National Forest Authority, iii) to construct non-residential buildings, iv) to carry out infrastructural Development, v) acquire 742 Hectares of land at laroo.vi) Acquire 3,000 Hectares of Land in Nwoya, vii) to construct Local Area Network (LAN) , Information and Communication Technology ICT, Install wireless (WiFi) in the Campuses, link all the Campuses, increase internet Bandwidth from 5Mbps to 30Mbps. viii) Implement Computerised Education Management Accounting System (CEMAS). ix) Library and Faculty of Agriculture and Environment) Multi-Functional Bio-Science Laboratory. xii) - Business Center.

The approved budget FY 2017/18 was Ug shs 1,870,000,000 bn of which Ug shs 1,338,916,364 bn (74%) was released and Ug shs 1,274,146,050bn (95%) was expended by 30th June 2018.

Performance

Poor performance was noted as a number of planned outputs were not achieved. Under Government Buildings and Administrative Infrastructure; business plans for the pieces of land in Nwoya, Latoro, Purongo and Forest were prepared, however boundaries were not opened due to insufficient funds. Rehabilitation of Dean of Students Block and Academic Registrars Block and Planning Block was not carried out.

For roads, streets and Highways; procurement process was ongoing for the tarmacking of two Kilometer of road at main campus, at Faculty of Medicine, new site to Bio-Systems and Engineering workshop site.

Under construction and rehabilitation of learning facilities (Universities); the overall progress for civil works for HEST project funded under the African Development Bank was at completion level. Faculty of Agriculture block was 99%, the Library block was at 99% and the Multi-function laboratory was at 95%. Built pavers for main campus and Faculty of Agriculture, Environment and Medicine were built and barricaded non-walking areas at main campus demarcated. *Summary of performance is in table 6.14.*

c) Institutional Support to Gulu University – Retooling Project

The project started on 1st July 2017 and its expected end date is 30th June 2022. The project has the core objective of creating a conducive teaching and learning environment for nurturing students at the University and enhancing production of hands - on skilled graduates, knowledge transformation and utilization of research and innovations. The expected outputs are; the procurement of machinery and equipment, procurement of furniture and fittings, procurement of staff Van, Procurement of Double Cabin Pick-ups, Procurement of Faculty Bus and ICT LAN connectivity and maintenance.

The approved budget for FY 2017/18 is Ug shs 630,053,381bn, of which Ug shs 520,013,345 bn (83%) was released and Ug shs 493,322,890bn (95%) expended by 30th June 2017.

Performance

Performance was mixed as some planned outputs were achieved while others were not. Under purchase of motor vehicles and other transport equipment; one station wagon for Vice Chancellor was delivered and part payment for guild van was made. However double Cabin pickups for pool and two motorcycles for Audit and Stores were not procured due to insufficient funds.

Under purchase of office and ICT equipment including software; the local area networks at Administration Annex Building were done and part payment for internet bandwidth completed. Other activities not done due to insufficient funds which included; construction of the LAN in 18 buildings at Main Campus and procurement of Office 2013 with 500 user license.
Under purchase of specialized machinery and equipment; a heavy duty generator (200KVA) was procured out of the planned 3 however the AH batteries and two heavy duty copiers were not procured.

Office, residential furniture and fittings were not procured and equipping Biology and Chemistry Laboratories were not equipped. Rehabilitation of Faculty of Science Laboratories, Agriculture and Medicine was not done. Summarized performance of the sub program is in table 6.14.

Table 6.14: Performance of the Delivery of Tertiary Education and Research Programme-Gulu University by 30th June 2018

Sub prog/Project	Output	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
Headquarters	Teaching and Training	9.89	9.89	4.00	4.00	31.71	Conducted lectures, graduation, fieldwork and school practice.
	Research, Consultancy and Publications	0.19	0.19	6.00	5.00	0.50	Research seminars and training conducted. Research proposals prepared and presented for approval.
	Outreach	8.64	8.64	3.00	3.00	27.70	Conducted community clerkship in 30 Health Centers, internship, field visits and industrial visits for students.
	Student Welfare	1.76	1.76	3.00	3.00	5.64	Living out allowances paid to 803 Government students.
	Administration and Support Services	8.18	8.18	5.00	3.68	20.44	Salaries were paid, statutory deductions remitted
	Guild Services	0.01	0.01	3.00	3.00	0.04	Formation of Guild government was completed and budget for guild activities prepared.
	Contributions to Research and International Organizations	0.03	0.03	6.00	5.50	0.07	Contributions made and staff supported to attend seminars.
Gulu University	Acquisition of Land by Government	1.55	1.02	4.00	1.50	2.83	Outstanding payments were settled and HEST project site was fenced.
	Government Buildings and Administrative Infrastructure	0.10	0.10	3.00	1.00	0.11	All processes for government buildings and administrative infrastructure were delayed due to delayed and insufficient funding.
	Roads, Streets and Highways	0.02	0.02	2.00	0.50	0.02	At Procurement. Level.

Sub prog/Project	Output	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
	Construction and rehabilitation of learning facilities (Universities)	0.03	0.03	2.00	1.00	0.05	Overall progress for civil works for HEST project was at completion level.
	Lecture Room construction and rehabilitation (Universities)	0.12	0.12	2.00	1.00	0.19	Continued with Construction of Faculty of Agriculture and Environment block, Faculty of medicine Block
	Campus based construction and rehabilitation (walkways, plumbing, other)	0.05	0.05	3.00	2.00	0.11	Walk ways were paved and barricaded non-walking areas at demarcated
Institutional Support to Gulu University - Retooling	Purchase of Motor Vehicles and Other Transport Equipment	0.20	0.20	5.00	1.50	0.19	One station wagon for VC was delivered and part payment for guild van was made.
	Purchase of Office and ICT Equipment, including Software	0.10	0.10	4.00	1.00	0.08	Local area networks done and internet bandwidth paid.
	Purchase of Specialized Machinery and Equipment	0.20	0.19	4.00	1.00	0.17	One 200KVA Generator was procured.
	Purchase of Office and Residential Furniture and Fittings	0.04	0.03	2.00	0.00	0.00	No furniture procured
	Construction and rehabilitation of learning facilities (Universities)	0.09	0.00	2.00	0.00	0.00	No equipment purchased or supplied for the laboratories and rehabilitation of the laboratories not done.
Programme Performance (Outputs)						**89.86**	
Outcome Indicator				**Annual Target**	**Achieved**	**Score (%)**	**Remark**
Increased access and enrollment				4,800	6,541	100	Target achieved
Increased rate of researches and publications				100	100	100	Target achieved
utilisation of resources and accountability				100	43	9	Target missed
Programme Performance (Outcomes)						82	Good performance
Overall Programme Performance						**87**	**Good performance**

Programme Challenges

i) Delayed release of capital development fund. A large percentage of the fund was released at the end of Q3, this affected the implementation of the development activities particularly the retooling components (mainly supplies such as furniture, fittings, machinery and equipment, laboratory agents and books for the library).

ii) Slow payment of tuition as students tend to remit fees towards examination time. By end of March 2018 (Q3), only 52.7% of NTR had been reimbursed from the consolidated fund. As a result staff allowances for marking exams and overtime (teaching over weekends) and payment of some development activities worth Ug shs 1.2 billion were in arrears. This was to be reimbursed from the consolidated fund in FY 2018/19.

iii) There were delays to migrate the university to the IFMS system. The process of migrating from the traditional system to the IFMS took four months from July to October 2017. During that time they had to rely on the IFMS team from the MoFPED. The process is hitherto not complete as the procurement modules was not complete.

Conclusion

The overall performance for the university was good at 87%. The university achieved targets on two outcome indicators (i.e increased access and enrollment and increased rate of researches and publications) and missed on one. Both outcome and output performance was good (82%) and (89.96%) respectively. The overall output performance was affected by poor performance of the development component, which was largely due to delayed release of the fund.

Recommendation

i) The MFPED should re-imburse all NTR collected by the universities on a semester basis (as opposed to a quarterly basis).

6.8 Lira University (Vote 301)

The Institution aims at producing more skills in Healthy Science and Technology to respond to the increased demand from the labour market and promoting the development of a knowledge-based economy by providing solutions to community Health problems. The vote has one programme - Delivery of Tertiary Education and Research.

6.8.1 Delivery of Tertiary Education and Research Programme

The programme objectives are to; be the standard of excellence and innovation for societal transformation; ii) be a leader in integrating scholarship and practice; iii) serve societal needs and to foster social and economic development; iv) create a conducive teaching and learning environment for nurturing students at the University; v) enhance production of hands-on skilled graduates, knowledge transformation and utilization of research and innovations; vi) enhance access opportunities and meet the Higher Education requirements at national and international levels; vi) provide a framework for public, private sector interface through Public Private

Partnership in the promotion of science and education as a business and promoting the development of a knowledge-based economy for a Health community and environment.

The programme outcome is increasing enrollment, programs, researches and rate of skilled graduates and the outcome indicators are; i) Increased rate of Skilled Graduates (target-70%), ii) Number of Programs introduced (target 2 science programs) and iii) Increased rate of successful enrollment and researches (70%).

The programme has three sub programmes; Headquarters and support to Lira Infrastructure Development project. Two of the three sub programmes were monitored to assess the level of implementation. Findings are below;

a) Headquarters

The program's revised budget FY 2017/18 was Ug shs 9,255,265,035, after receiving a supplementary of Ug shs 1,910,346,750, of which Ug shs 9,261,264,791 (100%) was released and Ug shs 8,691,689,285 (94%) expended by 30th June 2018.

Performance

The sub programme achieved most of the planned outputs under headquarters. Under teaching and training; 900 students were taught and examined, two Semester examinations were conducted, five academic programs were developed and 167 students were supervised for internship.

Under research, consultancy and publications; three research collaborations were conducted, two training sessions in proposal writing conducted, 34 students' prototypes were tested, E-Library was purchased to boost research and four publications were published by staff in different recognized journals.

For Outreach; three HIV/AIDS sensitization workshops were conducted, two community mobilisations and sensitizations were conducted, two practical field attachments of students were conducted and four vaccinations and immunizations were carried out.

Under student welfare; living- out allowance was paid for 100 students, one guild election conducted, four Guild cabinet meetings were conducted, two games and sports conducted, 300 new students oriented and three guild functions conducted.

Under Administration and Support services; one annual work plan, BFP itemized and MPS for FY 2017/18 were prepared and submitted. Four quarterly budget performance reviews were carried out, four quarterly progress reports prepared and submitted, one training needs assessment was carried out and 13 staff were recruited. Routine fuel and maintenance of vehicles was conducted and University council meetings held. Summarized performance is in table 6.15.

b) Support to Lira University Infrastructure Development Project (1414)

The project started on 1st July 2016 and its expected completion date is 30th June 2021. The project is aimed at creating a conducive teaching and learning environment for nurturing students at the University. The approved FY 2017/18 was Ug shs 1.5 bn which was all released (100%) and spent (100 %) by 30th June 2018.

Performance

Contract for the administration block was awarded and civil works started. The master plan was completed and architectural drawings and BoQs were done. A 32 steater and a 40 seater buses were procured. Furniture and was procured and delivered. Summarized performance of the sub programme is in table 6.15.

Table 6.15: Performance of Delivery of Tertiary Education and Research Programme-Lira University by 30th June, 2018

Sub-prog/Proj	Outputs	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
Headquarters	Teaching and Training	4.39	4.39	7.00	5.75	33.48	Teaching and training continued through the academic year.
	Research, Consultancy and Publications	0.41	0.41	5.00	5.00	3.82	Research collaborations conducted, training in proposal writing and publications published in different Journals.
	Outreach	0.025	0.025	5.00	4.00	0.19	Sensitization and community mobilisations carried out.
	Student Welfare	0.39	0.39	6.00	6.00	3.62	Living out allowances was paid.
	Administration and Support Services	4.04	4.04	10.00	9.50	35.68	General administration and management conducted which included preparation of work plans, performance reports, recruitment and training of staff.
Support to Lira University Infrastructure Development	Government Buildings and Administrative Infrastructure	1.50	1.50	2.00	1.00	6.97	Designing and development of master plan and physical plan of the University was completed and civil works for the administration block hadstarted.
	Programme Performance (Outputs)					**83.77**	
Outcome Indicator				**Annual Target**	**Achieved**	**Score (%)**	**Remark**
%Increase rate of Skilled Graduates				**70**	**70**	**100**	Target achieved
%Increased rate of successful enrollment and researches				**70**	**65**	**93**	Target missed
Programme Performance (Outcomes)						**96**	Very good performance
Overall Programme Performance						**88.2**	**Good performance**

Programme Implementation Challenges

i) Low release of the development funds, by quarter three, the institution had received 93m
ii) Slow payment of tuition as students in public universities tend to remit fees towards examination time. This constrains the operations of the university as NTR reimbursements from the consolidated fund are delayed.
iii) Low staffing levels; the university is operating at staffing level of 25% particularly in the core areas which affect effective implementation of outputs.
iv) Changing budget reforms and financial management reforms have been a challenge for the institution.
v) The university charges for the private students are below the unit cost while the cost of inputs and cost of living is generally going up.

Recommendation

The IFMS should get linked to the Academic Information Management System to facilitate accurate budgeting of the NTR.

Conclusion

The overall performance for the university was good at 88.2%. The university performed better on outcomes with an achievement of 96% than on the outputs 83.7%. Output performance was mixed across the sub-program and project.

6.9 Muni University (Vote 127)

The Vote mission is to provide quality education, generate knowledge; promote innovation and community empowerment for transformation" and it aims to achieve this by conducting teaching, research, outreach activities, examinations and award degree, diplomas and certificates. The vote has one programme; Delivery of Tertiary Education and Research.

6.9.1 Delivery of Tertiary Education and Research Programme

The programme objectives are to: (i) to ensure equitable access to higher education through expanded and equitable participation in a coordinated flexible and diversified tertiary system. (ii) To ensure quality and relevant Higher Education where tertiary graduates are prepared to be innovative, creative and entrepreneurial in the private and public sectors. (iii)Ensure an effective and efficient higher education through adequacy of Human, Financial and other resources in service delivery, accountability for and/or of financial, human and other resources, building and maintaining public-private partnerships in service delivery.

The program outcome is increased competitive and employable graduates and the outcome indicators are: international ranking of the university (target- 4), Rate of research, publication and innovation rolled for Implementation (target – 0.50), rate of equitable enrollment and graduation at tertiary level (0.90).

The programme has three sub-programmes; Headquarters, Support to Muni Infrastructure Development (Project 1298) and Institutional Support to Muni University-Retooling (Project

1463). All the sub programmes were monitored to assess the level of implementation. The findings are depicted below.

a) Headquarters Sub-Programme

The revised budget for this programme was Ug sh 9,324,534,789 of which Ug sh 9,324,534,789 (100%) was received and Ug sh 8,659,529,148 (93%) spent by the end of the financial year.

Performance

The sub programme achieved most of the planned outputs under headquarters. Under teaching and training: 11 Faculty board meetings held , 27 departmental meetings held, 119 students supervised during placement, 44 weeks of lectures conducted, 376 students were registered , one recess semester examination administered, two semester examinations administered and one short course developed.

Under research, consultancy and publications; two staff training held, four grant proposal developed, 18 publications produced by the staff and two public lectures organized. For outreach; four community engagements held, one open day organized, two breakfast meetings held and two mentorships conducted.

For student welfare; one week orientation was conducted, living out allowance to 264 students, four inspection of hostels and food vending sites conducted, three counseling sessions offered. Guild leaders inducted, 121 first year were subjected for general medical checkup and students were supported in various tournament.

Under Administration and Support services; nine Council/Senate meetings were held, 77 students graduated, three curricula developed, six short courses developed, three curricula developed, three audit reports produced and submitted. For Human Resource Management; staff salaries paid to 111 staff, 17 staff were supported for professional training and 11 capacity building workshops conducted.

Under records Management; records were processed and timely accessed/delivered, record management system strengthened through save storage, and two sensitization meetings held. Under Guild services; 11 guild council meetings were held, 13 guild executive meetings were held, 38 guild council committee meetings held and two Community awareness engagements conducted. One Guild election was conducted. *Summary of performance is indicated in table 6.16.*

b) Support to Muni Infrastructure Development Project (1298)

The project started on 1st July 2014 and its expected completion date is 30th June 2019. The major objectives are; i) creation of a conducive environment for practical teaching and training, research, knowledge generation and storage at all times and ii) equitably expand Higher Education at undergraduate and postgraduate levels. It is expected that at the end of the project, lecture rooms will be constructed, research innovation support centre constructed, ICT infrastructure constructed, multipurpose laboratory completed, walkways and university canteen constructed.

In FY 2017/18, the approved budget for this project was Ug sh 2,111,366,485, of which Ug shs 1,573,743,952 (75%) was released and 1,435,066,157 (91%) was expended by the end of the financial year.

Performance

Good performance was noted. Under acquisition of Land by Government; consultants were procured for master planning of Paroketo and Bidibidi and a report was being prepared. Under Government Buildings and Administrative Infrastructure; perimeter fencing was 95% complete, five stances VIP at 90% complete and the multi-purpose center was at planning stage. Due to inadequate funds however, the portable lamp and staff house were not constructed.

c) Institutional Support to Muni University-Retooling Project (1463)

The project started on 1st July 2017 and its expected end date is 30th June 2022. The project is aimed at providing a conducive learning lecture rooms and laboratory that are well furnished for practical learning and the expected outputs are; computers, specialized science and ICT equipment, furniture for students and staff, transport equipment purchased.

The annual budget for this project was Ug sh 2,438,633,515 of which Ug sh 1,906,531,103 (78%) was release and Ug sh 1,847,372,842 (97%) was expended by the end of the financial year.

Performance

Good performance was noted. One station wagon and bus were purchased, 41 Desktop computers, 17 all in one Computers, 20 laptops, 11 Digital projectors, 8 projector screens and one server were purchased. Specialized teaching equipment was purchased, two CCTV camera installed, 100 Kindle Fire jackets procured, guest house furniture purchased 41 executive office chairs, 11 Executive office desks, 70 computer lab chairs and 35 book shelves (14 steel open glass, 5 open and 16 metallic filling cabinets) procured. *Summary of performance is indicated in table 6.16.*

Table 6.16: Performance of Delivery of Tertiary Education and Research Programme-Muni by 30th June 2018

Sub prog/project	Output	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
Headquarters	Teaching and Training	3.54	3.54	8.00	4.58	14.62	Students were admitted and registered, lectures conducted, examination administered and departmental meetings held.
	Research, Consultancy and Publications	0.19	0.19	6.00	4.00	0.92	Publications were produced and public lectures organized.

Sub prog/project	Output	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
	Outreach	0.06	0.06	8.00	4.00	0.23	Community engagements were held.
	Student Welfare	0.97	0.97	9.00	6.88	5.37	Orientation conducted, living out allowances paid and students supported in various tournaments.
	Administration and Support Services	4.41	4.41	7.00	5.25	23.82	Administration and support services were facilitated through the FY.
	Human Resource Management Services	0.07	0.07	3.00	2.91	0.50	Staff salaries paid and professional development enhanced through training.
	Records Management Service	0.02	0.02	4.00	3.50	0.13	Record management system was strengthened through save storage and sensitization meetings held.
	Guild Services	0.02	0.02	7.00	4.50	0.09	Guild Council meetings were held for the executive and guild council.
	Contributions to Research and International Organizations	0.03	0.03	2.00	1.00	0.12	Subscriptions were partially made
Support to Muni Infrastructure Development	Acquisition of Land by Government	0.10	0.06	1.00	0.80	0.72	Consultancy services design and production of BoQs for Paroketo and Bidibidi were carried out and report was being produced.
	Government Buildings and Administrative Infrastructure	2.01	1.52	6.00	2.85	9.13	Five stance VIP latrines was 90% complete, perimeter fencing at 95% completion, and retention paid.
Institutional Support to Muni University - Retooling	Purchase of Motor Vehicles and Other Transport Equipment	0.76	0.75	2.00	2.00	5.50	One station wagon and bus was purchased.
	Purchase of Office and ICT Equipment, including Software	**0.47**	**0.40**	**8.00**	**6.00**	**3.06**	Office and ICT equipment was procured which included; desktop computers, laptop and digital projectors.
	Purchase of Specialized Machinery and Equipment	**0.46**	**0.11**	**8.00**	**3.00**	**3.35**	Specialized teaching equipment purchased and CCTV camera installed.

Sub prog/project	Output	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
	Purchase of Office and Residential Furniture and Fittings	**0.74**	**0.64**	**11.00**	**5.00**	**2.76**	Guest house furniture, executive office desks and computer laboratory chairs were purchased. was purchased **(**
Programme Performance (Outputs)						**70.32**	
Outcome Indicator				**Annual Target**	**Achieved**	**Score (%)**	**Remark**
International ranking of the University				4	4	100	Target achieved
Rate of research, publication and innovation rolled for Implementation				0.5	0.5	100	Target achieved
Rate of equitable enrollment and graduation at tertiary level				0.9	0.9	100	Target achieved
Programme Performance (Outcomes)						100	Very good performance
Overall Programme Performance						**80.7**	**Good performance**

Source: Field Findings

Programme Implementation Challenges

i) Lack of funds to recruit staff. For some subjects they are only able to recruit part time lecturers because they cannot afford to retain them full time.
ii) Stagnant capital development budget is preventing the University from expanding its curriculum. The agriculture program has been accredited with plan for it to be rolled out in 19/20 but this may not be possible if they are unable to acquire enough funding to finance the supportive structures and operational costs.
iii) The budget for the non-wage has reduced from Ug shs 3.5 bn to Ug shs 3.2 bn over the last 2 years yet the university is expanding.
iv) The NTR target of Ug shs 1 bn for Muni University was very unrealistic. For instance for academic year 2017/18 the university had only 366 students of which 166 were self-sponsored. This makes the NTR base very small and cannot raise that money.
v) Limited release of the capital development fund; by the end of the financial year only 78% of the budget was released to the university, delaying the execution of certain activities.
vi) Lack of hostels to guarantee the safety particularly of the foreign students.

Conclusion

The overall performance for the university vote was good at 80.7%. The university achieved on all three outcomes indicator targets for FY 2017/18 scoring 100% on each. Performance on the output indicator was 70.32% which reduced the overall performance. Output performance varied across sub programmes/projects, with the recurrent project doing better than the development projects.

6.10 Soroti University (Vote 308)

The Vote mission statement is to change the world by being a Fountain of knowledge and innovation that supports sustainable development and transformation of the society. Which they aim to achieve through: Educating responsible, broad-minded persons to act as future visionaries in our society. Stimulating innovations that surpass traditional boundaries. Building an open community of students, scholars and others, for free exchange of ideas to impact the society at large. Delivering learning that is active, creative and continuous. The vote has one programme; Delivery of Tertiary Education and Research.

6.10.1 Delivery of Tertiary Education and Research Programme

The programme objectives are to: (a) To develop an innovative institutional and educational model for vocational education and extension system so as to increase the productive and entrepreneurial capacity in students/youth and communities; (b) To create programmes that combine lecture room activities with field work (service learning), projects and research and coordinate internships with business, government and Non-Governmental Organizations related to the national development; (c) To promote appropriate skills training, technology and innovations for regional integration and development.

The program outcome is to enroll 1,000 Male and Female learners to the University in the Medium Term. 50% of these Learners will be government sponsored and the outcome indicator is; Number of learners enrolled to the University (Target – 300).

The programme has three sub-programmes; Headquarters, Support to Soroti University Infrastructure Development (Project 1419) and Institutional Support to Soroti University-Retooling Project (1461).

a) Headquarters Sub-Programme

The approved budget for F/y 2017/18 was Ug shs 5,900,021,079bn, of which Ug shs 5,900,020,283bn was released and Ug shs 4,371,233,790bn was expended by 30th June 2018.

Performance

Poor performance was noted for the sub program. Under teaching and training, enrollment and training of students was conducted because the University had not been cleared by National Council of Higher Education.

Under Administration and support services; salaries paid for 17 female and 50 male staff, allowances paid for 5 officers of the University, Staff appointments for new staff were formalized and all put on payroll. NSSF remitted and all statutory deductions for 87 staff made, paid for newspapers, policies developed for council approval, staff welfare provided, assorted office stationery procured.

Under guild services; the sports fields cleared, bench marking in other universities on students' welfare was conducted, and students' rules, regulation and students' accommodation policies were reviewed. *Summary of performance is indicated in table 6.17.*

b) Support to Soroti University Infrastructure Development Project (1419)

The project started on 1st July 2016 with duration of five years ending 30th June 2021. Project objectives include; construct, equip and furnish all the necessary university infrastructure (roads, buildings, sports and leisure facilities), provide reliable utilities and services (water, electricity, internet, sewage), provide transport, logistics equipment and tools to facilitate learning and teaching, and provision of adequate security for people and property.

The expected output is a fully functional university with all the basic infrastructure and social amenities. The approved budget for FY 2017/18 was Ug shs 5,041,000,000bn, of which Ug shs 5,041,000,000bn was released and Ug shs 5,041,000,000bn was expended by 30th June 2018.

Performance

Fair performance was noted for the project some of planned outputs were achieved. Under acquisition of Land by Government; the families on plot 50 were evicted while eviction of those on plot 51 were pending court decision. Under Government Buildings and Administrative Infrastructure; the University paid for preliminary building designs and plans for external works, library, dining hall, medical school and administration block.

Designs for the lift, water and sewerage, power and ICT were contracted out. Similarly under roads, streets and highways; 14km internal roads, culverts and walkways were maintained. Under construction and rehabilitation of learning facilities (Universities); Civil works at the Multi-purpose block, teaching block and laboratory block were 96% complete and financial performance of the contract was 85%. A total of Ugshs 210,000,000 was paid for supply and installation of two user friendly lifts for the multipurpose block. *Summarized performance is indicated in table 6.17*

b) Institutional Support to Soroti University –Retooling Project (1461)

The project started on 1st July 2017 and its expected completion date is 30th June 2022.The main objectives are; i) to set the world class infrastructure, facilities and equipment supporting the University's strategic ambitions for learning, research and community engagement and ii) provide the highest quality technology-based services to support teaching, learning, research, creative activity, and the delivery of administrative services to the University community.

The approved budget for this F/Y was Ug shs 959,000,000bn of which Ug shs 959,000,000bn was released and Ug shs 959,000,000bn was expended by 30th June 2018.

Performance

Fair performance was noted as some of the planned outputs were achieved. One of the two planned double cabin pick-ups was procured and assigned to the VC.. Assorted equipment for engineering department and medical equipment and materials including cadavas was procured, 9 printer, 10 laptop computers, 4 projects and five desktops were procured and heavy duty generator provided. *Summary of performance is indicated in table 6.17.*

Table 6.17: Performance of the Delivery of Tertiary Education and Research Programme- Soroti University by 30th June, 2018

Subprog/Project	Output/	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
Headquarters	Teaching and Training	1.94	1.94	6.00	5.00	10.87	Teaching and training of students was not conducted.
	Students' Welfare	0.23	0.23	2.00	1.00	0.95	Not conducted as no students were enrolled.
	Administration and Support Services	3.67	3.67	5.00	4.00	17.65	Salaries for staff were made and statutory deductions made.
	Guild Services	0.04	0.04	2.00	1.00	0.22	Students' welfare policies reviewed.
	Contributions to Research and International organizations	0.02	0.02	1.00	0.50	0.11	Facilitated two staff members to attend annual seminar on CPA and Annual subscriptions to VC's forum and ICPAU paid.
Support to Soroti University Infrastructure Development	Acquisition of Land by Government	0.10	0.10	2.00	0.50	0.21	Legal costs/fees were paid to lawyers representing the University in court on issues of land.
	Government Buildings and Administrative Infrastructure	0.21	0.21	1.00	0.50	0.86	Preliminary building designs and plans were paid for and designs for the lift, water and sewerage, power and ICT were contracted out.
	Roads, Streets and Highways	0.10	0.10	1.00	0.50	0.42	14km internal roads, culverts and walkways routinely maintained
	Construction and rehabilitation of learning facilities (Universities) installed	4.64	4.64	2.00	1.10	21.43	Civil works at the Multi-purpose block, teaching block and laboratory block were 96% complete.
Project 1461: Institutional Support to	Purchase of Motor Vehicles and Other Transport Equipment	0.33	0.33	1.00	0.50	1.39	One station wagon procured for the Vice Chancellor's Office, Inspection and delivery costs of the station wagon paid

Subprog/Project	Output/	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
Soroti University – Retooling.	Purchase of Office and ICT Equipment, including Software	0.11	0.11	1	0.80	0.73	-Assorted equipment for engineering department and medical equipment and materials including cadavas procured.
	Purchase of Specialized Machinery and Equipment	0.35	0.35	3.00	3.00	2.94	Printers, laptops, projectors, desktops and heavy duty generator were procured.
	Purchase of Office and Residential Furniture and Fittings	0.17	0.17	1.00	1.00	1.44	Assorted office and library furniture purchased.(chairs, book shelves, filing cabinets)
	Programme Performance (Outputs)					**59.21**	
Outcome Performance	**Outcome Indicator**	**Annual Target**	**Achieved**	**Score (%)**	**Remark**		
	Number of learners enrolled to the University			0	0	0	The university had not yet been cleared by NCHE to enroll students
	Programme Performance (Outcomes)			**0**			
	Overall Programme Performance					**38.5**	Poor performance

Programme Challenges

i) Due to delays in recruitment of the technical staff, the available staff in administration under-estimated the budget for retooling particularly for the medical and engineering departments.

ii) The recruitment target was not achieved partly due to starting the process late. 2 professors, librarians and senior lectures for computer engineering were not recruited. As a result Ug shs 1.4 billion of the wage was returned to the consolidated fund.

Conclusion

Overall the university performed poorly at 38.5%. The program did not perform on the outcome indicator of enrolling 1,000 Male and Female learners to the University in the Medium Term, because National Council of Higher Education did not clear them to enroll students as of June 2018. However, performance on the output indicator was fair at 59.21%.

6.11 Kabale University (Vote 307)

The University's mission is to be a people centered efficient university that excels in generation and dissemination of relevant quality knowledge. It aims at skills development and attitudinal change for life-long learning. The vote has one programme; Delivery of Tertiary Education.

6.11.1 Delivery of Tertiary Education Programme

The programme objectives are; i) to promote quality, affordable and relevant university level education through teaching, learning, skills enhancement and development; ii) generate and disseminate knowledge through quality and relevant research, publications and other means of knowledge dissemination; and iii) to increase access to quality University Education and knowledge to the Great lakes region and beyond.

The programme outcome is increased competitive and employable graduates and the outcome indicators are; i) National, regional and Global Ranking (target -200), ii) Rate of equitable enrolment and graduation at tertiary level (target FY 2017/18 – 5%), and rate of research, Publication and innovations rolled out for implementation (target -3%).

There are three sub programmes that is; Headquarters; Support to Kabale Infrastructure Development and Institutional Support to Kabale University – Retooling which were all monitored to assess the level of implementation. Below are the findings;

a) Headquarters

The sub programme's objectives are to; i) focus the university programmes on the mandate and core business of Kabale University, ii) harness and optimally exploit the opportunities within the catchment area (niche) for the growth and development of the university, iii) strengthen Kabale University capacity to deliver its mandate and iv) encourage the public to make "special" contribution towards enhancement of KAB mandate. The revised budget for FY2017/18 was Ug shs 16,572,158,266 which was all released and Ug shs 14,797,845,639 and expended by 30th June 2018.

Performance

Good performance was noted as a number of planned outputs were achieved. Under teaching and training; thirty weeks of lectures for 2,666 students of whom 37% were females and four weeks of exams were conducted, all semester examinations invigilated for quality assurance and assorted examination materials for Nursing and Biomedical department supplied and second graduation ceremony as a public university was held on 27th October 2017 where 1,215 students graduated of whom 43.4% were female.

Similarly under Research, Consultancy and Publications; eight consultants were paid to review academic programs, one Legal Consultant engaged,10 Publication completed in international journal and book,8 research proposals funded out of the 17 submitted, research guidelines /policy developed and approved by council and three research and publications committee meetings held to scrutinize submitted research proposals.

Under Outreach: study trips were conducted to Wakiso District Education Center, Kabanyoro, Kachwekano Zonal Agricultural Research Development Institute, Kasese, Tororo cement factory, weather station and Sewage treatment plant in Kigongi of Kabale Municipality, Water treatment plant in Kiyora and Kabale land fill in Kyanamira sub-county.

Tourism promotion and marketing community Outreach program activities were conducted in Rubanda and Kisoro districts.

For students' welfare; 197 Government sponsored students were paid Living out and Faculty allowance for 2nd semester in 2017/2018, Assorted medicines supplied to University clinic procured, Association of Uganda University Sports annual subscription fees paid,One artificial limb purchased for a student of Engineering., Rev. Canon. Karibwije Work-Study Program supported 16 students (6 male and 10 female), 13 students (6 female and 7 male) from former Districts of Kigezi (Kabale, Kanungu, Kisoro and Rukungiri) were sponsored by the University for Continuation of project run under the Private status. Annual subscriptions to UNSA and Uganda National Students Council paid.

Under Administration and Support Services; 223 staff and 129 part time teaching staff were paid salaries, 128 staff paid gratuity, 64 Management meetings conducted, TV talk show conducted, newspaper advert about the University Programs placed in University Guide, Internet services extended to the Post Graduate Studies building block and stores, internet subscription renewed for 63 Mbps with RENU, D-space installed for digital repository development, website license paid, final Performance Contract and Annual budget estimates 2017/2018 and Budget Framework Paper 2018/2019 prepared and submitted to MoFPED. *Summary of Performance is indicated in table 6.12.*

b) Support to Kabale Infrastructure Development

The project's start date was 1st July, 2016 and its expected end date is 30th June, 2021. The intended objective is to develop facilities and infrastructure that meets students and staff needs. The expected outputs are; phase II works on general lecture hall block, Phase II of Engineering workshops, completion of a waterborne toilet and a VIP pit latrine. The approved budget for FY2017/18 was Ug shs 450,000,000 which was all released in the FY and 98 % (Ug shs 437,057,375) expended by the 30th June 2018.

Performance

Good performance was noted with a number of works completed while others were on going. Renovation of the main computer laboratory annex, computer laboratory 2 and main lecture hall, modification of the police post at Kikungiri campus and University store were completed. Three-phase electrical power to the electrical and mechanical workshop successfully installed at Nyabikoni campus. Works on the general lecture hall were 70% complete and works of the fine art rooms were at finishing level. *Summary performance is indicated in table 6.12*.

c) Institutional Support to Kabale University – Retooling

The major objective of the sub programme is to: provide adequate learning and demonstration tools to students and ii) provide conducive environment to learners and staff. The approved budget FY 2017/18 was Ug shs 150,000,000 which was released and expended by the end of the FY.

Performance

Good performance was noted as all the planned outputs were achieved during the FY. Transport equipment for the university was procured which included; a Toyota HIACE registration number UBD 394J and Land cruiser Prado registration number UBD 743M. Furniture and fittings (502 lecture chairs, 10 shelves, office chairs and desks) were procured; and instructional materials for skills and science laboratories procured. Summary of performance is in table 6.12.

Table 6.12: Performance of the Delivery of Tertiary Education and Research Programme-Kabale University by 30th June, 2018

Output Performance							
Sub prog./Project	**Output**	**Annual Budget (Ug shs)**	**Cum. Receipt**	**Annual Target (%)**	**Cum. Achieved Quantity (%)**	**Physical Performance Score**	**Remark**
Headquarters	Teaching and Training	11,785,659,934	11,785,659,934	100	100	68.63	Teaching and training continued through the academic year and graduation ceremony was held on 27th October 2017.
	Research, Consultancy and Publications	162,300,000	162,300,000	100	80	0.76	Research proposals funded and committee meetings held to scrutinize submitted proposals.
	Outreach	96,400,000	96,400,000	100.00	100.00	0.56	Outreach program activities carried out in the FY
	Students' Welfare;	308,000,000	308,000,000	100.00	100.00	1.79	Students' welfare facilitated in terms of paying living out allowances and procurement of assorted medicines.
	Administration and Support Services	4,127,798,332	4,127,798,332	100.00	100.00	24.04	Staff salaries were paid and general administration and support services facilitated.
	Guild Services	50,000,000	50,000,000	100.00	75.00	1.97	Guild activities were funded and guild meetings conducted.
	Contributions to Research and International organizations	42,000,000	42,000,000	100.00	100.00	0.245	Annual Subscription was paid to African Institute for Capacity Development, Uganda Dean of Students Association, Inter-university Council for East Africa and Uganda Vice Chancellors' forum
Support to Kabale University Infrastructure Developme	**Construction and rehabilitation of learning facilities (Universities)**	450,000,000	450,000,000	100.00	75.00	1.97	Civil works were completed for some projects while for other projects overall progress was at 70%. The completed works included; the modification of the police post at

Output Performance							
Sub prog./Project	**Output**	**Annual Budget (Ug shs)**	**Cum. Receipt**	**Annual Target (%)**	**Cum. Achieved Quantity (%)**	**Physical Performance Score**	**Remark**
nt							Kikungiri campus, renovation of the main computer laboratory annex, modification of the university store, supply and installation of an incinerator.
Institutional Support to Kabale University - Retooling	Purchase of Motor Vehicles and Other Transport Equipment	150,000,000	150,000,000	100.00	100.00	0.87	Transport equipment, furniture and fittings were procured for the University.
	Programme Performance(0utputs)					99.16	

Outcome Performance					
	Outcome Indicator	**Annual Target**	**Achieved**	**Score (%)**	**Remark**
	Rate of equitable enrolment and graduation at tertiary level	200	25	13	**Target missed**
	Research, Publications and innovations rolled out	0.05%	0.6%	100	**Target achieved**
	National, regional and global ranking of Universities	0.03	0.46	100	**Target achieved**
	Programme Performance(Outcome)			**71**	
	Overall Programme Performance			**89.2**	**Good performance**

Source: Author's compilation

Implementation challenge

i) Inadequate funds and provisions in the capital development budget to facilitate construction of core university infrastructure.

Conclusion

The overall performance was good at 89.2%. In terms of delivery of tertiary education, the vote performed well at output level and outcome level. The vote achieved on two of the three outcome indicator targets set which were Research, Publications and innovations rolled out and National, regional and global ranking of Universities.

The vote however grappled with a staff shortage of 93 for both teaching and non-teaching staff. With the two Government sponsored programs i.e. Engineering and Science Education, the current students in second year would not have staff to teach them in third year once the University opened the semester term II in August 2018.

6.12 Vote 136: Makerere University

The objectives of the vote aim to; enhance access opportunities and meet higher education requirements at national and international levels and improve relevance and quality of teaching and learning; expand research portfolio and enhance transformation and utilization of knowledge, research and innovations; promote public and private sector interface in the promotion of education and utilization of University Products; ensure an organizational and management environment that promotes effective and efficient teaching, learning, research and service to the community. To deliver the vote objectives; the vote has one Programme; Delivery of tertiary education.

6.12.1 Delivery of Tertiary Education Programme

The main objective of the programme is to increase the stock of human and social development through skills development based on the three key pillars of teaching/learning, research/innovations through knowledge transfer partnerships and networking.

The key outputs mainly include; a) Students enrolment and graduation under teaching and learning, b) Research and innovations output based on the university and the national research agenda, and c) Outreach or/and knowledge transfer partnerships and networking that link the academic community to both the public and private sector.

The program has five sub-programs; Headquarters; Support to Makerere University; Food Technology Incubation II; Technology Innovations II, and SPEDA II.

a) Headquarters

Total budget for the subprogram was Ug shs 163,074,655,781, of which Ug shs 161,074,655,781 (99%) was released and Ug shs 160,822,365,346 (Approximately 100% expended, indicating very good financial performance.

Performance

The Sub-program achieved a number of planned outputs. Under teaching and training, the university enrolled a total of 34,122 undergraduate and postgraduate students of which 45% were Female and 55% male. It graduated a total of 10,154 (47% female; 53% male). Similarly under research, consultancy and publications, the university provided continuous training for Masters and PhD level and conducted 13 NORAD and NORHED projects.

Under outreach; university provided short courses in five colleges; offered professional services to various government departments, NGOs and private sector. Similarly under Students' welfare; the university maintained 2089 students in the halls of residence and 4038 non-resident students and provided food, accommodation and allowances. *Summary of performance is indicated in table 6.13.*

b) Support to Makerere University Project

The approved budget for the sub- program was Ug shs 159,000,685 of which Ug shs 121,930,017 (77%) was received and Ug shs 8,778,316 (7%) spent.

Performance; a number of outputs were achieved in the FY. Walkways, drainage and roads within the campus were rehabilitated, university perimeter wall was under construction, land compensation by KCCA was ongoing and repair of parking space at the school of social science was ongoing. Summary of performance is indicated in table 6.13.

c) Food Technology Incubation II Project

The project is aimed at enhancing the capacity of the Food and Technology and Business Incubation Centre (FTBIC) at Makerere University to play a catalytic role in the development of agro processing in Uganda. Outputs of the Food Technology Incubation II project include; novel food and agro-processing equipment technologies and products to support food processing and nutrition developed; Entrepreneurship among university researchers and graduates promoted; Research translated into commercial products and services; Practical training for degree student's strengthened; and technical services to food based SMEs and community level initiatives provided. The approved budget FY 2017/18 was Ug shs 4,500,000,000 of which Ug shs 3,354,422,866 was released (75%) and Ug shs 3,222,580,650 (96%) expended by the end of the FY.

Performance

A number of outputs were achieved at the end of the FY. Under teaching and training, 37 members were trained in fruits and vegetable processing and preservation; 40 youths were trained on hands on production and entrepreneurship.

Under Research, Consultancy and Publications; funds were disbursed for 14 new research projects and support to 23 and SME incubates continued. For outreach; capacity of five diary and two baking incubatees was enhanced. Two incubatees were recruited. Under purchase of Specialized Machinery and Equipment: Air compressor was procured however installation was yet to be done. Construction and rehabilitation of learning facilities was not done however bills of quantities had been prepared. *Summary of performance is indicated in table 6.13.*

b) Technology Innovations II Project

The project objectives include; improving agro-processing and lab analysis facilities at Makerere University; developing viable technologies and knowledge driven food processing and nutrition enterprises; promoting entrepreneurship among researchers and graduates; providing support to commercial enterprises based on technologies developed at the university; building human capacity in agro-processing, value addition, nutrition and entrepreneurship.

The outputs of the Technology Incubation II sub- program include; novel food and agro-processing equipment technologies and products to support food processing and nutrition developed; Entrepreneurship among university researchers and graduates promoted; Research translated into commercial products and services; Practical training for degree students' strengthened; and technical services to food based SMEs and community level initiatives provided. Total approved budget was Ug shs 4,500,000,000 of which Ug shs 3,354,422,865 (75%) was released and Ug shs 3,122,679,541 (93%) expended.

Performance

The subprogram achieved on outputs that are recurrent in nature such as teaching and training, research and outreach. Under those outputs a number of key achievements were noted such as the training of 15 local metal artisans and 35 members in fish seeds production. Most of the funds under outreach were directed towards market assessment and redesign as well as carrying out demonstration of water pumps in central (10 districts and 300 farmers).

Minimal achievement was registered on outputs that are capital in nature such as purchase of specialized machinery, rehabilitation of learning facilities due to limited funding. *Summary of performance in indicated in table 6.13.*

c) SPEDA II Project

The expected outputs are; newly constructed and rehabilitated structures at the Nakyesasa incubation centre and college that would pass out an average of 500 skilled and certified entrepreneurs and producers annually; fully equipped incubation centre for production, employment and development in the animal Industry in Uganda. Total budget for the FY 2017/18 was Ug shs 3,000,340,001 of which Ug shs 1,959,936,418 (65%) was released and Ug shs 1,939,429,453 (99%) expended.

Performance

Fair performance was registered for the program. Under Teaching and training, while the project received Ug shs 250,000,000 for the mobile training unit through its training platform AFRISA, students' admission through Makerere University did not bring enough students due to late announcement. Equipment for the off campus project was procured. On the other hand, 80% of the works at Nakyesasa Farm were done. Details are indicated in table 6.13.

Table 6.13: Performance of Delivery of Tertiary Education Programme -Makerere University by 30th June 2017

Output Performance							
Sub programme/Proj	**Output**	**Annual Budget (Ug shs)**	**Cum. Receipt (Ug shs)**	**Annual Target**	**Cum. Achieved Quantity**	**Physical performance Score (%)**	**Remark**
Headquarters	Teaching and Training	73,457,555,824	71,457,554,946	100.00	85.30	35.39	Enrolment and admission for both undergraduate and post graduate was done and the university graduated a total of 10,154
	Research, Consultancy and Publications	25,722,610,366	25,722,610,366	100.00	100.00	14.13	Staff training was carried out for 265 staff at Post graduate, PhD and Masters level.

Output Performance							
Sub programme/Proj	**Output**	**Annual Budget (Ug shs)**	**Cum. Receipt (Ug shs)**	**Annual Target**	**Cum. Achieved Quantity**	**Physical performance Score (%)**	**Remark**
	Outreach	15,111,930,455	15,111,930,455	100.00	100.00	8.30	Outreach activities carried out.
	Students' welfare	7,633,024,000	7,633,024,000	100.00	100.00	4.19	Food, accommodation and allowances were provided to students.
	Administration and Support Services	35,670,055,256	7,633,024,000	100.00	100.00	19.60	Staff salaries, utilities, internet, sanitation operations were paid
	Support to Infectious Diseases Institute	1,626,000,000	7,633,024,000	100.00	100.00	0.19	500 complex patients were managed; 5177 counselled and ART tests performed; 1514 clients received ART treatment;
Support to Makerere University	Campus based construction and rehabilitation:	159,000,685	121,930,017	100.00	70.00	0.08	Rehabilitated walkways, drainage and roads within the campus
Food Technology Incubation II	Teaching and Training:	3,070,000,000	1,823,878,837	100.00	100.00	1.69	Members were trained in fruits and vegetable processing and preservation.
	Research, Consultancy and Publications:	798,352,000	711,597,946	100.00	100.00	0.44	Funds were disbursed for new research projects and support to SME and incubates provided.
	Outreach	1,063,890,000	905,475,479	15.00	10.00	0.46	Capacity of 5 diary and 2 baking incubatees enhanced. Two incubatees recruited
	Administration and Support Services	664,855,200	654,361,993	100.00	100.00	0.37	Maintained the equipment and facilities of the incubation center.
	Purchase of Specialized Machinery and Equipment:	2,542,000,000	1,977,676,915	100.00	0.00	0.00	Air compressor was procured however. Installation was yet to be done.
	Construction and rehabilitation of learning facilities (Universities):	3,051,042,801	2,118,152,212	100.00	70.00	1.68	Bills of Quantities were completed; awaiting procurement.

Output Performance							
Sub programme/Proj	**Output**	**Annual Budget (Ug shs)**	**Cum. Receipt (Ug shs)**	**Annual Target**	**Cum. Achieved Quantity**	**Physical performance Score (%)**	**Remark**
Technology Incubation II	Teaching and Training	170,000,000	121,374,787	100.00	100.00	0.09	Completed five scalable technology projects together with students; trained 15 local metal artisans, trained 35 members in fish seeds production.
	Research, Consultancy and Publications	170,000,000	383,245,946	100.00	100.00	0.04	Research undertaken
	Outreach	420,000,000	371,317,114	100.00	100.00	0.23	Funds were committed towards commercialization of a solar food drier and collapsible boda boda helmet
	Administration and Support Services	300,000,000	300,000,000	100.00	100.00	0.16	The Makerere ILabs Shared Architecture (MISA) pilot was completed; the digital function generator was completed and presented;.
	Purchase of Specialised Machinery and Equipment	1,100,000,000	718,269,225	100.00	0.00	0.00	Procurement not done due to limited funding.
	Construction and rehabilitation of learning facilities (Universities)	2,040,000,000	1,460,215,794	100.00	70.00	1.10	Contract of the rehabilitation of the old building roof was signed.
SPEDA II	Teaching and Training	2,260,000,000	1,260,000,000	100.00	70.00	1.24	Graduation of Degrees and Diploma students took place in January 2018.

Output Performance							
Sub programme/Proj	Output	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
	Administration and Support Services	150,000,000	150,000,000	100.00	50.00	0.04	Improved and managed the cattle herd; maintained and repaired perimeter fences; maintained the water pump, facilitated AFRISA staff while in the field.
	Purchase of specialized Machinery and Equipment	142,000,000	142,000,000	100.00	50.00	0.04	Equipment for animal feeds have been procured; upgrade and relocation of existing transformer done; Forage Chopper for the diary and nutrition value chain has been procured.
	Construction and rehabilitation of learning facilities (Universities)	448,340,001	407,936,418	1.00	2.20	0.135	Procurement process for construction of Poultry and Piggery products development unit was done.
	Programme Performance (Outputs					**84.83**	
Outcome Performance	**Outcome Indicator**			**Annual Target**	**Achieved**	**Score (%)**	**Remark**
Rate of Equitable Enrolment at Tertiary level				37334	34,122	91	Target missed
	Programme Performance (Outcomes)					**88.3**	Good performance
	Overall Programme Performance					**86.1**	Good performance

Key Implementation Challenges

i) The university faces the problem of understaffing for both the teaching and no teaching staff.
ii) Non-implementation of the fees policy has led to delays in payment of tuition fees by fees which has instead led to accumulation of domestic arrears
iii) Gross under provision for maintenance of university physical infrastructure.

Conclusion

Overall vote performance was good (86.1%).The vote registered very performance towards equitable enrolment. Two newly constructed buildings under the AfDB HEST project were ready for occupancy, the science laboratories were renovated. Ramps were provided for users with special needs; the main campus road network and packing space was resurfaced and perimeter wall was under constructed.

6.13 Kyambogo University (Vote 139)

The vote mission is to advance and promote knowledge and development of skills in Science, Technology and Education; and in such other fields having regard to quality, equity, progress and transformation of society. The vote has one programme- Delivery of Tertiary Education.

6.13.1 Delivery of Tertiary Education Programme

The programme's objectives are; i) creation and promotion of knowledge, ii) Equitably expand the access to higher education, iii).Capacity building, iv) Provision of education and skills development, and v) Produce highly and practically skilled man power for service delivery to society.

The programme outcome is having competent human resource, increased number of quality graduates with employable skills and the outcome indicators are ; i) rate of equitable enrollment and graduation at tertiary level (target FY 2017/18- 42,108,153,101 , ii) rate of research, publication and innovations rolled out (target- 984,429,2001) and iii) National, regional and global ranking of universities (target -56,824,623).

The programme has two sub programmes which were all monitored to assess the level of implementation. Findings are below;

a) Headquarters

The programme's revised budget for FY2017/18 was Ug shs 47,336,161,684, which was released (100%) in the FY and 99% (Ug shs 46,658,536,542) of the release expended by 30th June 2018.

Performance

Output performance was good. Under teaching and training; a total of 44768 students were taught and examined, 126 programmes offered, however students were awaiting graduation. Under students' welfare; a total of 1,480 students were accommodated on campus in Nanziri, Kulubya, Pearl, Mandela and North halls, firewood and gas to prepare students' food were procured and 2,574 students were fed.

Under Administration and Support services; teaching and learning environment was provided through procurement of assorted teaching instructional materials, provision of water, electricity and Security to the University. Salaries, top up and headship allowances were paid. Ensured that the University adhered to PPDA guidelines. A Disability and Special needs Assessment Committee was constituted to spear head the implementation of the Disability policy.

Under Guild Services; interhall faculty sports competitions at the University campus were conducted, participated in the national netball rally at Bishop Stuart University ,8th Kyambogo University open wood ball 2018 open championship were held and the level one football refereeing course organized. *Summary of Performance is indicated in table 6.14.*

Development of Kyambogo University (Project 0369)

The project's start date is 1st July, 2015 with an expected completion date of 30th June, 2020. The objectives are to: i) improve & expand space for teaching, learning, office accommodation; establish a directorate of ICT, ii) enhance ICT management, Quality assurance directorate to provide adequate learning and instructional materials, iii) enhance staff capacity building through funding research and training programmes; and iv) provide goods and services for students welfare.

The expected outputs are; i) construction of central lecture block, ii) renovation of buildings, iii) procurement of furniture, iv) setting up a good ICT infrastructural development network system. The approved budget was Ug shs 722,845,106 which was all released (100%) and 94% 0f the release absorbed at the end of the FY.

Performance

Output performance was good and a number of facilities were constructed, renovated and maintained. Civil works at the central lecture block works were 92% complete for the first phase of the project. Sewage Overhaul; woks were 85% complete and these included excavation, pipe work and construction of manholes/ inspection chambers.

Replacement of broken glasses at the main building, faculty of Arts and school of management was done and incubation center funded by AfDB was completed awaiting equipment. The five buildings constructed under AfDB were in use although furniture had not been supplied. Under purchase of specialized Machinery and Equipment; assorted equipment was procured to enhance the teaching and learning within the university i.e; one desk top computer for the farm, one printer and UPS for the farm, one projector for the sports science department, 12 monitors and a camera for the Art and Design department. *Summary of Performance is indicated in table 6.14.*

Table 6.14: Performance of the Delivery of Tertiary Education and Research Programme-Kyambogo University by 30th June, 2018

Output Performance							
Sub prog./Project	**Output**	**Annual Budget (Ug shs)**	**Cum. Receipt**	**Annual Target (%)**	**Cum. Achieved Quantity (%)**	**Physical Performance Score**	**Remark**
Headquarter	Teaching and Training	25,438,803,709	25,438,803,709	100	66.60	35.25	Faculties and schools carried out routine lectures, tutorials and research supervision and student assessment.
	Research, Consultancy and Publications	*No budget provided*		100	87.5		A total of 20 publications were undertaken and 15 research and innovations conducted.

Output Performance							
Sub prog./Project	**Output**	**Annual Budget (Ug shs)**	**Cum. Receipt**	**Annual Target (%)**	**Cum. Achieved Quantity (%)**	**Physical Performance Score**	**Remark**
	Students' Welfare	1,400,135,130	1,400,134,748	100	100	2.91	Students' welfare was facilitated.
	Administration and Support Services	17,770,542,123	17,770,542,123	100	100	36.98	Salaries, top up and headship allowances were paid. Other administration and support services such as policy formulation were facilitated.
	Guild Services	2,065,106,300	2,065,106,300	100	100	4.30	University sport games facilitated.
	Arrears	661,574,422	661,574,151	100	100	1.38	Arrears were paid.
Development of Kyambogo University	Government Buildings and Administrative Infrastructure	662,845,106	662,845,106	100	96	1.32	The central lecture block was at 92% completion, sewage overhaul at 85%, incubation centre completed and the facilities under AfDB were completed and in use.
	Purchase of specialized Machinery and Equipment.	60,000,000	60,000,000	100	100	0.12	Assorted equipment was procured to enhance the teaching and learning within the university
	Programme Performance(0ut puts)					**82.27**	
Outcome Performance							
	Outcome Indicator		**Annual Target**		**Achieved**	**Score (%)**	**Remark**
	Rate of equitable enrolment and graduation at tertiary level		42,108,153,101		7,131,103,000	17	**Target missed**
	Research, Publications and innovations rolled out		984,429,200		472,248,974	48	**Target missed**
	National, regional and global ranking of Universities		56,824,623,721		19,946,496,253	35	**Target missed**
	Programme Performance (Outcomes)					**33**	
	Overall Programme Performance					**65.1**	**Fair Performance**

Source: Author's compilation

Programme Implementation Challenges

i) **The late release of funds** disrupted planned procurement on priority items such as teaching and instructional material. The supplementary budget was released late in the 4^{th} quarter which delayed payments of some planned interventions.

ii) **The limited resource envelop** from central government led to heavy dependency on AIA. There were high levels of domestic arrears arising from teaching and administrative costs as well as the increasing maintenance costs on buildings, sewage system, civil works and road maintenance.

Conclusion

The overall performance was fair at 65.1%. In terms of delivery of tertiary education, the vote performed better performance at output level 82.2% and missed achievement on all three outcome targets scoring 25%. The performance was hampered by the late releases and limited resource envelop.

Recommendations

i) The MFPED should release funds to programmes in time for effective implementation most preferably by Q3 especially for the capital development.

6.14 Makerere University Business School (Vote 138)

The institution's mandate is to enable the future of their clients through creation and provision of knowledge. It aims at achieving this through providing high quality programmes in volume and high value of Business and Management Education programmes at diploma, undergraduate and postgraduate levels in the country. The vote has one programme – Delivery of Tertiary Education and Research.

6.14.1 Delivery of Tertiary Education and Research Programme

The programme objectives are to: i) offer learning and acquisition of knowledge; ii) conduct Research, promote scholarship and publicize knowledge; iii) attract, develop and retain staff, iv) provide an enabling atmosphere for students to learn v) to enhance students welfare and vi) to enhance Corporate Social Responsibility.

The program outcome is; access to quality management and business education skills and the outcome indicator is; number of students graduated with employable management and business skills in the country per annum (target – 5200). The programme has two sub-programmes; Administration and Support to MUBS Infrastructural Development (Project 0896). All the sub programmes were monitored to assess the level of implementation and the findings are below;

a) Administration

The approved budget FY 20171/18 was Ug shs 26.06bn and the entire budget was released and expended by 30th June 2018.

Performance:

A number of planned outs were achieved under the sub programme in the FY. Under Teaching and Training; registered a total of 17,069 students for MUBS main campus, regional campuses and Affiliated colleges, graduated a total of 5347 students, drafted the final examination time table, awarded certificates to best performing students per faculty, received MBA and MHRM applications from Arua campus, compiled and released semester one exam results and carried out online registration of students.

Under students' welfare; living out allowances to 996 non-resident government sponsored students was paid, repairs to student wash rooms, and electrical fittings in student rooms were made. A total of 950 students were fed, the Disability Policy and Center were operationalized and students with disabilities were given support.

Under Administration and Support services; three academic staff were recruited, two senior administrative staff and 12 support staff. Four staff enrolled on the PhD programmes and five staff were facilitated on short term training. Salaries for 986 staff were paid and medical refunds and facilitation was made to 56 staff who were ill and had sought treatment outside the Health Services Centre.

The School disbursed loans to 72 staff who had applied for the facility in line with the School Policy and also purchased wedding gifts to 6 staff who wedded whereas condolence contribution was extended to 17 staff who lost their close relatives and a staff who passed on. *Summary of performance is indicated in table 6.14*

b) Support to MUBS Infrastructural Development Project

The project started on 1st July 2015 with an expected completion date of 30th June 2020.

The expected outputs are; construction of lecture halls to expand lecture space; replacement of asbestos roofs; purchase of office and ICT equipment including software, purchase of specialized machinery and equipment; purchase of office and residential furniture and fittings. The new library complex is expected to be furnished with equipment and furniture in a phased manner.

The approved budget FY 2017/18 was Ug shs 2.8bn of which Ug shs 2.3bn (79.8%) was released and expended by 30th June 2018.

Performance

The overall performance was good with a number of planned outputs implemented. Civil works were at different levels of completion; Removal and Disposal of Asbestos roofing sheets was completed for block, G, 1 2,7,8,9 (strong room), 4(room 4), store, former minister's block and MUBS Annex Bugolobi Upper block. Walk ways were paved to enable students with special needs access the facilities. Boundary wall was at 75% complete, Bursar's Office was at 60%, road access around MUBS at 68.9%, refurbishment and expansion of upper block, at Bugolobi completed and short tower was at 40%. Summary of performance is indicated in table 6.14

Table 6.14: Performance of the Delivery of Tertiary Education Programme-MUBS by 30th June 2018

Output Performance							
Sub prog./Project	**Output**	**Annual Budget (Ug shs)**	**Cum. Receipt**	**Annual Target (%)**	**Cum. Achieved Quantity (%)**	**Physical Performance Score**	**Remark**
Administration	Teaching and Training	880,000	880,000	100	100	0.003	Teaching and training was conducted.
	Students' Welfare	*0*	0	100	100	0	Welfare of students facilitated in terms of paying living out allowances, feeding and accommodation.
	Administration and Support Services	24,608,737,745	24,608,737,745	100	100	85.27	Staff were recruited and salaries paid.
Support to MUBS Infrastructural Development Project	Government Buildings and Administrative Infrastructure	2,800,000,000	2,234,417,500	100	67.90	8.26	Civil works were at different levels of completion with the boundary wall of the university at 75%, Bursar's office at 60%, and Access road at 68.9%.
	Programme Performance(0ut puts)					**98.35**	

Outcome Performance					
	Outcome Indicator	**Annual Target**	**Achieved**	**Score (%)**	**Remark**
	Number of students graduated with employable Management and Business Skills in the country per annum	5200	5347	103	Target achieved
	Programme Performance (Outcomes)			**34**	
	Overall Programme Performance			**75.9**	**Good performance**

Source: Author's compilation

Programme Implementation Challenge

Inadequate funding: Released are funds inadequate to cater for the planned outputs. For example, the living out allowance provided to the students was not enough and field attachments remained unfunded.

Conclusion

The overall performance was good at 75.9%. In terms of delivery of tertiary education, the vote performed well at output level than at outcome level.

Recommendation

i) The MFPED should increase the vote's allocations such that outputs that are critical for achievement of intended outcomes are implemented.

6.15 Vote 137: Mbarara University

The strategic objectives of the vote are to; increase equitable access to higher education; Produce quality and high skilled graduates; Enhance the quality and quantity of research and innovation output; and to consolidate and enhance university outreach and community engagement programmes. The vote has one programme; Delivery of Tertiary Education. The programme outcome is increased competitiveness and employable graduates.

6.15.1 Delivery of Tertiary Education Programme

The programme aims to provide quality tertiary education for national integration and development through improved teaching and training of science and Technology at all levels, research and innovation with a bias of community orientation. The program comprises three sub programmes namely; Headquarters, Development, and Institutional Support to Mbarara University- Retooling.

a) Headquarters

The sub-programmes objectives are; to produce relevant human resource in applied science, technology and management skills; to generate and disseminate knowledge and innovation; and to provide services to the public in analyzing and solving development challenges. The sub-programme outputs include; promote quality education for 3,553 students; one study trip for each of the 3,533 students; conduct 24 research studies and one research dissemination conference; pay salaries for and retain 503 staff; conduct 8 weeks of community outreach, school practice and industrial training for 856 students; and ensure welfare for 3,553 students.

Total budget for FY 2017/18 was Ug shs 29,205,575,623 which was all released and Ug shs 29,064,235,286 (99.5%) expended.

Performance

Performance of the sub programme was good. Total enrolment was at 90%. The university enrolled and registered 1,179 (37% females) new students; and conducted graduation for 1,028 (41% Female and 59% males) students. The enrolment however was lower than last FY 2016/17 which registered 1,206 new students. Faculty allowance for 520 GoU science students was paid, one study trip was conducted and support services including staff salaries were also paid.

Under research, consultancy and publications, two public lectures, two research workshops and one dissemination conference was conducted. Whilst under Students' welfare, the university provided sanitation services to students' hostels and halls of residence, as well as cleaning materials for students' hostels.

Similarly, Guild services provided for the transfer of funds to Students Guild to facilitate office supplies, workshops, meetings, seminars and recreation. Whilst under administration and Support Services, payment of 248,737 units of electricity and 55,886 units of water was facilitated and routine maintenance of buildings, equipment and vehicles conducted.

b) Development of Mbarara University sub-programme

The sub-programme aims to; increase access to university education with particular emphasis on science and technology education and its application in rural development; create a spacious and well planned university campus for teaching, research and learning environment; to establish a Faculty of Applied Science and Technology; Create room for expansion of programmes offered to increase student intake in health science, business and interdisciplinary studies at undergraduate and Postgraduate levels for sustainability; encourage a Public-Private partnership in education provision; and to create room for expansion of the School of Health Sciences at Mbarara campus.

The sub-programme outcomes include; increased teaching infrastructure, office space and accommodation facilities to train relevant skilled human resource, ICT infrastructure development in place and knowledge, general for natural development.

Total budget for FY 2017/18 was Ug shs 3,126,000,000 of which Ug shs 2,281,213,953 (73%) was released and Ug shs 2,174,388,993 (95%) expended.

Performance

The development sub program performed poorly less than 50% of its target. Construction of the Institute of Computer Science and the Vice Chancellors house could not start due to delayed procurement process and inadequate release of funds. The road network however was upgraded. During the financial year, the university opened and graded 6.1km of road network at Kihumuro and university inn road, as well as finalized upgrading of 0.3km access road to Bitumen at Mbarara campus, as per the workplan. In addition, retention paid for dues for 2 lifts to Peal Engineering Company Limited.

In the areas of equity, whereas there were fewer admissions for special needs students however, there is provision of ramps, walkways, lifts on newly constructed buildings to allow access for the special needs people. Summary of performance is indicated in table 6.15.

c) Institutional Support to Mbarara University- Retooling

The sub-program aims to provide a conducive environment for teaching and learning through; provision of relevant equipment; including software, specialized machinery, purchase of office and residential furniture and fittings.

Total budget for FY 2017/18 was Ug shs 472,768,714 which was all released and Ug shs 471,144,394 (99.7%) expended.

Performance

Performance of the sub-programme was good. Part payment for the pool vehicle was made and procurement of assorted laboratory and office equipment was done. However, there was a variation in some equipment was due to delayed procurement process. Lastly, procurement of assorted furniture and fittings for lecture rooms, offices and laboratories was done using supplementary funds.

Table 6.15: Performance of Mbarara University Vote by 30th June, 2018

Sub program/ Project	Output	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
Headquarters	Teaching and Training	18,832, 313,324	18,832, 313,324	100.00	89.94	51.63	Enrolled and registered students.
	Research, Consultancy and Publications	70,248, 700	70,248, 700	100.00	70.11	0.15	Conducted 17 research studies and made 10 publications
	Outreach	104,812 ,077	104,812 ,077	9.00	9.00	0.32	Conducted 8 weeks of community placement and participated in annual exhibition for NCHE and UNCST
	Students' welfare:	357,000 ,000	357,000 ,000	100.00	100.00	1.09	Paid Living out allowance GoU students; provided sanitation services to students'

Sub program/ Project	Output	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
	Administration and Support Services	9,751,201,522	9,751,201,522	100.00	100.00	29.73	Routine maintenance of buildings, equipment and vehicles.
	Guild Services.	60,000,000	60,000,000	100.00	100.00	0.18	Transferred funds to ITFC-Bwindi and Indigenous knowledge, as well as to the Guild.
	Subscription to Research and International Organizations:	30,000,000	30,000,000	100.00	89.00	0.08	Paid membership fees to 4 international and 6 local organizations.
0368 Development of Mbarara University	Government Buildings and Administrative Infrastructure:	3,076,000,000	2,231,213,953	100.00	20.00	2.59	Paid 30% advance for construction of Phase 1 – Kihumuro; and consultancy for supervision of works at Kihumuro.
	Roads, Streets and Highways:	50,000,000	50,000,000	100.00	100.00	0.15	Road works at Kihumuro and at the main campus completed.
Institutional Support to Mbarara University (Re-tooling)	Purchase of Motor Vehicles and other transport equipment;	100,000,000	100,000,000	100.00	50.00	0.15	Part payment for vehicle for the pool was done
	Purchase of Office and ICT Equipment including Software	100,000,000	100,000,000	100.00	100.00	0.30	Procured 1 projector; ICT equipment and 30 desktop computers
	Purchase of Specialized machinery, and equipment:	202,768,714	202,768,714	100.00	100.00	0.62	Assorted laboratory and office equipment was done.
	Purchase of office and residential furniture and fittings:	70,000,000	70,000,000	100.00	100.00	0.21	Procurement of assorted furniture and fittings for lecture rooms, offices
	Programme Performance (Outputs)					**87.21**	
Outcome	**Outcome Indicator**			**Annua**	**Achiev**	**Score**	**Remark**

Sub program/ Project	Output	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
Performance				**l Target**	**ed**	**(%)**	
	Rate of Equitable Enrolment at Tertiary level			3629	3264	90	Target missed
	Programme Performance (Outcomes)					**90**	
	Overall Programme Performance					**88.2**	Good performance

Key Implementation Challenge

i) Late and inadequate release of GoU Development funding which affected start of some projects such as the construction works of the Faculty of Computing and Informatics, the students' hostel at Kihumuro, Vice Chancellor's house and the designs for Sports complex.

ii) Court cases on construction works which delayed award of tenders.

iii) Delayed procurement process. For instance unconcluded procurement process for text books and some LPOs that had not being serviced by year end.

Conclusion

The overall performance was good at 88.2%. The university had very good performance particularly on enrolment, although capital development was slow. Commendable efforts have been made towards mainstreaming gender and equity.

Recommendations

i) The MoFPED should release funds to the university timely to allow early initiation of projects.

ii) The University's Procurement unit should initiate the procurement process early.

6.16 Overall performance of the Education and Sports Sector

The overall performance of the education sector was good at 76.4% as shown in table 6.23.

	Vote	Performance (%)
1	132 Education Service Commission	96.8
2	303 National Curriculum Development Centre	99.6
3	111 Busitema University	67
4	127 Muni University	80.7
5	301 Lira University	88.2

6	149 Gulu University	87
7	308 Soroti University	38.5
8	307 Kabale University	72.1
9	139 Kyambogo University	65.1
10	138 Makerere University Business School	75.9
11	136 Makerere University	86.1
12	137 Mbarara University	88.2
13	013 Ministry of Education	48.1
14	500-850 Transfers to Local Governments	76
	Total	76.4

Source: Author's compilation

CHAPTER 7: ENERGY

7.1 Introduction

Sector outcomes

The energy and minerals development sector contributes to the second objective of the National Development Plan (NDP II); to Increase the stock and quality of strategic infrastructure to accelerate the country's competitiveness.[46] The contribution of the sector to the NDP II objective is done through the pursuance of the sector outcomes. These are[47];

a) Increased access to affordable and efficient sources of energy
b) Sustainable management of minerals resources for development
c) Sustainable management of the country's oil and gas resources

Sector priorities

In the medium term 2015/16 -2019/20, the sector continues to focus on the key priority areas; these are[48]:

- Increase electricity generation capacity and expansion of the transmission and distribution networks;
- Increase access to modern energy services through rural electrification and renewable energy development;
- Promote and monitor petroleum exploration and development in order to achieve local production;
- Develop petroleum refining, pipeline transportation, and bulk storage infrastructure.
- Streamline petroleum supply and distribution;
- Promote and regulate mineral exploration, development, production and value addition;
- Inspect and regulate exploration and mining operations
- Promotion of efficient utilization of energy; and
- Monitoring geotectonic disturbances and radioactive emissions

Overall Sector Performance

The overall sector performance was fair at 67.6%. The performance of the different sector programmes varied from good to fair. Notable good performing programmes were the Energy Planning, Management and Infrastructure Development Programme, Petroleum Exploration, Development and Production Programme, and the Mineral Exploration, Development and Value Addition Programme.

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[46]National Planning Authority Second National Development Plan (NDPII) 2015/16 – 2019/20 :101
[47] MFPED, National Budget Framework Paper FY2017/18(Kampala 2017)

The sector release performance was good at 97.6% of the total sector budget. This is attributed to the good release under Vote 017 (104.8%). The approved sector budget was Ug shs 2,370.64 billion (Ministry of Energy and Mineral Development (MEMD) - Ug shs 1,878.18 billion and Rural Electrification Agency (REA)-Ug shs 492.46 billion). The sector received a supplementary of Ug shs 125.202 billion (Ug shs 106.875bn for thermal power subsidy, Ug shs 15 Billion for sub-programme 1355 and Ug shs 3.337 bn for Isimba Hydropower plant (HPP). A summary of financial performance for the two votes of the sector is presented in Table 7.1.

Table 7.1: Energy and Minerals Sector Financial Performance Per Programme

Program	Budget approved	Cumulative Releases	Budget Spent	Budget Release (%)	Budget Spent (%)	Releases Spent (%)
MEMD-Vote 017						
Energy Planning, Management & Infrastructure Development	431.48	530.21	344.33	122.9	79.8	64.9
Large Hydro Power Infrastructure	1,301.72	1,303.52	774.14	100.1	59.5	59.4
Petroleum Exploration, Development & Production	94.28	89.80	84.99	95.2	90.1	94.6
Mineral Exploration, Development & Value Addition	23.63	20.47	20.09	86.6	85.0	98.1
Policy, Planning and Support Services	27.07	24.20	23.6	89.4	87.2	97.5
REA-Vote 123						
Rural Electrification	492.46	321.40	271.13	65.3	55.1	84.4
Total	**2,370.64**	**2,289.6**	**1518.28**	**96.58**	**64.05**	**66.3**

Source: IFMS, MEMD and REA, Q4 Performance Reports

Scope

The monitoring focused on 12 projects implemented by MEMD and 3 project implemented by REA. New projects where procurement of contractors and consultants is ongoing were not monitored. Annex 7.1 shows the monitored projects and the respective locations visited.

7.2 Vote 017: Ministry of Energy and Mineral Development (MEMD)

The mandate of the Ministry of Energy and Mineral Development (MEMD) is to "*Establish, promote the development, strategically manage and safeguard the rational and sustainable exploitation and utilization of energy and mineral resources for social and economic development*"

The MEMD comprises of six programmes of which five were monitored. The programmes which were monitored include; Energy Planning, Management and Infrastructure Development, Large Power Infrastructure, Mineral Exploration Development and Value Addition, Petroleum Exploration, Development and Production.

MEMD Financial Performance

Overall vote release performance was very good at 104.8% with GoU release at 95.1%, and externally funded release at 99.9%. The disbursement of GoU component performed well at 99.7% of the of the released funds and that of the externally disbursed funds was low at 53.9% (details in Table 7.2).

Table 7.2: MEMD Financial Performance for FY2017/18

		Approved Budget	Cash limits by End Q4	Released by End Q 4	Spent by End Q4	%Budget Released	% Budget Spent	% Release Spent
Recurrent	Wage	4.232	4.232	4.232	3.197	100.0	75.5	75.5
	Non-Wage	12.579	119.257	119.183	118.980	947.5	945.9	99.8
Devt.	GoU	292.837	271.932	278.532	277.790	95.1	94.9	99.7
	Ext. Fin.	1,560.533	1,560.533	1,558.256	839.181	99.9	53.8	53.9
GoU Total		**309.648**	**395.421**	**401.946**	**399.967**	**129.8**	**129.2**	**99.5**
Total GoU+Ext Fin (MTEF)		**1,870.181**	**1,955.954**	**1,960.202**	**1,239.149**	**104.8**	**66.3**	**63.2**
Arrears		0.075	0.075	0.075	0.036	100.0	48.0	48.0
Total Budget		1,870.256	1,956.029	1,960.277	1,239.184	**104.8**	**66.3**	**63.2**
A.I.A Total		8	8	8	8	100.0	100.0	100.0
Grand Total		**1,878.256**	**1,964.029**	**1,968.277**	**1,247.184**	**104.8**	**66.4**	**63.4**
Total Vote Budget Excluding Arrears		**1,878.181**	**1,963.954**	**1,968.202**	**1,247.149**	**104.8**	**66.4**	**63.4**

Source: MEMD Performance Report Q4 FY2017/18

MEMD Physical Performance

7.2.1 Energy Planning, Management and Infrastructure Development Programme

The programme is responsible for promoting; increased investment in power generation, renewable energy development, rural electrification, improved energy access, energy efficient technologies, and private sector participation in the energy sector. The programme took up 26.6% of the energy sector budget for FY2017/18. The programme contributes to the first sector outcome of *''increased access to affordable and efficient sources of energy''*.

The sector outcome indicators are:

i. The percentage of losses in the distribution network
ii. Generation capacity of plants in MW under construction added to the grid

iii. Percentage of the population with access to electricity

Under this programme various power transmission line projects with their associated sub-stations are under implementation in various parts of the country in line with the country's plans to increase electricity generation, transmission capacity and energy access. The GoU and Development Partners (World Bank, AfDB, AFD, JICA, KfW, China EXIM Bank) are jointly funding projects in this sector.

7.2.1.1: Sub-Programme 1212: Electricity Sector Development Project-ESDP

Background

The project is financed by a loan amounting to Special Drawing Rights (SDR) 63.374 Million from the World Bank through the International Development Association (IDA). The GoU is to provide counterpart funding of Ug shs 72.346bn towards the Resettlement Action Plan (RAP) for the project. The project development objective is to improve the reliability of, and increase access to electricity supply in the southwest region of Uganda. It is implemented by the MEMD and Uganda Electricity Transmission Company Limited (UETCL). The main component of this project is the construction of the 220kV Kawanda-Masaka Transmission line and its associated substations.

Financial performance

The project budget for FY 2017/18 was Ug shs 52.498bn, of which Ug shs 4.672bn was Government counterpart funding, and the rest of the budget was funded through the loan. The GoU release for the FY was 100% and this was fully spent by UETCL.

Physical performance of the sub-programme

Overall physical performance of this project was good. The main components under implementation by UETCL progressed well during FY 2017/18. The sub-station in Kawanda was completed in FY 2016/17, while the works on the Masaka sub-station and the Kawanda-Masaka transmission line were completed in quarter 4 of FY 2017/18. Currently the contractors on the project are rectifying the snags that were identified after completion of the construction works.

A small but critical component of this project which involves construction of two 220kV line bays at Bujagali sub-station for the 220kV Bujagali-Kawanda transmission line is ongoing and works commenced in June. The works are behind schedule therefore UETCL and the contractor has to put more effort in the supervision of the works on this component.

Components under this project that were being implemented by MEMD which involved construction of grid extensions in selected areas along the Masaka-Kawanda transmission line were not progressing at all. The contractor undertook pole erection and work had since stalled.

Resettlement Action Plan

To date, 42 out of 45 houses have been completed and handed to the Physically Displaced Persons (PDPs). Construction of the remaining three houses and installation of water tanks is to be done in-house and is expected to be completed by 31st October, 2018. The status of the cash compensation for the project affected persons is given in table 7.3.

Table 7.3: Status of Cash Compensations for the Project Affected Persons

	Jan-March 2018		April-June 2018	
	Total Number	**Percentage**	**Total Number**	**Percentage**
Total Transactions	2644	100	2638	100
Number disclosed to	2472	93	2480	94
Agreement	2442	92	2456	93
Number of Households paid	2299	87	2311	88
Compensation disputes	30	1	24	1

Source: UETCL; Field Findings

L-R: Completed 220kV Masaka substation; A section of the completed Kawanda-Masaka transmission Line at Lwera

Project challenges

- Although most of the project works were completed and the planned closing date for the project is January 31, 2019, there are still several unresolved RAP cases and currently only 87% of the PAPs have been paid.
- As a result in the delay in site handover for some of the project sites, the transmission line contractor has submitted a claim of about US$ 49,600 per month beyond September 2017 due to delays in handing over sites.

Recommendation

- UETCL and Ministry of Finance, Planning and Economic Development (MFPED) should prioritize budget allocations for the contractors claim in order to avoid risk of litigation.
- The completion of the pending RAP cases should be prioritized by UETCL to avoid complications that will arise if the PAPs take Government to court.

7.2.1.2 Sub-programme 1025: Karuma Interconnection Project

Background

The project is funded by jointly by GoU and a loan from Export and Import (EXIM) Bank of China. The total funding for this project is $289,905,937 with EXIM Bank loan contribution of $246,419,437 and GoU's contribution $43,486,500.

The objective of the project is to evacuate power produced from Karuma HPP in Northern Uganda to load centres, which include Lira and Olwiyo in Northern Uganda and Kawanda in Central Uganda. The project consists of the following components:

a) Construction of 400kV and 132kV transmission lines
    - Construction of 248km, 400kV, Double Circuit Karuma-Kawanda transmission line.
    - Construction of 78km, 132kV, Double Circuit Karuma-Lira transmission Line.
    - Construction of 55km, 400kV, Double Circuit Karuma-Olwiyo transmission Line, which will be initially operated at 132kV.

b) Sub-stations
    - Karuma substation: a new green field 400/132kV substation interconnecting with Karuma HPP and 400kV line bays.
    - Kawanda substation: a new 400kV/220kV substation with two (2) new incoming 400kV line bays to interface with the existing Kawanda 220/132kV substation.
    - Lira substation: two (2) new incoming 132kV line bays to interface with the existing Lira 132/33kV substation.
    - Olwiyo substation: a new green field 132/33kV substation.

Financial performance

The total budget for this project in FY 2017/18 was Ug shs 9.35bn GoU contribution. The rest of the funding for the EPC works under the project is budgeted under Karuma HPP. 100% of the budgeted GoU funds for RAP were released and spent by UETCL. By the end of the FY, the RAP account for this project had exhausted all released funds.

Physical performance of the sub-programme

The sub-programme performance was fair. The project progress greatly improved in the second half of FY 2017/18.

***Karuma-Kawanda transmission segment*:** progress was good with 326 of the planned 638 towers were erected and works on other foundations was on-going with so far 426 out of the 638 foundations completed. 90% of the equipment for this portion of the transmission project was procured and delivered to site.

Karuma-Lira transmission line: 81 out of the 244 planned foundations were completed and tower erection had began. 87% of the tower materials for this line have been received. This component is behind schedule.

Karuma-Olwiyo transmission line: Works have not commenced and the RAP consultant is undertaking the new study for the additional 30 m corridor necessitated by the design changes.

Substations: No works have commenced on the substations in Lira, Olwiyo due to delay in acquisition of the substation land. Works on the Karuma and Kawanda substations are in the early stages after approval of the designs with foundation works on-going.

Resettlement Action Plan (RAP)

The RAP progress is on-going but has been negatively affected lo release of funds. The project will need a total of Ug shs 32 Billion to complete the remaining compensation and only Ug shs 9.36 Billion was released in FY 2017/18. A total of 50 resettlement houses will be constructed, and so far 40 sites have been acquired for this activity. The construction of 10 houses wasongoing. The status of RAP implementation is summarised in Table 7.4.

Table 7.4: Status of RAP for Karuma Interconnection as at 30th June, 2018

	KARUMA-LIRA(132kv; 78kms) KARUMA-OLWIYO (400kv; 55kms; 60mwidth)		KAWANDA-KARUMA LINE (400kV; 248km; 60m width)	
	Total Number	Percentage	Total Number	Percentage
Total Transactions	1131	100	2880	100
Number Disclosed to	932	82	2577	89
Agreements	866	77	2375	82
Number of Households Paid	823	73	2055	71
Compensation disputes	66	6	202	7

Source: UETCL; Field findings

Project challenges

- The RAP progress slowed down because UETCL did not have funds for implementating the RAP process and this stalled the works. In total, Ug shs 32bn is needed for undertaking the remaining RAP activities, but only Ug shs 9.36bn was budgeted for and released in FY 2017/18.

- Submission of acceptable designs that meet the technical requirements for approval has been a challenge for the contractor and this delayed works. Delays were also experienced in implementation of the agreed design changes since the contractor had to submit them to the design office in China.
- There is a challenge of meeting the requirements of the approved NEMA permit. The disposal of excavated soil from some of the project Kawanda substation switchyard led to trouble with NEMA.
- There were several reported cases of vandalism on some towers and this will increase the project cost.


L-R: Completed towers on the Karuma-Kawanda transmission Line at Kigumba, Masindi; Materials store yard at Karuma for Karuma-Olwiyo transmission line

Recommendations

- The MFPED should front load the required GoU funds for this project since it is critical to the timely commissioning of the hydropower plant. MEMD should also give adequate budget allocation for RAP in line with the length of corridor to be acquired.
- The contractor should relocate some of their design functions at the site to prevent further delays to the project.
- UETCL should liaise with the community leaders and Police to monitor the activities on the line corridor to prevent further damage to finished transmission infrastructure.

7.2.1.3 Sub-programme 1137: Mbarara- Nkenda/Tororo-Lira Transmission line

Background

The GoU received funding from African Development Bank towards the implementation of Mbarara-Nkenda & Tororo-Lira Transmission Lines Project. The project is aimed at expanding and strengthening the national transmission grid. It will boost economic growth in western and eastern Uganda. The total loan amount for the project was Unit of Account (UA) 52.51 Million and Ug shs 81.917bn as GoU contribution for the RAP.

The objective of the project is to evacuate electricity from upcoming power plants and to improve electricity access, lower transmission losses, increase power efficiency, reliability, stability and quality of supply to consumers in the country especially the Western and North Eastern regions.

The project consists of the following components:

a) Construction of 132kVTransmission lines
   - Construction of 260km, 132 kV, Double Circuit Tororo-Opuyo-Lira Transmission line
   - Construction of 160km, 132 kV, Double Circuit Mbarara-Nkenda Transmission Line

b) Sub-stations
   - Construction of two 132kV bay extensions at Mbarara North and Nkenda substations.
   - Construction of a new 2x32/40MVA, 132/33kV Fort Portal Substation.
   - Extension of Opuyo substation including 132kV line bays
   - Construction of 132kV line bays at Tororo and Lira

c) Reactive Power Compensation
   - The installation of 15MVAR, 132kV Reactor at Opuyo Substation and 15MVAR,132kV Reactor at Nkenda Substation.

Financial Performance

The GoU counterpart amount budgeted for FY 2017/18 was Ug shs 8.195bn which was all released. 99% of the GoU release to this project was utilized by UETCL, currently the RAP funds for this project are low at only Ug shs 64 million. Although the sector did not budget for external funding for this project, the loan disbursement in the FY 2017/18 changed from 80.7% at the beginning of the year to 82% at the end of the FY indicating very little progress in the works during this period.

Physical performance of the sub-programme

Overall performance was very poor and the project is 3 years late. There was little progress registered on the Mbarara-Nkenda transmission line in FY2017/18. To date, 441 out of the 459 towers on this line have been erected and 445 foundations completed. 125.78 km of the planned

157.9km of the line have been strung. 16 foundations were pending in diversions. However, foundation works on the project were halted by UETCL on 23rd May 2018 due to failure to agree on how to handle soil investigations for the diversion in Rushehe.

On the Tororo-Lira transmission line, no progress was made on the works in the entire FY because works only resumed in February 2018 after the contractor had suspended work in January 2018. The project progress remained at 72km of 263km strung and 575km of 725km of the planned towers erected. Works had just resumed on the 18 foundations in the Ojele diversion and the 13 truncated towers close to the Soroti Flying School.

Resettlement Action plan

All the 50 resettlement houses for project affected persons on the Tororo-Lira T-Line were completed and handed over to their beneficiaries. 47 resettlement houses on the Mbarara-Nkenda T-line were completed and handed over, while the construction of three houses was ongoing. The summary of the cash payments to the project affected persons is given in table 7.5.

Table 7.5: Performance of Cash Compensations as at 30th June 2018

	Tororo-lira		Mbarara-Nkenda	
Item	**Total Number**	**Percentage**	**Total Number**	**Percentage**
Total Number of Project Affected Households	4,701	100	1808	100
Number Disclosed to	4,500	96	1781	99
Agreements	4,335	92	1745	97
Number of households paid	4,220	90	1679	93
Compensation Disputes	165	4	36	2

Source: UETCL; Field Findings

On-going Tower foundation works at Soroti Airfield, works at this location area as a result of transmission line diversion at Soroti Airfield

Project challenges

- Poor contract management by UETCL, and there is generally a bad working relationship between the contractor and the UETCL staff leading to delays in handling of issues on the project.
- There is a very high level of vandalism especially in the Tororo area where so far 10 towers were damaged.
- The RAP implementation process is posing a big challenge to the successful implementation of the project. In the FY 2017/18 no progress was made on the RAP and the UETCL RAP team is constrained by the low number of staff.
- The project has unsettled claims from the contractor totaling up to USD 11 million due to interest on delayed invoices, idling charges due to RoW, and demurrage. Other extra incurred include mobilization and demobilization charges, prolonged time extension.

Recommendations

- The UETCL should allocate more staff to this project especially from projects which were successfully completed. The RAP team should be reinforced and facilitated to do its work.
- The UETCL should be supported by Government to engage the local leaders and resolve the impasse in the RAP implementation.

7.2.1.4 Sub-Programme 1026: Mputa Interconnection- Hoima-Nkenda Transmission Line

Background

The project is jointly financed by a grant of Norwegian Kroner 300 Million from Government of Norway (transmission line works and 70% of the supervision consultancy costs), a loan of $ 23 Million from the French Agency for Development (substation works and 30% of the supervision consultancy costs), and GoU counterpart funding of Ug shs 63.356bn for resettlement of PAPs.

The main project objective is to extend the electricity transmission grid to Western Uganda and also to evacuate electricity from the proposed Kabaale thermal power plant, and mini-hydros in the project area.

The scope of the project comprises the following:

a) Construction of Nkenda-Hoima 220kV transmission line (226km)
b) Construction of 172km of 220kV double circuit transmission line from the proposed Fort Portal substation to the proposed Hoima substation.
c) Construction of Hoima substation and extension of Nkenda substation

Financial performance

The project budget for the FY was Ug shs 1.2bn of which 100% of the funds were released to UETCL.

Physical performance of the sub-programme

Overall performance of the project was good. Tower erection works were 100% complete and stringing of the entire 226km of the transmission line was completed. The transmission line was energized on 21st June 2018. All civil and electrical works on the substations in Hoima and Nkenda were completed. Pre-commissioning tests were undertaken and the pending activity was full commissioning of the two sub-stations.

Resettlement Action Plan

The UETCL RAP team is completing the remaining cases after the completion of the construction works. The progress of cash payments is summarized in table 7.6.

Table 7.6: Performance of RAP Implementation as at 30th June 2018

Activity	Summary of Progress of Execution	Other Information on Project Implementation
Construction of Resettlement houses	Completed	
Compensation of PAPs	Total: 2,111 (100%) Disclosures: 2092 (99%) Agreements: 2074 (98%) Paid: 2098 (96%) Disputes: 18 (1%)	All remnant cases scheduled to be handled in July (125 payments queued for disbursement; 85 cases for joint review)

Source: UETCL and Field Findings

L-R: Completed control panel room at completed Hoima Substation; Newly completed Nkenda Substation

Project challenges

- The engineering works on the project were completed but still 4% of the PAPs had not been paid.
- The funding for the substation works expired on 15th August 2018. There is therefore need for the EPC contractors to fast-track their remaining scope of works and submit completion certificates to ensure that all the payments are processed within this time period.

Recommendation

- The UETCL should complete the RAP exercise satisfactorily in order not to generate hostility from the population for other on-going and planned Government projects in the area.

7.2.1.5: Sub-Programme 1140: Nile Equatorial Lakes Subsidiary Action Program-(NELSAP):Bujagali-Tororo-Lessos/MbararaMirama-Birembo transmission project

Background

The project is funded through the Nile Equatorial Lakes Subsidiary Action Plan Programme (NELSAP) with basket funding from the African Development Bank (AfDB) and Japan International Cooperation Agency (JICA). The principal loan from the AfDB was Unit of Account (UA) 7.59 million, and a supplementary loan of UA 5.84 million and a JICA loan of 5.406 Billion Japanese Yen. The planned GoU counterpart funding for implementation of RAP was Ug shs 66.437bn.

The objective of the project is to improve access to electricity in the Nile Basin Initiative (NBI) countries through increased cross border sharing of energy and power. The project comprises:

- Construction of 220kV double circuit transmission line from Bujagali via Tororo substation to the Uganda/Kenya border, over a distance of 131.25km.
- Construction of 220kV double circuit transmission line from Mbarara North sub-station in Uganda to the Rwanda border, over a distance of 65.55km.
- Extension of a sub-station at Tororo.
- New 220/132/33kV sub-stations at Mbarara and Mirama.

Financial performance

The project budgeted for GoU counterpart funding of Ug shs 7.0bn, of which Ug shs 6.3bn was released and transferred to UETCL and Ug shs 2.318bn was spent.

Physical performance of the sub-programme

Physical performance

Overall performance of the project was poor. There was no work undertaken on the Bujagali-Tororo transmission line since the contractor was not on ground and was eventually terminated due to bankruptcy. By the time of contract termination, the 317 of the planned 402 towers were completed and 29.7km of the line was strung. The works on the Mbarara-Mirama transmission line were finally completed during the financial year.

The substation works in Bujagali, Tororo, Mbarara and Mirama did not progress during the FY because the EPC contractor was terminated in May 2017. Works resumed in July 2018 after being taken over by the UETCL Operations and Maintenance team. By end of July 2018 the progress of the electrical and civil works were 82.3% for Bujagali substation, 87% for Tororo substation, 93% for Mbarara substation, and 75.3% for Mirama sub-station.

Resettlement Action Plan

Due to various court injunctions by project affected persons in the line corridor, the RAP process did not progress in FY 2017/18 especially for the Bujagali-Tororo line. Little progress was registered in the RAP for the Mbarara-Mirama transmission line. The current status of the RAP process is summarized in table 7.7.

Table 7.7: Compensation of Mbarara-Mirama /Tororo-Bujagali-Lessos Transmission Lines as at 30th June, 2018

	Mbarara-Mirama-Birembo		Tororo- Bujagali-Lessos	
	Total Number	**Percentage**	**Total Number**	**Percentage**
Total Number of Project Affected Households	1460	100	3144	100
Number Disclosed to	1453	99	3111	99
Contracts signed	1411	97	3054	97
Number of households paid	1397	96	3007	95.6
Compensation Disputes	42	3	57	2

Source: UETCL and Field Findings


L-R: A section of completed Mbarara-Mirama transmission line; UETCL technicians undertaking installation works at the incomplete Mbarara Substation

Challenges

- Works on the Tororo-Bujagali transmission line were delayed by 28 months and the project is still constrained by ROW issues and court injunctions that are negatively affecting the RAP implementation process.
- The project currently has no contractors for both the substation works and the Tororo-Bujagali transmission line. The substation contractor (Isolux Corsan) was terminated on 26th May 2017 due to non-performance and bankruptcy and that for the transmission line contractor (Jyoti Structures) was terminated.
- A funding shortfall of USD 5 million was created when the JICA loan expired in December 2017.

Recommendations

- The UETCL should resolve contract issues for the remaining transmission line and all the incomplete substations if works on this project are to be completed.
- The UETCL should allocate more staff to supervise this project especially from projects successfully completed. The RAP team should be reinforced and facilitated to do its work.
- The UETCL should be supported by other stakeholders especially MEMD, MFPED, MoLUD, local leaders and the courts of law to ensure that compensation disputes on this project are resolved to prevent further delay.

7.2.1.6 Sub-programme 1222: Electrification of Industrial Parks

The GoU established Industrial Parks in an effort to support industrial development in the country. The industrial parks identified need reliable power supply and thus the identified projects to electrify these parks. The project EPC works are funded by a loan from the EXIM Bank of China (85%) and GoU counterpart (15%) with total cost of US$99,975,885.34. The GoU is also to fund the acquisition of land on the project to the tune of Ug shs 55.163bn.

The objective of the project is provision of adequate transmission capacity to cater for the projected demand from within the industrial areas. The project comprises construction of the following:

- Luzira Industrial Park 132/33kV Substation and Transmission Line Project (15km)
- Mukono Industrial Park 132/33kV Substation and Transmission Line Project (5km)
- Iganga Industrial Park 132/33kV Substation and Transmission Line Project (10km)
- Namanve Industrial Park 132/33kV Substation and Transmission Line Project (5km)

Financial Performance

The budget for FY 2017/18 was Ug shs 100.029bn, of which Ug shs 5.040bn was GoU funding and Ug shs 94.989bn. The GoU release was 100% and UETCL utilized Ug shs 3.661bn. The disbursement of the funding for the EPC works was 100% for GoU funds and 40.9% for the EXIM Bank funding.

Physical performance of the sub-programme

The project performance was good with significant progress registered for the works on the substations. Civil and electro-mechanical works were on-going at Iganga, Namanve, Luzira, and Mukono substations and progress for each for the industrial parks is given:

Iganga: Overall progress of the civil works is 90% with finishing work being undertaken on the control building and the substation fencing. The 2 power transformers and the switch gear were installed. Civil works on the transmission towers had not begun.
Mukono: Overall progress of the works at 90% and the construction of the control building and all equipment structures were completed. Electrical works were advanced with the 3 power transformers installed; all switch gear, control panels installed and the power cables laid. Tests on the equipment are planned for August 2018.
Namanve: Overall progress of works at 95% and the plant house and fencing were completed. The switchgear, transformers, control panels were installed.
Luzira: Civil works commenced and were at 25% progress. The plant house was under construction.
Transmission lines: Tower structural designs were completed; tower spots geotechnical investigations and studies for Iganga and Mukono transmission lines routes completed; Topographical survey for the Namanve south transmission line route was ongoing. Tower foundation works for Mukono Transmission line commenced.

Status of RAP implementation

The RAP implementation for the transmission lines on the project was lagging and minimal progress was made during the first half of FY2017/18 and more effort needs to be given particularly in dealing with the challenging cases like PAPs who had land titles in wetlands. The summary for the RAP implementation for the PAPs in the transmission line corridor is summarized in table 7.8.

Table 7.8: RAP Progress for Electrification of Industrial Parks as per 30th June 2018

	Total Number	Percentage
Total Number of Project Affected Households	542	100
Number Disclosed to	316	58
Agreements	311	57
Number of households paid	244	45
Compensation Disputes	5	1

Source: UETCL and Field findings

Challenges faced by the project

- There is a RAP funding gap of Ug shs 39.59bn which MFPED has to bridge if the implementation of RAP is to proceed because the line corridors are heavily populated.
- Luzira Industrial park transmission line corridor has a court injunction issued by the High Court Land Division in support of the wetland title holders stopping UETCL from implementing the construction works of the transmission line.
- UIA has failed to handover a clean corridor to UETCL for the project implementation Namanve South Industrial Park transmission line corridor, yet they claim to have acquired a 30m corridor fully through a compensation process.

Recommendations

- The UETCL, Ministry of Lands and NEMA should resolve the issue of land titles in order to allow the construction works on the transmission line to proceed.
- The MEMD should allocate enough funds in the budget for undertaking the RAP exercise.

L-R: Fencing works at Mukono substation; Final works at Namanve Substation

Overall programme performance

Overall performance Energy Planning, Management and Infrastructure Development Programme was good at 77.1% of the annual target (Table 7.9). Key outputs under the programme which were achieved included the construction of Kawanda-Masaka transmission line and substations, Hoima-Nkenda transmission line and substations, the Mbarara-Mirama Transmission line. The performance of the programme outputs was negatively affected by the continuous poor performance of the NELSAP and Lira-Tororo/Nkenda-Mbarara projects. The challenges faced by UETCL in the acquisition of wayleaves are a major project implementation hindrance on the Karuma interconnection project, NELSAP, Lira-Tororo/Nkenda-Mbarara and on the transmission segments for the industrial parks.

Table 7.9: Performance of the Energy Planning, Management and Infrastructure Development Programme

Output Performance							
Sub-programme	**Output**	**Annual Budget (Bn Ug shs)**	**Cum. Receipt (Bn Ug shs)**	**Annual Target**	**Cum. Achieved Quantity**	**Physical performance Score (%)**	**Remark**
Electricity Sector Development Project	Implementation of Resettlement Action Plan	5	5	100.00	88.00	0.60	All resettlement houses were completed. Payments to the project affected persons is at 87%.
	Construction of 220kV Kawanda-Masaka transmission line and associated substations (Masaka and Kawanda)	48	48	100.00	95.00	9.66	Construction works on the transmission line and substations were completed. The contractors were fixing snags.
Mbarara-Nkenda/Tororo Lira Transmission Line	Implementation of Resettlement Action Plan	8	8	100.00	30.00	0.52	The compensation process was very slow due to resistance of the PAPs and also low funds for the activity.
	Construction of Mbarara-Nkenda and Tororo-Lira transmission lines and substations	4	4	100.00	30.00	0.28	There was very little work done on the Tororo-lira Line since the contractors had suspended works in Jan 2017 and resumed in Feb. 2018
Electrification of Industrial Parks	Construction of Namanve South, Luzira, Mukono and Iganga industrial park substations and associated transmission lines.	100	95	75.00	65.00	19.41	Works on the substations in Namanve, Mukono and Iganga were in advanced stages. Work in Luzira had just begun. The transmission line works were behind schedule.

	RAP Implementation	5	4	75.00	45.00	0.72	The RAP progress was not good and this affected the EPC works.
Karuma Interconnection Project	RAP Implementation	9	9	90.00	79.00	1.75	The low funding of this activity had hindered progress of this activity. This affected works on the transmission line.
	Construction of Karuma-Kawanda, Karuma-Olwiyo,Karuma-Lira transmission lines and associated substations	249	249	50.00	25.00	26.47	Good progress was registered on the Karuma-Kawanda transmission line with about 40% of the towers erected. Works on the substations had just commenced.
Mputa Interconnection	Construction of Nkenda-Hoima 220kV transmission line and associated substation	33	33	100.00	95.00	6.63	The substation works in Hoima and Nkenda were completed. The transmission line was also completed and the whole system energized.
	RAP Implementation	1	1	100.00	85.00	0.22	The pending compensations cases were being handled case by case by the UETCL team.
NELSAP (Bujagali-Tororo/Mbarara-Mirama)	Construction of Bujagali-Tororo and Mbrarara Mirama transmission lines	1	1	100.00	30.00	0.06	The Mbarara-Mirama transmission line was completed but the contractor was terminated before he could complete the Bujagali-Tororo Line. The substation works also do not have a contractor and the remaining works were to be completed by UETCL.
	RAP Implementation	7	6	100.00	30.00	0.50	
Programme Performance (Outputs)						**66.80**	

Outcome performance				
Outcome Indicator	**Annual Target**	**Achieved**	**score**	**Remark**
% of reduction of losses in distribution network	15.7	17	92	The loss reduction target was not achieved.
% of household connected to the National Grid	20	22.5	100	The target for % of households connected to the grid was exceeded.
Programme Performance (Outcomes)			**96**	
	Overall Programme Performance		**77.1**	

7.2.2 The Large Hydro Power Infrastructure Programme

The programme is intended to support development of large hydropower generation facilities in the country. The programme objective is to ensure adequate generation capacity for economic development and it contributes to the sector outcome of "*increased access to affordable and efficient sources of energy*". The total budget allocation of this programme is 66.5% of the total vote budget.

Sub-programmes monitored for the FY2017/18 are Isimba Hydropower Plant and Karuma Hydropower Plant.

7.2.2.1 Sub-programme 1143: Isimba Hydroelectricity Power

Background

The project is an 183MW hydropower plant funded jointly by loan from China EXIM Bank (85%) and GoU (15%). The contract was signed in September 2013 and the contract sum for the project is US$ 567.7 million for a period of 40 months. The EPC contractor for the hydropower plant (HPP) and the Isimba-Bujagali interconnection line is China International Water and Electric Corporation (CWE) and supervising consultant is the joint venture between Artelia EUA (France) and KKAT consult (Uganda).

Financial Performance

Funds for Certificate interim payments #9 - #12, received during the FY2017/18 (USD 93,362,563). GoU funding release was good at 100% (Ug shs 23,274,500,000 shillings released)

Physical Performance of the sub-programme

Overall progress for dam construction works was fair and overall progress was at 85%. The second stage river diversion was undertaken in November 2017 and works on the Right Embankment Dam were on-going but behind schedule, yet this work is in the project critical path.

The progress of the on-going works is as follows: Civil works: overall progress at 87%, with concrete works complete in the power house and its control building, switchyard and its control building. Concrete works are continuing in the maintenance workshop (75%).

Electromechanical works: Overall progress was at 85%. Unit 1, 2 &3 turbines and generators were installed and currently installation of auxiliary systems (cooling, instrumentation, governor system) installation of unit 4 was on-going. Installation of power transformers for units 1-3 was on-going.
Hydro-mechanical works: Overall progress was at 98%. The installation of the lower spill ways, flaps for upper spillways and servomotors, intake gates was complete.

The contractor requested for a time extension up to March 2019 from the original date of August 2018 though the extension had not yet been approved. After commissioning the 220KV substation, Kawanda 1 & 2 132kV line bays were freed and the contractor was in position to terminate the Isimba-Bujagali 132kV transmission line using the freed bays.

Progress of the Bujagali-Isimba Interconnection
The leveling of the Isimba switchyard was completed. Excavation and casting of all the 161 substation foundations was completed. A total of 144 out of 145 towers were erected. Stringing is at 85% (35.6 out of 42 Km).

Resettlement Action Plan (RAP)
The RAP activities for the dam site, reservoir area and transmission line were ongoing by the RAP consultants (Kagga and Partners) supervised by the MEMD. The summary of the RAP progress by project area is presented in table 7.10.

Table 7.10: Summary of RAP Implementation on Isimba-Bujagali Interconnection

Project Area	Total no. of PAPs	% Compensated
Dam	810	98.9
Reservoir	1,831	93.7
Transmission Line	1,089	92.0


L-R: Partly completed Isimba dam structure; On-going electromechanical installation works in Isimba power house

Challenges

- The contractor compromised quality on some of the tower foundations and these had to be redone leading to loss of time on transmission line works.
- The contractor also shipped some materials without undertaking the necessary factory acceptance tests.
- Not all the identified defects and cracks in the concrete structures were repaired and some previously done repairs need to be done better.

7.2.2.2 Sub-programme 1183: Karuma Hydroelectricity Power

Background

The GoU is developing Karuma Hydro Power Plant as a public investment to generate 600MW of electricity. The medium term objective of the project is the ultimate development of Karuma Hydropower Plant and its associated transmission line interconnection. The hydropower plant will contribute to increasing power supply in the country, and possibly in the East African region. The EPC contractor is Sino Hydro Corporation Limited and the supervising consultant is Energy Infratech PVT Limited. The total cost of the EPC works is USD 1,398,516,747 with EXIM Bank contributing 85% and GoU contributing 15%.

Financial Performance

Financial progress at the end of June 2018 was 67.97% against a planned absorption of 91%. The certified amount released to date is USD 936,628,660 out of the contract sum of USD 1,398,516,759. This includes the GoU funding component of 15% which was disbursed as an advance payment to the EPC contractor.

Physical performance of the sub-programme

Overall progress is at 79.2%. Civil works were at 66.5%, hydro-mechanical works at 1.15% and electro-mechanical works at 11.18%. Overall progress of the work was fair and the project was six months behind schedule.

- Concreting works: Works on the dam were completed. While concreting works are advanced at the intake, power house, main transformer cavern, surge chamber, tail race and head race tunnels was ongoing.
- Hydro-mechanical works: Installation of radial gates # 4, 5 and 6 was ongoing. Gates #1 and 2 were already connected to hydraulic arms. Installation of spill way maintenance crane and rail, spillway #7 and #8 hydraulic pipes, unit 2 guide vanes and sluice rope drum hoists was ongoing. Dry test of radial gates #1, #2, #3 and #4 were completed.
- Electro-mechanical works, installation of main transformer rail, unit 2 stator in the generator pit, unit 3 stator winding, and unit 2 rotor rim at the erection bay and unit 6 stator foundation plates and air cooling pipes was ongoing. Completed installations included Unit 3, Unit 3 rotor leader and rotor polar connections, Unit 3 turbine lower shaft and runner assembly and Unit 3 head cover.


L-R: Unit 1-6 Installation works in the Power House; Installed radial gates at the spill way

Challenges

- There were still issues of non-compliance by the EPC in execution of concrete works. Defects were observed in the concrete structures especially in the stilling basin and some underground components such as the surge chamber and the Tail Race Tunnel (TRT). These were being closely monitored for repairs.
- The project was 6 months behind schedule from delays arising out of the suspension of work in FY 2016/17. Some of the project critical components such as the power intake were behind schedule due to delay in designs approvals. There were delays in delivery of hydro mechanical equipment due to late manufacturing and shipping. The contractor requested for an additional 10 months to the project schedule. This was being discussed by the project stakeholders.
- There was an increase in the Health, Safety and Environmental (HSE) violations by the contractor. This led to the change in the HSE management team for the EPC contractor.
- Implementation of the Community Development Action Plan (CDAP) had not started since the funds previously released were diverted.

Recommendations

- The UEGCL and the Owner's Engineer should be more vigilant and prevail on the EPC contractor to satisfactorily complete the repairs on the identified defects. The project team should be more vigilant in supervision of works to prevent further occurrences of shoddy works.
- The enforcement of Health, Safety and Environment (HSE) regulations should be stricter to avoid further infringements.

Overall programme performance

The overall performance of the programme was fair at 68.8 % (Table 7.11). The programme performed fairly in terms of the outputs since overall the two main sub-programmes were behind schedule due to delayed works. The programme however performed well on the outcome indicators achieving the target of generation capacity of plants in Mega Watts (MW) under construction.

Table 7.11: Performance of the Large Hydro Infrastructure Programme

Sub-programmes	Output	Annual Budget (Bn Ug shs)	Cum. Receipt (Bn Ug shs)	Annual Target	Cum. Achieved Quantity	Physical Performance Score (%)	Remark
Isimba HPP	Construction works on Isimba HPP	421	421	100.00	57.00	19.54	Overall progress at 79.2% of physical works. The main dam structure was complete and electromechanical works were ongoing in the power house.
	Supervision of works on Isimba HPP	16	16	100.00	100.00	1.33	Supervision of the project improved after acquisition of a new Owner's Engineer (ARTELIA EUA AND KATT Consult) in Jan 2018.
	Implementation of the RAP, CDAP and ESMP	1	1	100.00	40.00	0.03	Implementation of the CDAP had not commenced due to diversion of funds to pay for the new Isimba Owner's Engineer.
Karuma HPP	Construction works on Karuma HPP	763	763	100.00	50.00	31.05	Dam 100%,Intake concrete 98.39%,Pressure shafts (except Shaft #4) 100%, HRT Horizontal, Power House Units #1-6 66.84%, Main Transformer Cavern (MTC) 94.18%,Surge Chamber 78.94%,Cable Vertical Shaft 100%
	Supervision of works on Karuma HPP	25	25	100.00	79.00	1.61	Supervision of the works continued with Energy Infratek pvt.
	Implementation of the RAP, CDAP	2	2	70.00	40.00	0.11	Implementation of the CDAP had not commenced due to diversion of funds to pay for the new Isimba Owner's

	and ESMP						Engineer.
Overall Output Performance						**51.95**	

Outcome Performance					
	Outcome Indicator	**Annual Target**	**Achieved**	**Score (%)**	**Remark**
Generation capacity of plants in MW under construction added to the grid		783	884.5	100	
Programme Performance (Outcomes)				**100**	
	Overall Programme Performance			**68.8**	

7.2.3 The Petroleum Exploration, Development, Production, Value addition and Distribution of Petroleum Products Programme

The programme effectively monitors all petroleum operations in the country for the exploitation of the petroleum resource in an economically and environmentally conducive manner. The Directorate of Petroleum (DP) in the MEMD is responsible for promoting and regulating the petroleum upstream (exploration, development and production) sub-sector in the country. The directorate is also handling the development of the country's petroleum midstream subsector, which involves planning for the development of the refinery and pipelines in the country. The programme took up 3.72 % of the total sector budget for FY201/18. The programme contributes to the third sector outcome of "*sustainable management of the country's oil and gas resources.*"

The outcome indicators for the programme are increasing number of Ugandans employed as professionals in the oil and gas sector, increasing level of growth of investment in downstream infrastructure and number of exploration licenses issued.

The negotiations for the development of the oil refinery with the strategic investor were completed with the Albertine Graben Refinery Company (AGRC) consortium selected on 10th April 2018 and now awaiting the investor to commence the front end engineering design (FEED) study.

On the ddevelopment of the oil pipelines, the FEED for East African Crude Oil Pipeline (EACOP) was undertaken and submitted to the Ministry of Energy. RAP for EACOP projects and for Hoima-Balboa pipeline is under implementation.

7.2.3.1 Sub-programme 1355: Strengthening the Development and Production Phases of Oil and Gas Sector

Background

The purpose of the project is to put in place institutional arrangements and capacities to ensure well-coordinated and results oriented resource management, revenue management, environmental management and Health Safety Environmental (HSE) management in the oil and gas sector in Uganda in order to contribute to the achievement of the objectives of the National Oil and Gas Policy (NOGP).

Financial Performance

The revised GoU sub-programme budget for the FY2017/18 was Ug shs 52.97bn. A supplementary budget of Ug shs 15bn was approved and released. Release for the sub-programme was good at 85.52% and expenditure performance was also good at 99.96% of the total released funds.

Physical Performance of the sub-programme

Government granted three (3) fresh petroleum exploration licenses, one (1) to M/S Armour Energy Ltd on 14th September 2017 and two (2) to M/S Ornate Petroleum Ltd on 10th October 2017. Government also issued five (5) production licenses in Exploration Area 2 to Tullow Operations Pty and three (3) in Exploration Area 1 to Total E&P Uganda Ltd. The Front End Engineering Design (FEED) studies for the King Fisher fields were concluded by CNOOC and the FEED studies for the Tilenga fields in Buliisa concluded by TOTAL E&P. Geological and geophysical surveys continued in the basin, where a total of 60 line km of geophysical (gravity and magnetic) data and 70 sq. km of geological mapping was covered.

The oil companies submitted three (3) revised Field Development Plans and associated Petroleum reservoir reports which have been reviewed. Three (3) Production licenses still under review (Lyec field, Mpyo and Jobi-East all in exploration area 1A operated by TOTAL). Licenses expected to be awarded in FY 2018/19. The joint venture (JV) partners TULLOW, TOTAL and CNOOC completed the Front End Engineering Design (FEED) studies for the two upstream petroleum developments and production for Tilenga and Kingfisher Development projects, covering seven (7) and two (2) Production Licenses respectively.

The setting up of M&E database was completed and populating the database for the National Oil and Gas Policy with the relevant data commenced. Twenty one (21) standards for the upstream petroleum segment was undertaken. Formulation of the Guidelines for the Upstream regulations postponed.

Challenges

- Low release of funds partly delayed progress on construction of the offices for the Petroleum Directorate at Entebbe. The delay in works is going to increase the cost of the project since the contractor is going to make claims against this.
- The sub-programme was unable to acquire critical software licenses because of lack of funding. The data from the field studies and oil companies therefore cannot be analyzed and verified by the petroleum directorate. The Government risks being disadvantaged by the oil companies if there is no capacity to verify data on the oil reserves.
- The sub-programme was affected by the low staffing levels in the Directorate because many staff were lost to the Petroleum Authority and the National Oil Company.

Recommendations

- The MFPED should release sufficient funding for the completion of the new office building. Delays in payment to contractors will incur penalties from the contractor.
- Priority by PEPD and MFPED should be given to the procurement of the required software packages for analysis of the field data from the oil companies. There is a high risk the country will be disadvantaged if these packages and their licenses are not obtained.

Ongoing finishing works for phase 3 for the Petroleum Directorate building

7.2.3.2 Sub-programme 1410: Skills for Oil and Gas

Background

The main objective of the sub-programme is to improve access to jobs and economic opportunities for Ugandans around the country's oil and gas sector. It is expected that the number of the Ugandan population in sustainable jobs associated with oil and gas investments will increase by 8,000 (in total 32,000 for all four countries). Out of the 8,000 people, 35% should be women and 40% young people between the age 15 and 24.In addition, the sub-programme will raise the incomes of 60,000 people by 10% (including indirect and induced income increments; in total 240,000 for all four countries). The total GoU sub-programme budget is Ug shs 50bn.

Financial Performance

The sub-programme Gou budget for the FY2017/18 was Ug shs 1bn. Release and expenditure performance were at 82.67% and 99.99% respectively.

Physical Performance of the sub-programme

The sub-programme performance for the FY was fair. To increase Ugandan participation in the oil and gas industry, the sub-programme continued to conduct workshops and radio talk shows. For example, One (1) skills development workshop for universities was held in Kampala, thirteen (13) workshops on national content undertaken in Central and Eastern regions and three (3) radio talk shows were. Summary of the sub-programme performance is given in the programme performance table 7.12.

Overall performance of the programme

The overall performance of the programme was good at 78.8% (Table 7.12). The programme performed fairly on the achievement of outputs and notable of these is finalization of the negotiations for the strategic investor for the Oil Refinery. Similarly the East Africa Crude Oil Pipeline (EACOP) FEED study was undertaken by TOTAL, CNOOC and TULLOW Oil and was under review. Acquisition of land for the Oil Refinery was completed, and the construction of the associated infrastructure such as the airport at Kabaale was on-going.

Table 7.12: Performance of the Petroleum Exploration, Development, Production, Value addition and distribution Programme

Output Performance							
Sub-programmes	**Output**	**Annual Budget (Bn Ug shs)**	**Cum. Receipt (Bn Ug shs)**	**Annual Target**	**Cum. Achieved Quantity**	**Physical performance Score (%)**	**Remarks**
Strengthening the Development and Production of Phases of the Oil and Gas Sector	Promotion of the country's petroleum potential and licensing	1.13	0.866	200.00	60.00	0.92	3 new exploration licences granted.
	Initiate and formulate petroleum policy and legislation	0.20	0.173	100.00	60.00	0.29	Was ongoing
	Capacity building for the oil and gas sector	4.06	3.228	100.00	60.00	6.38	Staff members continued undertaking training.
	Monitoring upstream petroleum activities	0.16	0.128	100.00	40.00	0.17	Monitoring activities continued in FY.
	Participate in regional initiatives	1.04	0.906	100.00	60.00	1.49	Regional and bilateral meetings continued with partner and neighbouring states.

	Transfer for petroleum refining(upstream)	17.20	32.200	100.00	70.00	25.08	UNOC continued with the restocking of the Jinja Oil reserves. The Development of the regulatory framework for the East Africa Crude Oil Pipeline (EACOP) continued. The FEED study for the Tilenga oil field was completed and is under review by UNOC.
	Government buildings and administrative infrastructure	17.20	10.577	100.00	30.00	17.48	Construction of phase 3 at 50%, behind schedule.
	Purchase of motor vehicles and other transport equipment	0.22	0.220	2.00	1.00	0.23	Procurement process for two (2) field motor vehicles commenced and was ongoing.
	Purchase of office and ICT equipment including software	1.00	0.727	100.00	50.00	1.43	Four (4) sets of printing cartridges and other computer accessories were procured.
	purchase of specialized machinery and equipment	0.50	0.329	100.00	50.00	0.79	One (1) Plotter procured. Procurement for servicing of two (2) sets of laboratory equipment was ongoing. Procurement for geophysical equipment postponed due to lack of enough funds.
	Purchase of office and Residential furniture and fittings	0.10	0.080	100.00	60.00	0.16	Procured ten (10) units of office furniture, which replaced the old units.

Skills for Oil and Gas Africa(SOGA)	Capacity building for the Oil and Gas sector	5.20	5.020	100.00	75.00	8.43	One (1) skills development workshop for universities was held in Kampala. Local Content Policy was approved by Cabinet.
	Programme Performance (Outputs)					**62.84**	

Outcome Performance				
Outcome Indicator	**Annual Target**	**Achieved**	**Score (%)**	**Remark**
Number of Ugandans directly employed in the oil and gas	400	500	100	Achieved
Change in the level of investment in the oil and gas sector(Ug Shs Bn)	1400	1700	100	Achieved
Average Outcome performance	0	0	100	
Programme Performance (Outcomes)			**100**	
Overall Programme Performance			**75.8**	

7.2.4 The Mineral Exploration, Development and Value-Addition Programme

The programme is responsible for the functions under the mineral sector, which involves Mineral Exploration and Investment Promotion. To achieve this objective, the sub-sector undertakes collecting, collating, processing, analyzing, archiving and disseminating geo data, monitor and assist small scale miners and also enforce regulations in the sub-sector. The programme also undertakes airborne geophysical surveys to acquire airborne magnetic, radiometric and some electromagnetic covering the entire country. This programme took up 0.88% of the total vote budget. The outcome of the programme is to have sustainable management of mineral resources for economic development. The programme aims at having increased value of mineral exports as per permits issued, increased value of mineral production and change in revenue of mineral rights.

7.2.4.1 Sub-programme 1353: Mineral Wealth and Mining Infrastructure Development

Background

This sub-programme is housed under the Directorate of Geological Surveys and Mines (DGSM) that is composed of three (3) departments as follows: Geological Surveys, Mines, and Geothermal Resources. Thus the mineral sub-sector must deliver socio-economic transformation with inclusive economic growth in the development process. Since 2011-2014 at least 26.5% of the population was employed directly and indirectly in the mineral sub-sector more especially as Artisanal and Small Scale Miners (ASM) and quarrying industrial minerals, such as salt, clay, sand, aggregates stones and slates (UBOS 2011, NDP-1).

Expected results under the sub-programme are:

- Aeromagnetic and radiometric maps of Karamoja
- Mineral certification infrastructure established in Entebbe
- NDP-I 1-6 objectives targets and out puts delivered
- Mineral reserves established for development
- Earthquake research and monitoring facilities constructed and risk management infrastructure restored 6. Mineral rich corridors and business centres linked for industrial development
- Four (4) mineral beneficiation centres constructed
- Youth trained in mineral beneficiation technical skills
- Mineral laboratories improved for value addition tests
- A new legal, fiscal and regulatory framework

Financial Performance.
The sub-programme budget for FY 2017/18 was Ug shs 12.6bn. Release for the sub-programme was good at 81.4% and 99.95% of the released funds were spent.

Physical performance of the sub-programme
The performance of the sub-programme was good. One of the highlights in the FY was the completion and handover of the new regional center in Moroto, Karamoja region. Under the sub-programme, 15 Exploration Licenses (ELs), 7 Location Licenses (LLs), and 68 Mineral Dealers Licenses MDs) Mining and Minerals Exploration Programs were reviewed. There was also progress registered in the monitoring and regulation of activities of the Artisanal Miners (ASM) in areas of Ntungamo, Mubende and Karamoja.

DGSM conducted ground geophysics, infill geochemical and geological surveys for Uranium anomaly in Kyambogo Sembabule district, Zeu gold anomaly Zombo district and Mudende ASM site respectively. A total of 40 soil samples, 59 rock samples and 164 stream sediment samples were collected. 76 sites from Mubende were investigated. DGSM conducted processing and re-interpretation of Block 1 airborne radiometric data located within the Sukulu Carbonatite Complex where 7 Uranium potential anomalies are. Eight (8) development minerals were chosen as focus materials for baseline study. Geological mapping for Kabale done for Muko iron ores and revealed new anomalies. Report under preparation. Promoted development of copper and cobalt in Kilembe, gold in Mubende and cassiterite, Coltan and tungsten in Ntungamo. Geophysical resistivity survey for Kirwa Wolfram Mine was conducted. 154 stream sediment samples were collected for analysis. Mine has been encroached by locals and will need gazetting.

Mining areas in different parts of the country were inspected and monitored. The project supported over forty (40) inspections per quarter throughout the entire country. Over 30 inspection notices were issued on site and affected licensees required to cure the defaults; 69 licenses were not renewed. A total of 671 licenses were operational as of 30th June, 2018, a decrease from 818 in 2017 due to cleaning of the Mining Cadastre and Registry System Weigh Bridges were established at mining outlets to curb under declarations. DGSM conducted 9 mineral value addition inspections and holder advised on appropriate methods and technology. Mining and mineral exploration programs in Mubende, Kilembe, Tororo, Ntungamo and Kabale districts were inspected and ASMs in Mubende reorganised. Reviewed mining right applications and granted 8 exploration licenses, 1 location license and 7 mineral dealers licenses.

The regional center in Moroto was completed Preparation of engineering designs for Fort Portal and Rwengoma, Ntungamo completed and designs approved by the respective districts and awaiting Ministry of Works technical input.

In capacity building of staff, two (2) MBA, two (2) Masters of Science in Information System Management, One (1) Masters of Science in analytical chemistry and One (1) record management Bachelor's degree have been completed. Four (4) Masters and three (3) Bachelor's degree are ongoing

More detailed performance is given in the table of the Mineral Exploration programme performance Table 7.12.

Challenges

- Staffing levels are inadequate; most times staff is shared among the 3 departments in the Directorate of Geological Surveys causing delays in execution of work.
- The low release of funds has made the execution of some of the activities delay because contracts cannot be signed when the project is not sure of the funding.
- The completion of the design of the other regional offices has been delayed due to failure by the Ministry of Works team to approve designs made by the consultant.

7.2.4.2 Sub-programme 1392: Design, Construction and Installation of National Infrasound Network

Background

The objectives of the project are to Design, Construct and Install Infrasound Network (DCIIN) in Uganda. An infrasound network consists of sensors that measure micro pressure changes in the atmosphere which are generated by the propagation of infrasonic waves created as a result of events such as nuclear explosion, storms, earthquakes, exploding volcanoes and meteors. The technology therefore has considerable potential for disaster prevention and mitigation through early warning. The project aims to:

- Establish Infrasound Network Infrastructure in line with the Uganda Vision 2040;

- Build human resources' capacity in infrasound research for social economic development and population's security.
- Enable vulnerable communities install corrective measure against lightning strikes; advise government on a comprehensive national strategy for adaptation and mitigation systems.

Overall budget for the sub-programme is Ug shs 32bn and this is fully GoU funded.

Financial Performance

Budget for FY20 17/18 was Ug shs 3.729bn. Release and expenditure were good at 84.84% and 99.95% respectively.

Physical Performance of the sub-programme

Performance of the sub-programme was fair. The procurement of a contractor to undertake the works for the infrasound system was completed and implementation of the contract has started.

On mapping of vulnerability to lightning risk, data was collected and analysed from the areas of Butambala, Mpigi, Gomba, Kalungu, Masaka, Lwengo, Bukomansimbi, Mityana, Kiboga, Rakai, Kiruhura, Mbarara, Isingiro, Mubende and Ssembabule districts. Sensitizaiton was done for the districts of Kalungu, Masaka, Lwengo and Bukomansimbi.

Carried out public awareness on lightning and geo-hazards and inspection on lightning and geo-hazard vulnerability inspection in vulnerable Communities in Bundibugyo, Kyenjojo, Kamwenge Kasese, Rubirizi, Kabarole, Kamwenge and Ntoroko Districts, West Nile Northern , Central and Eastern Uganda was done.

Inspection of buildings in Kalungu, Masaka, Lwengo, Mpigi, Butambala, Bukomansimbi, Gomba, Mityana , Kiboga, Mbarara, Ntungamo, Rukungiri, Kanungu, Ibanda, Kabale, Rubanda Bushenyi, Sheema, Kiruhura was undertaken.

The sub-programme also developed terms of reference and specifications for lightning arresters categories that will inform the by-law for the districts.

A memorandum of Understanding between MEMD and Entebbe Club was signed for Land for an Infrasound Station in Entebbe. For the other four stations, Land was identified in Western, West Nile and Karamoja region. The summary of performance is presented in the programme performance table 7.14.

Challenges

- Land encumbrances have delayed acquisition of land for seismological facilities.
- The sub-programme does not have vehicles that are in good condition. This has hindered the field activities of the staff during the FY2017/18.

Recommendations

- The MFPED should release the funds required for the procurement of vehicles to enable the conclusion of the procurement of vehicles for field work.

Overall programme performance

The overall programme performance was good at 70.9%. The programme achieved most of its outputs at 81.5%. The achievement of the outcomes however was fair (refer to table 7.14). There is a temporary ban on export of unprocessed minerals in particular Iron ore, Lithium which has affected the export revenue earnings from the sector.

Table 7.14: Performance of the Mineral Exploration, Development and Value-Addition Programme by 30th June 2018

Output Performance							
Sub-programme	**Output**	**Annual Budget (Bn Ug shs)**	**Cum. Receipt (Bn Ug shs)**	**Annual Target**	**Cum. Achieved Quantity**	**Physical performance Score (%)**	**Remark**
1353: Mineral Wealth and Mining Infrastructure Development	01: Policy Formulation	0.600	0.502	100.00	75.00	3.29	Final draft Mineral Policy approved by Cabinet on 7th May, 2018. The draft Mineral Laboratory services Policy was in place.
	02: Institutional Capacity for the Mineral Sector	1.900	1.693	100.00	80.00	10.44	Various staff were trained locally and outside the country.
	03: Mineral Exploration, Development, Production and Value-Addition	1.950	1.617		75.00	10.80	Collection and analysis for mineral samples continued.
	04: Health safety and Social Awareness for Miners	0.400	0.322	100.00	75.00	2.28	Procurement of a consultant to develop ASM database and biometric registration system was under evaluation. Bidding process opened 29th June, 2018. Sensitization of ASM continued.
	05: Licencing and Inspection	1.480	1.303	100.00	75.00	7.72	Inspection and monitoring in different areas of the country continued.

	51: Contribution to International Organisation	0.200	0.200	100.00	100.00	1.22	Contributed to African Mining Geoscience Centre (AMGC).
	71: Acquisition of land by government Land Secured and boundaries and the Land opened	0.200	0.083	100.00	30.00	0.89	Land acquisition for center in Busia was ongoing. Bids were received for proposed land.
	72: Government Buildings and Service Delivery	1.724	1.480	100.00	75.00	9.23	Karamoja regional office completed. Procurement for Fort Portal and Ntungamo regional office awaiting a team from Ministry of Works and Transport to prepare BoQs and procurement documents.
	75: Purchase of Motor Vehicles and other Transport Equipment	0.600	0.600	100.00	90.00	3.31	3 vehicles procured.
	76: Purchase of Office and ICT Equipment.	0.850	0.850	100.00	85.00	4.42	Supply of assorted computers, laptops and printers for the Directorate of Geological Survey completed.
	77: Purchase of Specialised Machinery & Equipment	2.600	1.509	100.00	50.00	13.71	Five (5) mineral beneficiation equipment delivered to the laboratories.
	78: Purchase of Office and Residential Furniture and Fittings Office furniture procured	0.100	0.100	100.00	90.00	0.55	Consolidated furniture for different offices at DGSM delivered
1392: Design, Construction	01: Policy Formulation	0.114	0.094	100.00	70.00	0.59	Adjustment of sector policy was ongoing.

and Installation of Uganda National Infrasound Network (DCIIN) sub-programme	02: Institutional Capacity for the Mineral Sector.	0.221	0.189	100.00	75.00	1.19	The project was training and building national capacity to deal with Geohazards by setting up infrasound network.
	03: Mineral Exploration, development, Production and Value-addition	0.221	0.188	100.00	75.00	1.19	Reconnaissance studies undertaken in Western Central and Eastern Uganda. to create awareness, and evaluating more suitable sites for infrasound stations to be established on land.
	04: Health safety and Social Awareness for	0.228	0.184	100.00	40.00	0.69	Awareness activities carried out.
	05: Licencing and Inspection	0.228	0.191	100.00	40.00	0.67	Inspection of buildings undertaken.
	51: Contribution to International Organisation	0.121	0.097	100.00	45.00	0.42	Training and payment of annual subscription paid to international data Centre in Vienna.
	71: Acquisition of Land by Government	0.263	0.089	100.00	12.00	0.57	The land for infrasound network was identified in West Nile, Western, Central and Karamoja region. Surveying of land for Kyahi station Butologo , for earthquake monitoring station and Land registration for beneficiation centres done.
	72: Government Buildings and Service Delivery	0.835	0.646	100.00	46.00	3.04	Supervised the execution of the contract on design and construction of Infrasound Network. The Entebbe Infrasound station site was handed over to ACE Consult Ltd.
	75: Purchase of Motor Vehicles and other Transport	0.271	0.271	100.00	95.00	1.58	One vehicle delivered, 1 vehicle pending delivery.

	Equipment						
	76: Purchase of Office and ICT Equipment.	0.121	0.109	100.00	58.00	0.48	Specifications were developed. Contract for supply and installation of computers and infrasound data infrastructure was signed and awarded.
	77: Purchase of Specialised Machinery &	0.996	0.996	100.00	50.00	3.05	The procurement of the supplier of the project specialized equipment was ongoing.
	79: Acquisition of other capital Assets	0.110	0.110	100.00	30.00	0.20	The procurement of the supplier of the project specialized equipment was ongoing.
	Programme Performance (Outputs)					**81.52**	

Outcome Performance				
Outcome Indicator	**Annual Target**	**Achieved**	**Score (%)**	**Remark**
Value of mineral exports(Ug Shs bn)	80	12.85	16	This was affected by the ban on the export of raw minerals.
Change in revenue of mineral rights(Ug Shs bn)	10	16.984	100	
Change in value of mineral production(Ug Shs bn)	400	151	38	
Programme Performance (Outcomes)			**51**	
Overall Programme Performance			**70.9**	

Overall Vote Performance

Overall performance of MEMD (vote 017) was good at 71.3%. The vote performance was positively influenced by the improved implementation of the transmission projects under the Energy Planning, Management and Infrastructure Development Programme. Other programmes in the sector also partly achieved their outputs and outcomes namely the Mineral Exploration, Development and Value Addition Programme, and the Petroleum Exploration and Development Programme.

7.3 Vote 123: Rural Energy Electrification Agency (REA)

Introduction

The REA was established as a semi-autonomous agency by the MEMD through Statutory Instrument 2001 no. 75. It seeks to operationalize Government's rural electrification function under a public-private partnership.

Mandate and Mission

The REA is mandated to facilitate provision of electricity for socio-economic and rural transformation in an equitable and sustainable manner. The medium term goal of REA is to achieve 26% rural electrification by June 2022.

Overall Performance

Financial performance

The vote took up 20% of the sector budget for FY 2017/18. The total vote release performance for the FY 2017/18 was good at 78.3% for GoU, and fair at 62.3 % for the externally funded component. The absorption of the released funds was relatively good with 79.3% of the released funds spent by the end of the FY. Details in table 7.14.

Table 7.14: Financial Performance of the Vote by 30th June, 2018

REA						
Component		**Approved budget(Ug shs billion)**	**Release (Ug shs billion)**	**Expenditure (Ug shs billion)**	**% Budget released**	**% Budget spent**
Recurrent budget	Wage	0.000	0.000	0.000	0.0	0.0
	Non-wage	0.000	0.000	0.000	0.0	0.0
Development budget	GoU	81.976	64.201	63.875	78.3	77.9
	Ext. Fin	367.645	229.091	181.693	62.3	49.4
GOU Total		81.976	64.201	63.875	78.3	77.9
Total GoU+ Ext Fin(MTEF)		449.621	293.292	245.568	65.2	54.6
Arrears		0.000	0.000	0.000	0.000	0.000
Total Budget		449.621	293.292	245.568	65.2	54.6
A.I.A Total		42.840	28.103	25.564	65.6	59.7
Grand Total		492.461	321.396	271.132	65.3	55.1
Total Vote Budget Excluding Arrears		**492.461**	**321.396**	**271.132**	**65.3**	**55.1**

Source: REA Performance Report Q4 FY2017/18, IFMS

7.3.1 The Rural Electrification Programme

The main programme objective is achieving universal access by 2040 and in line with the Rural Electrification Strategy Plan II (RESP II). The RESP II (2013-2022) will provide funding for undertaking rural electrification projects with the overall objective of achieving rural electrification access of 26% by June 2022. The Rural Electrification Programme comprises of the sub-programmes below;

- The Rural Electrification sub-programme (1262)
- Grid Rural Electrification sub-programme IDB I-Rural Electrification (1354)
- Energy for Rural Transformation (ERT) Phase III sub-programme (1428)

7.3.1.1 Sub-programme 1262: Rural Electrification Sub-programme

Background

The main project objective is in line with the Rural Electrification Strategy and Plan II RESP II). The RESP II (2013-2022) will provide funding for undertaking rural electrification projects with the overall objective of achieving rural electrification access of 26% by June 2022. The Rural Electrification Project is jointly funded by GoU and development partners who include Islamic Development Bank (IDB), Saudi Fund for Development (SFD), The World Bank (IDA), Arab Bank for Economic in Africa (BADEA), OPEC Fund for International Development (OFID) French Agency for Development (AFD) and Africa Development Bank (AfDB).

Financial Performance

The total sub-programme budget for the FY 2017/18 was Ug shs 298.04bn. GoU release and absorption were good at 86.3% and 99.47 respectively. Release for donor funding was also good at 80.3%. Expenditure for GoU and donor funding was Ug shs 62.88bn and Ug shs 168.18bn respectively.

Physical performance of the sub-programme

Most schemes under French Development Agency (AFD) funding were completed. The completed schemes under AFD include Lot 1 schemes that were implemented in Masindi, Kiryandongo, Hoima and Kibaale, Lot 2 schemes in Mbarara, Isingiro, Ntungamo and Kabale, Lot 3 schemes in Masaka and Sembabule, Lot 4 schemes in Kyenjojo, Kyegegwa, Kabarole and Kasese and Lot 5 schemes in Bushenyi, Sheema and Mitoma. Schemes under BADEA/OFID II funding in Jinja, Iganga and Buikwe were completed and awaiting commissioning. Lot 1 Schemes funded under OPEC and BADEA/OFID in Kayunga, Kamuli and Buyende were ongoing. Schemes under IDB I, IDB II and IDB III funding in the areas of northern, eastern, western and southern Uganda had just commenced and surveying was ongoing.

The rate of connections on these newly built lines and on the existing lines remains low because of affordability. Performance of projects is shown in table 7.15.

L-R: A completed scheme at Rwenjanza in Kyegegwa; Completed scheme in Kasaana in Sheema District

Challenges

- Most of the completed grid extension schemes were not commissioned due to poor coordination between REA and the territory operators. This led to vandalism on some of the grid extension schemes.
- The rate of connection on the newly commissioned lines and most of the previously constructed lines was still low due the high cost of house wiring.
- The GoU funding for the supervision and monitoring of the project implementation was not adequate.

Recommendations

- The REA project team should be more vigilant to ensure that the commissioning of completed grid schemes is undertaken promptly.
- To encourage connections by consumers, Government should come up with more initiatives that focus on the last mile connection in all service territories.

7.3.1.2 Sub-programme 1262: Grid Rural Electrification Project IDB I

Background

The sub-programme is financed by the Islamic Development Bank with the aim of promoting sustainable economic growth and improve standard of living of the rural population in the northern and eastern region of Uganda by providing access to electricity through extending the national grid.

Financial Performance

Both GoU and donor funding release were poor at 13.4% and 11.6% respectively. However, absorption for both funding was good at 83.3% and 100% for the GoU and external released funds respectively.

Physical performance of the sub-programme

Construction works were being undertaken for Lots 1 and 2 and a consultant was on board undertaking project supervision. The engineering design and surveying was ongoing in the areas of Gulu, Kitgum, Nakapiripiriti, Moroto, Abim and Kaabong. Construction works were yet to begin for Lots 3 and 4.

Challenge

The progress of the works in the Karamoja region was affected by the heavy rains which made roads impassable.

7.3.1.3 Sub-programme 1428: Energy for Rural Transformation (ERT) III

Background

The objective of the Third Phase of the Energy for Rural Transformation Program Project is to increase access to electricity in rural areas of Uganda. The funding for the project is through a loan from the World Bank (IDA) to a tune of US$135 million and a grant from the Global Environment Facility (GEF) Trust Fund of US$ 8.2 million. There are three components to the project:

i. On-grid energy access. This component includes four sub-components: grid extension and associated connections, grid intensification and associated connections, household connections from existing lines, and implementation support for on-grid energy access. Beneficiary areas will include West Nile, North-western, Central-North, Eastern, Central, Rwenzori, Mid-Western and South Western service territories of Uganda.

ii. Off-grid energy access. This component covers off-grid energy access, including the installation of solar PV systems for public institutions in rural areas; business development support; provision of credit facilities to enhance electricity access; and quality standards enforcement support.

iii. Institutional strengthening and impacts monitoring. This component will finance transaction advisor (TA) and capacity development required to accelerate electricity access. It will also support the Government to carry out an impact monitoring and evaluation of ERT-2. TA provided under this component will finance the necessary consultancy services, capacity building activities, and operations costs. This component will be implemented by the MEMD, in collaboration with the ERA, and the MFPED.

Financial Performance

Donor funding release was good at 74.3%, while absorption of funds was very poor at 7.7%. The disbursement on this project was low due to delayed procurement.

Physical performance of the sub-programme

No physical works had begun. The 4 fast tracked grid extension schemes had not begun since procurement of the contractor was concluded in June 2018. Evaluation of bidder reports for the remaining lots for construction works was ongoing and the technical evaluation of consultancy services, engineering designs and RAP was under review by the World Bank.

Challenges

There was a delay in commencement of construction works due to the intricate World Bank procurement guidelines that delayed the project. Every stage of the procurement stage requires a No-Objection from the World Bank. To date, only procurement of the 4 fast tracked schemes had been undertaken. The procurement of the remaining schemes was on-going.

- World Bank Social and Environmental safeguards require that the compensation of the PAPs was completed before works can begin. This would further delay the project.
- The recruitment of the project staff was not undertaken leading to a manpower shortage. This scenario was affecting implementation of project activities among them the procurement of components.

Recommendation

- The recruitment of more staff to aid in project implementation should be fast-tracked and the current project team should be more vigilant in following up on requested actions from the World Bank team.

The status of the rural electrification schemes monitored under the rural electrification programme at the end of FY2017/18 is summarized in table 7.15.

Table 7.15: Status of Projects/Schemes under the rural electrification programme

Project	Status
Schemes Under BADEA/OFID II Funding	
Kayunga Kyerima – Nkokonjeru - Bukomba	Pole erection for HV and LV and stringing completed. Transformer installations not yet done. A total of 10 transformers will be installed and total HV length is 10km.
Busaana - Nongo	HV and LV Pole erection is done. Stringing for HV was done and at 80% for LV. Total HV length is 37km and 27 Transformers will be installed. Scheme includes villages of Nongo, Kiwuba, Maasa, Namukuma, Kisota, Namirembe, Magoro and Kyayaye.
Lugasa – Galiraya – Kawongo Landing Site	Scheme was completed, awaiting commissioning. 16 transformers were installed and 43km of HV constructed.
Lusenke Trading center and Environs	Both HV and LV pole erection were completed. Stringing was done. Installation of 6 transformers was ongoing.
Kyerima – Wabwoko -	Construction works were completed at the start of June and pre-commissioning tests

Namabuga	done. The scheme wasawaiting commissioning. Total HV length is 15.8km and 10 transformers were installed.
Wampologoma - Bugaddu	All pole erection was done. Stringing for HV was done and ongoing for LV with progress at 70%. Total HV length is 16km.
Nakyesa – Kato	Scheme was completed but pending commissioning. 4 transformers were installed for HV length of 11km.
Iganga/Jinja Buwambuzi – Kaamigo and Bugono 'B' Village	For Bugono 'B' Village in Iganga, construction works were completed and one transformer installed. Pre-commissioning tests were done and scheme was awaiting commissioning. Total LV length is 1.2km. All construction works for Buwambuzi – Kaamigo in Jinja were done. 7 transformers were installed. Total line length is 4.5km for HV and 20.9km for LV. Pending is commissioning.
Jinja Mutai – Kanyale – Bubondo – Namakoko - Lwambogo	Construction works were completed. These included installation of 4 transformers, HV length of 4.2 km and 10.7 km of LV. Scheme was awaiting commissioning.
St. Camillus Health Center at Kimaka	Scheme was completed and commissioned but it has been done by the community and not under BADEA/OFID funding.
Busemba and Mabira TC	Works at Mabira TC were completed and awaiting commissioning. One 100KVA transformer was installed. Construction works for Busemba–Budaga were also completed and awaiting commissioning. 2 transformers were installed and 3km of HV were constructed.
Butangala Project and Nakabango Project	All construction works for Butangala project were completed. Total HV length is 6.7km and 4 transformers were installed. For Nakabango Project, stringing was ongoing. One transformer to be installed.
Mutai Kanyale - Bubondo - Namakoko - Lwambogo	Scheme wascompleted and awaiting commissioning.
Buyende Ndolwa - Buyende - Kitukiro - Igwaya – Iyingo Project	Scheme is grouped into sections A, B and C constituting a total HV length of 200kms and 87 transformers are to be installed. Stringing works were ongoing in sections A and B while pole erection was ongoing in section.
Kamuli Bugeyiwa – Bwisa Project	Pole erection was ongoing. It will benefit the villages of Bugeyiwa, Kabalire, Munsambu, Buyengere, Busambu, Kikonko and Bwisa.
Mutukula Namasagali to Kananage Project	Pole erection and stringing were ongoing. It will extend grid to the Namasagali sub-county headquarters, Kizza, Buyinza and Mutebe Farms and the villages of Mutukula, Kabanyolo, Kasozi Bumbya, Nawankofu, Kasozi Kololo, Nabirama, Kiseege, and Bugaga among others.

Ediluma - Kyamatembe Landing Site Project Bulondo, Nakakabala, Busamo & Buwuda – Additions Lambala –Lulyambuzi – Wankole – Bupadhengo Project Kakira - Kawule - Butegana and Bugwala	Pole erection and stringing is ongoing for all these schemes.
Kiyunga - Bukose TC	Surveying was completed. Other construction works were yet to begin. However, the quality of works for the works were poor.
Buikwe Kikakanya – Buwoya – Golomolo LS with t-off Lukonda &Wabisunsa Villages	All works were complete. Total HV length is 17.5km and 9 transformers were installed. Pre-commissioning tests are done and scheme was awaiting commissioning.
Kikakanya – Buwoogole – Kawoomya – Nkombwe Landing Site	Scheme was ongoing. Total HV length is 24km. 9 out of 10 transformers were installed and 17km of HV completed.
Kasubi - Kikoma - Luwunga Farm	Pre-commissioning tests were done. Scheme was awaiting commissioning. Total HV length is 5. km and 4 transformers were installed.
Kikondo - Tongolo Resort Beach	Scheme was awaiting commissioning. Total HV length is 5.4km and 3 transformers were installed.
Schemes Under French Agency for Development (AFD) Funding	
Lot 2	
Mbarara Mugarutsya and Environs	HV, LV Pole erection and stringing were done. Scheme was awaiting installation of 14 transformers. Scheme comprises of 2 tee-off both at Rwenshanku. Total HV length for both tee-offs was 28.5km. Villages include California, Kitoma, Mugarustya, Komuyaga, Kamushoka, Akateshani, Akatesani, Mukashanda, Dura, Nyarubungo, Kanjezi, Ekikeesa and Kacwampale.
Isingiro Milo 12 - Rumuri - Mukabira/Mukasausano	All construction works were completed. Pre-commissioning tests were done. 14 transformers were installed. HV length is 23.5km. Scheme was awaiting commissioning. Villages include Omukatindo, Nyamunyanja, Nyarwashama and Omukiiko.
Omukiiko and Environs (Kisuro - Omukatindo - Nyarwashama - Omukiiko) in Isingiro	Scheme was completed and commissioned. 5 transformers were installed. Hv length is 9.5 km and LV length is 7km.
Butenga TC in Isingiro	Scheme was completed and awaiting commissioning. 3 transformers were installed and Hv length is 3.2km.
Kabale Hamuhabo, Kabirango to	Pole erection and stringing was complete. HV length is 5km. Scheme was awaiting Installation of the 3 transformers.

Kitooma	
Kigano, Kashekye to Kyogo TC in Kabale	Scheme was completed, commissioned and handed over to UEDCL for operation. 6 transformers were installed and HV constructed was 13km.
Kabura – Nyakagera in Kabale	Pole erection and stringing was done. Awaiting installation of 1 transformer. HV length is 2km.
Rubanda Kishasha, Nyaruiza Trading Centres	Pole erection was ongoing. However, works were suspended. Line diversion survey was ongoing due to need to divert from original plan caused by NFA. Scope of original plan had installation of 3 transformers and 14km of HV Length.
Lot 4	
Kyenjojo Muzizi Areas and Mountains of the Moon University in Kyenjojo	All works for both Muzizi areas and Mountains of the Moon University were completed. For Muzizi areas, 12 transformers were installed and 28km of HV were constructed whereas for Mountains of the Moon University, 3 transformers were installed and 7km were constructed. Schemes were awaiting commissioning.
Kikoda – Rwaitengya in Kyenjojo	Works were completed. Pre-commissioning tests completed successfully. 3 transformers were installed at Rwaitengya, Kabaya and Kipeepa.
Kahihi Trading Centers in Kyenjojo	All works were completed and pre-commissioning tests done successfully. 3 transformers were installed. Beneficiaries include Kahihi village, Kyakaramata village, Light of World Hotel and the Lord Provides High School.
Kabarole Bukwika, Mujunjo, Kanyegaramire and Karoro Villages in Kabarole	Scheme was completed and awaiting commissioning. 2 transformers were installed.
Rubona & Kabate Villages in Kabarole	All works were complete. HV length is 2.7km. However, all the 2 installed transformers were vandalized. Awaiting installation of new transformers.
Kyamuhoro – Kyererezi - Nsorro in Kabarole	Works were completed and pre commissioning tests done successfully. 2 transformers were installed and HV length is 2.5km. Scheme awaiting commissioning.
Rwengaju Model Village in Kabarole	Scheme was completed and awaiting commissioning.
Kijura – Kyaruhinga - Kagwera Farm – Masongora in Kabarole.	Construction works were complete. 5 transformers were installed. HV length is 13.5 km. Awaiting commissioning.
Kyegegwa Schemes in Ntooma in Kyegegwa	Schemes include 3 tee-offs and 3 transformers. All construction works were completed and scheme was awaiting commissioning.
Kakabara – Bufunjo - Katooke in Kyegegwa	Scheme was completed and awaiting commissioning. A total of 13 transformers were installed. Scheme comprises of 2 tee-offs. First tee-off is at Katooke with Hv length of 23km and a total LV length of 25.11km. 10 transformers were installed. Second tee-off is at Kakabara on Mubende-Kyegewa road with HV length of 9.3km and a total LV length of 6.1km. 3 transformers were installed.
Kasese Kanyangeya, Kyondo and Kyalanga Villages in Kasese	All works were complete. Scheme comprised of 2 tee-offs, one with 2 transformers and the other with 1 transformer. The tee-off with 1 transformer at Kyalanga has been

	energized and handed over to Umeme for operation.
Kagando, Ibuga and Rugendabara in Kasese	Pole erections and stringing was done. All 4 transformers were installed. HV length is 8 km. Pending is installation of underground cable.
Kidodo Village in Kasese	Works were completed and pre-commissioning tests done. 2 transformers were installed.
Lot 5	
Bushenyi Nyamirima, Misigano, Nyakabaga and Environs	Scheme is completed and awaiting commissioning. 2 transformers were installed and HV length is 2.5km.
Katookye, Kalaba, Omukatani Villages in Bushenyi	All works are complete. 6km of HV were constructed and 5 transformers were installed. The scheme was completed, commissioned and handed over to Kilembe Investment Limited (KIL) for operation.
Sheema Kyenjiri, Karugorora, Murari, Nyakarama and Bugona Villages in Bugongi	All works were completed. Pre-commissioning tests done successfully. HV length is 8 km and 8 transformers are installed. Awaiting commissioning.
Nyakabare, Rwamunena, Nyakazuma and Kirundo Villages in Sheema	Scheme is complete and awaiting commissioning. 3 transformers have been installed and HV length of 6 km constructed.
Kitagata TC - Kitagata Farm Institute & Environs in Sheema	The scheme is completed, commissioned and handed over to Kilembe Investment Limited (KIL) for operation. 16 km of HV length were constructed and 18 transformers are installed.
Schemes Under OPEC/OFID Funding	
Buikwe Biafra - Musasa – Nkokonjeru – Kalagala Project	Project was completed and commissioned. 25 transformers were installed and total HV length is 33.4km. Villages that benefited include Musasa, Ntonve, Katwe, Zziba, Ngogwe, Wankandula and Kalagala among others.
Nkokonjeru - Ndolwa – Nakusubyaki - Kasokoso Project	Project was commissioned and handed over to Umeme for operation. 27 transformers were installed and 26.5km of HV were constructed. It benefited schools such as 3R Secondary School and Precision International College.
Nkokonjeru - Namukuma - Bbinga - Ssii - Nansagazi – Senyi Project	Project was commissioned. 55.5km of HV were constructed and 31 transformers installed. It benefited villages of Kilemba, Namukuma, Lukunyu, Kkoba, Nasangazi Landing site and Zzitwe among others.
Schemes Under IDB Funding	
Surveying for all the schemes under IDB I, IDB II and IDB III funding in the areas of Kitgum, Gulu, Luwero, Hoima, Kabarole, Kyegegwa Mbarara and Kisoro was ongoing. Construction works were yet to begin. These included schemes below; **IDB I** Corner Alango - Putuke, Lugum A, Lobule, and Labolomo & Lagoro – Buluzi in Kitgum. Mabale and Mugusu Villages, Buhembe Secondary School in Rugombe in Kabarole. Bukiro Additions, Nyabuhama Parish in Biharwe and Kakigani – Rwampara Memorial School – Kiteete in Mbarara. Kasharara – Kabatera areas and Muramba HC & Rwaramba TC & Environs, Kuliruko-Kirwa Rubagano in Kisoro. **IDB III**	

Tumangu Nodding Health Center in Kitgum. Wii – Layibi Village, GOBs Investment Ltd in Gulu. Buligwe, Kyamuwooya, Bwetyaba Villages, Makulibita Seed SS, Waluleta T/C, Bakijulura trading center in Luwero. Kihemba – Kanenakubira and John Baptist, Nyatale Primary Schools in Hoima. Katoogo, Kyendagara, Kanduku, Kibale national Park Staff HQs, UWA information centre in Kyegegwa.

Source: Field Findings

Overall performance of the programme

The overall performance of the programme was good at 64%. The programme outcome performance was good as it achieved a total of 253,227 consumers accessing electricity compared to a target of 115,515. The programme achieved some of its output targets and several km of grid extension line were completed in various parts of the country under the Rural Electrification sub-programme. However there was poor performance under ERT III where works have not yet begun after conclusion of financing in 2015.

Table 7.16: Performance of the Rural Electrification Programme as at 30th June 2018

Output Performance							
	Output	Annual Budget (Bn Ug shs)	Cum. Receipt (Bn Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
Rural Electrification Project	Construction of Rural Electrification schemes	285	117	3200.00	1275.00	26.01	1,332 Kms of Low Voltage and 17,00Kms of Medium Voltage Lines were constructed.
Grid Electrification Project IDB I	Construction of Rural Electrification schemes	101	101	709.00	425.00	13.85	Construction works for projects in Karamoja was ongoing. Surveying ongoing in the project areas Kitgum, Kisoro, Kabale and Mbarara.
Energy for Rural Transformation III	Construction of Rural Electrification schemes	51	38	100.00	30.00	4.69	Procurement of a contractor for the fast tracked Lots 1-4 was complete. Reviewing of RAP, Consultancy services and engineering design under review by the World Bank for the other Lots 1-12.

Overall Output performance			**44.55**	
Outcome Performance				
Outcome Indicator	**Annual Target**	**Achieved**	**Score (%)**	**Remark**
Number of consumers accessing electricity	115,515	253,227	100	
Programme Performance (Outcomes)			**100**	
Overall Programme Performance			**64.0**	

Challenges

- Several schemes had not been commissioned 6 months after works were completed. This was not only delaying the beneficiary communities from accessing electricity but was also giving an opportunity to vandalism of the transformers in areas of Isingiro and Kyenjojo.
- The performance of the programme was affected by the uneven release of the GoU counterpart funding. Most of the release was made in quarter 4 which was late for completion of some activities.
- Construction works were delayed due to delay in settlement of invoices by the development partners. This led to financial difficulties in the operations of the contractors.
- The long procurement procedures of some funding agenciesdelayed the conclusion of procurement on projects under IDA and AfDB. The ERT III project has suffered more than 2 years delay in commencement of the works due to the long IDA procurement process.

Recommendations

- The MFPED should release most of the GoU counterpart funding to REA in quarter 2 and 3 to enable time for activities to be undertaken.
- The REA project team should follow up with the respective territory operators to ensure completed projects are commissioned in time.
- The REA should fasttrack the recruitment of several key staff required for project implementation. This will enable quicker follow up with the respective funders during implementation.

Overall Vote Performance

The overall performance of Rural Electrification Agency-vote 123 was fair at 64%. The Rural Electrification Sub-Programme under this vote displayed good progress in the FY 2017/18 and several grid extension works were completed. The performance however was negatively affected by the poor performance of other sub-programmes namely 1428-Energy for Rural Transformation III and 1354-Grid Rural Electrification IDB I. These sub-programmes were affected mainly by the delays in procurement processes as required by the funding institutions.

Conclusion

The overall sector performance was fair at 67.6%. The sub-programmes monitored in the sector's five programmes exhibited varied performance levels. The programmes with good performance were the Energy Planning, Management and Infrastructure Development Programme (77.1%), Petroleum Exploration, Development, Production, Value Addition and Distribution Programme (75.8%), Mineral Exploration Development and Value Addition (70.9%).

Notable good performing sub-programmes in the sector were the Hoima-Nkenda transmission project and Kawanda-Masaka Transmission Project where 99.5% of the works were completed and commissioning underway. Sub-programmes that continued to struggle in their performance were the Energy for Rural Transformation-ERT III under the Rural Electrification programme, the large hydro projects (Isimba and Karuma), Karuma Interconnection project, Tororo-Lira transmission project and the NELSAP.

The sector performance was affected by the low budget allocation to critical activities such as Resettlement Action Plans, failure to acquire RoW, delayed procurement, and low staffing levels in some of the programmes.

Table 7.17: Performance of programmes under the Energy and Minerals Sector

	Programme	Budget (Ug shs Bn)	Performance (%)	Weight	Weighted Performance (%)
1	Energy Planning, Management & Infrastructure Development	431.48	77.1	0.18	14.20
2	Large Hydro power Infrastructure	1301.72	68.8	0.56	38.21
3	Petroleum Exploration, Development & Production	94.28	75.8	0.04	3.05
4	Mineral Exploration, Development &Value Addition	23.63	70.9	0.01	0.71
5	Rural Electrification	492.46	64	0.21	13.45
	Total	**2,343.57**			
	Average weighted overall sector performance				**67.6**

Recommendations

- The MEMD should prioritize allocation of funds to critical activities such as RAP. Key sector projects such as Karuma Interconnection Project, Electrification of Industrial Parks and others such as Tororo-Lira transmission line did not get the adequate budget allocation to undertake compensation.

- The Energy Fund should also be replenished to support implementation of key energy sector projects. Failure to undertake compensation in time delayed implementation of most sector projects.
- The Ministry of Lands, Housing and Urban Development should review the land law to enable quicker acquisition of land, since the projects in the sector are mainly infrastructure in nature and require a lot of land.
- The MEMD should liaise with Ministry of Public Service to recruit staff in vacant positions so that the work in the different programmes is not affected by the low staffing levels.

CHAPTER 8: HEALTH

8.1 Introduction

The health of the Ugandan population is central to the socio-economic transformation of the country. It is identified as a key priority in the medium term of the second National Development Plan (NDP II) and contributes to the third objective of the plan *'to enhance human capital development'*.

Over the last two decades, the Government of Uganda (GoU) has increased access to health services through various programs and projects including investment in health infrastructure, equipment, supplies and human resource development. This has translated into improved health indicators.

Uganda recorded a decline in infant mortality from 54 in 2011 to 43 deaths per 1,000 live births in 2016; the under-five child mortality declined from 90 to 64 deaths per 1,000 live births. Maternal mortality has also declined from 438 in 2011 to 336 deaths per 100,000 births in 2016 respectively. The fertility rate also declined from an average of 6.2 to 5.4 children per woman.[49] The sector continues to work towards improved indicators during the NDP II period.

8.1.1 NDPII Sector Priorities (Financial Year 2015/16-2019/20)

The sector's key result areas include: i) Inclusive and quality health care services indicated by a fall in mortality and fertility levels, increase in life expectancy and improved clinical services. ii) Competitive health care centers of excellence indicated by a reduction abroad referrals due to improved service delivery. iii) Inclusive health care financing indicated by a reduction in out of pocket expenditure by household on health and a functional health insurance.

In order to achieve the above, the sector planned to increase deliveries in health facilities (Health Centers and Hospitals, Public and Private-Not-For-Profit) from 41% (FY 2012/13) to 64% (FY 2019/20); reduce maternal deaths in health facilities from 148/100,000 (FY 2012/13) to 119/100,000 by 2020; reduce under five deaths in health facilities from 18/1,000 (FY 2012/13) to 16/1,000 by 2020; reduce annual Out Patient Department (OPD) attendance due to malaria cases from 12,224,100 to 2,600,000;

Reduce new HIV infections among adults from 140,908 (2012/13) to 42,272 (by 70%) in 2020; reduce HIV related deaths from 52,777 (2013) to 21,497 by 2020; increase Tuberculosis (TB) treatment success rate from 80% (2013) to 90% (2020); and increase proportion of population accessing health insurance from 1% (2013) to 6% by 2020.

Activities such as; mass management of malaria, implementation of the National Health Insurance scheme, rolling out universal access to family planning services; health infrastructure development; scaling up HIV prevention and treatment; development of a center of excellence in cancer treatment and related services among others will be undertaken.

[49] Budget Speech FY 2017/18

According to the Ministerial Policy Statement (FY 2017/18), health sector priorities for the FY were:

i. Scaling up public health interventions to address the high burden of preventable diseases through health promotion, education and effective communication to the population. Introduction of Community Health Extension workers (CHEWs) to educate the communities on prevention of diseases and link the communities to the health services;

ii. Improvement of Reproductive, Maternal, Neonatal, Child and Adolescent health services to reduce on mortality and morbidity and improve their health status;

iii. Human resources (attraction, motivation, retention, training and development);

iv. Infrastructural developments; constructions, rehabilitation and remodeling focusing mainly on Health Centers (HCs) HCIIIs, HCIVs and Districts with special needs like islands, difficult to reach areas, large populations and socio-demographic peculiarities among others.

8.1.2 Sector Votes

The health sector is comprised of 25 votes which contribute towards achievement of sector priorities and overarching outcomes. These are: Ministry of Health (Vote 014); National Medical Stores (Vote 116); Uganda Cancer Institute (Vote 114); Uganda Heart Institute (Vote 115); Uganda Blood Transfusion Service (Vote 151); Uganda Aids Commission (Vote 107); Kampala Capital City Authority (Vote 122) and Health Service Commission (Vote 134); Uganda Virus Research Institute (Vote 304). Others are; Mulago and Butabika National Referral Hospitals (Votes 161 to 162 respectively); Fourteen Regional Referral Hospitals (Votes 163 – 176)[50] and all local governments (Vote 501-850).

8.1.3 Overall Sector Financial Performance

Financial Performance

The sector was allocated Ug shs 1,824.08 billion inclusive of donor funding excluding arrears, taxes, and Appropriation in Aid (AIA) in FY2017/18. This was 6% of the total National Budget, having dropped from 8% in the previous FY 2016/17. The GoU and development partners financed 50% of the budget respectively. The GoU allocation was 44% wage, non-wage 45%, and 11% development budget. The sector budget was shared as follows: MoH (54%), LGs (19%), National Medical Stores (13%), Regional referral hospitals (5%); National Referral Hospitals (4.6 %) and 4% to other spending agencies.

A total of Ug shs 1,096.4 billion (59%) was released, of which Ug shs1, 009billion (92%) was spent. The GoU released 63% of the wage and 94% was spent; 108% of the non-wage was released and 99% spent; 104% of the development grant was released and 94% spent. Under

[50]Arua Regional Referral Hospital (RRH) Fort Portal RRH, Hoima RRH, Gulu RRH, Jinja RRH, Kabale RRH, Masaka RRH, Mbale RRH, Soroti RRH, Lira RRH, Mbarara RRH, Mubende RRH, Moroto RRH, and Naguru RRH

performance in relation to external financing was noted with only Ug shs 275.7billion (30.2%) released against a budget of Ug shs 912.6billion[51].

8.1.4 Scope

The chapter presents annual financial and physical performance of selected sector programmes and sub-programmes of 23 out 25 central government votes (96%); all Local Governments (LGs) that benefited from the Health Development Grant under Primary Health Care (PHC) in FY2017/18 *(See Annex 8.1*).

8.2 Ministry of Health (Vote 014)

Monitoring covered three programmes and twelve sub-programmes *(See table 8.2)*. The MoH registered good performance with 65% achievement of planned outcome indicators during the period under review. At output level, the vote achieved 79% of the planned targets under various programmes and sub-programmes. Detailed performance by programme and sub-programmes is highlighted below:

8.2.1 Health Infrastructure and Equipment (Programme 02)

Background

The programme contributes to inclusive and quality healthcare services through development, management of health sector infrastructure and equipment. The programme objective is to improve quality and accessibility of health infrastructure and equipment through implementation of several of sub-programmes.

During FY 2017/18, the MoH implemented eight sub-programs. These were; Institutional Support to MoH (Project 1027); Italian Support to Health Sector Strategic Programme (HSSP) and Peace, Recovery and Development Plan (PRDP) - Project 1185; Construction of Specialized Neonatal and Maternal Unit in Mulago Hospital (Project 1315); Renovation and Equipping of Kayunga and Yumbe General Hospitals (Project 1344); Construction and Equipping of the International Specialized Hospital of Uganda (Project 1393); Regional Hospital for Pediatric Surgery (Project 1394); Support to Mulago Hospital Rehabilitation (Project 1187); Uganda Reproductive Maternal and Child Health Services Improvement Project(1440). Annual Monitoring focused on six out of eight (75%) sub-programmes. Refer to table 8.2. Detailed programme performance is highlighted below;

Performance

The programme achieved 50.4% of the planned targets during FY 2017/18. The vote planned to achieve two outcome indicators. These were; increase the proportion of functional Health

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[51] Draft Annual Budget Performance Report (FY 2017/18)

Centre IVs offering Caesarian and Blood transfusion services to 57% respectively. These were not explicitly related to projects implemented under the programme[52].

However, analysis from the Health Management Information System (HMIS) indicates that the proportion of functional HCIVs offering caesarian sections surpassed the target of 57% to 75% during the period under review. Facilities that benefited from the health development grant and the recently concluded Uganda Health Systems Strengthening (UHSSP) made great strides in achievement of some indicators. For example in Kibuuku HCIV, the new theatre had improved access to emergency care; Reduction in referrals and related costs by both the facility and patients. Caesarean cases could easily be handled at the facility. HCIVs continue to face challenges of shortages of anaesthetic commodities, limited accommodation of staff and sometime timely availability of doctors to undertake operations.

The targets under the proportion of functional Health Centre IVs offering Blood transfusion services were not achieved, 46% of functional HCIVs offered Blood Transfusion Services. Issues of lack of blood in 85% of the districts visited were noted. Although, the HCIVs were functionalized to offer transfusion services, lack of adequate blood underscored the achievement. A number of HCIVs continued to refer patients to district hospitals and referral services for such services.

In terms of outputs; Sub-programmes that achieved their planned targets were; Specialized Maternal and Neonatal Unit at Mulago whose construction works were at 99.9% and equipping averaging at 90%. Support to Rehabilitation of Mulago had progressed but outlived its contractual obligations with Kawempe (99%), Kiruddu (98%) and Lower Mulago at 85%.

Fair performers included; Italian Support to HSSP and PRDP (34-2 in one units) at 56%; Busolwe-Kawolo project at 54%. Poor performing sub-programmes were; Kayunga-Yumbe Project at 11%. Delays in procurement led to late commencement of works at all sites. In Busolwe, works did not commence during FY 2017/18. Detailed performance of the subprogram is detailed hereafter:

8.2.1.1 Institutional Support to Ministry of Health (MoH) - Project 1027

Background

This is a retooling project of MoH whose main objective is to undertake partial repairs and maintenance of the MoH building, procure equipment including ICT, transport, office furniture; in addition to development of strategic plans for various health institutions. In FY 2017/18, the project was allocated Ug shs 8.736billion, of which Ug shs 8.732 billion (99.9%) was released and spent. Project expenditures included Ug shs 5 billion (57%) transferred to NMS for procurement of medical stationery (HMIS Forms) and uniforms for health workers. Payment of outstanding obligations for nine health facilities among others.

[52] Performance of outcome indicators was therefore not rated

Physical Performance

The overall project performance in terms of outputs was good (86%). Rehabilitation of the Vector Control Unit was deferred owing to the promised reconstruction by the Center for Disease Control (CDC). The MoH re-allocated these funds towards the installation of telephone, internet, biometric system and upgrading of the local area network. This had not started by 11th June 2018.

The Ministry transferred Ug shs 5billion to NMS for the procurement of uniforms and medical stationery. These were delivered to various health facilities upon request. Refurbishment of 3rd Floor (burnt floor) and service garage at MoH were substantially completed. Detailed project performance is indicated in table 8.2.

Uniforms and medical stationery procured by NMS

Implementation challenge

- Procurement delays leading to failure to achieve planned targets like renovation of the records center at Wabigalo and construction of the staff canteen.

Recommendation

- The project manager should ensure timely initiation of procurement processes to avoid delays in project implementation.

8.2.1.2 The Regional Hospital for Pediatric Surgery - Project 1394

Background

The project contributes to both inclusive and quality health care services and competitive health care centers of excellence sector outcomes. It is also referred to as the Emergency Hospital and will provide free medical care for children's with surgical needs excluding cardiac surgery both in Uganda and all over Africa. It is expected to be reference point for Ugandan patients and will provide training to medical officers in pediatric surgical procedures.

The project was conceived by the network of the African health ministers who are part of the African Network of Medical Excellence. The hospital will be the second network structure after the Salam Centre for Cardiac Surgery in Khartoum, Sudan. The total project budget is Euros 23.2 million (Approximately Ug shs 100billion). In FY 2017/18, the project was allocated Ug shs 9.6 billion, which all was released and spent.

The project is funded by EMERGENCY (an Italian non-governmental organisation) and GoU. The two entities signed a memorandum of understanding, however financial agreements were not finalized by 30th June 2018.

Physical Performance

The overall project performance in terms of outputs was good. The project achieved 80% of the annual set targets. Concrete works were 95% complete, the ground floor was fully complete and work had started on the first floor. Mechanical and electrical works were not done, these were postponed due to inadequate funds. The GoU delayed to fulfill its financial obligations by over one year, this affected implementation of the project. Detailed project performance is indicated in table 8.2.

Ongoing concrete works at the Pediatric Surgery Hospital, Entebbe

Challenge

- Delayed signing of the financing agreement affected implementation of works.

Recommendation

- The MFPED, MoH and development partner should fast-track the signing of the financing agreement for timely completion of works.

8.2.1.3 Italian Support to HSSP and PRDP (Project 1185)

Background

The project is aimed at attraction and retention of key staff through construction of 34 blocks of two bedroomed semi-detached staff houses for 68 staff at HCIIIs within Karamoja sub-region. This is expected to translate into a reduction in morbidity and mortality at HCIIIs as well as decongesting HC IVs and district hospitals.

M/S Zhonghao Overseas Construction Engineering Co. Ltd was awarded the contract to undertake the works and supervised by M/S Joadah Consult Ltd. The entire project contract sum was US$ 5,592,885.18 (18% VAT inclusive). Works commenced on 20th June, 2016 with an expected completion date of 12th December, 2017. Project end date was extended to 30th June

2019[53]. Beneficiary districts include: Kabong (3 houses), Kotido (8 houses), Abim (5 houses), Moroto (3 houses), Napak (7 houses), Amudat (4 houses) and Nakapiripirit (4 houses).

Performance

The Italian government released 4,689,038,249.00 (US$ 1,304,322.18) in 2016/17. Which was spent in July 2017, but works had stalled again by July 2018. Project performance was poor with 56% of annual targets achieved.

The project did not progress as expected due to constrained flow of funds to the contractor. A number of sites remained abandoned. There was no progress registered in Nakapiripirit and Amudat health facilities. The project's time progress was 150% (behind schedule). Works contract had expired and renewal was pending availability of funds from the development partner. Detailed progress is indicated in table 8.2.

Abandoned site at Namalwa HCIII-Nakapiripirit District

Implementation challenges

- Financial constraints with the development partner (Italian Government) not releasing funds as expected. This led to slow project implementation and abandonment of sites.
- Depreciation and redundancy of resources at various sites.
- Contingency liabilities resulting from delayed implementation and completion of the project.

Recommendations

- The GoU through MFPED and MoH should lobby the Italian Government to release project funds to avoid further delays.
- The MoH should prioritize funding to this project to avoid further costs related to delayed implementation and litigation from the contractor.

[53] Public Investment Plan-PIPFY2017/18– 2019/20

8.2.1.4 Rehabilitation and Construction of General Hospitals (Project 1243)-Kawolo and Busolwe Hospitals

Background

The project is funded by Uganda-Spanish Debt Swap Grant in which Kawolo and Busolwe hospitals will be refurbished and equipped. The overall objective of this project is to contribute to the delivery of the Uganda National Minimum Health Care Package (UNMHCP). The project is also expected to contribute towards staff motivation, retention through improvement and provision of staff housing; improvement of accident and emergency services through provision of a new casualty ward with an emergency theatre, mortuary with a nine capacity body fridge and an ambulance.

Improvement of reproductive health services through expansion of the delivery suites and provision of an obstetric theatre; improvement of hygiene through provision of solar powered boreholes including a 144,000litres water reservoir; improvement of outreach and referral services through provision of a double cabin pickup among others.

The contract to undertake works at Kawolo was signed between GoU and M/s EXCEL Construction Company on 30th March 2017 and works commenced on 26th May 2017. They are expected to last 18 months (by 2nd February 2019) and will be completed at a sum of US$ 10,865,849.14 and supervised by M/S Ingenieria de Espana S.A, SME M.P at a cost of Euros 884,379.70. Annual monitoring focused on Kawolo Hospital, works at Busolwe General Hospital had not commenced.

Performance

Works were ongoing and the project achieved 54% of the set targets. By 30th June 2018, the contractor had been paid eight certificates amounting to US$ 3.2million inclusive of advance payment. The consultant (M/S Ingenieria de Espana S.A, SME M.P) was paid Euros 343,751.9 (39%) of contract sum. Detailed project performance is indicated in table 8.2.

L-R: Ongoing construction works; Some of the completed structures at Kawolo Hospital in Buikwe District

Implementation Challenges

- Implementation delays due to bureaucracies in decision making. Clearances regarding decisions on variations must be made by the Kingdom of Spain representatives.
- Delayed commencement of civil works at Busolwe General Hospital due to limited budgetary allocations.
- Lack of a land title for Kawolo Hospital might jeopardize government investments in future.
- Reallocation part of counterpart funding (Ug shs 270m) to other projects like Kayunga and Yumbe hospitals. This will translate into underperformance of GoU financing to the project.

Service delivery challenges

- Inadequate staff accommodation; only 30% of the 158 staff in the hospital were accommodated.
- Inadequate staff characterized by limitations in numbers of critical staff cadres. Although, the hospital's staffing level was 78%, critical cadres like the medical officers, special grade for gynecology and surgery were missing, only five out of eleven medical officers were in place.
- High deliveries amidst shortage of medical supplies such as switchers, blood, oxytocin, gloves, misoprostol. The hospital delivers over 370 mothers, of which at least 20 are caesarian births on a monthly basis.
- Lack of equipment in the orthopedic department to facilitate bone alignment for accident victims. Hospital staff had resorted to use cardboards to align bones.

Recommendations

- The National Steering Committee should ensure that decisions are taken in a timely manner by setting clear time lines regarding responses to urgent project implementation issues.
- The MoH should ensure that all health sector entities including Kawolo Hospital prioritize acquirement of land titles.
- The Accounting Officer MoH should ensure better planning and budgeting of the project to avoid mischarges.
- The MoH should ensure timely completion of the project to curb staffing, equipment and accommodation challenges faced by the hospital.

8.2.1.5 Renovation and Equipping of Kayunga and Yumbe General Hospitals (Project 1344)

Background

The project main objective was to deliver the Uganda National Minimum Health Care Package (UNMHCP), through improvement of health infrastructure at the two hospitals that had heavily dilapidated. Expected project outputs are: Hospitals buildings rehabilitated; medical equipment procured and installed as well as staff houses constructed.

The project total cost is US$ 41,050,000 and funded by Arab Bank for Economic Development in Africa (BADEA) at US$ 7 million, Saudi Fund for Development-(SFD) at US$ 15 million, OPEC Fund for International Development (OFID) at US$ 15 million; and GoU at US$ 4.05 million. The loan was acquired in 2014 and effectiveness began on 16th April 2015. It was expected to end on 28th February 2020, the completion date was however to 30th June 2021.

The project interventions fall under four broad components as follows: Component I: Civil Works; Component II: Consultancy Services; Component III: Medical Equipment and Furniture; Component IV: Project Management and Administration

The contract for construction works at Kayunga Hospital -Lot 1 was awarded to M/s Ahmed Osman Ahmed and Company at US$ 16,670,711.22. Yumbe Hospital (Lot 2) was awarded to M/s Sadeem Al-Kuwait General Trading and Contracting Company at US$ 18,601,958.21. The two contracts were signed on 5th January 2018. The consultants for the works were M/S Dar Engineering in association with Joadah Consult Ltd. The contract was signed on 6th June 2016.

Design and construction supervision for the rehabilitation and expansion of Kayunga and Yumbe Hospital was awarded to the M/S Dar Engineering in association with Joadah Consult Ltd. The contract was signed on 6th June 2016.

Performance

Cumulatively, development partners disbursed a total of US$ 5.957million, while GoU released Ug shs 3.464 billion spent by 30th June 2018. During FY 2017/18, a total of Ug shs 19 billion was released, out of which 96% was spent.[54]

Physical progress was at 11%, with Kayunga at 15% and Yumbe at 7%. Foundation works for the new hospital buildings and staff houses, completion of the demolition works and commencement of the remodeling works of the existing buildings were ongoing by the 11th July 2018. The consultant was addressing comments from the National Committee on Medical Equipment (NACME) and final procurement for medical equipment was expected in August 2018.

On ground, communities were happy about the investments specifically about the new theater at Yumbe hospital. The existing theater was condemned by World Health Organization (WHO) and had recommended for closure. The hospital expected to curb the high absenteeism rates of health workers due to poor working environment and accommodation. The community was

[54] Exchange rate of 1 UsD=3658.7. Bank of Uganda average Rate for FY2017/18

involved in project implementation by participating in meetings, while local village members provided security for project materials. Detailed project performance is indicated in table 8.2

 

L-R: Ongoing construction works at Kayunga Hospital; Works at Yumbe Hospital

Implementation challenges

- Delays in project commencement translated into time extensions and project cost overruns. The loan was acquired in 2014 and implementation of civil works on the two hospitals commenced in January 2018.
- Delays in decision making and receipt of no objections from funders continued to affect progress of works.

Recommendation

- The Accounting Officer of MoH should ensure timely implementation of the project through frequent engagements with the funders, monitoring and supervision.

8.2.1.6 Specialized Neonatal and Maternal Unit Mulago Hospital (Project 1315)

Background

This project commenced in February 2014 and is expected to end in February 2019. It is funded by both GoU and a loan from Islamic Development Bank (IsDB). The overall cost of the project is US$30.72 million. The project objectives are to: Improve Maternal and Child healthcare services delivery at Mulago National Referral Hospital (MNRH); Decongest MNRH by focusing on provision of tertiary, specialized maternal and child healthcare services in obstetrics/gynecology.

The construction works were undertaken by M/s Arab Contractors (Osman Ahmed Osman & Co) and works started on 15th May, 2015 at a sum of US$ 24,460,004.99 (VAT Inclusive). M/s Joadah Consults Limited at a sum of US$ 440,350 (VAT exclusive) supervises the works. The initial project contract period was extended from 7th October 2016 to 7th October 2017, and subsequently 28th February 2018. This end date was not achieved.

The facility was partially handed over to MoH in October 2017 and the defects liability commenced then. However, an addendum worth US$ 1,302120.37 for additional works was awarded to the contractor. These works included: Construction of a retaining wall, integration of ICT requirements; completion of civil works in the 10 operating theatres, improvement and completion of the electro mechanical works to the InVitro Fertilization (IVF) unit.

Performance

The overall project performance was 97%, construction works were at 99.9% and equipment at 90%. Installation and testing was ongoing and all works were expected to be completed by end of September 2018. Two of the equipment suppliers (STAR Pharmaceuticals and Footsteps) had supplied 100% of their contracts, while (Achelis and Microhem Scientific had supplied only 20% and 30% respectively. Detailed performance is highlighted in table 8.2.

Lessons learnt

The project was rated as one of GoU star projects constructed in relatively the planned time period. Some of the lessons drawn from this contract include; award of contracts to contractors that are both technically and financially strong, experienced and time conscious. Effective monitoring and supervision of the project involving all stakeholders, and timely disbursement of funds by development partners among others.


Completed section of the Neonatal and Maternal Hospital at Mulago

Implementation challenges

- Outstanding obligations of over Ug shs 11.1billion. This includes retention for Arab Contractors, addendum works and payments to the consultant.
- Exchange losses affected project savings. The project lost US$ 1.9million (August-December 2017).
- Delays in signing of some contracts. For example Achelis contract was signed in November 2017 to supply specialized machinery and given a contract period of three months.

Recommendations

- The MoH should prioritize payment of outstanding obligations to contractor in the subsequent FY 2018/19 to avoid further cost overruns.
- The Accounting Officer should apprehend officers that delay to initiate procurement processes leading to delays in project implementation.

8.2.1.7 Support to Mulago Hospital Rehabilitation (Project 1187)

Background

The Government of Uganda (GoU) received a loan from the African Development Bank and Nigerian Trust Fund to increase access to quality and affordable health care services for the population of Kampala Metropolitan Area. The project commenced in January 2012 and was expected to end in June 2017, however it was extended to February 2018 to enable the contractor complete civil works at lower Mulago Hospital. Project completion date was again revised to September 2018.

The total project cost is US$ 86.8 million, the African Development Bank (ADB) finances 82% (US$ 71.3 million), while the Nigerian Trust Fund (NTF) finances 18% (US$ 15.5 million). The project has also had several addendums for additional works financed by GoU totaling to US$ 5,995,148.94 (Ug shs 22,037,567,990) which increased the total project cost to US$ 92.795million.

Performance

The performance was very good with cumulative achievement of 99.2% with works at Kiruddu and Kawempe at 99%; and Lower Mulago at 91%. The two health facilities (Kawempe and Kiruddu were already opened up to the general public. Equipment for both facilities was delivered, installed and in use. Issues related to quality of service, congestion and limited supplies among others affected service delivery. Detailed performance is indicated in table 8.2.

Implementation challenges

- Delayed completion of the project; this was mainly due to compressed Bills of Quantities (BoQs) to fit within available resources. The initial works quotation was US$ 40million and compressed to US$ 29 million yet stakeholders continued to demand for more works. This not only caused delays, but enormous addendums and variation costs.
- Sewerage disposal challenges: Kawempe and Kiruddu hospitals were overwhelmed with the challenge of disposing off waste. The constructed septic tanks were only temporary measures with a capacity of handling waste for only 200 patients. However, the number of patients overstretched the capacity of the septic tanks. Surrounding community at Kiruddu had made several complaints to authorities regarding sewage issues and contamination of the environment.
- Funding gap of US$ 1,993,328.66 for crucial priority areas to enable the hospital function as a super specialized unit. These include: lead radiology doors and windows,

sub water tanks, replacement of doors and ironmongery, hospital road network, medical gas accessories among others. An additional US$ 750,240.83 was also required for the rehabilitation works at the Uganda Heart Institute facilities.

- Arrears totaling to US$ 4,047,544.82 for works executed outside the contract scope. These were; modification of windows to include mosquito nets, vinyl flooring, wall finishes to theatres and ICU, vertical pendants, electro mechanical installations to block F level 6, installation of operating theatre lights with HD cameras, and gas pendants among others.
- Increased cost of maintenance due to frequent breakage of sanitary and electrical fittings at Kawempe and Kiruddu hospitals by the hospital clients.

Recommendations

- The MoH should prioritize payment of arrears and resolve sewerage disposal challenges in a timely manner for improved service delivery.
- The MoH should endeavor to plan adequately for new infrastructure to avoid variations and project delays.

Table 8.2: Performance of the Infrastructure Programme for FY2017/18

Subprogrammes	Output	Annual Budget (Ug shs-Mil)	Cum. Receipt (Ug shs-Mil)-	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
Institutional Support to MoH (1027)	MoH headquarters rehabilitated (3rd floor that was burnt).	1,388	1,384	100%	51%	0.329	Repairs were completed, works under defects liability period. Construction of the garage/services bay was substantially complete. Renovation of the vector control unit was not undertaken because Center for Disease Control (CDC) had promised to construct new premises. Budgeted funds were therefore reallocated towards installation of biometric system, installation local area network and telephone lines for the burnt floors. Construction of the staff canteen was 60% .The contract for the renovation of the records center at Wabigilo was awarded but not signed.
	HMIS forms and Uniforms procured	5,000	5,000	100%	100%	2.319	All funds were transferred to NMS and uniforms for nursing officer, nurses, and mid wives were procured. Beneficiaries from the sampled facilities complained that the uniforms were incomplete. They did not come along with a nurse' cap and shoes.

Subprogrammes	Output	Annual Budget (Ug shs-Mil)	Cum. Receipt (Ug shs-Mil)-	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
	Office and ICT equipment procured	55	55	100%	100%	0.025	ICT equipment was procured including laptops.
	Furniture and fittings procured	211	211	100%	100%	0.09	Furniture was procured.
	Health Systems monitored	442	442	4	4	0.20	Monitoring of various programmes undertaken.
	Motorcycles procured	20	20	2	2	0.009	Two motorcycles were procured.
	Hospital construction	1,620	1,620	300%	9	0.752	Payment of outstanding contractual obligations for nine LGs; Kalangala, Buhweju, Isingiro Gombe, Kabalore, Rubirizi, Mbarara, Bughweju-Butare PNFP and Tororo Municipality.
Regional Hospital for Pediatric Surgery (1394)	Monitoring, Supervision and Evaluation of Health Systems	200	200	100%	40%	0.037	This was undertaken by the project steering committee.
	Hospital Construction/rehabilitation	9,428	9,428	50%	40%	3.50	Concrete works were 95% complete, the ground floor was fully complete and the contract for mechanical and electrical works was signed in June 2018.
Italian Support to HSSP and PRDP (34-2 in one units)	Staff houses constructed (68units)	5,919	4,989	100%	56%	1.82	Kabong, Abim, Kotido progressed with all their sites over 80% performance. Sites at Napak and Moroto were at 40%, while sites at Amudat and Nakapiripirit stagnated at 15%.
Kayunga - Yumbe	Kayunga and Yumbe Hospitals Rehabilitated/Constructed and Supervised	38,067	19,834	50%	11%	7.47	Foundation works for the new hospital buildings and staff houses were ongoing. Demolition works were completed while those of remodeling existing buildings for both hospitals had also commenced.

Subprogrammes	Output	Annual Budget (Ug shs-Mil)	Cum. Receipt (Ug shs-Mil)-	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
Kawolo and Busolwe Hospital Rehabilitated	Kawolo Hospital Rehabilitated and supervised	19,432	43,842	64%	54%	3.38	Most of the refurbishments were done except works on the male ward. Project is one month behind schedule. A variation of 13,804 Euros was noted, this was to hire another consultant from Spain as part of the available consultants. Works at the maternity ward were complete, however toilets lacked a provision for the bathroom. Completed works were of fair quality.
Project:1315 Specialized Neonatal and Maternal Unit Mulago Hospital	Maternal and neonatal hospital construction undertaken	17,640	5,338	100%	30%	8.13	Works were under substantial completion. Equipping the facility was ongoing. It is expected to be opened up for only specialized cases in September 2018.
	Monitoring and supervision of civil works	1,319	587	100%	44%	0.61	The civil works were supervised by Joadah Consultant and their contract expired in May 2017.
	Specialized machinery and equipment procured	29,579	5,915	100%	18%	12.37	Over 90% of the equipment was delivered and installation was ongoing. Training of users of the equipment had not started.
	Monitoring, supervision and evaluation of health systems	1,393	1,392	100%	100%	0.65	Achieved
	Consultancy services, Leadership Training and Governance	248	248	100%	100%	0.12	Training in governance and leadership was completed.
Support to Mulago Rehabilitation : (1187)	Rehabilitation and Supervision of lower Mulago	48,860	41,740	100%	91%	22.71	91% of the civil works were completed including works under the two addendums. Delays in project completion were noted. Project was supposed to be handed over in September 2018, however, issues related to modalities of making payments of the contractor after project closure were noted.
	Kawempe general hospital completed	1,519	1,519	100%	99%	0.70	The hospital was substantially completed but was affected by poor maintenance by the users resulting in frequent breakdown of the mechanical and electrical fittings.

Subprogrammes	Output	Annual Budget (Ug shs-Mil)	Cum. Receipt (Ug shs-Mil)-	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
							The contractor also attended to snags identified at hand over before being occupied by the Directorate of Reproductive Health/ Obstetrics and Gynecology.
	Kirundi general hospital completed	2,150	2,150	100%	98%	0.98	Civil works were substantially complete, the contractor attended to some snags. Remaining works included commissioning of mechanical and electrical works, paint repairs, terrazzo repairs. Sewerage challenges continued to pose a challenge to both the hospital community and its neighbors.
	Procurement of medical equipment	29,527	15,595	100%	45%	11.69	Equipment for Kawempe and Kiruddu hospitals was delivered and some was installed. Most of the equipment was supplied, inspected by NACME and installation ongoing. Consignment for furniture worth US$ 1.5million had not been delivered while LED doors for the radiology department were ordered. These were not part of the original contract for equipment.
	Monitoring supervision and evaluation of health systems	1,120	1,119	100%	99%	0.52	
Total		**215,136**	**162,628**				
	Programme Performance (Outputs)					**78.43**	
Outcome Performance	**Outcome Indicator**			**Annual Target**	**Achieved**	**Score (%)**	**Remarks**
	Proportion of functional Health Centre IVS Blood transfusion services			0.57	0	0	According to the HMIS, 46% of the set target were achieved.
	Average Outcome performance			0	0	0	Although, the indicator was substantially achieved, it was not linked to the various subprograms discussed above.
	Programme Performance (Outcomes)						
	Overall Programme Performance					**50.4**	

Source: MoH, IFMS

Programme challenges

- Sluggishness in start, implementation, and completion of 99% projects under the programme.
- Mischarges on GoU counterpart funding.
- Stalling of some projects like Italian Support to HSSP and PRDP due limited funding options.

Conclusion

Performance of the Health Infrastructure and Equipment Programme Performance was fair (50%). The programme outcome indicators were not directly linked to interventions or sub-programmes implemented. The MoH should set clear programme indicators to facilitate tracking and level of programme performance. Delays in completion of all projects under the programme were noted, these range from procurement delays, capacity of contractors and financing among others. The need to implement sub programmes in a timely manner is key to achievement of programme outcomes.

Recommendations

- The MoH should endeavour to implement well planned projects with realistic deadlines and financing.
- The MoH should follow Development Committee (DC) guidelines regarding planning, commencement and implementation of projects to avoid unnecessary delays.
- The Office of the Auditor General should undertake a Forensic Audit on MoH sub-programmes. Some of which are; Institutional Support to MoH, Italian Support to HSSP and PRDP and Rehabilitation of Kawolo-Busolwe Project among others.

8.2.2 Clinical and Public Health (Programme 0804)

Background

The programme directly contributes to inclusive and quality healthcare services (sector outcome) through improvement of quality and accessibility of clinical and public health services in Uganda. Programme outcomes are: Integrated public health services in Uganda; controlled epidemic and endemic diseases; well-coordinated infrastructure development; pharmaceutical policy implemented; supply chain planned and managed; and curative services interventions integrated.

Programme 04 is comprised of five sub-programmes and two development projects. These are: Community Health (Programme 06); Clinical Services (Programme 07); National Disease Control-NDC (Programme 08), Shared National Services (Programme 09) and Nursing Services (Programme 11). Projects are: Uganda Sanitation Fund Project (Project 1218) and East Africa Public Health Laboratory Network Project Phase II (Project 1413).

During FY 2017/18, the planned programme outcome indicators were; Institutional/Facility based maternity mortality 106 per 100,000 facility based deliveries; 100% of epidemics/disease outbreaks contained; 4,500,000 couple years of protection (Estimated number of couples protected against pregnancy during a one year period); 95% DPT3 Coverage; Institutional/Facility based Infant Mortality rate at 16.9 per 1,000.

Annual budget monitoring focused on three programmes of; Programme 07- Clinical Services, National Disease Control (Programme 08) and Shared National Services (Programme 09) and one development project -East Africa Public Health Laboratory Network Project Phase II (EAPHLNP).

Performance

The approved budget for the programme in FY2017/18 was Ug shs 49.78 billion, of which Ug shs 45.63 billion (91.7%) was released and Ug shs 44.33 billion spent. Expenditures were mainly made under Shared National Services for payment of medical interns. The programme achieved 85% of the planned targets. Institutional/Facility based Maternal Mortality rate was still high at 104 per 100,000 live births; Facility based infant mortality at 22.4 per 1,000 live babies against a target of 17.

The overall programme performance was good at 87% with outputs at 93.9% and outcome indicators at 51%. By the end of FY2017/18, the programme had managed various disease outbreaks such as Cholera in Kween, Amudat, Kampala and Busia. Marburg Rift Valley fever in Kasese, Isingiro, and Kiruhura; Crimean Congo Hemorrhagic fever in Kakumiro, Nakaseke, Nakasongola; Marburg Hemorrhagic Fever in Kween and Kapchorwa districts. Efforts were also made to reduce the effects of Nodding disease in Northern Uganda through provision of additional funding of Ug shs 1.335billion for logistics and operations. Immunization coverage was at 95% while medical and solar equipment maintenance was at 65%. The development project did not progress as expected civil works had not commenced at all selected sites. Detailed performance is highlighted in the sub-programmes below;

8.2.2.1 Clinical Services (Sub-Programme 07)

The sub-programme was allocated Ug shs 6.4billion, of which Ug shs 5.9billion was released and Ug shs 5.8billion spent. The sub-programme registered good progress with support supervision, coordination of trainings and immunizations among other activities undertaken in various districts. The health workers and district officials were reoriented on management of various diseases. These included; Malaria, Guinea Worm and Hepatitis B. Immunization and provision of vaccines against Hepatitis B was done in Busoga region.

Staff turnover due to heavy workload that came along with the activity affected enrollment to other parts of the country. High dropouts especially for the third dose of Hepatitis B vaccine were also noted. This was affecting effectiveness of the vaccine.

Surgical camps in Jinja and fistula camps were conducted at Mbale RRH. Efforts against Fistula were on track with all RRHs having a standby surgeon for timely management of fistula in their catchment areas. In terms of coordination of clinical and public health emergencies; the MoH supported Kapchorwa and Kween districts during the outbreak of Marburg through coordinating meetings on various interventions at the national level. Investigations and response to Cholera outbreaks in Kasese and Jiggers in Busoga region among other interventions were done.

The subprogram also coordinated maintenance of medical and solar equipment in various parts of Uganda. By the end of June, M/s Dash Technology Limited had visited a number of institutions and had mixed performance. Some equipment was fully restored to operation while were not. At Hoima RRH, the PCR system and fluoroscopy were not fully functionalized.

At Mubende RRH, the system was maintained and operational, while at Kambuga Hospital, M/s Dash assessed the facility, identified faults on the system in FY 2017/18 but by 19th July 2018; the hospital's equipment had not been repaired. The facility radiographer was therefore left redundant.

The performance on solar maintenance was mixed with some districts receiving maintenance, services while others did not. Solar batteries were replaced in some health facilities like Bala HCII, Akolo HCIII in Kole District, however the system does not provide light to the facility throughout the night, it lights from 7pm to 2am. Assessments of solar needs were made in Alito HCIII, Aboke HCIV, Bung HCII, Okole HCII. Others like Opeta HCIII in the same district were working well.

In Kitgum District, eight facilities received panel maintenance. These were: Pajigo, Kitgum-Matid, Akuna-Laber, Okiid, Omia-anguima, Oruom, Mucwiny, Loblonglom health center IIIs. Ikoba HCIII and Nyabyeya HCII in Masindi District. Solar assessments were done in Bundibugyo District.

Facilities that did not receive maintenance services continued to have weak batteries and experienced constrained service delivery especially during night deliveries. These were; Bukangama HCIII, Kisuba HCIII, and Kakuka HCIII in Bundibugyo.

8.2.2.2 National Disease Control (Sub-Programme 8)

The sub-programme was allocated Ug shs 5.1 billion, of which Ug shs 4.6billion was released and Ug shs 4.5billion spent. The sub-programme undertakes coordination of national endemic and epidemic disease control services; Immunization services; Indoor Residual Spraying (IRS) services. Coordination of clinical and public health emergencies including the response to nodding disease.

The sub-programme achieved 67% of the planned targets with immunization coverage at 95%, National endemic and epidemic disease control services controlled up to 95%; Coordination clinical and public health emergencies at 80%. IRS services under GoU were not undertaken due to inadequate funding. The development partner (Global Fund) who previously co-founded the activity declined in FY2017/18. The activity required approximately Ug shs 12 billion to spray in the 12 selected districts compared to Ug shs 2 billion that was allocated.

Request to MFPED in October 2017 to reallocate the funds to larviciding (alternative malaria vector control method) was not granted. The funds were therefore largely diverted to various operations within MoH and monitoring the status of the previously completed IRS works in some districts.

Malaria control initiatives were on track with districts like Kumi having a reduction in the malaria incidence from 40% in 2016 to 27% in FY 2017/18; for Tororo District, the reduction was 46% in 2014 to 19% in 2017. This was partly due to distribution of 26million long lasting insecticide treated nets with 94% coverage nationwide. HIV/AIDS Control with current HIV prevalence in Uganda is 6% representing a decline from 7.3% in 2011. New HIV infections continued to decline-there has been a 40% decline in new infections between 2015 and 2017.

Other disease control interventions included; Response to Nodding Syndrome. These interventions were assessed in the districts of; Kitgum, Lamwo, Pader, and Gulu. The following was established;

*Gulu Regional Referral Hospital***:** received Ug shs 110million and spent Ug shs 91 million by 30th June 2018. Outreach activities were ongoing to follow up on the identified cases in affected districts. Accountabilities for the activities were however doubtful. Double payments for the same activities, location and individuals were noted.

Gulu District Health Office: The district had 92 Nodding Syndrome victims and was allocated Ug shs 75million which was received in the third week of June 2018. No expenditures were therefore made by end of June 2018.

Activities were initiated with funds released on personal accounts of various staff to undertake outreaches activities which had not been done by end of July 2018. Contracts with the suppliers of both food and nonfood items were signed. Issues of price differences between quotation and market process were expected to affect quantity of food and nonfood supplies to be given to families of Nodding Disease Syndrome victims.

Kitgum District: The district had 406 cases of Nodding Syndrome with Kitgum General Hospital receiving cases from various districts including Pader, Lamwo, and Kitgum among others.

Monthly admissions of Nodding Syndrome victims ranged between 15-20. By 17th July 2018, the hospital had nine cases admitted in children's and surgical ward for treatment and management.

During FY 17/18, Ug shs 254million was released to the district to conduct outreaches, procure food and non-food items. Funds were received between April-June 2018, however by July 2018, they had not been fully utilised. Procurement for food and non-food items was ongoing.

Lamwo district: the district had 309 persons affected by nodding disease by end of FY 2017/18. The district received Ug shs 157million towards the end of the FY and it could not be utilised. Procurement for food and non-food items for the victims were underway.

Challenges to the above intervention included; Poor community attitude with limited care given to children affected by the nodding disease, many continued to suffer from burns, severe cuts and sometimes defiled by family or community members; lack of special cadres like social workers, psychiatrists; constrained livelihoods led to failure to take care of victims in relation to feeding and medical care; and lack of rehabilitation centres among others.

Recommendations: DLGs with support from MoH should train health workers to professionally handle nodding disease victims; Support and recognition of survivors by DLGs as a way of giving hope to victims and their families; Support towards adherence to medication; Need to recruit special cadres like social workers, psychiatrist, psychologists as well as establishment of rehabilitation centres are important response measures towards Nodding Syndrome.

8.2.2.3 Shared National Services (Sub-Programme 8)

The sub-programme implements activities in relation to payment of medical interns and National Ambulance Services in Uganda. It achieved 85% of the planned targets with an allocation of Ug shs 16.3billion. A total of Ug shs 16.2billion was released and 99% was spent. Unspent balances were recorded on general staff salaries of Ug shs 187,466,175 and social security contributions of Ug shs 29,940,674. These were caused by delayed recruitment of staff.

Medical Intern Services: The MoH had deployed 1,045 interns during the period under review consisting of 15 dental surgeons, 552 medical officers, 107 pharmacists, and 371 nurses/midwives distributed among the 35 training centers. These received their allowances up to 30th June 2017 in all the training centers visited. The output was achieved at 100%. Medical Interns noted that some consultants were available to facilitate learning, however, frequent stock out of medical supplies compromised practical learning.

Other challenges included; lack of accommodation/interns mess; inadequate allowances; increasing number of interns against supervisors. This affects amount of time, guidance and supervision given to interns; inadequate planning characterized by lack of interns allocated to some facilities like Moroto due to lack of consultants, while other training centers such as Entebbe General Hospital had more than enough interns at various wards.

Recommendations; The MoH should ensure that all medical interns are effectively and efficiently supervised through recruitment and motivation of supervisors; Increase funding for medical supplies especially those essential for theatre procedures to enhance practical learning skills. The RRHs should prioritize rehabilitation, expansion and construction of interns accommodation facilities.

National Ambulance Services provided; Uganda continues to suffer from poor referral and ambulance services this is partly due to inadequacy and poor coordination. By June 2018, Uganda had only 411 functional ambulances, of which 181 were government owned while 230 are privately owned (106 for private individuals and 124 for Private Not for Profit Institutions). Only 14% of the DLGs budgeted for emergency services.

Some of the activities undertaken by the department were; 324 health workers received training in emergency medical services; Emergency Medical Services Policy covering prehospital, transportation, and service provision care was at approval stage by the Health Policy Advisory Committee. Coordination of ambulance services. The output was achieved at 70%.

8.2.2.4 East Africa Public Health Laboratory Network Project Phase II (Project 1413)

The project is funded by the World Bank at a tune of US$ 15million. Financing became effective on 31st March 2016 with an expected completion date of 31st March 2020.

The project aims to establish a network of efficient, high quality, accessible public health laboratories for the diagnosis and surveillance of TB and other communicable diseases. This project is implemented in the five East African countries including Uganda, Kenya, Tanzania, Rwanda, and Burundi. The project had improved laboratory services at various sites through provision of laboratory equipment, reagents, routine servicing, and adequate support supervision.

The project implements three components. These are: Regional Diagnostic and Surveillance Capacity (component one) Training and Capacity Building (component two); Joint Operational research and knowledge management (component three). The annual monitoring focused on all components.

Performance

Cumulatively, a total of US$ 1,867,290 (12.4%) was disbursed, 61% of the disbursement was done during FY 2017/18. Project performance was fair, with 50% of the annual planned targets achieved. All civil works at Mulago, Mbale, Arua, Mbarara, Moroto, Lacor and Entebbe had not commenced by 30th June 2018. Procurement of some equipment like temperature scanners, assorted medical equipment and ambulances had not been finalised. However, Moroto and Fort Portal RRHs had received ICT equipment which was already in use. Detailed performance by component is highlighted in table 8.3

Implementation challenge

- Delayed procurement for both civil works and equipment.

Recommendation

- The accounting officer of MoH fast track all procurements and ensure that the project is implemented in a timely manner to avoid further delays, time and cost overruns.

Table 8.3: Performance of Clinical and Public Health Programme for FY2017/18

Sub-programme	Output	Annual Budget (Ug shs)-Mil	Cum. Receipt (Ug shs)-Mil	Annual Target (%)	Cum. Achieved Quantity (%)	Physical performance Score (%)	Remarks
Clinical Services	Clinical health services provided	1,837	1,823	100	80	5.53	Activities included coordination of hepatitis B vaccination. Support supervision of clinical services in all health facilities. Training and various surgical activities were undertaken.
	Coordination of clinical and public health emergencies	1,980	1,603	100	65	5.93	This component performed fairly with some interventions in the management of emergencies and provision of treatment and or vaccination to the public.

Sub-programme	Output	Annual Budget (Ug shs)-Mil	Cum. Receipt (Ug shs)-Mil	Annual Target (%)	Cum. Achieved Quantity (%)	Physical performance Score (%)	Remarks
	Maintenance of medical and solar equipment	2,430	2,349	100	65	6.10	Assessments were done at various health facilities, repairs and battery replacements done for some health facilities in Kole, Kiryandongo, and Kitgum, and Apac among others.
	Technical support, monitoring and evaluation done	210	200	100	92	0.76	Substantially achieved.
National Disease Control	Coordination of clinical and public health emergencies including the response to the nodding syndrome	920	920	100	80	2.75	The supplementary budget of Ug shs 1.335 billion was provided to the affected LGs to address the immediate needs of the patients and their families.
	Immunization services provided	825	794	100	95	3.04	Other vaccinations such as Rota Vaccine were also rolled out. There were however cases of drop outs especially for none single doses such as DPT3.
	Indoor Residual Spraying (IRS) services provided	1,825	1,415	100	0	0	Not achieved.
	National endemic and epidemic disease control services provided	1,553	1,553	100	95.00	5.51	This component performed fairly with some interventions in the management of diseases outbreaks undertaken.
Shared National Services	Medical intern Services	15,205	15,205	100	100	56.76	Achieved, however the interns striked in the first half of the FY for untimely payments.
	National Ambulance Services provided	1,112	1,081	100	70	2.99	Targets were partially achieved.
East Africa Public Health Laboratory Network Project Phase:	Regional diagnostics Surveillance Capacity enhanced.	9,687	9,687	100	100	10	Civil works and equipment were in advanced stages of procurement.
	Joint training and capacity building of health workers conducted	1,239	1,239	100	100	80	Training of Trainers was conducted. Satellite laboratory staff were also trained.
	Implementation of joint, knowledge sharing , regional	3,350	3,350	100	100	80	Involved management, training and recruitment of staff. Training of satellite sites in research was done.

Sub-programme	Output	Annual Budget (Ug shs)-Mil	Cum. Receipt (Ug shs)-Mil	Annual Target (%)	Cum. Achieved Quantity (%)	Physical performance Score (%)	Remarks
	coordination and Program management conducted						
	Programme Performance (Outputs)					93.91	Very good performance

Outcome Indicator	Annual Target	Achieved	Score (%)	Remarks
Institutional/Facility based maternal mortality per 100,000 facility based deliveries	106	103.8	98	Improvement in indicator
Percentage Proportion of epidemics/Disease outbreaks contained	100%	NR	NR	Information was not readily available
Couple years of protection	4,500,000	2,500,000	56	Not achieved
DPT3 Coverage (%)	95	95	78	achieved
Facility based infant mortality rate per 1000	16.9	22.4	78	Not achieved
Programme Performance (Outcomes)			**51**	
Overall Programme Performance			**76.0**	

Source: Field Findings

***NR-Not Rated**

Programme challenges

- Duplication of activities between those under Clinical Services and National Disease Control and infrastructure and equipment departments. For example Coordination of clinical and public health emergencies including response to the nodding disease syndrome was implemented by both Clinical Services and National Disease Control. Allocations for monitoring of infrastructure development and equipment were made under clinical services as well as various sub-programmes under the programme.
- Delayed procurement under the East African Laboratory Project hence failure to achieve set targets. Most of the planned targets under civil works and equipment were not achieved.
- Dropouts for immunisation affecting outcomes due to various reasons like transport, attitude and vaccine stock outs among others.
- Inadequate staffing for emergency medical services programme with only one permanent staff.
- Inadequate medical supplies led to demotivation of staff, constrained learning of the medical and heavily constrained service delivery.
- Lack of accident and emergency units at health sub districts.

- Lack or inadequate medical equipment, staffing, accommodation and ambulances at various health facilities**.**

Conclusion

Performance of the clinical and public health programme was good (87%), with a number of disease outbreaks constrained. Surveillance and response to outbreaks was very good. However planned targets under maternal and infant mortality were not achieved. Outputs under ambulances services were not achieved, lack of adequate medical supplies and equipment, staffing among others constrained achievement of outcome targets. Deliberate efforts towards holistic and joint planning with increased focus on critical outputs translating into outcomes is key for the health sector.

Recommendations

- The MoH should rationalise use of limited resources. Planned outputs should be streamlined and directly linked to set outcome indicators.
- The MoH should prioritise funding the sector's building blocks in a holistic manner, this should be complimented with adequate monitoring and supervision to ensure achievement of set targets.
- The MoH should fast track procurement processes and implementation of the East African Laboratory Project to avoid further delays.

8.3: Health Service Commission (Vote 134)

Background

The Commission is responsible for Human Resources for Health (HRH) matters in national, regional referral hospitals, and auxiliary institutions of the MoH. It has the mandate of ensuring that the health institutions under its jurisdiction get the right number of human resource with the right skills, in the right place, and at the right time.

The vote contributes towards inclusive and quality healthcare services outcome through implementing Program (52) - Human Resource Management for Health[55]. The ultimate program outcome is improved status of human resources for health in the health service. The program outcome indicator was the proportion of qualified health workers recruited against the annual recruitment plan at national level[56]. The program objective was expected to be achieved through provision of strong and competent human resources for efficient and effective health service delivery in line with Human Capital Development as stated in NDPII.

[55] MoH, MFPED, MoPs (Ministry of Public Service), RRHs and specialized institutions contribute to performance of the Programme. MoH is responsible for deployments, RRHs and specialized institutions are responsible for making timely submissions to MoH and MoPs. The MoPs is responsible for clearances.

[56] The indicator was set as an output indicator.

The annual monitoring FY 2017/18 focused on two sub-programs; Human Resource Management (HRM), and the Health Service Commission Development Project.

Financial Performance

During FY 2017/18, the annual revised programme budget was Ug shs 5.6billion, Ug shs 5.4 billion (96%) was released and Ug shs 5.1billion (95%) spent by 30th June 2018. Unspent balances were mainly staff salaries. Over 80% of the HSC budget was recurrent with 55% allocated to salaries, allowances, pension and gratuity; 14% rent, while only 8% was allocated to recruitment expenses, the core activity of the Commission.

Performance

The HSC achieved 74% of the set targets. Performance of the sub-programs is highlighted below.

Human Resource Management (Sub-Programme: 02): The subprogram was allocated Ug shs 1.1billion, of which Ug shs 1billion (90%) was released and Ug shs 984million (98%) was spent.

The Commission recruited 856 health workers compared to the planned 800 (97%) health workers. It was also tasked to validate KCCA health workers at both Kawempe and Kiruddu General Hospitals. Although, this was achieved, enormous delays in recruitment and deployment were noted. The first job advert was run in quarter two FY 2017/18, delays in submission of recruitment requisitions by various votes was noted. The HSC awaits all submissions to be made in order to proceed with advertising and recruitment processes. Detailed performance information on the subprogramme is highlighted in table 8.4

Health Service Commission Sub-Programme: this serves as the Commission's Development Project and was allocated Ug shs 263million during FY 2017/18, which was all released and spent by 30th June 2018. The targets of the Commission's development projects were achieved. A paper shredder, one vehicle and five computers were procured by the HSC. Detailed performance of the commission is highlighted in table 8.4.

Table 8.4: Detailed Performance of HSC-FY 2017/18

Sub-programmes	Outputs	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
Human Resource Management	Health Workers recruited in Central Government Health Institutions	1,113	1,033	800	846	70.64	Achieved
	Technical Support and Support Supervision	199	199	84	77	11.59	Not achieved

Health Service Commission	Transport equipment procured	183	183	100%	100%	11.64	Procured for one of the Commissions Board Members.
	Machinery and Equipment procured	40	40	100%	100%	2.54	Paper shredder and four desktop computers were procured.
	Office furniture procured	40	40	100%	100%	2.54	Procured
Programme Performance (Outputs)						**98.95**	
Outcome Performance	**Outcome Indicator**			**Annual Target**	**Achieved**	**Score (%)**	**Remarks**
	Proportion of qualified health workers recruited against the annual recruitment plan at national level			2,908	856	29	The National Recruitment Plan for all votes in the sector had 2,908 health workers, however due a limitation in the wage bill and allocations to HSC. It was not achieved.
	Programme Performance (Outcomes)					**29**	
	Overall Programme Performance					**74.6**	

Source: Field findings

Case study showing delays under Human Resource Management Sub-programme: Case one**:** Akello Claire (*Not real name*), applied for a post of Enrolled Midwife on 18th December 2017. She did and passed her interviews. A minute appointing her for the position was sent to MoH in June 2018. Her appointment letter was written on 23rd July 2018 and her acceptance letter received on 10th August 2018. She had not been deployed by 15th August 2018.

Case two: Odong (*Not real name*) applied for a position of Clinical officer on 14th May 2018 (SN 349/2018), was interviewed and passed his interviews. He was appointed on probation on 17th July 2018. He officially accepted by 30th July 2018 and deployed on 10th August 2018.

The above cases indicate that recruitment and deployment takes a bigger part of the FY (six to nine months), in many instances, processes go into the subsequent FY. The need to align recruitment and budgeting process is paramount to curb delays and staffing gaps at various health facilities.

Challenges to Human Resource Development

- Unclear unit cost of recruitment of health workers. Efforts to get a clear and detailed cost were futile by end of August 2018. The unit cost is key for planning and budgeting for adequate staff within the health sector.

- Unspent wage balances. The heath sector returned over Ug shs 10billion to the consolidated fund for general staff salaries. This anomaly is mainly due to time lapses caused by the mismatch between the recruitment and budget cycles. Recruitment processes take a bigger part of the FY.
- Staffing gaps; the sector's annual recruitment plan highlighted in the approved annual Ministerial Policy Statement (FY 2017/18) had 2,908 health worker posts cleared by MoPs for various entities. However, the HSC received funds and clearances for only 800 health workers.
- Delays in acceptance of appointments; it was noted that some health workers delay to accept appointments making deployments difficult. Appointment letters were silent on timelines within which a candidate should accept the offer.
- Recurrent obligations on rent with arrears of FY 2017/18 at Ug shs 68 million. Cumulatively, the HSC spent close Ug shs 2billion in rent for the commission over the last five years.
- Rigidity of the law and recruitment procedures requiring HSC to print out all hard copies of application forms and recruitment minutes despite the fact that it embraced the E-Recruitment system and ICT innovations.

Recommendations

- Improved planning by the main stakeholders HSC, MoH, RRHs and specialized institutions; planning in the FY should take care of recruitment needs of the subsequent FY. This means that adequate recruitment fees should be prioritized, budgeted by the HSC and released by MFPED to enable timely recruitment and deployment of health workers.
- The MoH should initiate the processes of amending the law in relation to timelines required for recruitment of health workers.
- The Commission should come up with the unit cost of recruitment and disseminate it to the relevant stakeholders, this should be tagged to recruitment expenses during planning and budgeting to enable GoU finance activities with clear and measurable targets.
- The MoH should specify timelines within which candidates should accept appointments to avoid delays in deployment.
- The Commission should prioritize development of its land in Butabika for long-term. This will translate into reduced recurrent expenditures on rent.

Conclusion

The HSC performance on output indicators was good (70%), however issues related to delays in recruitment characterized by late submissions by various votes, rigid laws and recruitment processes have continued to contribute towards unspent balances on wage allocations and constrained service delivery. The need to realign the budgeting and recruitment processes is key to solving some of the above challenges.

8.4 Uganda Cancer Institute (Vote 114)

Background

The UCI offers super specialized services in areas of; cancer treatment, research and prevention. It has a three-fold mission; Research into all aspects of common cancers in Uganda; Provision of optimal evidence based clinical care; Provision of training for health care professionals using endemic cancers as model disease for training. The UCI implements Programme 57- Cancer Services and contributes towards Inclusive and quality healthcare services Sector Outcome.

The UCI budget was Ug shs 52billion, of which Ug shs 25billion was released (48%) and Ug shs 23billion (92%) spent by 30th June 2018. Performance was attributed to delays in commencement of construction of the multipurpose building under African Development Bank (ADB) Support to UCI Project.

The UCI achieved 59% of the set targets during FY 2017/18. Only 45% of cancer patients were under effective treatment. Information on two outcome indicators set by the UCI was unavailable by September 2018. These were; percentage reduction in cancer incidence; percentage change in disease presentation (Stage iii, iv and i) by 30th June 2018. Detailed programme performance is highlighted below;

8.4.1 Cancer Services (Programme 57)

It main programme objective is to reduce incidences of cancer cases and related mortalities through excelling in prevention, care, research and training. Programme indicators were; Percentage of patients under effective treatment; Percentage reduction in cancer incidence; Percentage change in disease presentation (from stage III & IV to II & I).

The UCI implements seven Sub-Programmes. These are: Management/support services (Subprogramme 01), Medical Services (Subprogramme 02), Internal Audit (Subprogramme 03), Radiotherapy (Subprogramme 04), Uganda Cancer Institute Project (Project 1120), ADB Support to UCI (Project 1345), Institutional Support to Uganda Cancer Institute Project (1476). Annual monitoring focused on: Sub programme two and four- Medical Services and Radiotherapy respectively. The Uganda Cancer Institute Project (1120), African Development Bank (ADB) Support to UCI and Institutional Support to UCI.

Performance

8.4.4.1 Medical Services (Sub-programme 02): The subprogramme was allocated Ug shs 1.8billion, 100% was released and spent by 30th June 2018. Planned outputs under medical services were achieved. The UCI performed 173% of the planned investigations. 127% of outpatient visits. A total of 4,621 new cancer patients were registered against a target of 5,060. Cancer outreaches at 130% while research targets were achieved at 91%.

17,032 cases were screened for cancer during short, long distance and static outreach clinics. 76% of those screened were female and only 24% were male. 1,415 cases were registered positive/abnormal test results/ pre and early cancers; 1026 of which were female and only 389 were male. The Mayuge Cancer Registry handled about 129 patients since its establishment in

June 2018. It was however limited to screening of cervical and breast cancer. The registry refers and links up cancer patients with UCI in Mulago.

Under Cancer Research; 17 publications were internationally peer reviewed and investigators supported. The UCI regulatory office (IRB) is reviewing all studies conducted at UCI including providing administrative clearance; 13 approvals and clearances were made.

Although, the UCI registered very good performance on the above subprogramme, only 45% of cancer patients were under effective treatment. Summarized performance of the Subprogramme is highlighted in table 8.5

Implementation challenges: Limited staffing characterized by lack of key cadres like radiologists at the UCI. The cancer registry in Mayuge had only one occasional visiting member of staff from UCI; Lack of medical supplies; Kigando HCIV continues to share supplies with the registry at Mayuge to carry out its activities. The registry was not effectively utilized; Lack of consumables such as contrast media and films for the Imaging unit affected service delivery at UCI.

Recommendations: The New Board of the UCI should fast track filling of approved vacant posts for improved service delivery; The UCI should fully functionalize the Mayuge Cancer Registry. Its capacity should be boosted to screen and handle more cancer cases. The UCI should also prioritize and spearhead cancer preventive activities, this will not only have an effect on their supplies budget but will also reduce the incidence of Cancer in Uganda.

8.4.4.2 Radiotherapy (Sub-Programme 04): Performance was fair (56%), treatment sessions using cobalt 60 machine were 27,091 out of 35,000 (77%). Only 14% of the brachytherapy insertions were conducted. 26% patients were treated using CT-Simulator. 4,371 patients who completed treatment were followed up throughout the year

Cobalt 60 machine in the Radiotherapy Department- UCI, Mulago

Under performance was noted on brachytherapy insertions and treatment using CT-Simulator. Summarized performance of the Subprogramme is highlighted in table 8.5

Implementation challenges: inadequate equipment; Frequent equipment breakdown with the CT simulator nonfunctional for over three quarters of the year; Inadequate LINAC machine; Limited medical supplies and staff to effectively manage and cancer cases; Bribery at the UCI due to high demand visa vie limited radiotherapy machines.

Recommendations: The UCI should fast track procurement of LINAC machine as well as replacement of old machines for effective service delivery; The UCI should ensure implementation of zero tolerance to corruption. Officers alleged to have taken bribes should be investigated and action taken in a timely manner.

8.4.4.3 Uganda Cancer Institute (Project 1120)
The project commenced in 2020 and is expected to end in June 2020. It is contributing to two sector outcomes. These are inclusive and quality health services as well as competitive health care centers of excellence. The main objective of the project is to transform the existing UCI into a Regional Cancer Center of Excellence. During FY 2017/18, the project was allocated Ug shs 8.8billion, 100% was released and spent by 30th June 2018.

Good performance was registered on construction of the radiotherapy bunker (97%), however works stalled and awaiting delivery of the LINAC machine for completion. Auxiliary buildings were at 35%. Other works completed under the project include; basement store, plumbing, steaming and piping works. Renovation of the OPD among others. Detailed performance is highlighted in Table 8.5.


L-R: Ongoing works at the auxiliary buildings; Radiotherapy Bunker at substantial completion at UCI, Mulago

Implementation challenges: Delayed procurement of the LINAC machine contributed to hindered completion of Radiotherapy Bunker**;** Limited funding to facilitate timely completion of the Radiotherapy Bunker and auxiliary buildings.

Recommendation: The UCI should fast track procurement and timely delivery of the LINAC machine as well as completion of service buildings to enable full utilization of the Radiotherapy Bunker.

8.4.4.3 ADB Support to UCI (Project 1345)
The project commenced in January 2015 and expected to end in June 2019. It aims at addressing the crucial labour market shortages in highly skilled professionals in oncology

sciences and cancer management in Uganda and the East African Community (EAC) region in general. It contributes to competitive health care centers of excellence.

The project was allocated a total of Ug shs 32billion[57], of which only 6.2billion (19.5%) was released and 5.3billion (85%) spent. Direct payments totaled to US$600,148 and made on Consultancies and design works, vehicle procurement and advance payment for medical equipment of Mayuge and Arua. The ADB released US$ 2.5million to UCI to facilitate operations and payment from trainings and allowances.

The GoU counterpart funding was Ug shs 1.9billion, 100% was released and 100% spent. Expenditures on the GoU funding was mainly on allowances 48%, 36% on relocation of health workers to free up land for the Multipurpose Building, 4% on travel abroad and the rest on other recurrent expenses.

The subprogramme achieved less than 15% of the planned outputs. The structural designs for the multipurpose building were developed, however construction works did not commence during the FY as planned. The best evaluated bidder's quotation exceeded the budget and the ADB halted the process until an understanding with GoU was reached. A comprehensive design review of the multipurpose building was done, this reduced the estimated cost from US$ 19.3 million to US$ 15 million and approved by the bank. Works were expected to commence in October 2018. The equipment for Mayuge and Arua Centers was also not delivered by 30th June 2018. Detailed project performance are indicated in Table 8.5

Implementation challenges: Delayed project implementation coupled with low disbursement rate (only 13.4% was disbursed since loan approval done in 2014); Delayed procurement of both medical equipment and contractors to undertake construction works on the Multi-Purpose Building**;** Doubtful expenditures on training and operations of the project

Recommendation: The UCI should fast track procurement of machinery and contractors to undertake construction works at the Multi-Purpose Building; The Office of the Auditor General should undertake a forensic audit on implementation of the project's key components.

8.4.4.4 Institutional Support to Uganda Cancer Institute (Project: 1476)

The project commenced in July 2017 and expected to end in June 2022. It contributes to competitive health care centers of excellence through enhancing capacity to handle complicated cancers using the state of the art medical equipment for diagnosis and treatment. Expected project outputs include; highly specialized medical equipment procured; Non-Medical equipment, furniture and fittings procured ICT equipment, software procured installed and maintained.

The project was allocated Ug shs 1.1billion, of which 100% was released and spent by 30th June 2018. Six desktops and four laptops, vocal Communication and Clinical Master Systems were

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[57] It is both donor and government financing

procured and installed. Other equipment was not delivered by 30th June 2018. The micro-Laryngoscopy, and centrifuge, two colposcopies, two LEEP machines, cryotherapy equipment (two), Cold coagulators, brachytherapy applicators were not procured as planned. Six desktops, four laptops, Vocal Communication and Clinical Master systems were procured and installed. Detailed project performance is highlighted in table 8.5

Table 8.5: Performance of UCI by 30th June 2018

Outputs/ Subprogramme	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
Cancer care services provided	451	450	302,240	437,569	1.23	Achieved
Cancer outreach services provided	178	178	61,600	79,358	0.48	Surpassed target
Cancer Research	1,261	1,261	36	33	3.15	Substantially achieved
Radiotherapy Services provided	115	115	63,460	35,271	0.17	Targets not achieved
Radiotherapy bunkers constructed and supervised. Works on other structures (Basement, water and plumbing; OPD renovation and masterplan done- (Sub-programme 1120)	8,709	8,709	100%	86%	20.49	Basement store, structural designs artistic impressions, piping, streaming and plumbing works completed. The Master plan was not done while Works on Service Support buildings were at 35%. Works at the Radiotherapy bunker were at 97%. The OPD was renovated.
Assorted medical and machinery procured	897	897	20	8.6	1.05	Blood bank refrigerator, Wooden pallets, Ward file trolleys and autoclave were procured. The micro-Laryngoscopy, and centrifuge, two colposcopies, two LEEP machines, cryotherapy equipment (2), Cold coagulators, brachytherapy applicators were not procured as planned.
ICT Equipment procured (Sub-programme- 1476)	234	234	24.00	12.00	0.32	6 Desktops and 4 laptops were procured. Vocal Communication system was installed. Clinic master was rolled out to link to all

Outputs/ Subprogramme	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
						applicable instruments and departments for quick service delivery. These were all in use and had improved communication at the Institute.
Multipurpose building for the East Africa Oncology Institute Constructed. Structural designs for the Multipurpose building developed and construction supervised. (Suboprogamme1345	22,067	11,670	100%	100%	11.36	Works did not commence during the Financial year. Works were quoted at US$ 19.3 million over and above the budgeted funds. The need to review the cost to US$ 15 million delayed the procurement process. Occupants of land where the multipurpose building will be housed were relocated and site was available for construction works to commence. Training various universities and institutions in and out of Uganda was ongoing.
Assorted ICT Equipment for Training and Telemedicine procured and installed (ADB Support to UCI Project)	934	934	100%	100%	0.25	Not achieved
Programme Performance (Outputs)					**38.44**	
Outcome Indicator		**Annual Target**		**Achieved**	**Score (%)**	**Remarks**
Percentage of patients under effective treatment		0.5		0.45	90	Information on other outcome indicators like percentage reduction in cancer incidence and change in disease presentation (Stage iii,iv and i) was not available.
Programme Performance (Outcomes)					90	
Overall Programme Performance					59.2	Improving the quality of service without accompanying inputs, supplies and human resource constrained service delivery.

Source: UCI, field findings

Implementation Challenge: Poor planning characterized by poor coordination between the Procurement and Disposal Unit (PDU) and user departments; delays in submission of well budgeted and verified procurement requisitions. This translated into failure to procure some machinery upon realization that the costs were way higher than allocations.

Recommendation: The Accounting Officer of the UCI should ensure implementation of the procurement plan in stipulated timelines to enhance service delivery at the institute.

Conclusion

Overall the UCI performance was fair with 59% of outputs and outcomes achieved by 30th June 2018. In terms of outputs, very good performance was recorded under medical services (Cancer care, outreach and research). Poor performance under the Institutional Support to Uganda Cancer Institute. Most of the equipment was not delivered by 30th June 2018. Worst performance was noted under the ADB Support to UCI Project with most of the planned outputs under procurement.

8.5 Uganda Heart Institute (Vote 115)

Background

The UHI was set up to serve as a center of excellence for the provision of comprehensive medical services to patients with cardiovascular and thoracic diseases at an affordable cost. According to NDPII, the Vote contributes to enhanced competitiveness in the health sector. It implements Programme 58- Heart Services.

The main objectives of this program are; to enhance health promotion and prevention of cardiovascular; to increase institutional effectiveness and efficiency in delivery of cardiovascular services; to provide quality, equitable and accessible cardiovascular to both local and international Clients; to regulate quality of cardiovascular care in Uganda.

The programme is comprised of four sub-progammes. These are: Management (Sub-progamme 01); Medical Services (Sub-progamme 02); Internal Audit (Sub-progamme 03); and 1121 Uganda Heart Institute Project. Annual monitoring focused on sub-progmmes (Medical Services) and Uganda Heart Institute Project (1120).

The UHI was set to achieve the following outcome indicators; Annual percentage decrease in number of referrals for heart conditions abroad; Proportion of patients in need of cardiac surgery operated. The programme was allocated a total of Ug shs 18 billion of which Ug shs 17.6 was released and 16.6 spent.

Performance

8.5.1 Heart Services (Programme 58)

The program recorded fair performance (58%) on both outputs and outcomes. Programme outputs were achieved at 89%. Medical services were achieved at 37%, while outputs under the development project (1121) at 52%. Heart operations (Closed and Open Heart Surgery) were achieved at 77%. Detailed performance is highlighted below;

8.5.1.1 Medical Services (Sub-progamme 02)

The subprogram was allocated Ug shs 4billion, which was all released and spent by 30th June 2018. The Institute made great strides in heart surgery with the first-ever highly specialized open-heart surgery known as Coronary Artery Bypass Grafting done within the period under review. It also carried out Electrophysiologic Examination and Radiofrequency Ablation for patients with abnormal heartbeats within the same period.

The institute carried out 100 closed heart surgeries and 437 open heart surgeries out of the planned 600. Under performance on number of surgeries was attributed to lack of enough space in the ICU. The hospital attended to 21,028 outpatients against the planned 20,000.

By January 2018, the Institute was fully booked for children in need of heart surgeries for 2018 yet there stringent measures on abroad referrals for heart operations. This not only constrains service delivery, but also makes heart issues worse, sometimes inoperable for those in need of urgent attention and not on the Institute's appointment schedule. Detailed subprogram performance is indicated in table 8.6

Under Heart Research; the activity was done with international collaborations. Nine research papers on Rheumatic Heart Disease were written.

Support supervision visits to nine RRHs carried out in Soroti, Moroto, Mubende, Jinja, Kiwoko, Mbarara, Hoima, Masaka and Arua under the UHI outreach programme. It also contributed towards enhanced awareness of heart diseases through media talk shows on radio and televisions as well as health camps.

8.5.1.2 Uganda Heart Institute Project (1120)

The project commenced in July 2010 and expected to end in June 2020. The project's main objective is to provide necessary infrastructure for comprehensive clinical care, teaching/training, research and visiting faculty which are all necessary to enable the Institute exercise its mandate as a center of Excellency which can reverse the trend of referrals.

The sub-programme was allocated Ug shs 4.5billion which was all released and spent by 30th June 2018. The sub-programme achieved 95% of the planned outputs.

Specialized machinery and equipment was procured, these included; Heater cooler machine, cell saver machine, heart lung machine, and heavy duty echo machine, hemostasis analyzer, x-ray machine, clinical chemistry analyzer, syringe, infusion pumps, patient monitors, centrifuge, blood gas analyzer, ventilator machine, pace maker, and stress test machine were procured and in use.

New equipment in use at the UHI, Mulago

The UHI also procured ICT (desk tops and other ICT). However the Que Management System was not procured. Furniture including metallic shelves. Summarized sub-program performance is indicated in table 8.6.

Table 8.6: Performance of UCI by 30th June 2018

Sub-programmes	Output	Annual Budget (Ug shs-Mil)	Cum. Receipt (Ug shs-Mil)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
Medical Services (02)	Heart operations (Closed and Open Heart Surgery) done	4,000	4,000	700	537	35	Not achieved
	Heart Research done	34	34	100%	50%	0.20	Activity was still ongoing
	Heart Outreach Services	48	48	100%	80%	0.45	Substantially achieved
Uganda Heart Institute (Project 1121)	Office and ICT Equipment and Queue Management system procured	150	150	26	25	1.68	Substantially achieved
	Office and Residential Furniture and Fittings	150	150	100%	90%	1.57	Substantially achieved
	Purchase of Specialized Machinery & Equipment	4,200	4,200	100%	100%	48.94	Achieved
	Programme Performance (Outputs)					**88.59**	
	Outcome Indicator			**Annual Target**	**Achieved**	**Score (%)**	**Remarks**
	Annual % decrease in number of referrals for heart conditions abroad.			0.4	0	0	The indicator does not take into consideration issues of access and quality of heart services.
	Programme Performance (Outcomes)					0	The decrease was partly attributed to stringent

Sub-programmes	Output	Annual Budget (Ug shs-Mil)	Cum. Receipt (Ug shs-Mil)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
							measures put by the Uganda Medical Board for patients to refer abroad referrals. The UHI has the technical capacity to handle these cases, but does not have the necessarily supplies and space to undertake all operations in due time.
	Overall Programme Performance					**57.6**	

Source: Field findings

Implementation Challenges

- Unplanned emergencies affecting consumables and locking up Intensive Care Unit (ICU) beds. These led to cancellations of planned heart surgeries and budgetary allocations to heart operations.
- Unplanned reservations of the ICU by politicians for official functions also affects scheduled surgeries.
- Inadequate space at the UHI to effectively carry out its mandate.

Conclusion

Overall performance of the UHI was 58% for both outcomes and outputs. The institute made great strides in heart surgeries. The demand for heart services among both adults and children is high, however the UHI cannot attend to all of them in a timely manner due to limited resources and space. Assessing performance of the UHI in line with outcome indicator (annual % decrease in number of referrals for heart conditions abroad) was unrealistic due to the fact stringent measures to access abroad referrals by the Uganda Medical Board. Issues of access, affordability and quality of health services continue to be ignored.

Recommendation

- The UHI, MoH and MFPED should explore various funding options to facilitate infrastructure development at the UHI infrastructure for effective service delivery.

8.6 National Medical Stores (Vote 116)

Background

The National Medical Store (NMS) is mandated to effectively procure, warehouse, supply essential medicines and health supplies to Public Health Facilities in Uganda. Its strategic objectives include: a) procure, warehouse and distribute essential medicines and health supplies to all public health facilities; maximize value offering to our customers; enhance innovations for efficient service delivery; strengthen management efficiency, effectiveness for improved service delivery among others.

The NMS contributes to inclusive and quality healthcare services sector outcome through implementation of one programme-Pharmaceutical and Medical Supplies (Programme 59). Detailed programme performance is discussed below;

8.6.1 Pharmaceutical and Medical Supplies

The programme main objective is to provide medicine and other pharmaceutical supplies to the Ugandan population. The programme contributes to accessibility of quality medicines, equipment and other health supplies. The programme outcome indicators for FY 2017/18 were: Proportion of health facilities without drug stock out for 41 tracer medicines in previous 3 months; Proportion of medicines and supplies procured and distributed against the consolidated procurement plan.

The programme budget was Ug shs 258billion during FY 2017/18, however Ug Shs 304billion was released (118% of the approved budget). The NMS received a total of Ug shs 46 billion as a supplementary to cater for essential medicines and health supplies as well as blood supplies for the Uganda Blood Transfusion Services (UBTS). All the released funds were spent.

The overall performance of the NMS was 78.2%. NMS also procured medical stationery (HMIS forms) and uniforms for nurses using funds transferred from MoH under the Institutional Support Project.

Table 8.7: Performance of the Pharmaceutical Supplies Program by 30th June 2018

Output	Annual Budget (million Ug shs)	Cum. Receipt (million Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
Essential Medicines and Health supplies supplied to HCII	22,326	22,326	100%	100%	7.862	Essential medicines and health supplies were procured.
Essential Medicines and Health supplies supplied to HCIII	36,720	36,720	100%	100%	12.931	Essential medicines and health supplies were procured.
Essential Medicines and Health supplies supplied to	15,984	16,032	100%	100%	5.612	Essential medicines and health supplies were procured.

Output	Annual Budget (million Ug shs)	Cum. Receipt (million Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
HCIV						
Essential Medicines and Health supplies supplied to General Hospitals	14,456	14,457	100%	100%	5.090	Essential medicines and health supplies were procured but remained inadequate for general hospitals visited.
Essential Medicines and Health supplies supplied to Regional Referral Hospitals	13,024	13,024	100%	100%	4.586	Essential medicines and health supplies were procured.
Essential Medicines and Health supplies supplied to National referrals	12,365.6	12,365	100%	100%	4.355	Essential medicines and health supplies were procured.
Essential Medicines and Health supplies supplied to Specialised Institutions	23,103	23,094	100%	100%	8.136	Medicines were procured and supplied to specialised institutions. The supplied quantities were still not enough due to the Inadequate budgets and rising costs of these medicines.
Emergency and Donated Medicines supplied	2,500	2,500	100%	100%	0.880	Donated and emergency supplied were procured.
Reproductive Health Items Supplied	11,484	11,484	100%	100%	4.044	Reproductive health supplies were procured.
Immunisation Supplies Supplied	17,000	16,981	100%	100%	5.987	Vaccines were procured and distributed, however constant budgets amidst the raising cost are causing stock outs. The most common stocks outs are of BCG and oral polio vaccine.
laboratory commodities Supplied to accredited facilities	5,000	5,000	100%	100%	1.761	Laboratory commodities were procured and supplied, however, a number of facilities experienced stock outs. The most common were chemistry reagents and as a result facilities(RRH) could not conduct some test like the liver function test, renal function test, Cell blood count, CD4 count, renal function test, lipid profile among others.

Output	Annual Budget (million Ug shs)	Cum. Receipt (million Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
ARVs Supplied to accredited Facilities	94,891	94,884	100%	100%	33.417	ARVS were supplied, however, stock outs were noted, especially of second line ARVs.
Anti-Malarial Medicines (ACTs) supplied to accredited facilities	8,108	8,094	100%	100%	2.856	Anti-Malaria drugs were procured and distributed to health facilities. Stock out of RDTs for Malaria and fansidar were noted.
TB medicines supplied to accredited facilities	7,000	6,999	100%	100%	2.465	Anti-TB drugs were procured and distributed to accredited facilities. In May 2018 stock outs were experienced in some facilities.
Performance of the programme outputs					**99.983**	**This was very good performance**
Outcome Performance Analysis						
Outcome Indicator		**Annual Target (%)**	**Achieved (%)**	**Score (%)**	**caped score**	**Outcome Performance (%)**
Proportion of health facilities without drug stock out for 41 tracer medicines in previous 3 months		237.964	90	37.82085	37.821	37.821
Overall program performance					**78.23**	**This was good performance**

Source: NMS, IFMS and Field findings

Institution	Budget FY 17/18	Received FY 17/18	Balance FY16/17	%Perfomance
Arua RRH	1,014,000,000	1,019,000,000	5,000,000	100
Gulu RRH	1,000,000,000	971,446,301	-28,553,699	97
Jinja RRH	1,015,663,764	1,029,519,906	13,856,142	101
Moroto RRH	888,199,160	887,579,964	-619,196	100
Soroti RRH	1,022,670,857	1,008,964,661	-13,706,196	99
Mbale RRH	894,317,032	916,317,032	22,000,000	102
UBTS	12,909,000,000	11,745,522,466	-1,163,477,534	91
Maracha hospital	215,982,659	209,684,669	-6,297,990	97
Adjuman hospital	363,000,000	292,330,363	-70,669,637	81
Pallisa hospital	331,609,447	336,213,447	4,604,000	101
Anaka hospital	363,000,000	362,642,429	-357,571	100
Katakwi hospital	366,434,784	330,238,721	-36,196,063	90
Tororo hospital	325,109,220	324,309,026	-800,194	100

Findings indicate that most health facilities received 100% of their budgetary allocations, others like Mbale and Jinja achieved over their budgetary allocations while others like Uganda Blood Transfusion Services (UBTS) had balances carried forward.

Implementation Challenges

- Volatility of foreign exchange affected amount of medicines procured against the budget.
- Enormous stock outs of medical supplies affected health service delivery.

Recommendations

- Focus on preventive aspects of health care will translate into a reduction in demand for curative and medical services. The MoH should establish a reward system for entities that focus on prevention of diseases at all levels. This will not only reduce the disease burden but translate into reduced expenditures on medical supplies in the long run.
- The MoH and NMS should fast-track the acquisition of an ICT drug Monitoring System tracking supplies right from the warehouse to patients. This will contribute to a reduction of seepage of supplies partly contributing to rampant stock outs in Uganda.
- The MoH and NMS should initiate spot drug audits on various health facilities in a bid to reduce drug stock outs.

8.7 Uganda Blood Transfusion Service (UBTS) - Vote 151

Background

The UBTS is mandated to collect, process, store, and distribute safe blood to all transfusing health units in the country. It operates through a network of six Regional Blood Banks: Gulu, Mbale, Mbarara, Fort Portal, Arua, Nakasero and seven collection centres at the RRHs of Jinja, Soroti, Masaka, Lira, Hoima, Rukungiri, and Kabale.

The UBTS contributes to inclusive and quality healthcare services sector outcome through making safe and adequate quantities of blood to all hospitals for the management of patients in need in all health care facilities

8.7.1 Safe Blood Provision (Programme 53)

The programme outcome is quality and accessible safe blood. Its main objective is to make available safe and adequate quantities of blood to all hospitals for the management of patients in need in all health care facilities. It comprises a number of sub-programmes, namely; Administration sub-programme one; Regional Blood Banks sub-programme two; Internal Audit sub-programme three and Uganda Blood Transfusion Service (Project 0242).

Annual monitoring focused on performance of sub-programme two-Regional Blood Banks and Uganda Blood Transfusion Service (Project 0242). The following was established;

Performance

The programme was allocated Ug shs 12.9billion which was all released and 96% of it spent. The programme received a supplementary of Ug shs 3.6billion over their approved budget of Ug shs 9.7billion.

The UBTS planned to increase the proportion of blood units collected by 5% over and above the collection of FY 2016/17. Overall physical performance of the UBTS was fair at 54%. The entity underperformed by 10% in relation to FY 2016/17. Outputs were however achieved at 83.4%.

Blood operations were monitored in various health facilities and Banks, maintenance of some laboratory equipment. Under Purchase of Office and ICT equipment; an outstanding balance on the generator that was procured in FY2016/17 for Arua Regional Blood Bank was paid (Ug shs 14,597,550). A balance of Ug shs 14.683,389 was paid for the photocopier procured in FY 2016/17 to M/s Linix Info Systems Ltd. Close circuit TV and IT requirements to cater for infrastructure security (CCTV) were supplied at Ug shs 74,906,400 by M/s Kata Technologies and Logistics Ltd. All items were supplied and functional.

Two vehicles were cleared by UBTS; a mobile van donated by National Health Services Blood and Transplant, United Kingdom was made to M/s Parm Agencies Ltd and Uganda Bureau of Standards for import inspection and clearance. Detailed performance of the UBTS is indicated in the table 8.8.

Table 8.8: Performance of UBTS FY- 2017/18

	Output	Annual Budget (Ug shs)-Mil	Cum. Receipt (Ug shs)-Mil	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
Safe Blood Provision	Units of blood collected, tested and issued	7,040	7,040	240,000	209,633	76.48	Target fairly achieved
	Blood operations monitored and evaluated	110	110	4	4	1.37	Achieved
	Laboratory Services provided	520	520	100%	62%	4.01	Maintenance of machinery was done in 13 places out of the 21 planned.
	Purchase of Office and ICT Equipment, including Software	100	100	100%	100%	1.24	Target achieved, outstanding obligations to supplies were made.
	Purchase of Office and Residential Furniture and Fittings	20	20	100%	100%	0.25	Donor bed covers were supplied by M/s Tella Services (U) Ltd at Ug shs 19,800,055.

	Purchase of a station field blood collection vehicle	250	250	100.00	80%	0.06	Clearance payments were made for two vehicles procured.
	Programme Performance (Outputs)					**83.42**	
	Outcome Indicator			Annual Target	**Achieved**	**Score (%)**	**Remarks**
	Proportion of planned blood units collected			5%	0	0	The entity underperformed by 10% in relation to FY 2016/17.
	Programme Performance (Outcomes)					0	Targets not achieved.
	Overall Programme Performance					**54.2**	

Source: Field findings

Challenges

- Blood shortages in 90% of health facilities visited. A decline in blood collection units since FY2015/16 was noted. Low blood collections were noted in all regional blood banks, none achieved their set targets except Nakasero Blood Bank.
- The unit cost of blood collection remains unclear. Apart from the testing algorithm which was costed at US$ 29, the rest of the processes remain unclearly defined and costed. This leaves questions regarding utilisation of both operational funds for both UBTS and Regional Blood Banks over the years. Efforts to acquire payment vouchers for a number of recurrent expenditures by the monitoring team were futile
- Frequent breakdown coupled with inadequate equipment in various blood collection centres and blood banks visited.
- Lack/inadequate screening reagents and other supplies like blood bags affected timely delivery of blood to health facilities.
- Loss of lives due to lack of blood or delayed transfusions. Uganda recorded 731 Anemia deaths in a space of four months (January-April 2018), this means that about 6 deaths occur daily due to lack of blood or timely transfusions. This further translates into death of more than 2,000 people annually. In Arua RRH alone, "*A death is reported in our daily morning review meetings, and this is attributed to lack of blood,*" director, Arua RRH.
- Stock outs of reagents in various Regional Blood Banks.
- Lack or insufficient transport facilities vehicles to undertake blood outreach programme.

Half Empty Blood Fridge at Arua Blood Collection Center

- Under staffing of both UBTS and blood collection teams.
- High blood discard rates affected budgeted funds.
- Misuse of blood by some clinicians that prescribe Group O to all transfusion cases.

Recommendations

- The UBTS should fast track efforts to undertake a detailed Unit Analysis Study in order to set a realistic unit cost of blood to ensure proper planning, budgeting, allocation and setting of targets.
- The UBTS should set and align their targets in relation to WHO guidelines (should plan to collect at least 1% of Uganda's population).
- The MoH and UBTS should step up monitoring and supervision of clinicians in various health facilities to ensure that medical supplies and blood are prescribed according to clinical guidelines.
- The MFPED should ensure adequate financing to safe blood collection, processing and issuance to both the UBTS and NMS.
- The Office of the Auditor General should undertake a Forensic Audit on the operations of the UBTS.

8.8 Mulago National Referral Hospital (MNRH) - Vote 161

Background

The hospital aims to be a centre of excellence in providing super-specialized healthcare in Africa. It therefore contributes to two sector outcomes. These are; inclusive and quality health services as well as competitive health care centers of excellence. The hospital implements only one programme-54 National Referral Hospital Services. Its objective is to provide super specialised health care services and ultimately achieve quality and accessible National Referral Hospital Services as the programme outcome.

During FY 2017/18, the hospital committed to achieving the following outcome indicators. These increase of super-specialised cases managed by 60%; Increase in diagnostic investigations carried out by 90%, six days average length of stay by patients. Detailed programme performance is highlighted below.

Performance

The hospital was allocated Ug shs 73.1bn, of which Ug shs 71.3bn (97%) was released and Ug shs 68bn (93%) spent. In terms of physical performance, it achieved 59.8% of the set targets. Good performance was noted on the outputs with 92% achieved. However, the entity did not achieve planned outcome indicators. There was no increase in management of super specialised cases as well as diagnostic investigations in FY 2017/18.

8.8.1 National Referral Hospital Services

National Referral Hospital Services has a number of sub-programmes. These are Management (Sub-program 01); Medical Services (Sub-program 02); one development Sub-program-0392 Mulago Hospital Complex) and Internal Audit Department (Sub-program 04). Monitoring focused on Sub-Program two and three (Project 0392) - Management.

8.8.1.1 Medical Services (Sub-program 02)

The sub-program was allocated Ug shs 27bn, 100% was released and 87% spent by 30th June 2018. The sub-program achieved 52% of the planned outputs. Very good performance was recorded in the Renal Dialysis Unit with 182% targets achieved. Underperformance was noted in diagnostic investigations done by the hospital. Detailed performance is detailed in table 8.9.

8.8.1.2 Mulago Hospital Complex Program (Project 0392)

The sub-program is the development project aimed at equipping and upgrading infrastructure of the hospital. It was allocated Ug shs 22bn, 100% of the budget was released and spent by 30th June 2018. The project achieved 90% of the planned targets.The hospital signed a Memorandum of Understanding with MoH to co-finance rehabilitation works at lower Mulago Hospital. These were addendum works on the Organ Transplant Unit, Paediatric, Intensive Care Unit (ICU) and theatre extension block. Detailed performance is highlighted in table 8.8.

Table 8.9: Performance of National Referral Hospital Services Program under Mulago Hospital Complex by 30th June 2018

Output	Annual Budget (Ug shs)-Mil	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
Outpatient services Provided	416	415	798,648	698,914	0.74	The hospital achieved 87% of the planned targets. Renal dialysis achieved 182% of the planned targets, while emergency outpatients performed at 33%.
Inpatient services provided	26,567	26,567	258,624	242,734	50.74	The hospital achieved 94% of the planned targets. Issues of drug shortages and congestion affected quality of services at the hospital.
Diagnostic services provided	142	142	203,8288	1,130,336	0.16	Underperformance due to shortages of reagents. Compared to last FY 2016/17, the hospital underperformed by 569,670.
OPD and other ward construction and rehabilitation	22,020	22,020	100%	90%	40.32	Addendum works on the Organ Transplant Unit, Pediatric, Intensive Care Unit (ICU) and theatre extension block were at substantial completion.

Programme Performance (Outputs)			91.96	
Outcome Indicator	**Annual Target**	**Achieved**	**Score (%)**	**Remarks**
Increase of super-specialized cases managed.	60%	0	0	The hospital underperformed by 68,549 in relation to last FY 2016/17
Increase in diagnostic investigations carried out	90%	0	0	The hospital underperformed by 569,670 in relation to last FY 2016/17.
Programme Performance (Outcomes)			**0**	**Poor performance**
Overall Programme Performance			**59.8**	**Fair performance**

Source: Field findings

Implementation challenges

- Outdated/inadequate staffing structure amidst new needs of care constrained service delivery.
- High patient numbers in relation to available resources (staffing and medical supplies).
- Shortages of reagents hindered achievement of targets in the Diagnostic Unit of the hospital.
- Constrained service delivery due to limitations in space as a result of enormous delays in completion of the rehabilitation works at lower Mulago and utilisation of newly procured equipment at the hospital.

Conclusion

The overall performance of Mulago Hospital Complex was fair (59.8%) This performance is attributed to the good achievement of outputs (92%) and failure to achieve the set outcome indicators. The hospital recorded underperformance on management of specialised cases as well as diagnostic investigations. Issues related to shortages of reagents, failure to complete rehabilitation works and utilisation of specialised equipment affected service delivery.

Recommendations

- The MoPS should fast track revision of staffing structures of various hospitals for improved service delivery.
- The Accounting Officer, Mulago Hospital should ensure prioritisation of laboratory reagents in the supplies procurement plan submitted to NMS to undertake planned investigations for effective management of diseases.
- The MoH and Mulago Hospital should task the contractor to fasten works and hand over completed structures.

8.9 Butabika National Mental Referral Hospital (Vote 162)

Background

The hospital is mandated to; provide super specialized tertiary health care, train health workers and conduct mental health research as per the requirements of the MoH.

The hospital implements only one program-Provision of Specialized Mental Health Services and various subprograms. Monitoring focused on Sub-Program one-Management. Other sub-programs assessed were: Butabika Remodelling Project (0911) and Institutional Support to Butabika Hospital (1474). Detailed program performance is highlighted below;

8.9.1 Provision of Specialized Mental Health Services

The overall programme outcome is improved quality and accessible specialized mental health services in Uganda as measured by a percentage increase referred mental health cases managed by the hospital each FY. The hospital planned to achieve the indicator by 10% over and above FY 2016/17 targets. Overall performance of the programme was 56%. Detailed performance by sub-programme is indicated below.

8.9.1.2 Management (Sub-Programme 01)

This includes all medical services under inpatient, outpatient, and community health services departments of the hospital. The sub-programme was allocated Ug shs 10.6bn, 100% of the funds were released and 92% spent. Unspent balances of 8% were recorded on salaries.

The hospital's targets for FY 2017/18 were 12% over and above the previous FY (16/17). Good performance was recorded on management of mental cases. The hospital managed 47,616 mental cases in FY 2017/18 against 47,791 cases managed in FY 2016/17. Targets under inpatients were achieved by 89%, outpatients by 81% and outreaches by 130%.

Targets under X-ray investigations were not achieved. The hospital did not undertake a single X-ray investigation during the FY. The machine has not been functional for over 2 years and most of the patients were referred to Naguru hospital for X-ray services.

More males suffered mental problems than women during FY 2017/18. The hospital registered 399 men in the Alcohol and Drug Unit compared to 41 Females in the same Unit. This issue has an implication on productivity and general wellbeing of such families. Table 8.9 indicates detailed performance of the sub-programme.

8.9.1.3 Butabika Remodelling Project (0911)

The project commenced in July 2015 and expected to end in July 2020. It is aimed at increasing access to quality mental health services through provision and utilization of promotive, preventive and rehabilitative services. During FY 2017/18, the project planned for the completion of the Alcohol and Drug Unit and was allocated Ug shs 1.4bn which was 100% released and spent.

The Alcohol and Drug Unit was constructed by M/S Muga Construction at a sum of Ug shs 1.7bn. Works commenced in March 2017 and completed in May 2018 and handed over to the hospital in May 2018. These were substantially completed at 99%. Although, the facility was handed over, it was not yet in use. Detailed performance is highlighted in table 8.10.

8.9.1.4 Institutional Support to Butabika National Referral Hospital (1474)

The project is aimed at continuously procuring and replacing obsolete equipment. It commenced in July 2017 and is expected to run up to June 2022. It is also expected to contribute towards increased access to quality mental health services. In FY 2017/18, the project was allocated Ug shs 408million, 100% of the budget was released and 95% of the funds spent.

Office furniture, five computers, photocopier, double cabin a motorcycle and medical equipment were procured as planned. Medical equipment procured included; autoclave, wheel chairs, weighing scales, patient trolleys among others**.** Detailed performance is highlighted in table 8.9.

Table 8.10: Performance of Butabika Hospital as at 30th June 2018

Subprogrammes	Output	Annual Budget (Ug shs)-Mil	Cum. Receipt (Ug shs)-Mil	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
Management	Mental Health inpatient Services provided	2,895	2,895	53,603	47,493	51.64	Overall, 89% of the inpatient outputs were achieved, 79% of the planned male admissions were covered, while targets 111% of the female admissions were achieved. A total of 2,705 inpatients were provided with uniforms and beddings. Patients were also provided with meals.
	Specialized Outpatient and PHC Services Provided	108	108	79,202	64,741	1.79	The hospital achieved 82% of the planned targets. These included services to 19,791 male and 19,324 to female. Alcohol and Drug Clinic attended to 399 male and 41 female. General medical outpatients were 30,480.
	Community Mental Health Services and Technical Supervision	155	155	4,503	5,852	3.13	The hospital conducted outreach programs in the areas of Kampala and Wakiso. 133% males and 144% females were seen during the outreach targets. A total of 914 patients were resettled in Kampala, Wakiso and other parts of the country.
Institutional Support to Butabika Hospital	Transport Equipment procured (Project 1474)	200	200	2.00	1.00	2.01	A double cabin vehicle worth Ug shs 160million was procured from MOTORCARE Uganda Limited. A motor cycle worth Ug shs 15.4million was procured from Nile Fishing Limited on 13th June 2018. Transport equipment was seen and in use for activities like outreaches.

Subprogrammes	Output	Annual Budget (Ug shs)-Mil	Cum. Receipt (Ug shs)-Mil	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
	Medical Equipment procured (1474)	100	100	1.00	30.00	2.01	Medical equipment worth Ug shs 99million was procured from MEDEQUIP Uganda Limited and received on 4th January 2018. This equipment included autoclave, wheel chairs, weighing scales, trolleries among others.
	Machinery and equipment procured (1474)	20	20	1.00	0.00	0.00	Not achieved.
	Furniture and fixtures procured	68	68	67.00	0.00	0.00	Office furniture worth Ug shs 65.4million was procured from Pinnacle Concepts Limited. It included black mesh chairs, benches, visitor's chairs, filing cabinets, office desks and drawers. The furniture was distributed among administration offices, private wing and various wards.
	ICT Equipment procured (Project 1474)	20	20	6.00	4.00	0.27	Five full sets of computers and uninterruptible power supply (UPS) devices worth Ug shs 19millon were procured and distributed among hospital.
Butabika and health center remodeling/construction	Completion of the Alcohol and Drug Unit (Project 0911)	1,400	1,400	1.00	0.99	27.90	The facility was completed in May 2018 and handed over to the hospitals. The facility could not be put to use due to lack of equipment. This was however prioritized in the FY 2018/19 budget.
Programme Performance (Outputs)						**88.75**	
	Outcome Indicator			**Annual Target**	**Achieved**	**Score (%)**	**Remark**
	Percentage increase of referred mental health care cases managed.			10	-0.4	-4	The Hospital declined by 0.4%
	Programme Performance (Outcomes)					-4	
	Overall Programme Performance					**56.3**	

Left: Completed Alcohol and Drug Unit (ADU) Right: Interior of the ADU at Butabika Hospital

Challenges

- Increased number of patients in relation to the non-wage budget and medical supplies.
- Increased use of tobacco, alcohol and drugs has increased hospital admissions; attitude and stigmatization of patients constrains resettlement of patients.
- Delayed implementation of narcotic laws and the National Alcohol Policy.
- Limited staff and mental supplies at both the National Referral Mental Hospital and RRHs to manage cases at regional level.
- Limited staffing and medical supplies- Butabika Hospital continues to order for cheap and outdated formulations on the market due to limitations in budgetary allocations. These have more side effects on the patients than new formulations on the market.
- Regional Referral Hospitals do not have enough capacity to offer quality mental health care services due lack of equipment, psychiatrists and social workers among others.

Recommendations

- As a preventive measure, the Ministry of Internal Affairs should ensure effective implementation of the Narcotic Drugs and Psychotropic Substances (NDPS) Law at all levels to curb the effect of drugs and other substances on human and mental health.
- The MoH together with Ministry of Trade, Industry and Cooperatives should fast track the development and implementation of the Alcohol Policy to regulate alcohol packaged in sachets, use, availability, time of sale among others.
- Butabika Hospital should strengthen Community Recovery Teams (CRTs) to sensitize families and communities of resettled patients to accept and value for recovery.
- The MoPs, MoH, MFPED, and HSC should realign recruitment of health workers to the budgeting process in order to curb delays involved in recruitment of staff for National and Regional Referral Hospital.

Conclusion

The overall performance of the hospital was 56%. Although the hospital achieved 89% of the planned outputs, it declined by 0.4% in relation number of referred mental health care cases managed. The Alcohol and Drug Unit was completed, medical equipment and furniture was procured. However, management of mental health conditions at remains a challenge to various RRHs due to lack of adequate medical supplies, staffing and equipment among others. Prevention of mental illness thorough increased awareness, implementation of Narcotic Drugs and Psychotropic Substances (NDPS) Law should be prioritized.

8.10: Regional Referral Hospitals (Vote 163- 176)

Background

Regional Referral Hospitals offer specialist clinical services such as psychiatry, Ear, Nose and Throat (ENT), ophthalmology, higher level surgical, medical services, and clinical support Services (laboratory, medical imaging, and pathology). Regional Referral Hospitals implement programme 56 (Regional Referral Hospital Services). The programme is expected to contribute towards provision of quality, inclusive and accessible services through provision of specialized curative, preventive, promotive and rehabilitative health services. Performance of the programme is detailed below.

8.10.1 Regional Referral Hospital Services (Programme 56)

The main programme objective is to ensure quality and accessible referral hospital services countrywide indicated by an annual increase in specialized clinic outpatients attendances; percentage increase in diagnostic investigations carried; Average length of stay and the bed occupancy rate.

In order to attain the above, regional referral hospitals implement four sub-programmes. These include; Referral Hospital Services (Sub-programme one), Referral Hospital Internal Audit (Sub-programme two), Regional Maintenance (Sub-programme three), Rehabilitation Referral Hospital and Institutional Support to Regional Referral Hospitals.

The annual monitoring focused on Referral Hospital Services (Sub-programme one); two development grants-Rehabilitation of Regional Referral Hospitals (Project 1004) and Institutional Support to Regional Referral Hospitals (Retooling projects) in all the 14 regional referral hospitals.

Performance

The programme was allocated Ug shs 95bn, of which 103% (Ug shs 98.4bn) was released and 89% spent. The non-wage component of the hospitals was given a supplementary budget of Ug shs 3.6bn. Overall programme performance was at 65%, best performing hospitals were; Mbarara Regional Referral Hospital 95%, and Moroto Regional Referral Hospital at 80%. Poor performers were Masaka 44% and Kabale at 36%. The rest performed fairy (53-78%) Detailed performance per hospital is indicated hereafter.

8.10.2: Vote 163: Arua Regional Referral Hospital

The hospital implements four sub-programmes. These are: Arua Referral Hospital Services (Sub-programme one) Arua Referral Hospital Internal Audit (Sub-programme two); Arua Regional Maintenance (Sub-programme three); Arua Rehabilitation Referral Hospital (Project 1004) and Institutional Support to Arua Regional Referral Hospital (Project 1469). The annual monitoring focused on Arua Referral Hospital Services (Sub-programme one) and two development projects.

Performance

Overall, the hospital's performance was fair at 65%, it achieved its output targets by 66%, procurement delays and late commencement of works contributed to this performance. The hospital underperformed on its outcome targets. No increase in specialized outpatient attendances as well as diagnostic investigations was recorded in the period under review. Detailed performance by subprogram is highlighted below.

Arua Referral Hospital Services (Sub-programme one)

The sub-programme is comprised of outputs under Inpatient, Outpatient, Diagnostic, Prevention and Rehabilitation Services. The sub-programme was allocated Ug shs 5.6bn, which was 100% released and 94% spent by 30th June 2018. Physical performance score on the above services was very good. With targets on inpatients, prevention, rehabilitation and diagnostic services achieved by 100%. Detailed performance is indicated in table 8.11.

Arua Rehabilitation Referral Hospital (Project 1004)

The project commenced in July 2015 and expected to be completed in June 2020. It contributes to improved quality, inclusive and accessible services sector outcome through construction and rehabilitation of staff accommodation. This is expected to translate into attraction, retention and duty attendance especially emergencies by health workers.

The project was allocated Ug shs 666million which was 100% released and spent by 30th June 2018. The hospital planned to commence foundation works for a seven storey staff house and construction of staff toilets. The project registered fair performance with staff toilets completed.

These were constructed by M/s Jinako Engineering Works at a sum of Ug shs 76million. The work was completed however, contractor had not handed over the project for use by 4th July 2018.

The contract worth Ug shs 8.5bn was signed between Arua RRH and M/s WAP Engineering Limited on 6th May 2018 to undertake construction of the seven story staff house at Arua hospital. It is a four phased project expected to end in 2021 with the first phase ending in 18 months. Works were supervised by M/s Quantum Associated Engineers at Ug shs 850million. The contract was behind schedule with the contractor mobilizing and hoarding off the site for foundation works. Both contractor and consultant were paid advance payments. Detailed project performance is highlighted in table 8.11.

Institutional Support to Arua Regional Referral Hospital (Project 1469)

The project commenced in July 2017 and expected to be completed in June 2020. It contributes to improved quality, inclusive and accessible services sector outcome through procurement of specialized medical equipment and vehicles for the hospital.

The project was allocated Ug shs 393bn which was 100% released and spent by 30th June 2018. Expenditures were made on procurement of station wagon and medical equipment. Detailed performance is highlighted in table 8.11.

Table 8.11: Performance of Arua RRH by 30th June 2018 (FY 2017/18)

Output	Annual Budget (Ug shs)-Mil	Cum. Receipt (Ug shs)-Mil	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
Outpatient services Provided	156	156	195,000	162,496	7.83	Not achieved, however access of services by refugees partially contributed to stock outs of some medical supplies.
Inpatient services provided	322	322	23,900	23,853	19.33	Achieved
Prevention and rehabilitation services provided	39	39	20,700	89,525	2.36	Surpassed target.
Diagnostic services provided	86	86	159,000	147,410	5.20	Substantially achieved.
Staff houses construction (7storey) and rehabilitation (Foundation works done)	589	589	100%	10 %	3.54	Underperformance. Contract was signed in May 2018. Target not achieved.
Staff toilets constructed	76	76	100%	97%	4.47	Achieved
Transport Equipment (Station Wagon) procured	270	270	100%	100%	16.22	Procured from Cooper Motors Limited. It was delivered and in use.
Machinery and Equipment procured	123	123	100%	100%	7.42	Procured in the first half of the FY. These were in use, they include: wheel chairs, thermometers, blood pressure machines, patient trolleys among others.
Programme Performance (Outputs)					**66.36**	

Outcome Indicator	Annual Target	Achieve	Score (%)	Remarks

		d		
Percentage increase in specialized outpatient attendances	11	-7.4	-67	Limited staffing and lack of stable power affects work in various departments of the hospital. Lack of blood causing daily anemia deaths. The hospital underperformed by 7%
Percentage increase in diagnostic investigations carried out	11	-22	-100	Lack of x-ray films, equipment breakdown of machines like Gene Expert, HB machine continues to constrain service delivery with some tests not undertaken yet they are very important.
Bed Occupancy rate improved	85	94	111	Target Surpassed
Programme Performance (Outcomes)			**-19**	
Overall Programme Performance			**65.3**	**The hospital underperformed on both outcome indicators.**

Source: Field findings, IFMS

Challenges

- Delayed procurement leading to failure to achieve set targets.
- Unspent balances on wage; Arua Hospital returned Ug shs 354million for new recruitments in FY 2017/18.
- Loss of lives due to lack or limited blood; The Arua blood bank does not have the capacity to screen blood, collected samples were sent to Nakasero Blood Bank for screening. This caused a lot of delay. "*A death is recorded every day in our morning review meetings and attributed to lack of blood*," Director, Arua RRH.

Recommendations

- The MFPED should not new contracts for accounting officers that fail to achieve set targets due delays in procurement.
- The MoH, MoPS, HSC, and Arua RRH should ensure timely submissions, recruitments and deployment of staff for improved service delivery.

8.10.3 Vote 164: Fort Portal Regional Referral Hospital

The hospital implements four sub-programmes. These are: Fort Portal Referral Hospital Services (Sub-programme one) Fort Portal Referral Hospital Internal Audit (Sub-programme two); Fort Portal Regional Maintenance (Sub-programme three); Fort Portal Rehabilitation Referral Hospital (Project 1004) and Institutional Support to Fort Portal Regional Referral Hospital (Project 1470). The annual monitoring focused on Fort Portal Referral Hospital Services (Sub-programme one) and the two development projects.

Performance

The programme was allocated Ug shs 6.963bn, of which Ug shs 6.978bn (100.2%) was released and Ug shs 5.973bn (85.6%) spent. Overall, the hospital's performance was fair at 60% of the set targets (fair performance) according to the Ministerial Policy Statement (FY 2017/18), the vote did not set outcome targets for the FY. The implementation of major civil works at the staff quarters was ongoing at 50% physical progress against 60% set target. The progress of these construction works was affected by poor cash flows by the client.

Fort Portal Referral Hospital Services (Sub-Programme one)

The medical service outputs were achieved on average by 81%. Inpatients services were achieved at 99%, outpatient services at 148%, diagnostic investigations 74% and immunization services at 70%. Medical services were affected by low staffing levels and shortage of medical supplies in various departments. Non-functionality of some imaging equipment also affected diagnostic services.

Fort Portal Rehabilitation Referral Hospital (Project 1004)

The project commenced in July 2015 and expected to be completed in June 2020. It contributes to improved quality, inclusive and accessible services sector outcome through construction and rehabilitation of the health infrastructure.

The project was allocated Ug shs 920million, which was 100% released and spent by 30th June 2018. The hospital planned to continue with the construction of the 16 units of staff quarters and undertake the regular cleaning.

The construction of the staff quarters were awarded to Ms Aswangah Construction Services Limited at a cost of Ug shs 2.552bn for a period of 20 months. The civil works were being supervised by MoH Infrastructure Division. It was however, noted that the supervising engineer was last on the site in February 2018. By end of the FY 2017/18, physical progress was estimated at 50% against the target of 60%. The project registered good performance of the planned targets. The summarized performance is shown in table 8.12.

Institutional Support to Fort Portal Regional Referral Hospital (Project 1470).

The project commenced in July 2017 and expected completion is June 2020. Its main objective is to improve hospital support services for improved service delivery.

The approved budget was Ug shs 140million which was all released and 98% spent. Under the sub-program it was planned to procure assorted medical equipment. By the end of the FY, assorted medical equipment was procured for the private wing and surgical ward. These included oxygen concentrators, autoclaves, autoclave drums, surgical instrument, and metallic shelves for the resource center and workshop. The summarized performance for the selected outputs monitored is presented in table 8.12.

Table 8.12: Performance of Fort Portal RRH by 30th June 2018

Output	Annual Budget (Ugshs-Mil)	Cum. Receipt (Ugshs-Mil)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
Inpatient services provided	482.811	480.779	30,000	29,818	15.78	The targets was affected by staffing levels and availability of medical supplies

Out Patients provided	233.19	233.19	300,000	445,544	7.64	The OPD is not function well due to limited number of staff and medical supplies.
Diagnostic services provided	81.203	81.203	270,000	200,435	1.97	Target was not met
Immunization Services provided	31	30.200	40,000	27.408	0.71	immunization was undertaken within the catchment area.
Prevention and Rehabilitation provided	40.208	40.208	125,000	55,262	0.58	Performance affected by non-functionality of the imaging equipment.
Staff hostel constructed	860.428	860.428	60%	50%	23.48	Construction works were at 50%. Irregular supervision visits by the MoH engineer was likely to affect the quality of works.
Monitoring and supervision conducted	10	10	60%	50%	0.27	This was jointly done by the hospital and MoH infrastructure division.
Bills of quantities for hospital infrastructure developed	10	10	100%	100%	0.33	These were developed.
Furniture procured	39.571	39.571	100%	100%	1.30	Metallic shelves for the resource centre and workshop procured.
Purchase of Medical Equipment procured	138	138	100%	100%	4.52	Assorted equipment was procured for surgery and private wards.
Total	**3,053**	**2,940**			**93.49**	

Outcome Indicator	**Annual Target (%)**	**Achieved (%)**	**Score (%)**	**Outcome Performance (%)**	**Remarks**
% increase in diagnostic investigations carried	0	0	0	0	No targets
% increase of specialised clinics outpatients attendances	0	0	0	0	No targets
Average Outcome performance				**60.7**	**Fair Performance**

Source: Field findings, IFMS


Procured equipment and staff quarters at Fort Portal RRH

8.10.4 Vote 165: Gulu Regional Referral Hospital

The hospital implements five sub-programmes. These are: Gulu Referral Hospital Services (Sub-programme one) Gulu Referral Hospital Internal Audit (Sub-programme two); Gulu Regional Maintenance (Subprogramme three); Gulu Rehabilitation Referral Hospital (Project 1004) and Institutional Support to Gulu Regional Referral Hospital (Project 1468). The annual monitoring focused on Gulu Referral Hospital Services (Sub-programme one) and the two development projects.

Performance

Regional Referral Hospital Services Programme was allocated Ug shs 6.9bn, of which Ug shs 7.5bn (109%) was released and Ug shs 6.7bn (89%) spent by 30th June 2018.

Overall, the hospital's performance was fair at 55%. Annual output targets were achieved by 84%. The hospital scored zero in achievement of its outcome indicators. Detailed performance by subprogram is highlighted below.

Gulu Referral Hospital Services

The sub-programme is comprised of outputs under Inpatient, Outpatient, Diagnostic, Prevention and Rehabilitation Services. The sub-programme was allocated Ug shs 5.5bn which was 100% released and 87% spent by 30th June 2018. With targets on inpatients achieved by 120%, outpatient attendances at 82%, diagnostic services achieved by 206%, this was attributed to availability of laboratory reagents and improved provision of services in the laboratory. Targets on x-rays were not achieved due to frequent breakdown of the x-ray machine. Detailed performance is indicated in table 8.13.

Implementation challenges: Limited staff in various wards**;** lack of equipment like Blood Pressure (BP) machines, delivery sets, forceps, delivery beds (available were very old)**;** limited supplies like cotton and gloves in the maternity ward " *The ward undertakes about 400 deliveries a month making supplies very inadequate, we borrow gloves from other units within the hospital very often*," Midwife Gulu RRH.

Recommendations: Gulu RRH, HSC and MoH should fast track recruitment and deployment processes to enhance service delivery at the hospital; the Accounting Officer of Gulu RRH should prioritize procurement of equipment under the retooling project to enable health workers perform optimally.

Gulu Rehabilitation Referral Hospital (Project 1004)

The project commenced in July 2015 and expected completion is June 2020. It contributes to improved quality, inclusive and accessible services sector outcome through construction and rehabilitation of staff accommodation.

The project was allocated Ug shs 1.3bn which was 100% released and spent by 30th June 2018. During FY 2017/18, the hospital planned to continue with construction works on the second and third slab of the 54-unit staff house.

M/S Block Technical Services was awarded the contract to undertake works at Ug shs 6.2bn. Works commenced on 26th April 2015 and were expected to end on 28th November 2017. The contract was supposed to be a 36 month project, however, it was extended up to 28th November 2018. Works were supervised by M/s ACE Consult Limited.

Contractor has enormously been constrained by limited financing to complete works in scheduled time. Cumulatively, the contractor had been paid Ug shs 2.7bn out of Ug shs 6.2bn contract sum (44%). Works were 45% complete and way behind schedule. Detailed sub-programme performance is shown in table 8.13.

Implementation challenges: Enormous delays in completion of the staff house due to poor planning. The project was planned to be completed within 36months without corresponding allocation ceiling in the same period; limited staff accommodation facilities with only 18% of health workers accommodated at the hospital.

Recommendation: The MoH and Health Sector Working Group should ensure that projects without corresponding Medium Term Expenditure Frame (MTFEF) allocations are not submitted to MFPED for approval and funding. In the meantime, the MFPED should allocate the project balances (Ug shs 3.7bn) to ensure completion, avoid cost overruns and time wastage that might result from litigation by the contractor.

Institutional Support to Gulu Regional Referral Hospital (Project 1468)

The project commenced in July 2017 and expected completion is June 2020. Its main objective is to improve hospital support services for improved service delivery. The project was allocated Ug shs 100million which was 100% released and 99% spent by 30th June 2018. Expenditures were made on procurement of a generator. Detailed performance is highlighted in table 8.14.

Table 8.14: Performance of Gulu RRH by 30th June 2018 (FY 2017/18)

Output	Annual Budget (Ug shs)-Mil	Cum. Receipt (Ug shs)-Mil	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
Outpatient services provided	263	263	185,000	151,901	3.86	Shortages of manpower affected service delivery.
Inpatient services provided	3,667	3,667	20,000	24,135	65.55	Surpassed target, however congestion in various wards affected service delivery.
Prevention and rehabilitation services provided	35	35	50,000	31,791	0.40	Not achieved. This was attributed to creation of more immunization centers in the catchment area.
Diagnostic services provided	42	42	59,500	122,744	0.75	Surpassed target. Intermittent power affects equipment and hospital operations
Second slab completed and initiation of the 3rd slab initiated	1,488	1,488	100%	45%	11.97	Not achieved and behind schedule.
Machinery and Equipment procured	100	100	100%	100%	1.79	A generator worth Ug shs 98million was procured and installed by January 2018. It was supplied by Auto Mechanical Services Limited and in use. Was reported to having improved service delivery at the hospital, offered standby alternative lighting system in cases when grid power was off or inadequate.
Programme Performance (Outputs)					**84.31**	
Outcome Indicator			**Annual Target**	**Achieved**	**Score (%)**	**Remarks**
Percentage increase in specialized outpatient attendances			15	0	0	Difficulty in running specialized clinics amidst lack of consultants. This affects quality of service delivery. Gulu RRH has one out of 12 consultants required. Three medical officers out of 14 required. Drug stock outs due to high demand in relation to budgetary allocations.
Percentage increase in diagnostic investigations carried out			15	0	0	Lack of reagents with CBC, CD4 and Hematology tests not done by RRHs like Gulu. The hospital underperformed by 2.6% in relation to last FY (2016/17).
Programme Performance (Outcomes)					0	No increment was registered on the outcome indicators in relation to FY 2016/17.
Overall Programme Performance					**54.8**	**Fair performance**

Source; Gulu RRH, IFMS

8.10.5 Vote 166: Hoima Regional Referral Hospital

The hospital implements four sub-programmes. These are: Hoima Referral Hospital Services (Sub-programme one) Hoima Referral Hospital Internal Audit (Sub-programme two); Hoima Regional Maintenance (Subprogramme three); Hoima Rehabilitation Referral Hospital (Project 1004) and Institutional Support to Hoima Regional Referral Hospital (Project 1480). The annual monitoring focused on Hoima Referral Hospital Services (Sub-programme one) and the two development projects.

Performance

The programme was allocated Ug shs 7.192bn, of which Ug shs7.187bn (99.9%) was released and approximately 80% spent. The overall physical performance was good at 76%. Output performance was at 88%. Medical Services and Hoima Rehabilitation Referral Hospital were achieved at 87% respectively. Institutional Support to Hoima Regional Referral Hospital at 77%.

Hoima Referral Hospital Services (Sub-Programme one)

The sub programme was allocated Ug shs 7.07bn, of which Ug shs7.13bn (108%) was released and Ug shs5.68bn (79.6%) spent. Inpatients at 73%, outpatient services provided at 100%, diagnostic at 75%, immunization at 90%, Prevention and rehabilitation services at 100%. The service outputs were majorly affected by inadequate staffing and medical supplies, absence of laboratory reagents, and irregular supply of x-ray films. Detailed performance is shown in table 8.13.

Hoima Rehabilitation Referral Hospital Project 1004)

The project commenced in July 2015 and is expected to be completed in June 2010. The hospital planned to complete its fencing, and construction of the lagoon. Fencing works were contracted to M/s Davrich Company (U) limited at a contract sum of Ug shs 887.259million for a period of one year to May 2018. There was sluggish progress at the construction of the perimeter fence due to poor cash flows from the contractor. The fencing was at 95% completion.

The construction of the lagoon was contracted to M/sTechno Three (U) Limited for a period of 13 months ending September 2018. The works were contracted at a sum of Ug shs 1.2bn and are supervised by Joadah Consult. By end of July 2018 the physical performance was 80%. The works were behind schedule due to late approval of the project by NEMA and decimal payment to the contractor by the hospital. Detailed performance is shown in table 8.13.

Institutional Support to Hoima Regional Referral (Project 1480)

The project commenced in July 2017 and expected to be completed in June 2020. Its main objective is to improve hospital support services for improved service delivery.

The project was allocated Ug shs 100million, which was 100% released and spent by 30th June 2018. Expenditures were made on procurement medical equipment. Detailed performance is highlighted in table 8.13.

Table 8.13: Performance of Fort Portal RRH by 30th June 2018

Output	Annual Budget (Ug shs-Mil)	Cum. Receipt (Ug shs)-Mil	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks	
Diagnostic services	18	18	105,000	79,100	0.845	This was affected by irregular supply of x-ray films, absence of laboratory reagents due to inadequate budget for laboratory supplies.	
Immunization Services	46	46	30,000	27,000	2.488	Not achieved.	
Inpatient services	210,	210	30,000	22,000	9.291	This was affected by absence of specialists like for obstetrics and gynecology, senior consultants and consultants, medical officers special grade among others.	
Outpatient services	189	189	240,000	240,000	11.379	Target achieved.	
Construction of a perimeter fence	450	450	100%	95%	25.689	This was completed to 95% of the planned works. The contractor had cash flow problems which affected execution of works.	
Construction of a lagoon	510	510	100%	80%	24.517	The lagoon was 80% complete, but behind schedule. Constrained cash flows affected progress of works.	
Purchase of medical equipment	100	100	100%	72%	6.009	Medical equipment procured included seven delivery beds, two concentrators, eight trolley stretchers, 10 patient beds with back rest all at a cost of 38.685m million from JMS. The balance was used for advance payment towards the welding machine, orthopedic and physiotherapy equipment.	
Total					**80.217**		
	Outcome Indicator	**Annual Target (%)**	**Achieved (%)**	**Score (%)**	**Caped score**	**Outcome Performance**	**Remarks**

						(%)	
	Percentage increase in diagnostic investigations carried	10	30	300	100	100	Surpassed target
	Percentage increase of specialized clinics outpatients attendances	10	1	10	10	10	Not achieved
Average Outcome performance						**55**	
Overall program performance						**76.83**	

Source: Field findings

Left: Delivery beds and right: Lagoon under construction at Hoima RRH

Service delivery challenges

- Faulty imaging equipment like the X-ray table which could not be effectively utilized in diagnosis as required.
- Irregular supply of the imaging consumables such as the X-ray films, sono-paper, ultra sound gel, contrasting color among others.
- Absence of patient monitors in the theater and on the ward effectively during and after operations.
- Stock outs of theatre supplies like magnesium sulphate, oxytocin, and switchers affecting service delivery.
- Inadequate staffing: although the hospital is staffed to 73% absence of critical cadres continued to constrain service delivery. Specialists in the areas of Obstetrics and Gynecology, Senior Consultants, Consultants, Medical Officer Special Grade, Midwives, were unavailable.

- Limited capacity of regional workshops to effectively maintain medical equipment within the region.

Recommendations

- The MoH should prioritize capacity building of staff at the Regional Maintenance Workshops to respond to faulty equipment in a timely manner.
- The Accounting Officer-Hoima RRH should prioritize procurement of equipment for improved health service delivery.

8.10.6 Vote 167: Jinja Regional Referral Hospital

The hospital implements five sub-programmes. These are: Jinja Referral Hospital Services (Sub-programme one) Jinja Referral Hospital Internal Audit (Sub-programme two); Jinja Regional Maintenance (Subprogram three); Jinja Rehabilitation Referral Hospital (Project 1004) and Institutional Support to Jinja Regional Referral Hospital (Project 1481). Annual monitoring focused on Jinja Referral Hospital Services (Sub-programme one) and the two development projects.

Performance

Regional Referral Hospital Services Programme was allocated Ug shs 8.544,638,478, of which Ug shs 8,461,079,539 (99%) was released and Ug shs 7,142,843,511 (84.4%) spent by 30th June 2018. Overall, the hospital's performance was good at 75%, although the hospital achieved most of its annual targets by 97.5%, it underperformed on one of its outcome indicators. The planned increase in diagnostic investigations beyond targets of FY 2016/17 was not achieved. Detailed performance by subprogram is highlighted below.

Jinja Referral Hospital Services

The sub-programme is comprised of outputs under Inpatient, Outpatient, Diagnostic, Prevention and Rehabilitation Services. The sub-programme was allocated Ug shs 7bn, of which 99% was released and 81% spent by 30th June 2018. With targets on inpatients, prevention, rehabilitation and diagnostic services achieved by 100%. Detailed performance is indicated in table 8.14.

Jinja Rehabilitation Referral Hospital (Project 1004)

The project commenced in July 2010 and expected completion is June 2020. The main project objective is to improve health care and patient safety, to motivate staff to work in a better environment, to improve effective and efficiency of hospital service hence improving quality of services at Jinja RRH.

The project was allocated Ug shs 835million, which was 100% released and 99% spent by 30th June 2018. The project performance was good with completion works on the private ward at substantial completion 90%, rehabilitation at Nalufenya Children`s Ward at 95% and land acquisition lagging behind at 30%.

Completion works at the private ward were done by M/s Mercy Commercial Agencies Limited. Works were at substantial completion with outstanding works on labor suite and general finishes. Detailed performance is indicated in table 8.14.

Institutional Support to Jinja Regional Referral Hospital (Project 1481)
The project commenced in July 2017 and expected completion is June 2020. Its main objective is to strengthen mechanisms for quality efficient service delivery in order to contribute to reduction in mortality and morbidity in Eastern Uganda.

The project was allocated Ug shs 653million, which was 100% released and 99% spent by 30th June 2018. Expenditures were mainly on procurement of mattresses and beddings, ICT equipment and medical equipment from Crown Health Care among others. Detailed performance is indicated in table 8.14.

Table 8.14: Performance of Jinja Regional Referral Hospital by 30th June 2018

Sub-Programme	Output	Annual Budget (Ug shs)-Mil	Cum. Receipt (Ug shs)-Mil	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
Jinja Referral Hospital Services	Outpatient services provided	120	120	90,000	120,429	1.41	Surpassed target.
	Inpatient services provided	6,815	6,731	25,000	25,349	79.77	Surpassed target.
	Prevention and rehabilitation services provided	22	22	29,100	30,263	0.26	Surpassed Target.
	Diagnostic services provided	97	97	180,000	17,006	0.11	Achieved.
Jinja Rehabilitation Referral Hospital	Hospital Construction/rehabilitation	420	420	100%	90%	4.42	Works were at substantial completion. Delays in project implementation were noted.
	OPD and other ward construction and rehabilitation	395	396	100%	95%	4.38	Works were done by M/s Mercy Commercial Agencies and M/s Faith Contractors Limited. Works included; installation of chain link fence, eleven toilets and three bathrooms, replacement of old powerline. Installation of water tanks were on going at Nalufenya Children`s ward.
	Acquisition of Land by Government	20	20	100%	30%	0.07	Process of acquiring three land titles was ongoing by M/s Baxi and M/s Uganda supreme council.

Sub-Programme	Output	Annual Budget (Ug shs)-Mil	Cum. Receipt (Ug shs)-Mil	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
Institutional Support to Jinja RRH	Machinery and Equipment	98	98	100%	100%	1.15	Finalization payment of the cardiac machine and echo machine to the supplier M/s Mediquip Uganda Limited was made. These were acquired FY 2016/17.
	Medical Equipment	470	470	100%	88%	4.84	The contract to supply medical equipment was awarded to M/s Medipharm (U) Ltd. Some of the equipment for the medical workshop was delivered and some that were not locally available was yet to be delivered.
	Materials and supplies	50	50	100%	100%	0.59	M/s Vitafoam was awarded the contract to supply mattress covers, mattresses, beddings for the private wing. These were delivered and were in use at the different wards.
	Purchase of Office and ICT Equipment, including Software	35	35	100%	100%	0.41	The contract to supply and deliver ICT equipment was awarded to M/s Delta Communications and IT Ltd. These included an external hard disk ITB, three desktop computers, two projectors, 4G lite router, three UPS among others. Equipment had been supplied and was in use.
Programme Performance (Outputs)						**97.41**	
Outcome Performance	**Outcome Indicator**			**Annual Target**	**Achieved**	**Score (%)**	**Remarks**
Percentage increase of specialized outpatients attendances				20	42	210	Target surpassed
Percentage increase of diagnostic investigations carried				20	-39	-195	Target not achieved
	Programme Performance (Outcomes)					**36**	

Sub-Programme	Output	Annual Budget (Ug shs)-Mil	Cum. Receipt (Ug shs)-Mil	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
	Overall Programme Performance					**75.8**	

Source: Jinja RRH, IFMS

8.10.7 Vote 168: Kabale Regional Referral Hospital

The hospital implements five sub-programmes. These are: Kabale Referral Hospital Services (Sub-programme one) Kabale Referral Hospital Internal Audit (Sub-programme two); Kabale Regional Maintenance (Subprogramme three); Kabale Rehabilitation Referral Hospital (Project 1004) and Institutional Support to Kabale Regional Referral Hospital (Project 1473). The annual monitoring focused on Kabale Referral Hospital Services (Sub-programme one) and the two development projects.

Performance

The programme was allocated Ug shs 6.486bn, of which Ug shs5.508bn (94.9%) was released and 89.5% spent. The hospital performed poorly in relation to other hospitals. It achieved 36% of the planned targets. Underperformance was recorded on all the outcome indicators.

Kabale Referral Hospital Services (Sub-Programme one)

The sub-programme was allocated Ug shs 5.99bn, of which Ug shs 6.16bn was released and 89% spent. The sub-programme achieved 53% of the set targets. Underperformance was recorded on diagnostic services at 18.7%; Inpatient services 36.9%; Prevention and Rehabilitation at 49%; Immunization at 100% and outpatient services at 71.6%. Services were affected by staffing shortages, stock outs of reagents and medical supplies. Detailed performance by output is highlighted in table 8.15.

Kabale Rehabilitation Referral Hospital (Project 1004)

The project commenced in July 2008 and expected completion is June 2020. Its main objective is to provide inclusive and accessible quality health services through construction and renovation of hospital infrastructure as well as procurement of equipment.

During FY 2017/18, the construction of the intern's hostel was prioritized. Works were contracted to Musuza Building Contractors Limited at a contract sum of Ug shs 7.074bn. Supervision of civil works was by Fencon Consulting Engineers. Construction of the intern's hostel, attendant shelter and waterborne toilets was still ongoing by July 2018. Absence of the supervising consultant representative on site like it was at the semi-annual monitoring visit was likely to affect

Left: Construction of the attendant shelter, Right: Construction of nurses hostel at Kabale RRH

the quality of civil works. Detailed project performance is shown in table 8.15.

Institutional Support to Kabale Regional Referral Hospital (Project 1473)

The project commenced in July 2017 and expected completion is June 2022. Its main objective is to replace the obsolete items and promote effectiveness of health service delivery.

The sub-programme was allocated Ug shs 65million, 100% was released and spent on the payment of balance a pick double cabin acquired in FY 2016/17.This payment was made to Victoria Motors (U) Limited. Detailed performance is shown in table 8.15.

Table 8.15: Performance of Kabale Regional Referral Hospital by 30th June, 2018

Output	Annual Budget (Ug shs)-Mil	Cum. Receipt (Ug shs)-Mil	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
Interns hostel constructed	1,090	1,090	38%	40%	45.17	The contractor ahead of schedule by 2%.
Monitoring and supervision of the interns hostel	100	100	40%	40%	4.14	Consultant not on site.
Two water borne toilets and Attendants shelter constructed	133	133	3.00	0.83	1.53	The two five stance toilets were 70% complete, while the attendant shelter was 90% complete.
Final payment of the Mitsubishi Double cabin made.	55	55	1.00	1.00	2.28	Made to Victoria Motors Uganda Limited
Nonresidential buildings (renovation of the administration block and medical ward and inpatient pharmacy	38	38	3.00	3.00	1.57	The administration block was renovated and the inpatient pharmacy s created on the maternity ward with shelves.
Two water harvesting tanks installed and staff house renovated	62	62	3.00	3.00	2.57	Tanks was installed on the new JICA building housing the operating theatre and maternity ward.
Specialized furniture purchased	10	10	1.00	1.00	0.41	The hospital procured a photocopier and a copier stand from ROBISOFT Technology associates limited
Diagnostic services provided	72	72	120,455	22,522	0.56	This output was affected by shortage of staff especially the specialist. In addition, some reagents were out of stock.

Output	Annual Budget (Ug shs)-Mil	Cum. Receipt (Ug shs)-Mil	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
Immunization provided	82	82	3,200	4,680	3.44	Target was achieved.
Inpatient services provided	399	399	13500	3,627	4.45	These targets were affected by staff transfers with few replacement in the hospital.
Outpatient services provided	267	267	52,550	37,608	7.93	
Prevention and rehabilitation services	102	102	8,400	4,151	2.10	There were very many traffic accidents while the number of psychiatric patients increased.
Programme Performance (Outputs)	**2,412**	**934**	**7.78**	**0.00**	**76.17**	**Good performance**
Outcome Indicator			**Annual Target**	**Achieved**	**Score (%)**	**Remark**
Percentage increase in diagnostic investigations carried	10		10.00	0.00	-100	Poor planning characterized by low targets set in relation to those achieved in the previous FY. The hospital under performed by over 17,000 attendances.
Percentage increase of specialized clinics outpatients attendances	(57)		15.00	0.00	-100	Low targets than those achieved in the previous FY-under performed by over 100,000 attendances.
Average Outcome performance					-39.33	
Programme Performance (Outcomes)						
Overall Programme Performance					**35.74**	

Source: Field findings, IFMS

8.10.8 Vote 169 - Masaka Regional Referral Hospital

The hospital implements three sub-programmes. These are: Masaka Referral Hospital Services (Sub-programme one) Masaka Referral Hospital Internal Audit (Sub-programme two); and Masaka Rehabilitation Referral Project (1004). The annual monitoring focused on Masaka Referral Hospital Services (Sub-programme one) and the development projects.

Performance

Regional Referral Hospital Services Programme was allocated Ug shs 6.829bn, of which Ug shs 6.443bn (94%) was released and spent. Overall performance of the hospital was poor at 44%. Under performance was recorded on the two outcome indicators. The hospital did not increase diagnostic investigations as well as the planned specialized attendances over targets of FY 2016/17. Instead a decline was noted over the same period. Project 1004 achieved 61% of the planned targets while outputs under medical services were achieved at 83%. Detailed performance of sub-programmes is highlighted below;

Masaka Referral Hospital Services (Sub-Programme one): The sub-programme was allocated Ug shs 878million, which was 100% released and spent by 30th June 2018. Inpatient services attained 74% targets, outpatients at 83% diagnostic services at 56% while immunization, Prevention and rehabilitation services achieved 100% respectively.

Masaka Rehabilitation Referral (Project 1004)

The project commenced in July 2008 and expected completion is June 2020. Its main objectives are; to provide a quality maternal and child health services through construction of better Maternity and Children's Complex; to improve attraction and retention of staff especially doctors. Construction works commenced in FY 2013/14 and expected to end in July 2017, it was however extended by one year (July 2018). The project was allocated Ug shs 2.058bn which was 100% released and spent by 30th June 2018.

Civil work at the Complex were done by M/s Iupati Development (U) Limited at a sum of Ug shs 10.612bn. Works were supervised by Joadah Consult (U) Limited at a sum of 328million. However, the supervising consultant's contract had expired and not yet renewed by 30th June 2018, but they continued to supervise the works. Detailed performance by output is highlighted table 8.16.

L-R: Maternal and Neonatal Unit; Staff quarters at foundation stage at Masaka RRH

Table 8.16: Detailed Performance of Masaka RRH FY 2017/18

Output	Annual Budget (Ug shs)-Mil	Cum. Receipt (Ug shs)-Mil	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
Inpatient services	501	501	43,000	32,833	13.14	The target was affected by staff shortages coupled with the doctor's strike within the FY.
Outpatient services	199	199	259,947	216,694	5.71	
Diagnostic services	109	109	573,764	322,542	2.10	Target not achieved due to lack of reagents and breakdown of the equipment.
Immunisation Services	19	19	34,317	43,597	0.67	Target achieved.
Prevention and rehabilitation services	49	49	16,151	17,752	1.71	Targets affected by staffing challenges especially of mdwives and nurses.
Construction of the maternity ward complex	1,533	1,533	100%	85%	44.75	The construction is at roofing level. The contractor has been slow. This contract was extended by one year but still the contractor was not able to complete.
Construction of the staff hostel	470	470	100%	80%	16.14	The substructure was 85% complete which constitutes 17% of the overall works. The project is heavily undefended
Supervision of civil works for construction of the senior staff house	30	30	100%	80%	1.03	The supervision works are being undertaken by MoH Infrastructure Division.
Programme Performance (Outputs)					**85.25**	**Achieved**
Outcome Indicator			**Annual Target**	**Achieved**	**Score (%)**	**Remarks**
% increase in diagnostic investigations carried			10	-31	-100	Poor performance
% increase of specialised clinics outpatients attendances			6	-37	-100	Poor performance
Programme Performance (Outcomes)					100	Poor performance characterised by a decline in achievement of set outcome targets.
Overall Programme Performance					**43.7**	**Poor performance**

Source: Field Findings

Implementation Challenges

- Inadequate budgets and ineffective planning resulting in delays in project implementation. The Maternity Ward Complex had outlived its contractual periods resulting in extensions. The construction of staff quarters is highly underfunded. Its cost of Ug shs 9.6bn does not match with the MTEF projection over the contract period.
- Inadequate human resource coupled with delayed recruitments, deployments and outdated staffing structures.
- Frequent stock outs of medicines, medical and laboratory supplies constrained service delivery.
- Lack of biomedical engineers to undertake maintenance works in the region with the new maintenance workshop vehicle allocated to the hospital.

Recommendations

- The MoH and MFPED should reprimand Accounting Officers of RRHs that commit government through undertaking projects beyond their MTEF allocations.
- The MFPED should prioritize funding to the Maternal Complex and staff house to avoid further cost and time overruns.
- The Accounting Officer Masaka RRH should ensure timely submissions of recruitment clearances from MoPs and requests to MoH for timely recruitment and deployment of health workers.

8.10.9 Vote 170: Mbale Regional Referral Hospital

The hospital implements five sub-programmes. These are: Mbale Referral Hospital Services (Sub-programme one) Mbale Referral Hospital Internal Audit (Sub-programme two); Mbale Regional Maintenance (Sub programme three); Mbale Rehabilitation Referral Hospital (Project 1004) and Institutional Support to Mbale Regional Referral Hospital (Project 1478). The annual monitoring focused on Mbale Referral Hospital Services (Sub-programme one) and the two development projects.

Performance

Regional Referral Hospital Services programme was allocated Ug shs 8,844,753,093, of which Ug shs 8,841,395,048 (99%) was released and Ug shs 8,623,687,708 (97.5%) spent by 30th June 2018. Overall, the hospital's performance was good at 77%. Specialized outpatient attendances were achieved at 60%, while diagnostic investigations targets were achieved at 87%. Detailed performance by subprogram is highlighted below.

Mbale Referral Hospital Services

The sub-programme is comprised of outputs under inpatient, outpatient, diagnostic, prevention and rehabilitation services. The sub-programme was allocated Ug shs 5.7bn of which 99.9% was released and 96.2% spent by 30th June 2018. With targets on inpatients, prevention, rehabilitation and diagnostic services achieved by 96.2%. Detailed performance is indicated in table 8.17.

Patients attaining services in the female ward of Mbale RRH

Mbale Rehabilitation Referral Hospital (Project 1004)

The project commenced in July 2007 and expected completion is June 2020. The main project objective is to establish accident and emergency unit, equip it with modern medical equipment to handle emergency surgeries and other critically ill patients. Construction of the Surgical Complex was prioritized in FY 2017/18.

The project was allocated Ug shs 2.5bn for FY 2017/18, which was 100% released and spent by 30th June 2018. The project performance was poor with completion works on the Surgical Complex at 18.6% by M/s Global Networks at Ug shs 2bn, and construction of the incinerator completed at 100% by M/s Biomed Systems Centre Limited at Ug shs 500million. Detailed performance is indicated in table 8.17.

Institutional Support to Mbale Regional Referral Hospital (Project 1478)

The project commenced in July 2017 and expected completion is June 2020. Its main objective is to strengthen mechanisms for quality efficient service delivery in order to contribute to reduction in mortality and morbidity in Eastern Uganda.

The project was allocated Ug shs 558million, which was 100% released and spent by 30th June 2018. Expenditures were on purchase of medical equipment, machinery and equipment, office equipment. Detailed performance is indicated in table 8.17.

Table 8.17: Performance of Mbale Regional Referral Hospital by 30th June 2018

	Output	Annual Budget (Ug shs) (Million)	Cum. Receipt (Ug shs) (Million)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
Mbale Referral Hospital Services	Outpatient services provided	335	306	112,000	91459	3.39	Minimized general OPD service and improved on specialized clinics.
	Inpatient services provided	567	566	63,000	50720	5.16	Did not meet the target due to lack of space.
	Prevention and rehabilitation services provided	876	902	30,300	28486	9.04	Did not meet the target due to lack of space.
	diagnostic services provided	3,949	3,949	146,500	159487	44.65	Surpassed the target.
	Immunization services provided	58	58	18,049	25895	0.66	Surpassed the target.
Mbale Rehabilitation Referral Hospital	Hospital Construction/ Rehabilitation	500	500	100%	100%	5.65	Works for construction of an incinerator were done by M/s Biomed Systems Centre Limited.
	Construction of the OPD and Surgical ward	2,000	1,999	100%	18.60%	4.21	Construction works were by M/s Global Networks Limited at a sum of Ug shs 20.7bn. Supervised by M/s Fencon Consulting Engineers together with Joadah Consult at Ug shs 1.8bn. Physical progress was at 18.6% and approximately Ug shs 5.1bn of the contract sum had been paid. However, works were behind schedule due to financial constraints.
	Purchase of Medical Equipment	227	227	100%	100%	2.57	Equipment was supplied by M/s Uganda Medical and Dental Supplies at a contract sum of Ug shs 243.8 million, these included beds, mattresses.

	Machinery and equipment	200	200	100%	100%	2.27	A double cabin pickup was procured from M/s Cooper Motors Uganda Limited at Ug shs 198million. It was delivered and was in use by the hospital director.
	Office equipment	130	130	100%	100%	1.47	Seven laptops and one photocopier were procured at a sum of Ug shs 25million and 21million respectively and supplied by M/s Computers and Beyond Africa Ltd. All were in use.
Programme Performance (Outputs)						**79.08**	
Outcome Performance	**Outcome Indicator**			**Annual Target (%)**	**Achieved**	**Score (%)**	**Remarks**
	Percentage increase of specialised outpatients attendances			15	9	60	Fair performance
	Percentage increase of diagnostic investigations carried			15	13	87	Good performance
	Programme Performance (Outcomes)					73	
	Overall Programme Performance					**77.1**	

Source: Field Findings

Implementation Challenges

- Construction works led to reallocation of services and affected achievement of set annual targets and service delivery.
- Congestion and inadequate medical supplies continued to constrain service delivery.

8.10.10 Vote 171: Soroti Regional Referral Hospital

The hospital implements five sub-programmes. These are: Soroti Referral Hospital Services (Sub-programme one) Soroti Referral Hospital Internal Audit (Sub-programme two); Soroti Regional Maintenance (Subprogramme three); Jinja Rehabilitation Referral Hospital (Project 1004) and Institutional Support to Soroti Regional Referral Hospital (Project 1471). The annual monitoring focused on Soroti Referral Hospital Services (Sub-programme one) and the two development projects.

Performance

Regional Referral Hospital Services Programme was allocated Ug shs 5.8bn, of which Ug shs 6.5bn (112%) was released and Ug shs 5.4bn (83%) spent by 30th June 2018.

Overall, the hospital's performance was fair at 58%. Although the hospital achieved most of its annual targets by 89%, outcome indicators were not achieved. Detailed performance by subprogram is highlighted below.

Soroti Referral Hospital Services

The sub-programme is comprised of outputs under Inpatient, outpatient, Diagnostic, Prevention and rehabilitation services. The sub-programme was allocated Ug shs 5billion of which 100% was released and 96% spent by 30th June 2018. Very good performance was noted on targets regarding Outpatients (91%); inpatients (83%), prevention, rehabilitation (78%) and diagnostic services achieved (100%). Detailed performance is indicated in table 8.18.

Soroti Rehabilitation Referral Hospital (Project 1004)

Completed staff houses at Soroti RRH

The project commenced in July 2008 and expected completion is June 2020. The main project objective is to maintain and improve hospital infrastructure, improve the working environment, and increase staff accommodation at Soroti RRH.

The project was allocated Ug shs 1.3bn, which was 100% released and 47% spent by 30th June 2018. The hospital had unspent balances of Ug shs 720million. Most of the planned activities under this project were not undertaken including renovation of other structures. Staff houses (*Captioned in the picture)* were at substantial completion, however, the contractor had not handed over the facility and all outstanding payments were not made.

Institutional Support to Soroti Regional Referral Hospital (Project 1481)

The project commenced in July 2017 and expected completion is June 2020. Its main objective is to maintain and improve on hospital infrastructure, improve on the working environment and provision of working tools to health workers.

The project was allocated Ug shs 140million, which was 100% released and 0% spent by 30th June 2018. All the funds were returned to Consolidated Fund. Detailed performance is indicated in table 8.17.

Service delivery at the hospital was heavily constrained with leaking sewerage systems, roofs in various wards, poor working environment for health workers characterised by limited accommodation, condemned structures, lack of simple equipment like blood pressure machines, thermometers, glucometers, trolleys, furniture among others. The hospital also suffers from accumulated arrears for example by 25th June 2018, the outstanding water bill was Ug shs 105million, power was Ug shs 28million, fuel debts of Ug shs 50million among others.

These issues are attributed to: poor working relationship of hospital managers-hospital director, administrators and heads of accounts and procurement. No procurements were undertaken during the FY. The hospital Director retired in April 2018, however the MoH requested him to caretake the office as a replacement was sought. He had no substantive contract from either MoH or the hospital, he was therefore hesitant to take on the role of an Accounting Officer-FY 2018/19. As a result of this quarter one warrants were rejected by MFPED hence salaries and other payments for quarter one will not paid.

Recommendations

- The PS/ST MFPED should appoint a substantive Accounting Officer for the hospital to facilitate effectively service delivery.
- The Accountant General should take punitive action against the procurement and accountant for failing to undertake their duties constraining delivery of health services.

Table 8.18: Performance of Soroti Regional Referral Hospital by 30th June 2018

Sub-programmes	Outputs	Annual Budget (Ug shs)-Mil	Cum. Receipt (Ug shs)-Mil	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
Soroti Referral Hospital Services	Outpatient services Provided	165	165	90,800	82,528	6.99	Substantially achieved
	Inpatient services provided	254	254	100%	83%	9.77	Substantially achieved
	Prevention and rehabilitation services provided	84	84	25,600	19,978	3.06	Achieved 78%
	Diagnostic services provided	165	165,	164,000	177,561	7.69	Surpassed target
Project 1004: Soroti Rehabilitation Referral Hospital	Renovation of administration block two wards	400	400	100%	45%	8.35	Not done
	Continued construction and supervision of 24unit Staff houses construction	947	947	100%	98%	43.01	Works were substantially completed. Pending was water testing. Facility had not been handed over and contractor had not been cleared.
Project 1471: Institutional Support to Soroti Regional Referral Hospital	Furniture and fixtures procured	140	140	100%	100%	6.49	Not done
Programme Performance (Outputs)						**85.35**	

Sub-programmes	Outputs	Annual Budget (Ug shs)-Mil	Cum. Receipt (Ug shs)-Mil	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
Outcome Performance	**Outcome Indicator**			**Annual Target**	**Achieved**	**Score (%)**	**Remarks**
	% increase in specialized outpatient attendances			15%	0	0	Underperformed by 990 attendances
	% increase in diagnostic investigations carried out			15%			Underperformed by 51,143 investigations
	Programme Performance (Outcomes)					0	
	Overall Programme Performance					**55.5**	**Fair Performance**

Source: Soroti RRH, IFMS

8.10.11 Vote 172: Lira Regional Referral Hospital

The hospital implements four sub-programmes. These are: Lira Referral Hospital Services (Sub-programme one) Lira Referral Hospital Internal Audit (Sub-programme two); Lira Regional Maintenance (Subprogramme three); and Lira Rehabilitation Referral Hospital (Project 1004). The annual monitoring focused on Lira Referral Hospital Services (Sub-programme one) and Lira Rehabilitation Referral Hospital (Project 1004).

Performance

Regional Referral Hospital Services Programme was allocated Ug shs 6.4bn, of which Ug shs 6.6billion (103%) was released and Ug shs 6.2 billion (94%) spent by 30th June 2018. Overall, the hospital's performance was fair at 58%. The hospital achieved its outcome indicators by 88%. An increase in specialized outpatient attendances and diagnostic investigations in relation to last FY 2016/17 was noted. The hospital however performed poorly in achievement of output targets (41%). Construction of 16 unit staff house which had the bulk of the hospital allocation didn't not commence during the FY. Detailed performance by subprogram is highlighted below.

Lira Referral Hospital Services

The sub-programme is comprised of outputs under inpatient, outpatient, diagnostic, prevention and rehabilitation services. The sub-programme was allocated Ug shs 5.1bn, which was 100% released and 92% spent by 30th June 2018. Very good performance was noted on targets under outpatients and inpatients (100%), prevention and rehabilitation (78%). Fair performance was recorded on diagnostic services achieved (55%), shortages of reagents, breakdown of the complete Blood Count (CBC) machine affected deliverables in the Diagnosis Unit. Detailed performance is indicated in table 8.19.

Lira Rehabilitation Referral Hospital (Project 1004)

The project commenced in July 2015 and expected completion is June 2020. The project is aimed at a 15% improvement in service delivery by 2020. The project was allocated Ug shs 1.4bn, which was 100% released and spent by 30th June 2018. Planned activities under this project included; construction of a 16-unit staff house, rehabilitation of wards, revamping the sewerage system among others.

Rehabilitation works on the OPD were ongoing, the sewerage system was revamped and working well. The contract to undertake works was signed on 14th June 2018. It was awarded to M/s Block Technical Services at a sum of Ug shs 2,740,800,855. The contractor was however paid 30% advance payment Ug shs 622,831,434 in June 2018. Ambe Company Uganda Limited was expected to supervise the works at a sum of Ug shs 190,039,000. They were paid Ug shs 57,110,700. Delays in procurement were noted. Demolitions completed and mobilization was ongoing in July 2018.

The sewerage project was divided into three Lots i) renovation of toilets, ii) water lines, iii) drainage systems. Works on the toilets were contracted to M/s Omegan Jap Enterprises Limited at a sum of Ug shs 58,710,000. Works included overhaul of the toilet system of patients and staff toilets. Works were done in administration building, Information Communication Centre, eye, TB, dental patient toilets. Works started and were completed in May 2018. All functional in various wards and administration. Lot II: Water works were contracted to M/s MAXON Investments Uganda Limited at sum of Ug shs 54,127,190. The scope of works included; overhaul of the water lines for the entire hospitals.

Lot III: Drainage systems. Works were undertaken by M/s GESES Uganda Limited at a sum of Ug shs 96,862,520. Works started in May and were completed in June 2018. All payments under the different lots were made. The intervention had improved service delivery in a number of wards. Delays in award of contract were noted.

Rehabilitations works included; relocation of the generator house, demolition of OPD for Japan International Cooperation Agency (JICA)'s project and renovation of the maternity ward. Relocation works were done by Force Account by the district engineer, at a cost of Ug shs 19 million. Demolition of the OPD was done by Maxon Investments Limited at Ug shs 112 million, and 100% paid. Renovated maternity ward with new ceiling boards, internal and external painting, replacement of internal PVC tiles on floor and building etc. Although, 100% of the sum was paid, works were still ongoing. Other works included renovation of three toilets-Female, children's and male wards at Ug shs 39million.

Under machinery and equipment; installation of automated 10 external compound lights by St. Jude Electrical and Medical Equipment Workshop Limited at a total of Ug shs 103million. These were installed in May 2018. System was offering better lighting and security at the hospital. Detailed performance is indicated table 8.19.

Implementation challenges

- Delays in commencement of planned works due to lack of a procurement officer.
- Failure to account for all allocated funds. The hospital failed to show evidence of expenditures for funds under development and nonwage budget.

Recommendations

- The MFPED should deploy procurement officers in respective entities in a timely manner to avoid delays in commencement of works and achievement of set targets.
- The Office of the Auditor General should undertake a forensic audit on hospital expenditures.

Table 8.19: Performance of Lira Regional Referral Hospital by 30th June 2018

Subprogrammes	Output	Annual Budget (Ug shs)-Mil	Cum. Receipt (Ug shs)-Mil	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
Lira Referral Hospital Services	Inpatient services Provided	64	64	1,100	15,241	3.79	Surpassed target
	Outpatient services provided	50	50	226,000	240,056	2.96	Surpassed target
	Prevention and rehabilitation services provided	30	30	70,600	54,959	1.38	Good performance
	Diagnostic services provided	55	55	151,700	84,125	1.81	Fair performance
Project 1004:Lira Rehabilitation Referral Hospital	Super structure up to roofing level of a 16No. Units Staff house (Phase one of the Construction project) completed.	800	800	100%	0%	0.05	Not achieved
	Revamping of the Sewerage system	488	488	100%	100%	28.93	Achieved
	Machinery and Equipment procured	100	100	100%	0%	0.00	
	OPD and other ward construction and rehabilitation	100	100	100%	50%	2.96	Works were still ongoing
	Programme Performance (Outputs)					**38.92**	
Outcome Performance	**Outcome Indicator**			**Annual Target**	**Achieved**	**Score (%)**	**Remarks**
	% increase in specialized outpatient attendances			20%	15	75	Target Achieved
	% increase in diagnostic investigations carried out			15%	15	100	Target Achieved
Programme Performance (Outcomes)						**88**	

Subprogrammes	Output	Annual Budget (Ug shs)-Mil	Cum. Receipt (Ug shs)-Mil	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
Overall programme performance						57.9	Fair Performance

Source: Lira RRH, IFMS

8.10.12 Vote 173: Mbarara Regional Referral Hospital

The hospital implements four sub-programmes. These are: Mbarara Referral Hospital Services (Sub-programme one); Mbarara Referral Hospital Internal Audit (Sub-programme two); Mbarara Rehabilitation Referral Hospital (Project 1004) and Institutional Support to Mbarara Regional Referral Hospital (Project 1469). The annual monitoring focused on Mbarara Referral Hospital Services (Sub-programme one) and the two development projects.

Performance

Overall, the hospital's performance was very good at 96.3%, the hospital achieved its output targets by 95.8% while the outcomes were achieved by 97%. Inadequate medical supplies, breakdown of the imaging equipment and staff challenges affected service delivery. Detailed performance by subprogram is highlighted below.

Mbarara Referral Hospital Services (Sub-programme one)

The sub-programme is comprised of outputs under inpatient, outpatient, diagnostic, prevention and rehabilitation services. The sub-programme was allocated Ug shs 6.82bn, of which Ug shs 7.16bn (105%) was released and 92% of the release spent by 30th June 2018. Physical performance score on the above services was very good averaging at 87%. However the inpatient services targets performed at 73%. Detailed performance is indicated in table 8.20.

Mbarara Rehabilitation Referral Hospital (Project 1004)

The project commenced in July 2015 and expected completion is June 2020. The project contributes to improved quality, inclusive and accessible services sector outcome through construction and rehabilitation of the health infrastructure.

The project was allocated Ug shs 1,228million, which was 100% released and spent by 30th June 2018. The hospital planned to complete construction of the staff quarters and procure medical equipment. The construction works were completed and the hospital was waiting Certificate of Occupancy from the Municipal Authorities to occupy the building. Medical equipment was procured and included two auto claves, CT scan tube, and control panel for X-ray. Procured theatre linen among others. Detailed project performance is highlighted in table 8.20.

Institutional Support to Mbarara Regional Referral Hospital (Project 1479)

The project commenced in July 2017 and expected to be completed in June 2020. It contributes to improved quality, inclusive and accessible services sector outcome through procurement of specialized medical equipment, furniture and vehicles for the hospital.

The project was allocated Ug shs 750million, which was all released and spent by 30th June 2018. Expenditures were made on hospital rehabilitations and a number of activities were undertaken including construction of the staff canteen which had progressed to 50%, partial payment for procurement of a 30 sitter staff bus, completion of payment for the station wagon procured in FY16/17, relocation of the orthopedic workshop, installation of metallic shelves in the pharmacy, remodeling of the laboratory, procurement of operating theatre bulbs, and repairing of ICU drawer among others. Summarized performance is shown in table 8.20.

Table 8.20: Performance of Mbarara RRH by 30th June 2018

Sub program	Output	Annual Budget (million Ug shs)	Cum. Receipt (million Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
Regional referral services subprogram	Inpatient services	132.15	132.15	29,400	21,324	3.59	There are increases in referrals especially from the refugee camp.
	Outpatient services	316.6	316.6	165,900	143,083	10.23	Target not achieved due to improvement of service delivery at the lower level facilities.
	Diagnostic services	123.73	123.73	105,760	101,103	4.43	Targets not achieved due to the breakdown of the CT scan and the X-ray.
	Immunization Services	40.92	40.92	15,424	13,775	1.37	Immunization outreaches were affected by weather.
	Prevention and rehabilitation services	77.644	77.644	31,877	29,199	2.66	Target was not achieved.
Rehabilitation of regional referral hospitals	staff quarters completed	928	928	100%	100%	34.77	The staff quarters were completed and waiting for certificate of occupancy from the municipal authorities.
	Medical equipment purchased	300	300	100%	100%	11.24	The hospital procured autoclaves, control panel for the x-ray and the CT scan tubes.
Institutional Support to Mbarara Regional Hospital	Hospital rehabilitated	350	350	21	20	12.49	Substantially achieved.

Sub program	Output	Annual Budget (million Ug shs)	Cum. Receipt (million Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
	Purchase of Motor vehicles and other transport equipment	400	400	2	2	14.99	The hospital made part payment for the director's car and also part payment for the hospital bus.
	Programme Performance (Outputs)					**95.77**	**This was very good performance**
	Outcome Indicator			**Annual Target**	**Achieved**	**Score (%)**	**Remark**
	% increase in diagnostic investigations carried			5	39.7	100	The hospital surpassed its outcome targets.
	BOR			85	83	98	The hospital surpassed its outcome targets.
	Overall Programme Performance					96.3	This was very good performance.

Source: Field findings

Left: Congested maternity ward, and right completed staff quarters at Mbarara RRH

Challenges

- Constrained service delivery due increased need for medical services. This was attributed to increased referrals in, non-communicable diseases and general demand for services. Although, the hospital was staffed up to 82%, health workers were over worked with many demotivated.
- Increased cost of hospital maintenance due to introduction of isolation wards for hemorrhagic fevers. The oxygen plant capacity required an upgrade to enable piping of oxygen to wards. However, costs were too high and could not be afforded by the hospital.
- Breakdown of equipment especially the X-ray and CT scan, frequent repairs were expensive and unsustainable.
- Stock outs of medicines and other supplies like gloves and jik. This was attributed to budgetary limitations.
- Persistent power blackout leading to continuous use of generators amidst increasing fuel prices

Recommendation

- The MoPS and MoH should fast-track the revision of the staff structure in the health sector to enable recruitment of the much needed staff.

8.10.13 Vote 174: Mubende Regional Referral Hospital

The hospital implements four sub-programmes. These are: Mubende Referral Hospital Services (Sub-programme one) Mubende Referral Hospital Internal Audit (Sub-programme two); Mubende Rehabilitation Referral Hospital (Project 1004) and Institutional Support to Mubende Regional Referral Hospital (Project 1469). The annual monitoring focused on Mubende Referral Hospital Services (Sub-programme one) and the two development projects.

Performance

Overall, the hospital's performance was fair at 61.8%, the hospital achieved its output targets by 80.4% while the outcomes were achieved by 27%. This indicated a weak link between outputs and outcomes. Inadequate medical supplies, breakdown of the imaging equipment and staff challenges affected service delivery. Detailed performance by subprogram is highlighted below.

Mubende Referral Hospital Services (Sub-programme one)

The sub-programme is comprised of outputs under Inpatient, outpatient, Diagnostic, Prevention and rehabilitation services. The sub-programme was allocated Ug shs 5.51bn, of which Ug shs 5.54bn (100.5%) was released and 81% spent by 30th June 2018. The average physical performance score on the above services was very good at 84%. However the outpatient services targets performed fairly at 63.3% while immunization and prevention services achieved all their set output targets. Detailed performance is indicated in table 8.21.

Mubende Rehabilitation Referral Hospital (Project 1004)

The current phase of the project commenced in July 2015 and expected to be completed in June 2020. The project contributes to improved quality, inclusive and accessible services sector outcome through construction and rehabilitation of the health infrastructure. Construction of the Pediatric and Surgical Building was prioritized in FY 2017/18.

The project was allocated Ug shs 675million, which was 100% released and spent by 30th June 2018. All funds were used to pay outstanding payment to ACE Consult Limited. No construction works took place during the FY. The project started in the previous phase in June 2014 but due to inadequate funding, it is still incomplete and achieved only 65% of the planned works. Detailed project performance is highlighted in table 8.21.

Institutional Support to Mubende Regional Referral Hospital (Project 1482)

The project commenced in July 2017 and expected to be completed in June 2020. It contributes to improved quality, inclusive and accessible services sector outcome through procurement of specialized medical equipment, furniture and transport equipment for the hospital.

The project was allocated Ug shs 385million, all of which was released and Ug shs 383million spent by 30th June 2018. Expenditures were made on procurement of a station wagon for the director and procurement of assorted medical equipment. Detailed performance is shown in table 8.21.

Table 8.21: Performance of Mubende RRH by 30th June 2018

Output	Annual Budget (million Ug shs)	Cum. Receipt (million Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
Construction of the Paediatrics and surgical building	675	675	100%	65%	26.44	The hospital paid arrears for previous works; no works were undertaken in the FY 2017/18. Cumulatively 65% of the civil works had been completed.
Station Wagon Procured	300	300	1.00	1.00	18.08	The vehicle was procured from Toyota Uganda limited at a cost of Ug shs 298.4 million.
Assorted Medical Equipment Procured	85	85	100%	100%	5.12	Assorted medical equipment including trollies, Laparotomy set, Fatal scope, chettel forceps, patient screens, orthopaedic heart belt, and anaesthetic stool among others were procured
Inpatient services	241	241.61	16,600	14,216	12.47	The target was affected by the doctor's strike during quarter two.
Outpatient services	106	106.18	152,000	96,186	4.05	The target was wrong, although was also affected by the health workers strike.

Output	Annual Budget (million Ug shs)	Cum. Receipt (million Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
Diagnostic services	55	55.293	109,200	80,178	2.45	Stock out of chemical reagents during the FY like the chemistry reagents for the automated tests, reagents for producing X- films, stock out of x-ray films, absence of a radiologist in the facility etc. affected the targets
Immunization services	46	46.044	28,000	33,629	2.78	Achieved the targets for static immunization but not overall target which was affected by staffing and the lack of transport to the outreach posts.
Prevention and rehabilitation services	150	150.112	38,274	48,133	9.05	Improved client responsiveness, through death audits, minimizing extortions from patients, support supervision and improvement in staffing levels.
Programme Performance (Outputs)					**80.43**	**This was good performance**
Outcome Indicator	**Annual Target (%)**	**Achieved (%)**	**Score (%)**	**0**	**Outcome Performance (%)**	**Remarks**
Percentage increase in diagnostic investigations carried	5	286	5720	100	100	This was very good outcome performance.
Percentage increase of specialised clinics outpatients attendances	5	-33.2	-664	-664	-100	The performance declined from the previous financial year.
Average Outcome performance	0	0	0	0	27.06	This was poor performance.
Overall Programme Performance					**61.75**	**This was fair performance**

Source: Field findings

8.10.14 Vote 175: Moroto Regional Referral Hospital

The hospital implements five sub-programmes. These are: Moroto Referral Hospital Services (Sub-programme one) Moroto Referral Hospital Internal Audit (Sub-programme two); Moroto Regional Maintenance (Sub-programme three); Moroto Rehabilitation Referral Hospital (Project 1004) and Institutional Support to Moroto Regional Referral Hospital (Project 1472).

The annual monitoring focused on Moroto Referral Hospital Services (Sub-programme one) and the two development projects.

Performance

The hospital was allocated Ug shs 5,585,809,079 during FY 2017/18. A total of Ug shs 5,585,809,039 (99.9%) was released, and Ug shs 4,264,662,683 (76.3%) spent by 30th June 2018. The performance was fair at 79% of the annual targets. Detailed performance by subprogram is highlighted below.

Moroto Referral Hospital Services

The sub-programme is comprised of outputs under inpatient, outpatient, diagnostic, prevention and rehabilitation services. The sub-programme was allocated Ug shs 4.09bn, of which 99.9% was released and 66.7% spent by 30th June 2018 and the targets on the services achieved by 61.9%. It underperformed by 80% on outpatient attendances, 0% for inpatients, 62% for immunizations and 50% on diagnostic investigations detailed performance is indicated in table 8.22.

Some of the procured equipment at Moroto RRH

Moroto Rehabilitation Referral Hospital (Project 1004)

The project commenced in July 2010 and expected completion is June 2020. The main project objective is to provide comprehensive, super specialized health service, conduct tertiary health training, research and contribute to health policy and planning. The project was allocated Ug shs 1.2bn, which was 100% released and spent by 30th June 2018.

Performance was poor at 35%. Construction of the staff house had commenced and was awarded to M/s Musuuza Building Contractors at Ug shs 2.494bn. A total of Ug shs 1.2bn was paid to the contractor.

Rehabilitation of the maternity ward was not undertaken, assessment by the consultant recommended demolition and re-construction of a new maternity ward. Part of the funds meant for the rehabilitation works on the maternity wards were reallocated to development of BoQs of the new maternity ward. These were completed and submitted. The new maternity ward was expected to cost a total of Ug shs 2bn.

Institutional Support to Moroto Regional Referral Hospital (Project 1478)

The project commenced in July 2017 and expected completion was June 2020. Its main objective is to strengthen mechanisms for quality efficient service delivery in order to contribute to reduction in mortality and morbidity in North Eastern Uganda. The project was allocated a total of Ug shs 281million, which was 100% released and 98% spent by 30th June 2018. Expenditures were on purchase of medical equipment and office and residential furniture.

Table 8.22: Performance of Moroto Regional Referral Hospital by 30th June 2018

Subprogramme	Output	Annual Budget (Ug shs) (Million)	Cum. Receipt (Ug shs) (Million)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
Moroto Referral Hospital Services	Outpatient services provided	582	582	75,000	61,353	8.53	Target not achieved
	Inpatient services provided	289	289	14,557	6,294	2.24	Target not achieved
	Immunization services provided	81	81	21,033	13,117	0.91	Target not achieved
	Diagnostic services provided	3,144	3,144	103,893	89,956	48.75	Target not achieved
Moroto Rehabilitation Referral Hospital Institutional Support to Moroto RRH	Maternity ward construction and rehabilitation	200	200	100%	0.00	0.00	Designs and BoQs for remodelling the maternity ward were developed by M/s Plantek Consults at Ug shs 25,304,804. The consultant tested the existing structure ward and recommended demolition and construction of a new maternity ward that was valued at Ug shs 2bn. Ug shs 159,945,431 was paid to M/s Musuuza Building contractors for the on-going construction of the staff houses. Ug shs 14 million was paid to Glotech for renovation of the existing structure to establish a private wing that was not in existence at the hospital.

Subprogramme	Output	Annual Budget (Ug shs) (Million)	Cum. Receipt (Ug shs) (Million)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
	Staff House construction and rehabilitation	1,000	1,000	40%	20%	8.95	The contract for works was awarded to M/s Musuuza Building Contractors at Ug shs 2.494bn. The scope of works was completion of the ground floor slab. However, works were behind schedule due to challenges like rains, porous soils that required a deeper foundation than planned and delayed release of funds to the hospital. Works started on 7th February 2018 and expected to be completed by February 2020.
	Purchase of Office and Residential Furniture and Fittings	88	88	100%	100%	1.58	The contract was awarded to M/s Global Media Connections Ltd to supply two conference tables, 14 high-back fabric chairs, 50 high-back fixed chairs, 15 high-back leather chairs, 14 office tables, five benches, and two high stools. These were all in use in the board room, laboratory and some in the administration offices.
	Purchase of Medical Equipment	200	200	100%	100%	3.58	M/s Crown Health Care supplied the medical equipment including patient monitors and screens, drums, BP machines, autoclaves, trolleys, delivery beds amongst others. Some of the equipment was in use and the other not waiting to be engraved.
	Programme Performance (Outputs)					**74.54**	
Outcome Performance	**Outcome Indicator**			**Annual Target**	**Achieved**	**Score (%)**	**Remarks**
	Percentage increase of specialised outpatients attendances			20	67	100	Over performed by 10,694 attendances.
	Percentage increase of diagnostic investigations carried			20	15	75	Good performance

Subprogramme	Output	Annual Budget (Ug shs) (Million)	Cum. Receipt (Ug shs) (Million)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
	Programme Performance (Outcomes)					88	
	Overall Programme Performance					**79.1**	**Good performance**

Source: Field findings

8.10.15 Vote 176: China-Uganda Friendship Referral Hospital (Naguru)

The hospital implements four sub-programmes. These are: Naguru Referral Hospital Services (Sub-programme one) Naguru Referral Hospital Internal Audit (Sub-programme two); Naguru Rehabilitation Referral Hospital (Project 1004) and Institutional Support to Naguru Regional Referral Hospital (Project 1469). The annual monitoring focused on Naguru Referral Hospital Services (Sub-programme one) and the two development projects.

Performance

Overall performance of China Uganda Friendship Hospital was 76.7%. The hospital achieved all its set output targets however it performed poorly on the achievement of the outcome targets. Outcome targets were achieved by 33%. The major challenges that were experienced during the FY included, delayed recruitment processes, high utility costs, delayed clearance of donated items by NDA, inadequate medicines and medical supplies. Detailed performance by sub program is highlighted below.

Naguru Referral Hospital Services (Sub-programme one)

The sub-programme is comprised of outputs under inpatient, outpatient, diagnostic, prevention and rehabilitation services. The sub-programme was allocated Ug shs 6.3bn, which was all released and Ug shs 5.28bn (83.4%). Physical performance was very good as all the set output targets were achieved. Detailed performance of the sub-programme is illustrated in table 8.23.

Naguru Rehabilitation Referral Hospital (Project 1004)

The project commenced in July 2015 and expected completion is June 2020. The project contributes to improved quality, inclusive and accessible services sector outcome through construction and rehabilitation of health infrastructure.

The project was allocated Ug shs 574 million, which was all released and spent by end of the FY. The major outputs implemented here included staff house construction which was contracted to Happiness Enterprises Limited at a sum of Ug shs 495.674million. Others included OPD and other ward construction, theatre construction and rehabilitation. All the planned outputs under the sub-programme were achieved by end of the FY. Detailed project performance is highlighted in table 8.23.

Institutional Support to Naguru Regional Referral Hospital (Project 1479)

The project commenced in July 2017 and expected completion is June 2020. It contributes to improved quality, inclusive and accessible services sector outcome through procurement of specialized medical equipment, furniture and vehicles for the hospital.

The project was allocated Ug shs 411.56million which was all released and spent by 30th June 2018. Expenditure was made mainly on; purchase of specialized machinery and equipment, office and residential furniture and fittings, and medical equipment. These were procured and were in use by 30th June 2018 detailed performance is show in table 8.23.

Table 8.23: Performance of China-Uganda Friendship Hospital FY 2017/18

Output	Annual Budget (million Ug shs)	Cum. Receipt (million Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
Staff houses construction and rehabilitation	444	444	0.27	0.27	33.78	The first phase of the staff house construction was completed.
OPD and other ward construction and rehabilitation	52	52	6.00	6.00	3.96	Rehabilitation of the theatre and OPD was undertaken, the works involved fixing of taps, electrical systems, floor tiles and the terrazzo.
Theatre construction and rehabilitation	30	30	1.00	1.00	2.28	Renovation of the theatre was undertaken, these included fixing of worktops, improving on the flushing systems, wall cabinets, and extension of the rear area in the theatre, and broken tiles were replaced with terrazzo.
Government buildings and administrative infrastructure (shelter for the generator)	10	10	1.00	1.00	0.76	The shelter was constructed and was in use.
Staff houses construction and rehabilitation (Retention)	38	38	1.00	1.00	2.89	Retention for the staff house was paid.
Purchase of specialised machinery and equipment	104	104	1.00	1.00	7.94	Machinery and equipment procured included; tools and test kit, plumbing tool, mechanical tool kit, electrical tool kit, refrigeration tools, and assorted engineering tools.

Output	Annual Budget (million Ug shs)	Cum. Receipt (million Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
Purchase of office and residential furniture and fittings	69	69	1.00	1.00	5.25	Assorted furniture including, office chairs and tables, visitors waiting chairs, pallets among others were procured installed and in use.
Purchase of medical equipment	168	168	1.00	1.00	12.79	Medical equipment for theatre, maternity physiotherapy unit among others were procured.
Purchase of office and ICT equipment ,including soft ware	70	70	1.00	1.00	5.33	ICT equipment was procured and installed, Installation of the CCTV was not complete, it was waiting for the completion of the cable installations.
Inpatient services	175	175	19,529	23,451	13.31	The caesarean cases more than doubled.
Outpatient services	16	16	150,707	300,888	1.22	There was an increase in the number of the specialised clinic attendances.
Diagnostic services	55.4	55.4	150,707	300,888	4.21	There was an increase in the number of laboratory tests carried out; however, there was a reduction in the number of x-rays conducted due to lack of X-ray films.
Immunisation Services	6	6	10,000	25,131	0.46	Improved performance due to improvement in the services offered to clients, health education and the availability of vaccines.
Prevention and rehabilitation services	76.443	76.443	106,398	125,542	5.82	Improvement in quality of service delivery Strengthening of staff attendance to duty, performance feedback and provision of required supplies
Programme Performance (Outputs)					**100.00**	
Outcome Indicator			**Annual Target**	**Achieved**	**Score (%)**	**Remarks**

Output			Annual Budget (million Ug shs)	Cum. Receipt (million Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
			Annual Target (%)	Achieved (%)	Outcome Performance (%)	
Percentage increase in diagnostic investigation carried out			5	-42	-100	The hospital underperformed compared to the 2016/17 targets.
Percentage increase of specialises clinics outpatients attendances			10	58.4	100	The set targets were achieved.
Bed occupancy rate			85	149	100	
Programme Performance (Outcomes)					**33**	**The outcome targets under performed**
Overall Programme Performance					**76.7**	**This was good performance**

Challenges to service delivery

- Delayed recruitment process and poor absorption of the wage bill affecting service delivery.
- High utility costs; the cost of making oxygen was too high yet the hospital is required to supply it to other facilities like Kawempe and Kirruddu hospitals at no cost.
- Delayed clearances for donated items from China by the National Drug Authority (NDA)
- Inadequate medical supplies: continued increase of the cost of medicines from NMS. This led less quantities of drugs attained from allocated budgets.
- Frequent breakdown of equipment coupled with inadequate capacity of the MoH regional workshop to maintain equipment in a timely manner constraining service delivery.

Recommendations

- There is need to establish regional maintenance workshops at all regional referral hospitals where they are non-existent. The capacity of regional maintenance workshops should be enhanced by MoH. Among others include recruitment of biomedical engineers to be part of the team.
- The MoH, Health Service Commission (HSC) and MoPS should adhere to the recruitment timelines and ensure that planned recruitment are completed and staff in post before the end of the FY. Accounting Officers who flout timelines should be apprehended.
- The NDA should expedite the process of clearing medicines that were donated from China.

8.11: 501-850 Local Governments: Primary Health Care (PHC)

Background

The programme contributes to inclusive and quality healthcare services (sector outcome) through improvement of quality health care and patient safety. Its main objective is to offer quality primary care health services to the people of Uganda. Local governments were allocated Conditional grants and Transitional Development Grant.

During FY 2017/18, annual monitoring focused on 28 LGs that benefited from PHC Transitional Development Grant- Health Development (Sub-programme 1385). These were: Apac, Bududa, Bundibugyo, Butambala, Ibanda, Kabale, Kabarole, Kagadi, Kamwenge, Kanungu, Katakwi, Kibaale, Kiboga, Kibuku, Kumi, Kyenjojo, Kyotera, Luwero, Lyantonde, Maracha, Masindi, Mpigi, Mukono, Oyam, Palisa, Tororo, Wakiso and Yumbe. Detailed performance is highlighted below.

8.11.1 Health Development (Sub-Programme 1385)

The main objective of the sub-programme is to improve quality of health facility infrastructure in all districts. Emphasis was on put on minor repairs, rehabilitation, maintenance, and painting of general hospitals and HCIVs. The sub-programme was allocated Ug shs 9.4bn which was 100% released and Ug shs 8bn spent by 30th June 2018. Sub-programme achieved 76% of the set targets with slight improvements in the set outcome indicators.

Districts that achieved their targets were: Bundibugyo, Kabale, Luwero, Kibuku Kamwenge among others. Fair performers were Apac, Ibanda, Mukono and Katakwi. Poorly performing LGs included Kyenjojo, Ibanda and Entebbe Municipality. The quality of works were poor at the newly constructed mortuary and toilets while Entebbe Grade A. hospital did not absorb Ug shs 262,676,040 by the end of the FY. This was partly attributed to the delay in communication (received on 26th March 2018) from the MoH on the utilization plan for the funds.

The renovations led to improved general out look of various general hospitals translating into improved facility deliveries. These had improved from 36% in 2014/15 to 46% in 2017 in Apac General Hospital. Staff retention in Pallisa General Hospitals " *transfer of health workers to the general hospital used to be a night mare, the hospital had a bad smell, sewerage system was not working, the environment was not conducive and many health workers preferred to be transferred out, while transfers to the hospital were problematic," DHO Pallisa.* Detailed performance by district is highlighted on table 8.24.

Table 8.24: Performance of Health Development Sub-Programme by 30th June 2018

Subprogrammes	Output	Annual Budget (Ug shs)-Mil	Cum. Receipt (Ug shs)-Mil	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
Health Development	Female, Pead ward Rehabilitated at Bundibugyo District Hospital	300	300	100	100	3	Physical progress was 100% against 95% financial progress. Beneficiaries were satisfied with the works done.
	Water pump and Maternity ward rehabilitation at Butambala District	300	300	100	96	3	Physical progress was 96% against 99% financial progress. The water was rehabilitated and functional. The works in the maternity were also of fair quality.
	Chain Link, Master plan developed for Entebbe Grade A at Entebbe Municipal Council, Grade A Hospital	500	500	100	75	4	Physical progress was at 75% against 47% financial progress. The chain link was completed, while the detailed designs for Entebbe Grade A and master plan had not been completed.
	Maternity wards, Mortuary and Pit latrine constructed at Ishongoro HCIV at Ibanda District Hospital	300	300	100	55	2	Physical progress was at 55% against 89% financial progress. The civil works for the mortuary and pit latrine were of very poor quality. Many cracks had developed in the floor. The mortuary also faced design inadequacies as it lacked vital components like the postmortem table. The plumbing or water works were excluded from the BoQs for the maternity ward allegedly due to inadequate funding. This leads to financial loss as water is critical in the maternity ward and remodeling is eminent to include the water works. The outstanding works in the first phase included; shuttering works, terrazo, final electrical fittings and final finishes.
	Maternity Ward at Kakomo HCIII constructed at Kabale District	200	200	100	98	2	Physical progress was 98% against 99% financial progress. The maternity ward however still requires funding for the final fittings and equipment as Kakomo HCIV is upgraded to HCIV.

Subprogrammes	Output	Annual Budget (Ug shs)- Mil	Cum. Receipt (Ug shs)- Mil	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
	Maternity wards at Kabarole District NGO Hospital	300	300	100	100	3	Physical progress was 87% against 80% financial progress. The quality of work was fair. The works at the ground floor were in advanced stages and it was planned that the hospital would utilize the facility in phased manner starting with the completed sections.
	Hospital Gate, Fence, and Wards rehabilitated at Kagadi District Hospital	300	300	100	95	3	Project was at 95% physical progress against 98% financial progress. The works were of fair quality. The renovations of the washrooms were complete and the fencing in advanced stages. As result of the fencing, the security was enhanced as entry into the hospital is now controlled.
	Staff Houses, Patient Shade, Kitchen, at Rukunyu HCIV constructed at Kamwenge District	200	200	100	100	2	Physical progress was 100% against 100% financial progress. The works were complete. As result of project, the patient's welfare was enhanced, as they were able to prepare meals. The staff quarters also helped in addressing the absenteeism, late arrivals and early departures.
	Kambuga Hospital Rehabilitated at Kanungu District	300	300	100	80	3	Physical progress was 80% against 62% financial progress. The works were in advanced stages. The pending works were final electrical replacements, door locks. The contractor who completed substandard works in FY2016/17 was again the best-evaluated bidder.
	HCIV Bathrooms at Maisuka HCIII at Kibaale District	272	272	100	80	2	The project was behind schedule at physical progress of 80% against 99% financial progress. General ward at Kibale HCIV was in advanced stages at 85% pending final plumbing fittings, terrazzo works and shutters, while the mortuary was at 75% pending final painting works. The bathrooms at Maisuka HCIII were complete. The works were of fair quality.
	OPD and Wards at Kiboga District	400	400	100	80	3	Physical progress was 80% against 100% financial performance.

Subprogrammes	Output	Annual Budget (Ug shs)-Mil	Cum. Receipt (Ug shs)-Mil	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
	Hospital						Replacement of windows, unblocking of toilets, fitting of the door locks, blocking of leakages on the roof had been completed. Leakages on the roof remained in a few sections. Water tanks and plumbing materials for solar water tanks had been procured. The planned works were all not executed due to inadequate planning and budgeting.
	Gate constructed, Complex consisting of ART clinic, Dental and Administration block constructed at Kyenjojo District Hospital	300	300	100	45	1	The Partner Baylor Uganda Ltd was managing the procurement for Ug shs 1.686bn project (ART Clinic, Dental and Administration block). The GoU was expected to counter-fund the same project with Ug shs 300 million in FY2017/18. The project was contracted to CK Associates and works commenced on 5th February 2018. Physical progress was at 45% against 100% funds transfer to Baylor. The ART clinic and Administration block were progressing well and the quality of work was good.
	Kalisizo Hospital Rehabilitated- Mortuary constructed, Painting works Kalisizo Hospital Rehabilitated in Kyotera District	300	300	100	98	3	Physical progress was 98% against 95% financial progress. Painting works were complete for the MCH units, toilets completed and in use, 5 out of 8 staff houses were rehabilitated. The hospital however lack functional placenta pit and an emergency construction had commenced with district funding. The completed works were of fair quality.
	Luwero/Kasana HCIV at Luwero District	300	300	100	100	3	The fourth phase was contracted to Dala Ware 'U' Ltd at contract sum of Ug shs 445,054,747. Physical progress of the fourth phase was 70% against 98% financial progress. The building is far from completion amidst the floor cases and high volumes of patients. The MoH should prioritize funding to the district to enable timely completion of the works.

Subprogrammes	Output	Annual Budget (Ug shs)-Mil	Cum. Receipt (Ug shs)-Mil	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
	OPD block completed, theatre, Administration block, Placenta pit constructed at Lyantonde District	500	500	100	98	5	Physical progress was 98% against financial progress of 100%. All funds were disbursed including retention to the contractor upon receipt of the bank guarantee. The quality of works were fair with some cracking floors in the administration block. The completion of the theater had improved the working environment despite the absence equipment and use of very old and rusty equipment such as drip stands, oxygen carriers and malfunctioned theater lights. Some funds were used to repair a pick up which works in place for ambulances and it improved referrals.
	Rehabilitation of a Female ward, Retention paid for the previous works at Masindi District	200	200	100	90	2	Physical progress was at 95% against 100% financial progress. The district however did not spend Ug shs 33million up from Ug shs 31 million. Retention was paid while painting; replacement of glasses, tiles was completed. The quality of works was fair.
	Mpigi Health Centre IV rehabilitated at Mpigi District	500	500	100	77	4	Physical progress was 77% against 100% financial progress. The operating theater was at 55%. The roofing was ongoing by 12th July 2018, while the surveys, site mapping, and architectural designs for the Outpatient Department had been completed. The Environment Impact Assessment Report, Inception report, and the detailed topographic survey and boundary wall opening was completed.
	Maternity ward constructed at Maracha HCIV (PhaseI), Furniture and fittings for the new OPD procured, Retention for the completed works	200	200	100	90	2	Physical progress was 70%. Phase I works were done by Bomak Construction Limited at a sum of Ug shs 108million. Contract was signed towards the end of FY 2017/18 (May 2018) for one month-June 2018. The structure was at roofing level awaiting delivery and installation of iron sheets and external shutters. Other works like floor, plastering, painting, internal and general finishes were

Subprogrammes	Output	Annual Budget (Ug shs)-Mil	Cum. Receipt (Ug shs)-Mil	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
	in previous Fys, Placenta pit at Ajikoro completed at Maracha District						planned under phase II. All furniture planned was procured. Retention and other outstanding certificates from previous FYs were paid.
	New OPD Constructed at Mukono District	300	300	100	66	2	Physical progress was 66% against 0% financial progress. The concrete slab was cast and as at 13th August 2018, the contractor was awaiting the concrete test results before walling commences. The project was behind schedule and the contractor requested for time extension of 60 days.
	New OPD at Yumbe HCIV constructed, Master Plan for Ariwa HCIV developed, Retention paid for completed works, and Capacity building of staff	298	298	100	84	3	Contract was signed on 30th January 2017 and expected to end by May 2018. This was not achieved. The structure was at roofing level. Delays in project implementation were noted. A master plan for Ariwa HCIV was done and approved by the district. Payment of outstanding retentions from previous FYs was done. Two nursing officers were trained in ENT with a diploma in Ophthalmology and anesthesia respectively.
	Construction of an X-ray unit and procurement of an x-ray machine at Anyeke HCIVat Oyam district	300	300	100	90	3	M/s Roovaco (U) Limited completed the works. The works started on 6th March 2018 and expected to be completed by 25th June 2018. By 30th June, works were still ongoing, however by 16th July 2018, pending works included general finishes, glassing, final coat of paint and handover.
	Construction of a modern laboratory, theater, mortuary, two VIP latrines and renovation of the OPD at Apac district	900	900	100	90	9	By 17 July 2018, OPD was at 70%, while the laboratory was at 80%. Works were ongoing at the OPD, laboratory and mortuary. Body fridge was supplied and tested on 18/7/2018. However, there was a variation of Ug shs 17million over and above the contract sum. The body fridge was under budgeted and the contractor requested for additional funds which were granted. Construction of two-five

Subprogrammes	Output	Annual Budget (Ug shs)-Mil	Cum. Receipt (Ug shs)-Mil	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
							stance drainable toilets was completed.
	Rehabilitation of a OPD and procurement of the solar system at Palisa District	350	350	100	50	2	Renovation of the OPD was 95% complete and pending final ceiling painting, plumbing and water works plus fixing of sockets. Installation of solar system was done by M/s New Sun Solar Systems were also completed in June 2018. No payments done on solar installations.
	Atutur GH renovated (phase III) at Kumi GH Project	200	200	100	95	2	M/s Manjiya Boys (U) Ltd at a contract sum of Ug shs 189,956,005 of which Ug shs 167,982,932 had been paid for works including renovation of the driver's quarters, nurses quarters block D, drainage works, and walk ways. Works were done and were of good quality. Works started on 2nd February 2018 and ended 2nd June 2018.
	A drug store constructed at Kibuku District headquarters	300	300	100	95	3	All works were complete but the structures were awaiting commissioning for use.
	Antenatal block remodeled into administration block, rehabilitation of the store, installation of solar at Bududa General Hospital	300	300	100	90	3	Works were 95% complete and pending completion of the laundry extension only.
	Katakwi GH Renovated	300	300	100	70	2	Renovation works for the OPD, store, maternity ward, and female ward were implemented by M/s Bedi`jo Uganda Ltd. The OPD was abandoned at 70% completion level. The female ward was in use and the other structures were awaiting commissioning for use. Other works were; construction of pit latrines, patients waiting shed, washing slab, and

Subprogrammes	Output	Annual Budget (Ug shs)-Mil	Cum. Receipt (Ug shs)-Mil	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
							patients kitchen. Kitchen lacked chimney openings for safe cooking. Delays in project implementation were noted.
	Male ward constructed at Tororo General Hospital	500	500	100	80	4	Physical progress was 80% against 99% financial progress. The sub and super structure were completed and final finishes were due to completion.
Programme Performance (Outputs)						**80.77**	
Outcome Indicator				**Annual Target**	**Achieved**	**Score (%)**	**Remarks**
	Under-five mortality rate per 1000			53	22.4	42	Good performance
	Maternal mortality per 100000			363	103.8	100	Good performance 103.8
	Programme Performance (Outcomes)					63	
	Overall Programme Performance					**76.6**	

Source: Field Findings

Implementation challenges

- Heath facilities lack land titles and this in part affects the development of master plans for the facilities.
- Faulty solar systems in spite of the allocation for maintenance to MoH affects service delivery especially for the mothers. At Kakuka HCIII, Kisuba HCIII, and Bukangama HCIII's solar system in Bundibugyo were not functioning well.
- Mismatch in supplies. Kisuba HCIII that was upgraded nine (9) years ago still receives medicines for HCII thus affecting service delivery.
- Inadequate accommodation for staff, partly leading to late arrivals and early departures.
- The imaging equipment was non-functional. X-ray equipment not functional for the last five years for facilities such as Kagadi Hospital.
- The regional maintenance workshops have limited capacity to repair majority of medical equipment such as CD4, Hematology, and Radiology, dental. The items donated by development partners sometimes go to waste once they develop any fault.

Conclusion

Performance of the health infrastructure and equipment programme performance was good (76%). Output performance was better than outcome achievement. Construction and rehabilitation of health facilities buildings largely performed well. The achievement of programme outcomes continue to be constrained by the absence functional diagnostic equipment in the health facilities.

Recommendations

- The MoH should ensure availability of all complementary resources for achievement of sector and programme outcomes.
- The MoH Health Infrastructure Division should liaise with the Districts Land Boards, and Ministry of Lands, Housing and Urban Development (MLHUD) to secure the land titles for all the health facilities.
- The MoH should guide health facilities develop master plans.

8.12: Vote 304: Uganda Virus Research Institute (UVRI)

The institute implements four sub-programmes. These are: headquarters, health research services, internal audit, institutional support to UVRI, and UVRI infrastructure development. These subprograms contribute towards competitive centers of excellence through conducting scientific investigations on viral and other diseases for prevention, policy and capacity development.

The annual monitoring focused on, health research services, institutional support to UVRI, and UVRI infrastructure development.

Performance

Overall performance of UVRI programme was fair at 62%; the institutes achieved most of the set output targets by 95%, however outcome indicators scored zero. Detailed performance by sub-programme is highlighted below.

Health Research Services Sub-programme

The sub-programme is comprised of outputs. These are; Emerging and Remerging Disease Research; Ecology/Zoology Research; Immunology Research; Arbovirology Research; General Virology Research, Entomology Research; Epidemiology and Data Management Research.

The sub-program was allocated Ug shs 130 million, which was all released and spent by end of the FY. Physical performance of outputs was good averaging at 90% achievement of the set targets. Immunology and General Virology Research was achieved at 100%; Entomology research was achieved fairly at 61% while Arbovirology, Emerging and Remerging Disease Research performed poorly at 40%. Detailed performance of the sub-programme is illustrated in table 8.24.

Institutional Support to UVRI (Project 1437)

The project commenced in July 2017 and expected completion is June 2020. The project was allocated Ug shs 150 million which was all released and spent by end of the FY 2017/18. The major outputs implemented here included; tiling of the director's office, procurement of office furniture and ICT equipment. All the planned outputs under the sub-programme were achieved by end of the FY. Detailed project performance is highlighted in table 8.24.

UVRI Infrastructure Development (Project 1442)

The project commenced in July 2017 and expected completion is June 2020. The project was allocated Ug shs 250 million which was 100% was released and spent by 30th June 2018. Expenditure was made on rehabilitation of three staff houses by removing the asbestos roofs and replacing them with iron sheets. Rehabilitation was completed and facilities were already in use. Detailed performance is show in table 8.24.

Table 8.24: Performance of UVRI by 30th June 2018

Output	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
Arbovirology, Emerging and Remerging Disease Research	22	18	3	1	1.688	Mosquito surveillance in Lira and Kitgum was carried out. Surveillance of Rift Valley Fever in Kiboga, Mityana and Kiruhura undertaken. Diagnostic activities to confirm disease outbreaks were also carried out.
Ecology / Zoology Research	22	19	1	1	4.143	The institute carried out Acute Fibri illness studies in Arua and Kasese districts. Samples for the different Arboviruses were tested.
Immunology Research	22	18	3	3	4.143	Technical audits were carried out on the field sites and traced individuals infected, collected samples from them for future studies.
General Virology Research	22	18	4	4	4.143	A total of 9,361 ANC samples were tested, confirmed and supported response to measles outbreaks. The Institute carried out training for 78 officers drawn from various hospital laboratories.

Output	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
Entomology Research	22	18	4	2	2.532	The Institute carried out insecticide resistance profiles in the cattle corridor; mapped Zika vector profiles around Entebbe.
Epidemiology and Data Management Research	21	17	3	2	3.257	Epidemiological research in Rakai and Masaka district were carried out.
Purchase of Office and Residential Furniture and Fittings	23	15	2	2	28.249	The director's office was retiled, curtain blinds put in, procured furniture such as cabinet, office chairs and computer/ICT equipment.
Government Buildings and Administrative Infrastructure	250	250	3	3	47.081	Three staff houses were renovated BY removing asbestos roof and replacing them with iron sheets.
Performance of the programme outputs					**95.236**	**This was very good performance**
Outcome Performance Analysis						
Outcome Indicator		**Annual Target (%)**	**Achieved (%)**	**Score (%)**	**caped score**	**Outcome Performance (%)**
Proportion of informed research policy and guidelines undertaken		70	0	0	0.000	0.000
Proportion of research planned activities undertaken		85	0	0	0.000	
Overall program performance						**61.90**

Source: Field findings

Challenges

- High utility costs specifically electricity to run heavy duty machinery and equipment donated by development partners.
- Inadequate staffing for the Institute Research Clinic HCII.

Recommendation

- The MoH and UVRI should explore more funding options to ensure that the institute continues operations upon exit of various development partners.

8.13: Overall Sector Performance

The sector performance was fair at 64%. Achievement of sector-planned outputs was generally better (81%) than outcome achievements. Good performing programmes in relation to outcomes included Clinical and Public Health under MoH. Performance was attributed to vigilance and rigorous surveillance efforts, support from development partners, and timely availability of resources. Fair performers were Health Infrastructure and Equipment; Heart Services; Pharmaceutical and Other Supplies Programme; Safe Blood Provision; National Referral Hospital Services Programme; Cancer Services Programmes. Poor performing programmes included; Regional Referral Services Programmes at Masaka and Kabale, Regional Referral Hospital (RRHs).).

The second National Development Plan (NDP II) health sector outcome achievements varied with two progressing fairly and one static. Those progressing were: Inclusive and Quality Health Care services (66%); and Competitive Health Care Centers of Excellence (57%). On the other hand, Health Care Financing stagnated.

Inclusive and Quality Health Care Services:votes directly contributing to the outcome achieved 64% *(See Table 8.25):* Substantial completion of a number of health facilities like Kiruddu (98.5%), Kawempe (99.2%) and Lower Mulago Hospital (85%). Equipping of various health facilities that benefited from the Uganda Health Systems Strengthening Project (UHSSP); improved staffing from 69% in FY 2014/15 to 73% in FY2016/17. Training of various cadres, and reduction in the Malaria incidence. In Kumi District, malaria incidence reduced from 40% in 2016 to 27% in FY 2017/18; for Tororo District, the reduction was 46% in 2014 to 19% in 2017. The reduction in malaria incidence is attributed to the distribution of long lasting insecticide treated nets, test and treat policy and indoor residual spraying conducted in East and Northern Uganda.

Human Immunodeficiency Virus *(*HIV*)* - Prevalence rates reduced from 7% to 6% in 2017[i]. The prevalence of Viral Load Suppression (VLS) among all HIV adults in Uganda of nearly 60% demonstrates progress by national programmes in responding to the HIV epidemic. Deliveries in health facilities also increased from 52% to 73% in 2017, this was attributed to Government of Uganda (GoU) investment in infrastructure development, equipment, distribution of both preventive and curative medicine and supplies.

Competitive Health Care Centers of Excellence: average performance of entities directly contributing to the above outcome was 57%; UCI at 52%, UVRI at 61%, Mulago NRH at 59% while UHI achieved 57%. It conducted the first-ever highly specialized open-heart surgery known as Coronary Artery Bypass Grafting in FY 2017/18. This complex procedure was the first of its kind to be carried out in Uganda by Ugandan doctors. Construction works for the specialized maternal and neonatal unit at Mulago Hospital were at 99.9%, and equipping at 90%. Equipment installation and testing was ongoing and all works were expected to be completed by end of September 2018.

Efforts to undertake construction works for the Multipurpose Building for the East Africa Oncology Institute under the Uganda Cancer Institute supported by African Development Bank (ADB) were ongoing; Completion of the radiotherapy bunker and auxiliary buildings was behind schedule. Training of oncologists and other specialists was ongoing. Construction of the

Regional and Paediatric Hospital in Entebbe was ongoing and it is expected to be a Centre of Excellence in Paediatric Surgery.

Despite the above accomplishments. Individual sector votes underperformed on some of the outcome indicators for FY2017/18 - **Inclusive health care financing stagnated.** The National Health Insurance Bill was not presented to Parliament for approval. The out-of-pocket expenditure remains high (40%) thus excluding the poor from access to health services.

Indicators on Contraceptive Prevalence rate, under-five mortality rate, health centers without medicine stock out among others were not achieved. Patients continued to go without medicines especially for the high volume facilities, while other health facilities admitted to referring patients to private pharmacies to buy drugs and other medical supplies.

Butabika Hospital 56%; Uganda Blood Transfusion Services 54%; Gulu RRH 66%; Lira and Soroti RRH each at 53%. Masaka and Kabale RRH performed poorly at 44% and 36% respectively.

Overall, achievement of sector outcomes was constrained by poor and ineffective planning by various sector votes, and lack of adequate and complimentary inputs (medical equipment, medicines and supplies, human resources among others) at all levels. Issues regarding quality of health services and some infrastructure, plus limited focus on preventive aspect of health care continue to affect sector performance

Table 8.25: Overall sector performance by Vote

Vote	Achievement of Outputs	Achievement of outcome Targets
Ministry of Health	79.5	65
Health Service Commission	99	74
Uganda Heart Institute (UHI)	88.7	57.6
Uganda Cancer Institute (UCI)	31	52
Uganda Blood Transfusion Services (UBTS)	83.4	54
National Medical Stores	100	78
Two National Referral Services (Mulago and Butabika	89	58
14 Regional Referral Hospitals	82	65.7
Health Development -PHC transitional	80.7	76
Uganda Virus Research	95	61
Total	828.3	641.3
Average Performance	**83**	**64**

Source: Authors Analysis

CHAPTER 9: INFORMATION AND COMMUNICATION TECHNOLOGY

9.1 Introduction

The mission of the Information, Communications Technology (ICT) sector is to promote the development of ICT infrastructure and services throughout the country. The mandate of the sector is to provide strategic and technical leadership, overall coordination, support and advocacy on all matters of policy, laws, regulations and strategy for sustainable, effective and efficient development, as well as harnessing and utilization of ICT in all spheres of life to enable the country achieve its development goals.

The sector is composed of the Ministry of Information, Communications Technology and National Guidance (MoICT&NG), National Information Technology Authority (NITA-U), Uganda Communications Commission (UCC), Uganda Post Limited (UPL- operating as Posta Uganda), Uganda Media Centre, Uganda Broadcasting Corporation (UBC), and Uganda Institute of Information and Communications Technology (UICT).

The annual monitoring for FY 2017/18 in the ICT sector covered the Ministry of ICT and National Guidance (MoICT&NG) and National Information Technology Authority-Uganda (NITA-U).

9.1.1 Sector objectives and priorities

The overall sector objectives as outlined in the National Development Plan II are to:

- Increase access to ICT infrastructure to facilitate exploitation of the development priorities.
- Enhance the usage and application of ICT services in business and service delivery.
- Increase job creation through ICT research and development.
- Increase the stock of ICT skilled and industrial ready workforce.
- Improve the information security system to be secure, reliable, resilient, and capable of responding to cyber security threats.
- Improve the legal and regulatory frameworks to respond to the industry needs.
- Increase the stock and quality of strategic infrastructure to accelerate the country's competitiveness

9.1.2 Overall Sector Financial Performance

The overall budget for the ICT sector comprising of Wage, Non-Wage Recurrent, Development, Gross Tax, and Appropriation in Aid (A.I.A) for FY 2017/18 was Ug shs 136.264 billion, of which Ug shs 46.311 billion was for Vote 020 (Ministry of ICT&NG) and Ug shs 89.953 billion for Vote 126 (NITA-U).

The release and expenditure performance was good and very good respectively (81% and 93% respectively). Table 9.1 shows the annual sector financial performance by vote.

Table 9.1 Sector budget allocation and outturn by 30th June 2018 (Ug shs billion)

Vote	Budget	Release	Expenditure	% Release	% Spent
MoICT&NG	46.311	40.356	38.584	87.1	95.6
NITA-U	89.953	70.471	64.654	78.3	91.7
Total	**136.264**	**110.827**	**103.238**	**81.3**	**93.2**

Source: MoICT, NITA-U and IFMS, August 2018

At vote level, the absorption was higher under the Ministry of ICT and National Guidance at 95% with Ug shs 38.5 billion spent of the release of Ug shs 40.3 billion during the FY. Under NITA-U, absorption stood at 91%.

By budget categorization, the highest absorption was under Non-Wage Recurrent at 97% (Ug shs 38.8 billion), followed by GoU Development at 96% (Ug shs 14.1 billion) and Wage at 93% (Ug shs 7.8 billion). The lowest absorption was under external financing at 76% (Ug shs 24.4 billion).

9.1.3 Scope

This chapter reviews progress of selected programmes, policies and projects implemented by the Ministry of ICT&NG and NITA-U for the FY2017/18. Under NITA-U, all programmes and one development project namely; Regional Communication Infrastructure Programme (RCIP) were monitored. Under the MoICT&NG, the subvention to Uganda Broadcasting Corporation (UBC) and two development project; Strengthening Ministry of ICT (0990) and Support to Information and National Guidance (1006) were tracked.

The programmes monitored were: Enabling environment for ICT Development and Regulation, Effective Communication and National Guidance, General Administration, Policy and Planning, Electronic Public Services Delivery (e-transformation), Shared IT infrastructure and Streamlined IT Governance and capacity development.

9.1.4 Limitations

- Lack of detailed quarterly work plans and targets for some programmes/projects/outputs.
- Lack of disaggregated financial information for most of the outputs which might have affected the scores.

9.2. National Information Technology Authority (NITA- U – Vote 126)

The agency's mission is to "*coordinate, promote and monitor the development of Information Technology (IT) in the context of social and economic development of Uganda".* The vote has one development project namely; Regional Communication Infrastructure Programme (RCIP) which is co-funded by the World Bank and GoU.

The objectives of the agency are to:

1. To provide high quality information technology services to Government
2. To promote standardization in the planning, acquisition, implementation, delivery, support and maintenance of information technology equipment and services, to ensure uniformity in quality, adequacy and reliability of information technology usage throughout Uganda
3. To provide guidance and other assistance as may be required to other users and providers of information technology
4. To promote cooperation, coordination and rationalization among users and providers of information technology at national and local level so as to avoid duplication of efforts and ensure optimal utilization of scarce resources
5. To promote and be the focal point of co-operation for information technology users and providers at regional and international levels; and
6. To promote access to and utilization of information technology by the special interest groups.

The agency is organized into six directorates namely: Technical Services, E-government Services, Information Security, Regulation and Legal Services, Planning Research and Development, Headquarters, and Finance and Administration. The directorates contribute to three programs namely: i) Electronic public services delivery (e-transformation), ii) Shared IT infrastructure and iii) Streamlined IT governance and capacity development.

Performance

Financial performance

The approved budget for NITA-U, FY 2017/18 was Ug shs 89.953 billion of which, Ug shs 70.4 billion (78%) was released and 85% of released funds spent by 30th June 2018. Table 9.2 shows the approved budget, release and expenditure performance by sub-programme. The highest release performance was under Information Security (100%) and RCIP (93%) while highest expenditure performance was observed under Planning and Research (99%), and Information Security (94.8%).

Table 9.2: Financial Performance of NITA-U Sub programmes and projects by 31st December 2017 (Ugshs)

Programme/Sub programme	Annual budget	Release	Expenditure	% Release	% Spent
Technical Services	36,999,229,208	21,920,745,389	20,533,794,302	59.2	93.7
Headquarters	241,951,080	211,645,000	119,206,146	87.5	56.3
Information Security	154,000,000	154,000,000	146,004,909	100.0	94.8
E-government	2,516,400,000	1,347,100,031	1,095,727,590	53.5	81.3
Regulation and Legal	207,450,000	73,557,818	69,702,570	35.5	94.8
Planning &Research	501,993,643	436,815,284	436,048,967	87.0	99.8
Finance & Administration	13,078,522,153	12,482,720,074	11,762,740,359	95.4	94.2

Project					
Regional Communication Infrastructure Program (RCIP)	36,253,256,188	33,849,710,220	25,866,503,561	93.4	76.4
Total	**89,952,802,271**	**70,476,293,816**	**60,029,728,404**	**78.3**	**85.2**

Source: NITA-U & IFMS

9.2.1 Program 1: Electronic Public Services Delivery (e-Transformation)

The program covers three sub-programmes namely, the Regional Communication Infrastructure Programme (RCIP), Information security, and e-Government services. The overall program performance for FY 2017/18 was good, rated at 76%. Table 9.3 shows the program performance by sub-programs and program outcome performance for FY 2017/18. The overall programme performance was good rated at 76%.

9.2.2 Regional Communication Infrastructure Program (RCIP)-Project 1400

Introduction

The Regional Communications Infrastructure Programme (RCIP) is a World Bank funded initiative that became effective in May 2016. The five year project aims to transform public service delivery using Information and Communications Technologies (ICT) to improve the lives of Ugandans. It will complement existing ICT initiatives in the country, including the National Backbone Transmission Infrastructure (NBI) and private sector investment by helping to bridge the financing and technical gaps. The RCIP intends to support the GoU in improving: (i) Coverage for IT infrastructure in the country; (ii) The delivery of public services by improving efficiency through government cloud infrastructure; (iii) Integration of Government IT systems (iv) Building capacity in management of IT programs and projects; (v) Improve policy and regulatory environment for ICT in the country.

The objectives of the RCIP Uganda are to: (i) Lower prices for international capacity and extend the geographic reach of broadband networks (connectivity); and (ii) Improve the Government's efficiency and transparency through e-Government applications.

The US$85m project is financed by credit from the World Bank (US$ 75m) and GoU (US$10m counterpart funding).

During the FY 2017/18, NITA-U planned to undertake the following activities: Develop Enterprise Security Architecture, 100% completion for Information assurance for the Mobile ID solution technical specifications; Technical support and Information Assurance provided for implementation of the RCIP 3.0 Components – Cloud and Data centre (DC) upgrade, electronic Government procurement (eGP), Hub upgrade, Bulk Bandwidth, e-Payment Gateway; Commence Implementation of Missing links; Last mile of the NBI implemented to connect 700 sites in 40 districts; Unified Messaging and Collaboration System (UMCS) established in Eight (8) MDAs; Government Cloud implemented; and Shared Public Service Delivery Platforms established.

Performance

The approved budget for the RCIP Uganda for FY 2017/18 was Ug shs 36.25 billion, of which Ug shs 33.8 billion (93%) was released and Ug shs 25.86 billion (76%) spent by 30th June 2018. The release performance was very good, while the expenditure was good. The overall physical progress for the project was rated at 60% representing fair performance.

Project implementation started in May 2016 and the following was accomplished:

(a) Implementation structures were established including a steering committee with representatives from sectors. 90% of the project staff were recruited.

(b) Procurements worth US$19m were on contracts by 30th June 2018. The major contracts signed are for Bulk Internet ($4.75m), Cloud Solutions (US$12m), Hub equipment to support internet provision (US$1.2m) and Unified Messaging and Collaboration System (US$1.79m).

The projects for pre-purchase and supply of Bulk Internet for Government MDAs and priority Target User Groups; Supply and Installation of Hub equipment to support delivery of internet and Supply Installation of Unified Messaging Collaboration System (UMCS) for Government MDAs and LGs were 100% completed by 30th June 2018.

The ongoing projects included: Supply and Installation of Cloud solution in the Government Data centre (59% completion); Electronic Government Procurement System (15% Completion); Gap Analysis of the Policy, Legal & Regulatory Framework for the ICT Sector (12% completion), while Installation of Green Energy source solution: to improve efficiency of NBI Network, availability and resilience of NBI and improve power reliability was still at 0%.

A number of contracts were approved by the World Bank awaiting approval by the Solicitor General or Contract's Committee clearance. They include: The contract for SMS Gateway; Contract for Provision of e-GP Quality Assurance services. The Missing links - Supply and Installation of optical fibre network was at evaluation stage. The following were at bidding stage: Last Mile Solutions; Supply, Installation, and Commissioning of the Government Network [Equipment]; Provision of Connectivity (Leased Lines) from Government entities to the Government Network (NBI); Integration of National Databases; Consultations on the specifications of the bidding documents; Supply, Installation and Commissioning of National Computer Emergency Response Team (CERT), Digital Forensics Solution and Supply, Installation and Commissioning of National CERT Environment, among others.

Implementation challenges

- Long delays in securing procurement approvals/no objection particularly from the World Bank affected absorption of funds.
- Low release of GoU counterpart funding to meet the financing needs of the projects as per agreement.
- Identification of e-Services to be supported by RCIP.
  The priority sectors identified - Agriculture, Education, JLOS and Health need more engagements to fully pick and support the requirement for them to prioritize the activity of identifying an e-service that will be supported by RCIP.

- Delayed E-GP Unit staffing.
  Recruitment of other key staff on the project namely the Database administrator, Helpdesk Support Officers, System/Network Administrator is delayed pending approval of Terms of Reference (ToRS) shared with the World Bank.
- Readiness of e-GP pilot entities (MDAs and LGs). Through the stakeholder engagements, it was noted that some of the piloting entities mainly the District Local Government offices were not technically ready for the roll out of the e-GP system. Some of the entities especially the LGs lack Internet services and sufficient computers. They also do not have skilled Information Technology staff that would offer support at the entities.
- E-GP awareness gap in the bidding community who are part of the team that will use the e-GP system from time to time have not yet been sensitized on the e-GP project.

Recommendation

- There is need to have a change management committee, to start engaging the bidding community and create awareness of e-GP project prior to commencement.

9.2.3 Information Security sub-programme

Background

The directorate provides leadership, organizational structures and processes at the national level that safeguards information against accidental or unauthorized modification, destruction, or disclosure. It coordinates efforts to remediate security alerts and respond to information security related incidents and threats; Coordinate with other institutions including law enforcement to identify and plan for security in all aspects of data, application, hardware, telecommunication, and computer installation and to carry out information security assessment for other organisations.

Performance

Develop National Critical Information Infrastructure (NCII) Program: A consultative workshop on Critical Information Infrastructure in partnership with the Commonwealth Telecommunications Organisation was conducted and the Critical Infrastructure Protection Program drafted. The Critical Information Infrastructure was not developed due to Human resource changes in both the Uganda Police, and the Ministry of Security.

Coordinate National Information Security Framework (NISF) implementation in GoU: The NISF Assessments were conducted for 10 (10) MDAs. The NISF remediation plans were developed for FIA, MoICT & NG, MAAIF, MLHUD, MJCA, and URBRA.

NISAG Secretariat maintained: The National Information Risk Profile and Register was updated and two NISAG meetings held.

Provision of incident response, cyber security alerts, advisories and trainings to National CERT constituency maintained: 49 cyber securities advisories were developed and disseminated, 14 defaced websites were rectified and cyber security training on financial sector security focusing on open source intelligence and information analysis conducted in partnership with NRD Cyber Security for 120 participants.

At least two (2) Child Online Protection awareness campaigns held: Communication materials were developed for the Child Online Safety awareness. The child online safety awareness was carried out in the print media (28th and 29th October, 2017), in addition, social media awareness was carried out on Child Online Protection.

At least one (1) annual information security and risk conference organized: Four (4) information security conferences were held namely:

1. The East Africa Information Security Conference was organized at Speke Resort Munyonyo in partnership with ISACA Kampala Chapter.
2. The Cyber Defense East Africa Conference was organized on 9 August, 2017 at Statistics House for 120 participants.
3. The Cyber Standards workshop was organized on 23 - 24 August, 2017 at Sheraton Hotel in partnership with the Commonwealth Telecommunications Organization for 57 participants.
4. The Critical Information Infrastructure protection conference held on 21st - 22nd August 2017 at Sheraton Hotel in partnership with the Commonwealth Telecommunications Organization for 60 participants.

Organize and hold at least one (1) cyber laws and eDiscovery workshop: The concept note was validated with JLOS Secretariat for the education and awareness on the Cyber Laws and Digital Forensics. e-Discovery workshop for JLOS Sector was held on 5th December, 2017 at the IAC.

Twenty (20) Awareness sessions conducted to improve understanding of the Information Security Risks, Vulnerabilities: Twenty One (21) information security awareness sessions were carried out during the year. Subscription to Cyber Security related international bodies (ISF, ISACA, EC-Council, and IWF) were paid.

Information security technical support provided to ten (10) MDAs: Technical support was provided to 26 MDAs on resolution of spam incidents, registration of pupils, VPN setup, Firewall configuration, Physical Planning and Urban Management Information System (PPUMIS) Implementation, Data Centre (DC) set up and hosting, IFMS security, Web application security audit, ICT Strategy development and Virtual Machine (VM) set up among others.

Quality Assurance provided for the NBI: Technical support was provided for the maintenance of: the AAA Server for MYUG, and the security of the Captive portal for MYUG; Honey net system maintained and data used to enhance NBI Blacklisting; NBI monitored via cacti, syslog, OSSEC and IP Plan management maintained; NISAG mail server and mailing list setup implemented; Implemented the Microsoft Advanced Threat Analytics setup for NITA Domain Controllers; Provided technical support for the Seacom Link Latency troubleshooting; Finalized configurations for NITA virtual firewall and setting up of remote access VPN for users; Evaluation of Bids for WIFI management system; Troubleshooting and resolution of

NITA blacklisted IP addresses; Monitoring Seacom internet traffic; the Microsoft Operations Management Suite (OMS) was activated for health monitoring of ten servers.

9.2.3.1. E-Government services sub programme

Background

Electronic government, also known as digital government, online government, or connected government is the comprehensive implementation of ICT in MDAs and Local Governments. The directorate's mission is "Integrating Uganda to provide quality services to citizens, and to improve the national competitiveness through administration innovation, and to reform unnecessary processes based on interconnected government and safe society".

Performance

Implement rationalization of IT services by supporting Consolidation of licenses under Microsoft Business and Services Agreement (MBSA) and Oracle Enterprise Agreement (OEA) for six (6) MDAs: Six (6) MDAs enrolled for MBSA that is; NMS, CMA, BoU, NWSC, UNRA and UDC. Created awareness to Posta Uganda. Conducted training for 18 MDA staff on Microsoft exchange server.

Develop thirty five (35) MDA/LG websites: Forty (40) new websites were developed including; Ministry of Science, Technology and Innovations, LGs of Kirayandongo, Ibanda, Kagadi, Kasese, and Kibaale, Ministry of Agriculture, Ministry of Security, MEACA, Justice (Administrator General), Masindi LG, NIISP (Min of ICT) among others.

Provide support to 105 MDAs/LGs websites (hosting, technical support and security): A total of 162 MDA/LGs websites were hosted and forty three (43) websites were supported.

Conduct stakeholder sensitizations to promote the use of e-Government: Awareness and sensitizations were carried out with twenty six (26) stakeholders including but not limited to: innovators and academia on Integration, E-Single Window team National, Medical Stores, URA Tax Appreciation Week, Mbale Institute for Higher Education, Members of Parliament from Malawi, Urban TV (Impact of E-Governance), Makerere Innovation and Incubation Centre (MIIC) under CoCIS, ICT Transport and Insurance Expo 2017, 11th East African Procurement Forum (EAPF), 10th East African Procurement Forum, Show case E-Govt at capacity Africa 2017, CEDAT Makerere University, Kampala Innovation Week, Swarm 17 (Tech Start up Summit), PMI Annual Conference on ICT and Agriculture, Local Area Network (LAN) Event with ICTAU, Brain Storm session on HMIS with Ministry of Health, Think Tank Session by URA and IMF on system integration and big data.

Promote the use of the Information Access Centre (IAC) for e-Government innovations: The contract for the IAC service provider was managed. The usage of the IAC promoted and 100 events were held at the facility during the year.

Development and addition of at least two new e-services to the e-citizens web portal: Eight (8) new e-services were developed and added to the e-citzens web portal. They include:

National ICT Initiative Programme Management System, National Supplier Database - petroleum Authority Uganda, Employment Management Information System-Ministry of Gender, Verification of certified electricians- ERA, E-Health locator, justice2people- JLOS Secretariat, Kolibri E-Learning- UNICEF/Ministry of Education and Uganda System for Electronic open data Records-KCCA this FY bringing the total to 79 e-services on the portal.

Support provided to new and ongoing projects in MDAs and LGs: Technical support was offered to thirty seven (37) entities on various ICT aspects.

All MDA/LG ICT approval requests processed within 7 working days in line with rationalization: A total of fifty eight (58) N7 forms were processed as per the PPDA process requirements. This includes review of terms of reference, MDA engagements, and analysis of technical requirements. This has minimised duplication of systems across government. This process has resulted into potential savings of approximately Ug shs 23 billion and NITA-U was able to offer the following services; 22 hosting services, 11 payment gateway, 5 SMS gateway and 3 UMCS.

Supervision of BPO Centre to increase the number of BPO agents to 150: 166 agents were employed at the BPO centre and from BPO beneficiaries namely; 107 agents by Techno Brain, 52 agents by Munnu Technologies, -2 agents by BDE, and 5 agents by Cayman. The agency distributed BPO/ITES promotional material at four (4) public engagement events and reviewed the BPO strategy. Engagements with MFPED/PSD to revive BPO think tank were underway. Engagement were made with Alliance for Trade in Information-Technology and Services (ATIS) on the status of the BPO industry in Uganda and opportunities available for exporting ITES.

Design of IT Parks completed and finance partner identified: The feasibility study of the IT parks was concluded. The IT Park Transaction Advisor was contracted. The agency initiated the acquisition of the proposed park land in Lunyo, Entebbe and the process of submission of deeds to Uganda Land Commission to secure a land title was ongoing by 30th June 2018. Table 9.3 shows the overall performance of the programme.

Table 9.3: Electronic Service Delivery Program Overall Performance by 30th June, 2018

	Output/Sub-programmes	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
Project: 1400 Regional Communication Infrastructure Program	Output: 01 A desired level of e-government services in MDAs & LGs attained	36,253,256,188	33,849,710,220	100	60	57.8	Implementation of the RCIP project was ongoing with some projects completed, while others were under procurement.
	Output: 02 Purchase of Vehicle and other transport	0	0	1.00	1.00	0.00	The procurement process was ongoing by the end of the year.

	Output: 03 Purchase of office, furniture and fittings	0	0	0.10	0.50	0.00	Assorted furniture was procured.
Subprogram: 03 Information Security	Output: 01 A desired level of e-government services in MDAs & LGs attained	2,516,400, 000	1,347,10 0,031	1.00	1.00	6.46	
Subprogram: 04 E- Government Services	Output: 01 A desired level of e-government services in MDAs & LGs attained	154,000,00 0	154,000, 000	1.00	4.00	0.40	
	Output: 02 Information Technology Enabled Services/Busines s process Outsourcing (ITES/BPO)	0	0	1.00	3.00	0.00	BPO services were supported.
	Programme Performance (Outputs)					66.69	Output performance was affected by delayed approvals from the World Bank.
Outcome Performance	**Outcome Indicator**			**Annual Target**	**Achieved**	**Score (%)**	**Remark**
	Number of implementing government entities providing e-services			10	10	100	10 additional implementing entities providing e-services added during the year to bring the total number of government entities providing e-services to 48.
	Level of privacy protection for personal or confidential data collected, processed and stored			90	80	89	25 security incidents were recorded and resolved.
	Program Performance (Outcomes)					94	
	Overall Program Performance					**76.4**	**Good overall performance**

Source: NITA-U and IFMS

9.2.4 Program 2: Shared IT infrastructure

The program is executed through the sub-program of Technical Services. The overall program performance for FY 2017/18 was good, rated at 78%.

9.2.4.1 Technical Services

Background

The directorate's core roles are to provide first level technical support and advice for critical Government information technology systems including managing the utilization of resources and infrastructure for centralized data center facilities for large systems through the provision of specialized technical skills. In addition, it identifies and advises Government on all matters of information technology development, utilization, usability, accessibility and deployment including networking, systems development, information technology security, training and support; and provide guidance on the establishment of an infrastructure for information sharing by Government and related stakeholders.

150 MDA/LGs using services over the NBI: Sixty one (61) new MDA sites were using services over the NBI bring the total number of users to 273.

Commercialization contract supervised: The inception report for hub equipment was approved and tax clearance letter for hub equipment received. The Internet bandwidth usage was monitored for MDAs that have allowed graphing on their terminal devices. Service Level Agreements (SLA) of 99.8% was achieved.

Wi-Fi Services implemented in 30 new sites: KCCA approvals for Right of Way for Wi-Fi sites implementation was obtained. The procurement of WI-Fi management system was completed. Three (3) new sites were activated namely; Golf Club, Mukansa House, and Wills Ltd bringing the total number of sites connected to One hundred forty six (146).

Connect 55 new MDA/LG sites to the NBI: Sixteen (16) sites were connected to the NBI bringing the total number to three hundred twenty two (322) MDA/LG sites connected to the NBI.

Host twenty (20) applications in the Data Centre and Disaster Recovery Site: Six (6) additional applications were hosted for NIRA, UNMA, MoICT, MoES, Ministry of Gender and UMCS bringing the total number of hosted applications to 39.

Table 9.4 shows the program performance by outcome and outputs for FY 2017/18.

Table 9.4 Program Performance for Shared IT infrastructure FY 2017/18

Output Performance							
	Output/ Subprograms	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remarks
02 Technical Services	A Rationalized and Integrated national IT infrastructure and Systems	36,999,229,208	21,920,745,389	100.0	43	72.58	The release performance (59%) affected implementation and achievement of planned outputs
	Programme Performance (Outputs)					72.58	
Outcome Performance	**Outcome Indicator**			**Annual Target**	**Achieved**	**Score (%)**	**Remarks**
	Number of MDAs utilising IT services over the NBI			50%	38	76	273 sites against a target 353 were recorded to be receiving services over the NBI. This performance was affected by the government pronouncements on internet services
	% Reduction in price of Internet after supply of bandwidth			50%	50	100	The cost of internet bandwidth was reduced from USD 300 per Mbps per month in 2016 to USD 70 per Mbps per month
	Programme Performance (Outcomes)					88	
	Overall Programme Performance					**78.0**	

Source: NITA-U, IFMS

9.2.5 Program 3: Streamlined IT governance and capacity development

The program is composed of four sub-programmes namely: Headquarters, Legal and regulatory services, Planning, Research and Innovations, and Finance and Administration.

Program performance
The approved budget for the program during FY 2017/18 was Ug shs 13.78 billion, of which Ug shs 13.02 billion (94%) was released and Ug shs 12.19 billion (93%) spent by 30th June 2018. The release and expenditure performances were very good. The overall program performance for FY 2017/18 was good, rated at 88%.

9.2.5.1: Headquarters

The headquarters' program is headed by the Executive Director. It is responsible for the management and operations of the Authority; management of the funds, property and business of the Authority, and the promotion, training and disciplining of the staff of the Authority in accordance with their terms and conditions.

Performance

NITA-U Strategic Plan FY 2018/19- 2023/24 developed: The strategic plan was developed.

Support provided to the development of feasibility study for ICT parks: The ICT Park feasibility was completed and approved. The agency engaged the Public Private Partnership (PPP) unit on development and submission of the relevant information for ICT parks.

NITA-U brand awareness assessed amongst the MDAs/LG and the public and branded materials procured and distributed to stakeholders: News items highlighting the strides NITA-U is undertaking to spur local innovators were aired on Urban TV. NITA-U participated in the MTN Marathon. The department provided support for EGP, one print article, three online articles and a news story on NTV.

Risk based audit conducted: The agency responded to audit queries for the Auditor General, and Internal Auditor General.

9.2.5.2. Regulation and Legal Services

Background

The program is responsible for providing an enabling regulatory environment for the achievement of NITA-U's mandate and the implementation of the cyber laws and other related laws; Ensure the compliance and enforcement of the cyber laws, NITA Act, regulations and other related legislation; Arbitrate disputes between arising between suppliers of Information Technology solutions and consumers; Provide legal services to NITA-U; Provide corporate secretarial services to NITA-U; and ensure compliance with all laws, procedures and policies.

Performance

Carry out sensitization and awareness about cyber laws: Thirty four (34) sensitization activities were conducted including: East African Information Security Conference- ISACA;

Hoima DLG, Kibaale DLG, Kyenjojo DLG, Kagadi DLG, Kabarole DLG, Ntoroko DLG, Bundibugyo DLG, Magistrate Grade One Court-Kibaale, Resident State Attorney-Kibaale, Ministry of ICT & NG, Financial Intelligence Authority, Cavendish University Uganda, Mountains of the Moon University, Resilient Africa Network (RAN), IT, Communication & Information Officers- (Masindi DLG, Kaliro DLG, Mpigi DLG; MoLG, NEMA, Ministry of Water & Environment), Uganda Law Society; Innovation Hub; Uganda Christian University Mukono, Mbale Institute of Higher Education, Uganda AIDS Commission, Hive Colab, New Vision, Makerere University Business School, Justice Law & Order Sector, An article on Cyber laws was published in "Bukedde" newspapers, An article on Cybercrime was published in MUBS newsletter magazine.

Twenty (20) Compliance assessments carried out on MDAs and other regulated entities to check compliance with IT laws and standards: Compliance assessments were conducted at 10 Local governments and 10 MDAs on structured cabling and software standards.

Develop laws and regulations to achieve NITA-U's mandate: Two (2) regulations were gazetted and are under implementation to support operationalization of IT certification under the NITA-U Act: they are:The NITA-U (Certification of Providers of IT Products and Services) Regulations, 2016; and The NITA-U (Authentication of IT Training) Regulations, 2016.

9.2.5.3. Planning, Research and Innovation

Background

The roles of the directorate are: To support the development, monitoring and evaluation of National IT Strategies, Plans, Policies, Programmes and Initiatives in line with the NITA-U mandate. To lead change and provide a comprehensive approach in the development and implementation of IT strategic research & innovation agenda for the public sector in line with the NITA-U mandate and communicating corporate messages from agenda setting through impact assessment.

To formulate, enforce and monitor the implementation of national architecture blueprints, standards, certification and provide guidance for quality IT services including risk management and contingency planning. To create, implement and maintain an IT capacity building, training and awareness framework, Policy and Strategy in line with the NITA-U mandate.

To build and maintain a framework, model and process to provide centralized and coordinated support to programme management of all IT projects across the public sector in line with the NITA-U mandate.

Performance

Five (5) new IT standards developed and forwarded for gazetting to facilitate systematic delivery of priority IT infrastructure and services: Twelve (12) standards were reviewed, two (2) were withdrawn, and 10 were replaced with current versions. Seventeen (17) new standards were discussed and recommended for adoption as Uganda Standards. The agency developed 2 draft internal IT standards/guidelines (Hardware and Software Acquisition guidelines and IT Asset Management).

One hundred (100) IT service providers certified: Five hundred twenty six (526) new firms were registered on the certification Portal bringing the total to Nine hundred and twenty one (921) firms registered, of which, one hundred fifty seven (157) IT firms were certified.

Conduct twenty (20) stakeholder engagements on certification: Thirty six (36) stakeholder engagements were conducted for certification in sensitizing MDAs and IT companies.

Conduct National IT Survey and other key demand driven surveys to inform decision making: The National IT survey report was finalized, published and disseminated.

Undertake two (2) user demand driven surveys in NITA-U and Compile the Annual NITA-U Statistical Abstract: The agency engaged the Division for Public Administration and Development Management of the United Nations Department of Economic and Social Affairs that is in charge of compiling UN E-Government index. A questionnaire that aimed to seek the most recent information on Uganda's efforts in supporting e-government development was sent to NITA-U. Completed and returned the Member States Questionnaire for Uganda in preparation of the 2018 United Nations E-Government Survey.

Compile the 2017 NITA-U Statistical Abstract: The directorate conducted desk review of key statistics related documents and identified some of the data to be collected. Collected data on current communication statistics that facilitated the reporting on RCIP outcome indicators. Collected data from URA and UBOS based on the revised definition for ICT sector for the past 5 calendar years up to 2016 and FYs 2016/17.

Monitoring and inspection of three (3) NITA-U projects/initiatives conducted and status reports produced: Routine monitoring of two NITA-U initiatives, that is; MYUG, and IT certification project were conducted. The M&E framework was developed in consultation with department heads and project managers. Supported the environmental and social impact assessment scoping exercise for forty (40) districts where the Last Mile Project will be implemented. A joint M&E for the six ongoing RCIP projects was conducted from 3rd – 22nd May 2018 and a process evaluation for certification was conducted.

Conduct two (2) ICT training of Civil Servants: The Civil Service College was identified as a key training partner for training of civil servants. NITA-U secured a slot on the training programme for Transformation of Public Relations and Customer Care. The Directorate developed training materials on overview of ICT and e-governance and managing service quality and customer satisfaction: In conjunction with the MOICT & NG provided input into the e-governance Master's Program. Uganda Management Institute was identified as a partner in Capacity Building and an MoU was drafted to concretize the cooperation.

Support provided to ten (10) trainings of all NITA-U projects and initiatives including RCIP: The Directorate consolidated trainings to be conducted under RCIP and other ICT initiatives. Coordinated all trainings including web management, Microsoft exchange server 2013, and developed training reports in collaboration with the user departments.

100% completion of procurement and preliminary activities for a consultant to develop a strategy for Institutionalization of the ICT Function in Government - Contract Signed: Identified, compiled and analyzed key stakeholders. Developed a stakeholder engagement plan for institutionalization of the ICT function. Received clearance for the ToRs for the ICT Function in Government from the World Bank.

100% completion of procurement and preliminary activities for a consultant to conduct an ICT Skills Training and Needs Assessment (STNA) and develop an ICT Skills plan-Contract Signed: Key stakeholders were identified and an engagement plan for ICT skills training needs assessment developed. The TORs for STNA were re-submitted to the World Bank for clearance.

9.2.5.3. Finance and administration

Background

The directorate is responsible for providing administrative and technical support to the Authority to optimally plan, generate, manage, deploy and account for all financial and other resources in the delivery of its mandate.

Performance

Preparatory activities of the Namanve ICT Hub (land acquisition, surveys and architectural design) completed: The procurements for fencing the land at Namanve, and roofing of the storage container were concluded. Engaged the landlord regarding fulfilment of the contractual obligations. Engaged the Ministry of Works on development of ToRs for architectural designs for the NITA- U centre of excellence.

Ensure retention of skilled, healthy and productive workforce: All staff employment contracts and related welfare services such as group insurance, canteen services, and salaries, gratuity and allowances were paid.

Recruit 15 priority staff: Sixteen (16) staff were recruited.

Facilities and administrative support services provided for NITA-U operations: Carried out general servicing of all fire equipment in preparation for the fire drill. Engaged different stakeholders for improvement in service delivery of their contracts these include; cleaning services, security, tenancy and drinking water. The server room and store for PDU was partitioned. Initiated the process for disposal of obsolete equipment and other non-usable materials at NITA-U. Repaired the lighting system, extended power to the extreme of level 2. Maintenance services were undertaken on the Access Control System, generator, and air conditioning system and general facilities at NITA-U, BPO, and IAC Offices. Maintained office utilities. Table 9.5 shows the overall performance of the program.

Table 9.5: Performance of Streamlined IT Governance and Capacity Development by 30th June 2018

Output Performance							
	Output/ Subprograms	**Annual Budget (Ug shs)**	**Cum. Receipt (Ug shs)**	**Annual Target**	**Cum. Achieved Quantity**	**Physical performance Score (%)**	**Remark**
Headquarters	Output: 01 Strengthened and aligned NITA-U to deliver its mandate	241,951,080	211,645,000	100.00	95.00	1.76	The strategic plan was completed; the feasibility study for ICT parks completed and NITA-U branded.
Regulatory compliance and legal	Output: 03 A well regulated IT environment in Public and Private sector	207,450,000	73,557,818	1.00	1.00	1.51	Sensitisations on cyber laws and IT related compliance assessments were conducted.
Planning, Research & Development	Output: 02 IT Research, Development and Innovation	154,000,000	154,000,000	10.00	8.70	0.97	IT standards were developed & disseminated. 523 ICT service providers were certified; National IT survey was conducted and ICT Statistics Abstract compiled.
Finance & Administration	Output 01: Strengthened and aligned NITA-U to deliver its mandate	13,078,522,153	12,482,720,074	1.00	0.87	86.50	Staff salaries, allowances and gratuity were paid.
	Output 99: Arrears	100,000,000	100,000,000	1.00	1.00	0.73	Arrears were paid
	Programme Performance (Outputs)					91.46	
Outcome Performanc	**Outcome Indicator**			**Annual Target**	**Achieved**	**Score (%)**	**Remark**

e					
	Guidelines and Standards for Acquisition of IT Hardware & Software for Government	70	67	96	10 additional implementing entities providing eservices added
	Standards on Structured Cabling Standards	70	62	89	25 security incidents were recorded and resolved
	NITA-U (E-Government) Regulations, 2015 on establishment and maintenance of Government websites	70	42	60	
	Programme Performance (Outcomes)			81	
	Overall Programme Performance			**87.9**	

Source: NITA-U & IFMS

Challenges

- Duplication of IT Systems across MDAs/LGs and resistance to change.
- Delays in receipt of ***"no objection"*** from the World Bank on a number of RCIP project components.
- Insufficient counterpart funding to meet the requirements of the RCIP.
- Inadequate budget to meet licenses for MDAs on the Microsoft Business Master Service Agreement (MBSA).
- Some of the Government sites connected to the National Backbone Infrastructure are not using the service due to lack of structured cabling, terminal equipment, and computers.

Recommendations

- The NITA-U and MFPED should prioritise counterpart funding of the RCIP Uganda project to avoid delays in project execution.
- The Ministry of Public Service and NITA-U should review the staff ceiling for NITA-U to increase on implementation efficiency by filling more technical positions.
- NITA-U should develop a change management strategy to ensure that duplication of effort is minimised on procurement and use of ICT installations.
- NITA-U should regularly engage with the World Bank to ensure that *"no objections"* are secured in time. The World Bank should be implored to have a country based Task Team Leader (TTL) to speed up the process.
- NITA-U should organise rapid capacity building sessions for staff working on the RCIP.
- The NITA-U should urgently execute the change management strategy through engaging the bidding community (services providers) to create awareness of e-GP project prior to commencement.

9.3 Ministry of ICT and National Guidance (Vote 020)

9.3.1 Background

The Ministry of ICT was created in 2006 to provide strategic and technical leadership and coordination in all matters of ICT. The mandate of the ICT Ministry is ''*to provide strategic and technical leadership, overall coordination, support and advocacy on all matters of policy, laws, regulations, and strategy for the sector for sustainable, effective and efficient development, harnessing and utilization of ICT in all spheres of life to enable the country achieve its development goals*''[58]. The information and national guidance component was transferred to the Ministry of ICT in 2016 to form the Ministry of Information, Communications Technology and National Guidance (MoICT&NG).

The mission is "to promote development and effective utilization of ICTs such that quantifiable impact is achieved throughout the country". The MoICT&NG has four vote functions namely;

a) Information technology and information management services which is charged with developing enabling policies, laws and regulations as well as promoting, guiding and providing technical support, supervision, monitoring and evaluation to the development and use of IT;

b) Communications and broadcasting infrastructure which is charged with developing enabling polices, laws, regulations as well as quality assurance in infrastructure development for broadcasting and communications service delivery;

c) Policy, planning and support services which is responsible for ensuring that the sector complies with policy development guidelines and financial management standards in accordance with the Public Finance and Management legislations.

d) Information and national guidance.

The Ministry's key outcomes are:

(i) Responsive ICT legal and regulatory environment
(ii) Increased employment and growth opportunities
(iii) Shared national vision, national interest, national values and common good
(iv) Secure ICT access and Usage

Delivery of the outcomes is through three programs namely: Enabling environment for ICT development and regulation; Effective communication and national guidance and general administration, policy and planning. The annual monitoring FY 2017/18 focused on the development components of the MoICT&NG.

58 MoICT 2016

Financial performance

The approved annual budget for the Ministry of ICT and National Guidance excluding arrears for FY 2017/18 is Ug shs 45.58 billion, of which Ug shs 39.6 billion was released as follows; Wage (Ug shs. 1.744bn); Non-Wage Recurrent (Ug shs 22.063bn); GoU Development (Ug shs 13.084bn) and AIA (Ug shs 2.738bn) representing 86%, and Ug shs 37.85 billion spent representing 95% absorption of released funds.

Low absorption of released funds was attributed to delays in the initiation of procurement processes for major procurements especially; the National ICT Innovation Support Program (NIISP) Process Partner and other equipment for the ICT Innovation Hub at Nakawa. It was also observed that there was inadequate release of funds for the development budget and AIA to undertake tangible activities during the financial year. Table 9.6 shows the financial performance by sub-program.

Table 9.6: MoICT&NG sub-program financial performance by 30th June 2018

Sub-Programme	Annual budget	Release	Expenditure	% Release	% Spent
01. Headquarters (F&A)	5,440,000,000	5,630,000,000	5,340,000,000	103.5	94.8
02. Information Technology	420,000,000	420,000,000	420,000,000	100.0	100.0
03. Information Management Services	7,300,000,000	7,290,000,000	6,840,000,000	99.9	93.8
04. Broadcasting Infrastructure	390,000,000	390,000,000	370,000,000	100.0	94.9
05. Posts &Telecommunication	410,000,000	410,000,000	390,000,000	100.0	95.1
06. Internal Audit	110,000,000	110,000,000	110,000,000	100.0	100.0
08. Uganda Media Center	1,110,000,000	1,110,000,000	1,110,000,000	100.0	100.0
09. National Guidance	540,000,000	540,000,000	540,000,000	100.0	100.0
10. Information	11,520,000,000	8,600,000,000	8,600,000,000	74.7	100.0
Total Recurrent	**27,240,000,000**	**24,500,000,000**	**23,720,000,000**	**89.9**	**96.8**
Development Project					
Support to Information &National Guidance (Project 1006)	8,600,000,000	6,030,000,000	5,910,000,000	70.1	98.0
Strengthening Ministry of ICT (Project 0990)	6,970,000,000	7,060,000,000	6,720,000,000	101.3	95.2
Total Development	**15,570,000,000**	**13,090,000,000**	**12,630,000,000**	**84.1**	**96.5**
Grand Total	**42,810,000,000**	**37,590,000,000**	**36,350,000,000**	**87.8**	**96.7**

Source: MoICT&NG

Physical performance

9.3.2 Enabling environment for ICT Development and Regulation Program

The program is composed of four sub-programs namely; Information Technology, Information Management Services, Broadcasting Infrastructure, and Posts and Telecommunications.

The approved budget for the program was Ug shs 8.52 billion, of which Ug shs 8.51billion (99%) was released and Ug shs 8.02 billion (94%) spent by 30th June 2018. The overall programme performance was 64%. Table 9.7 shows the overall financial and physical performance of the program.

9.7: Overall performance of the Enabling Environment for ICT Development and Regulation Program by 30th June, 2018

Output Performance							
	Output/Sub-programmes	**Annual Budget (Ug shs)**	**Cum. Receipt (Ug shs)**	**Annual Target**	**Cum. Achieved Quantity**	**Physical performance Score (%)**	**Remark**
Project 02: Information technology	Output: 01 Enabling policies laws and regulations developed	1,090,000,000	1,090,000,000	100.00	85.00	10.96	Provided technical support and guidance to MDAs, LGs and public universities in development and monitoring of ICT policies, strategies, systems and recruitment of ICT staff and public hearing on Data Protection Act.
	Output: 02 e-government services provided	110,000,000	110,000,000	8.00	8.00	1.30	Promoted e-government services through the GCIC and other service delivery agencies.
	Output: 04 Hardware and software development industry promoted	20,000,000	20,000,000	4.00	4.00	0.24	

Subprogram: 03 Information Management Services	output : 05 Grants to innovators and Innovation hubs provided	2,200,000,000	2,200,000,000	12.00	12.00	26.03	Six local innovation hubs were supported and 106 innovations were identified.
	Output: 01 Enabling policies laws and regulations developed	0	0	1.00	0.20	0.00	Draft policies were formulated.
	Output: BPO industry promoted	20,000,000	20,000,000	1.00	1.00	0.24	Provided support to ICT enabled services through funding MUNU Investments Limited under BPO and 10 innovators.
Subprogram: 04 Broadcasting Infrastructure	Output: ICT initiatives support programme	4,800,000,000	4,790,000,000	1.00	0.60	34.15	Started on construction of the National ICT Innovation Hub at Uganda Institute of ICT-Nakawa.
Subprogram: 05 Posts and telecommunications	Output: 01 Enabling policies, laws & regulations developed	0	0	2.00	0.95	0.00	Draft policies were being formulated.
	Output: subsector monitored and promoted	180,000,000	180,000,000	1.00	1.00	2.13	Monitoring activities were conducted.
	Output: 01 Enabling policies, laws & regulations developed	0	0	2.00	0.80	0.00	Two meetings to assign postcodes to all parishes in the Country were held in Jinja.
	Output: Human resource base for IT developed	30,200,000	30,200,000	1.00	0.60	0.21	Participated in IT training and recruitments at MDA.
	Total	**8,450,200,000**	**8,440,200,000**	**0.00**	**0.00**	**75.27**	
Programme Performance (Outputs)						**75.06**	
Outcome Performance	**Outcome Indicator**			**Annual Target**	**Achieved**	**Score (%)**	**Remark**
	Proportion of formal (registered) ICT enterprises			30	12	40	

	Number of locally developed applications/Innovations	70	35	50	
	Programme Performance (Outcomes)			**45**	
	Overall Programme Performance			**64.7**	

Source: MoICT

The Ministry held a stakeholder consultative workshop for the electronics manufacturing strategy after benchmarking visits on electronics manufacturing in Kenya. The expression of Interest for a feasibility study on the market size of computers in the country was developed and the draft ToRs for a consultancy on assembling and manufacturing computers updated.

By 30th June 2018, the construction of the National ICT Innovations Hub at Uganda Institute of Communications Technology (UICT) in Nakawa was ongoing with an estimated overall physical progress of 60% against a target of 100%. The project was three months behind schedule due to increased scope of earth works, variation in design and delays in clearance of imported steel materials, among others.

A Selection Committee for the National ICT Innovations Support (NIIS) to determine the beneficiaries, comprising of 11 independent experts from the industry and academia was set up. A total of 350 proposals were received for vetting, of which 43 were shortlisted for presentation to the selection committee; 12 innovators were successful out of whom 10 are being supported while two did not sign MoUs. They include: Zeenode - for Academic Information Management System (AIMS), Protecting Infants Remotely by SMS (PRISMS), KiCare Kidney Function Testing, Wulira App a Mobile application for hearing aid, SYSIMO Technologies-Mobile App for Blood Donation. Dero Energy Services Limited- Solar Power Supply System, Intel World International - Xente App - for online payments, Munu Technologies Business and Knowledge processing services, Hamwe East Africa Limited- M-Farmer (Mobile Farm management system) and Energrow-for social economic development through sustainable electricity demand growth.

2nd Deputy Prime Minister handing over a dummy cheque to the 10 winning innovators on 11th April 2018 at the MoICT

A total of 10 innovations developed by local innovators were funded and supported up to a tune of Ug shs 2.5bn namely: Protecting Infants Remotely by SMS (PRISMS) (0.05264bn); KICARE (0.00653bn); Dr. Charles Batte (WULIRA APP) funded to the tune of 0.017bn; Sysimo Technologies (Ug shs 0.090212bn); Dero Energy Services Limited (Solar Power supply system) 0.096bn; Intel World International (0.178bn); AIMS, 1.1bn; Munu Technologies Associates (0.9bn); Hamwe East Africa Limited (M-farmer software) 0.019bn and Energrow platform (0.032 bn). A total of 106 local innovations were developed by six (6) Innovation Hubs.

Technical support was provided to a number of MDAs for example: The Ministry of Health to assess medical MIS; MoES in conjunction with NCDC to assess Kolibri eLearning pilot project, NITA to assess policy development Gaps and Cyber Security Strategy; Inspectorate of Government in the development of its MIS.

Support was provided in the recruitment of ICT officers to Moyo, Masindi, Rubirizi, Busembatia and Kabarole district service commissions; and MLHUD in the recruitment of ICT officers; In the development of ICT policies to 3 LGs (Ibanda, Kamwenge and Rubanda on development of District ICT Policies) and MDAs such as the Ministry of Education (MoES); the NPA on development of the National Spatial Data Infrastructure Policy, Ministry of STI on the development of the National Science, Technology and Innovation Policy, MoPS on the development of the Service Uganda Centres Project, and public universities on the deployment the AIMS; AIMS was installed and functional in nine (9) public universities: Makerere, Kyambogo, MUBS, Gulu, Lira, Muni, UMI, Busitema, and Kabale. The system handles: Online admissions, student's registration, tuition and fees payments; Identity Cards, academic records, graduation record, transcript issuance; lectures, integration to IFMS and Uganda National Examinations Board.

Munu Technologies installed a fully-fledged BPO which has created 60 jobs and secured six international clients.

A baseline survey on ICT infrastructure was conducted in Eastern, Western, Northern and Central Uganda and a draft framework for infrastructure management was developed.
The following were accomplished under Northern Corridor Infrastructure Project (NCIP) and Regional Integration Initiatives:

a) One national ICT stakeholders meeting was held;
b) The Ministry hosted a Malawian Ministerial Delegation and signed a MOU on ICT cooperation;
c) Uganda's interests in the EAC meeting on cross-Border Interconnection Regulations, cross border mobile payments and postal strategies were represented.

The postal sector was monitored in West Nile and Eastern Uganda; Bench-marking study tours to South Africa on management of National Geographic Information System (GIS) and another to Ghana on Spectrum Management were undertaken.

9.3.3 Effective Communication and National Guidance Programme

The objective of the programme is to ensure effective communication and national guidance in order to increase citizen's participation in national programmes. The programme consists of four sub prorammes namely: National guidance, Information, Uganda Media Centre and Support to Information and National Guidance. The overall programme performance was 61%.

During the FY 2017/18, a total of Ug shs 21.7 billion was the approved budget for the programme, of which Ug shs 16.31 billion (74%) was released and Ug shs 16.12 billion (98%) spent. Table 9.8 shows the performance of the programme.

9.8: Effective Communication and National Guidance Programme Performance by 30th June, 2018

	Output/ Sub-programmes	**Annual Budget (Ug shs)**	**Cum. Receipt (Ug shs)**	**Annual Target**	**Cum. Achieved Quantity**	**Physical performance Score (%)**	**Remark**
Subprogram 08 Uganda Media Center	Output: Dissemination of public information	980,000,000	980,000,000	100.00	85.00	3.82	Public information disseminated.
	Output: Media and communication support provided	410,000,000	410,000,000	1.00	0.65	1.22	Press and media accredited.
Subprogram: 09 National Guidance	Output: National Guidance	960,000,000	960,000,000	1.00	0.80	3.53	Public guided on national vision and objectives.
Subprogram: 10 Information	Output: Purchase of office equipment and furniture	250,000,000	250,000,000	1.00	0.35	0.40	Assorted office equipment procured.
Subprogram: 1006 Support to Information and National Guidance Project	Output: Transfer to government units (Revamp of UBC)	18,700,000,000	13,250,000,000	1.00	1.00	85.86	UBC undergoing restructuring.
	Output: Purchase of motor vehicle and other transport equipment	480,000,000	480,000,000	2.00	0.10	0.11	Procurement of vehicle ongoing.
	Total	**21,780,000,000**	**16,330,000,000**	**0.00**	**0.00**	**94.94**	
	Programme Performance (Outputs)					94.94	

Outcome Performance	**Outcome Indicator**			**Annual Target**	**Achieved**	**Score (%)**	**Remark**
	Proportion of population aware of national development programmes			0.6	0	0	No progress on outcomes provided by the sector.
	Programme Performance (Outcomes)					**0**	
	Overall Programme Performance					**61.7**	**Fair performance**

Source: MoICT

The Ministry of ICT and National Guidance held numerous television (TV) and radio talk shows, several social media (twitter, facebook) sessions, press reviews and analyses made to create awareness on government programmes and policies.

The Government Citizens Interaction Centre (GCIC) received 426 calls/queries from citizens of which 262 queries were handled and closed while 164 were escalated to relevant MDAs for further management.

GCIC website (www.gcic.gou.go.ug) got 86,762 visitors, social media; twitter got 281,600 views and facebook 146,166 views; The GCIC ran two campaigns; tracking and sharing delivery of medicines by NMS up to the Health Centre II and the releases by MFPED. The deliveries of medicines and releases of finances up to parish level were published on all our platforms. Media support was provided to MDAs, and journalists by Uganda Media Centre. Information on outcome indicators was not readily available for assessment.

9.3.3.1 Revamping of Uganda Broadcasting Corporation

In order to improve the radio and TV programming for financial sustainability of Uganda Broadcasting Corporation (UBC), an exercise to restructure the corporation was initiated during the year under the revamping of UBC. The scope of the revamp covered improvement in the engineering and technology, staff restructuring, content and programming, and marketing of the corporation products.

The approved budget for revamp of UBC FY 2017/18 was Ug shs 18.7 billion, of which Ug shs 13.2 billion (70%) was released and Ug shs 12.49 billion transferred to UBC and spent as follows: Ug shs 8.252 billion (66%) on technology and engineering activities; Ug shs 751 million (6%) on programming and content development; Ug shs 35.5 million (0.3%) on marketing and Ug shs 3.455 billion (27.7%) on restructuring activities.

Monitoring findings showed that reviews were done on staffing across the 11 radio channels and 4 TV stations. A total of 23 staff who had clocked retirement age were retired and gratuity paid. Other staff members re-applied for the jobs under the new structure. By 30th June 2018, the recruitment and placement of staff was ongoing.

Rebranding and purchase of modern news set and 2 live U-transmitter systems for live coverage were completed. The following equipment was procured, installed and in use:

Halogen lamps, Isolation transmitter, seven processing boards, 3 lapel microphones, 2 TV screens, 14 laptop computers and 16 desk top computers, construction of two TV studio sets, DTT antenna systems for 17 sites, software upgrade for TV and radio. The biometric access control system and CCTV cameras were installed at UBC and systems upgrade undertaken for the Kololo Antenna dehydration system. 12 cameras, and audio recorders were procured and in use. The ISI switch, digital processors and amplifiers, and configurations of the satellite to improve the uplink and down link of TV and radio signal across the country were completed. Two containers with additional equipment were at Uganda Revenue Authority awaiting clearance and delivery.




Top L-R: Furnished studios of Radio Star and Star TV;

Below: Installed CCTV camera and refurbished UBC studios

The land boundary opening and valuation for the 17 UBC sites was concluded. The station old fleet of vehicles were repaired and procurement of seven new vehicles (2 station wagons, 1 Pickup, 1 Van, and 3 Sedan cars) was awarded to M/s Toyota Uganda, pending delivery.

The UBC and Star TV studios were improved and furnished with modern equipment and furniture. The male and female wardrobes were upgraded and the programmes on the two stations improved with new content. Pending outputs included procurement and or delivery of: Archiving shelves, Local Area Network (LAN) redesign and laying, compact mobile studios, microwave links, relocation of West Nile and UBC west studios, and procurement of TV cameras with accessories among others.

Implementation was affected by inadequate budget and releases (70%) to accomplish the revamp process. It was observed that although salaries and gratuity were paid under the restructuring process, there was no provision for the same in outer years. The UBC had outstanding legal obligations arising from a court order to attach UBC funds in favour of an unpaid contractor worth Ug shs 1.6 billion and Uganda Revenue Authority worth Ug shs 14 billion. The organisation lacks a substantive board which constrains timely implementation of activities

Conclusion: The revamping of UBC is a long term strategy that is approached with a short term intervention. Given the ongoing restructuring, revenue to UBC declined from Ug shs 4 billion to Ug shs 3 billion during FY 2017/18 as sponsors were still studying the changes in programming. Most of the funds earmarked for marketing were not released.

Recommendations

- The MFPED should release the balances of Ug shs 5.3 billion to conclude the revamp programme of UBC.
- The UBC and MoICT&NG should engage with URA to re-schedule the payment of outstanding taxes to avoid cash flow constraints.
- The MoICT&NG should appoint a substantive board of the corporation for smooth operations.
- The Ministry of ICT and GoU should consider provision and implementation of long term solutions as highlighted by the Ministerial Committee on UBC.

9.3.4 General Administration, Policy and Planning Program

The overall objective of the programme is to provide policy guidance, strategic direction and to generate sector statistics to inform planning and policy review. The expected outcome is a harmonized and compliant Policy, Planning and Administrative documents/reports with existing legal, policy and planning frameworks.

The approved budget for FY 2017/18 was Ug shs 12.52 billion, which was all released and Ug shs 12.17 billion (95%) spent. The overall programme performance was 70%. Table 9.9 shows the performance of the programme.

Table 9.9: General Administration, Policy and Planning Program performance by 30th June, 2018

Output Performance							
	Output/Sub-programmes	**Annual Budget (Ug shs)**	**Cum. Receipt (Ug shs)**	**Annual Target**	**Cum. Achieved Quantity**	**Physical performance Score (%)**	**Remark**
01 Headquarters (Finance and Administration)	Policy, consultation, planning and monitoring services	350,000,000	350,000,000	1.00	0.95	2.66	ICT Policies and M&E activities were supported. Baseline surveys conducted, sensitization on draft laws were conducted.
	Ministry Support Services (Finance and Administration)	3,830,000,000	3,830,000,000	1.00	0.95	29.08	Staff salaries were paid, and welfare taken care of.
	Ministerial and Top Management Services	310,000,000	310,000,000	1.00	1.00	2.48	Top management meetings were held and ministers travels financed.
	Financial Management Services and Procurement	420,000,000	420,000,000	1.00	0.96	3.22	Audits were conducted and fiancial services. IFMS services were supported.
	Human Resource & Records Management Services	410,000,000	410,000,000	1.00	0.56	1.84	Records and human resource services were supported. 1 staff was supported at UMI and 2 in India. Staff files were maintained. Pension for 16 retired staff and contract staff salaries were paid
	Domestic and utility Arrears	730,000,000	730,000,000	1.00	0.80	4.67	Electricity, water and telephone arrears were paid.
0990 Strengthening Ministry of ICT							
	Government Buildings and Administrative Infrastructure	5,830,000,000	5,830,000,000	1.00	0.35	16.31	Construction of the NIISP hub was ongoing at Nakawa.

	Purchase of Motor Vehicles and Other Transport Equipment	500,000,000	500,000,000	1.00	1.00	4.00	Two vehicles were procured.
	Purchase of Office and ICT Equipment, including Software	80,000,000	80,000,000	1.00	0.10	0.06	Nine laptops, computers, printers and a photocopier were procured for new staff.
	Purchase of office equipment and furniture	50,000,000	50,000,000	1.00	0.00	0.00	Procured assorted furniture and equipment for staff.
	Total	**12,510,000,000**	**12,510,000,000**	**0.00**	**0.00**	**64.32**	
	Programme Performance (Outputs)					**64.32**	
Outcome Performance	**Outcome Indicator**			**Annual Target**	**Achieved**	**Score (%)**	**Remark**
	Level of compliance of plans and reports to national frameworks, guidelines and timelines (%)			0.55	0.45	82	
	Programme Performance (Outcomes)					82	
	Overall Programme Performance					**70.4**	**Good performance**

Source: IFMS & MoICT

Technical guidance on Planning, Financial Management; Human Resource Management, General Administration, and policy related issues were provided to management, sector institutions and agencies.

National ICT Initiatives Support Program (NIISP): The construction of the National ICT Innovators Hub at Uganda Institute of Communications Technology (UICT) in Nakawa was awarded to the Uganda Peoples Defence Forces (UPDF) Engineering Brigade in November 2017. By 30th June 2018, construction of the steel super structure was ongoing. The estimated overall physical progress was 60% against a time progress of 100%. The project, was three months behind schedule due to increased scope of earth works, variation in design, delays in clearance of imported steel materials, delays in procurement of a consultant leading to late clearance of certificates, and low absorption of funds.

 

L-R: Progress on construction of the ICT Innovations Hub at UICT, Nakawa in February and July 2018

Challenges

- The site for the ICT innovation hub required additional earthworks to make it ready for construction as well as retain the embankments.
- Poor planning leading to delays in securing a contractor.
- The physical plan of the project was pending approval by KCCA.

Recommendation

- The MoICT &NG should initiate procurements in time to avoid implementation delays. The project should be fast tracked to avoid further delays.

9.4 Progress on achievement of NDP II indicators

The key NDP II indicators for the ICT sector include: increase in proportion of sector budget, increase internet penetration, proportion of businesses using internet, increase in number of mobile lines subscription, proportion of districts with backbone, proportion of households with a television and tele-density. It was observed that the sector lacks authentic information on some of the NDP indicators and therefore does not report on them.

Findings showed an increasing trend of ICT sector financing from Ug shs 17.01billion in FY 2014/15 representing 0.15% of the total annual budget to Ug shs 136.264 billion in FY2017/18 representing 0.47% of the budget. This was above the NDP target of 0.27% for the year.

The mobile and fixed telephony increased from 23,206,729 in December 2016 to 25,211,164 in December 2017. This was above the NDP target of 13.6 million in 2018. The mobile lines stood at 24,948,878 lines, while fixed lines stood at 262,286. There was a 28% decline in the number of fixed lines for the same period from 368,243.

Tele-density (lines per 100 population) growth increased from 63.1 in December 2016 to 66.9 in December 2017. In spite of the positive trend, it was less than the NDP II target of 80 for FY2017/18. The relative slow growth in tele-density is a result of decreasing market concentration, reducing market power and an increasing mobile market competition.

International bandwidth in country grew from 49,984.3 mbps in December 2016 to 75,879.7 mbps in December 2017. The sector witnessed a reduction in the cost of broadband internet bandwidth from US$ 300 per megabyte per second (mbps) in 2016 to $70 per Mbps in 2018, supplied by NITA-U over the National Backbone Infrastructure (NBI). Other service providers introduced mobile data bundles with fairly competitive pricing.

A total of 18.8 million internet users were recorded in December 2017 compared to 10.07 million in December 2016. The fixed internet users were 167,700 in December 2017 compared to 148,300 in December 2016. The growth in mobile internet access and usage is attributed to the increasing 4G and 3G coverage, drop in smart phone prices and drop in bandwidth prices. It was observed that the good progress on some of the indicators is a result of external factors largely from the private sector players and not necessarily from public sector interventions.

9.5 Overall ICT Sector Performance

The overall sector performance was good estimated at 73%. The recurrent sub-programmes performed better than the development sub-programmes as some of the outputs under development were still ongoing at the end of the financial year. Table 9.10 shows the summary performance by programs across the sector.

Table 9.10: Physical Performance of the ICT Sector by 30th June 2018

Programme	Score	Rating
Electronic Public Services Delivery (e-Transformation) Programme	76	Good
Shared IT infrastructure Programme	78	Good
Streamlined IT governance and capacity development Programme	88	Good
Enabling environment for ICT development and regulation Programme	65	Fair
Effective Communication and National Guidance Programme	61	Fair
General Administration, Policy and Planning Programme	70	Good
Overall Sector performance	**73**	**Good**

Source: Author's compilation

CHAPTER 10: INDUSTRIALISATION

10.1 Introduction

The Industrialisation sub-sector is a component of tourism, trade and industry sector. The sub-sector operates through four votes namely; Vote 015 Ministry of Trade, Industry and Cooperatives (MoTIC); Vote 154 Uganda National Bureau of Standards (UNBS) and partly Vote 008, Ministry of Finance, Planning and Economic Development (MFPED) and Vote 023, Ministry of Science, Technology and Innovations (MoSTI). During FY 2017/18, the Uganda Investments Authority (UIA) and Uganda Development Corporation (UDC) were subventions under vote 008 and vote 015 respectively.

10.1.1 Sector Objectives and Outcomes

The industrialisation sub sector objectives are to;

- Promote the development of value added industries in agriculture and minerals
- Increase the stock of new manufacturing jobs.
- Enhance the use of Standards and quality infrastructure in industry.
- Promote and accelerate the use of research, innovation and applied technology.
- Promote green industry and climate smart industrial initiatives.

10.1.2 Scope

This chapter reviews progress of selected programmes and projects implemented by the MoTIC, MoSTI, UNBS and MFPED. The selected projects were; United States African Development Foundation (USADF), and Development of Industrial Parks (DIP) under Uganda Investment Authority. Under MoTIC, the projects monitored included: Rural Industrial Development Programme (RIDP), the Uganda Development Corporation projects of: Kiira Motors Corporation (KMC), Sheet Glass project, Value Addition to Tea (VAT) in Kabale and Kisoro, and Soroti Fruit Factory (SFF). Under the Uganda National Bureau of Standards (UNBS); Construction of UNBS headquarters Phase two was monitored while the Presidential Initiative of Banana Industrial Development project was tracked under the Ministry of Science, Technology and Innovations.

10.1.3 Limitations

- Financial information regarding some donor projects was not readily available.
- Some of the monitored entities lacked update data on outcomes, indicators, targets, and achievements which made performance assessment difficult.
- Some financial information was not aligned to outputs/outcomes which might have affected the overall score through the weighting process.

10.1.4 Overall Sub-Sector Performance

The Industrialization sub-sector budget for FY 2017/18 was Ug shs 170.55 billion, of which Ug shs 150.12 billion (88%) was released and Ug shs 134.89 billion (90% of released funds) spent, representing very good absorption. Low absorption was observed under UDC (70%). Table 10.1 shows the financial performance of the sub-sector by sub-programme.

The overall sector performance was fair (58%). Good performance was noted in the sub-programmes of; USADF, RIDP, and some sub-programmes under science, technology and innovations. Performance of the UDC sub-programmes was varied; acquisition of shares in Horyal Investments and operationalization of Kigezi Highland Tea were achieved. However, performance of Soroti Fruit Factory, Sheet Glass Project, Kayonza Tea factory, and Kiira Motors Corporation assembly plant were behind schedule.

Funds under industrial promotion and science and technology programmes were partially diverted to recurrent activities of the Uganda Investment Authority (UIA) and Ministry of STI respectively due to inefficiencies in allocation of resources during the financial year and poor planning. The UIA posted poor physical performance in spite of very good release performance. The development funds were diverted to wage and other recurrent activities that arose out of the unplanned restructuring exercise.

Table 10.1: Overall Financial performance of the Industrialization sub-sector

Institution	Budget	Release	Expenditure	% Release	% Spent
UNBS	9,579,746,000	8,279,037,687	8,279,000,322	86.4	100.0
PIBID	22,472,306,969	19,215,111,330	19,215,111,330	85.5	100.0
RIDP	435,636,000	368,628,000	368,628,000	84.6	100.0
UDC	58,380,135,346	44,686,083,889	31,410,848,657	76.5	70.3
USADF	4,212,198,636	4,212,198,635	4,212,198,635	100.0	100.0
MoSTI	57,952,422,245	55,843,593,136	53,986,421,996	96.4	96.7
UIA	3,570,935,729	3,570,935,728	3,570,935,728	100.0	100.0
UIRI	13,952,000,000	13,952,000,000	13,856,000,000	100.0	99.3
TOTAL	**170,555,380,925**	**150,127,588,405**	**134,899,144,668**	**88.0**	**89.9**

Source: IFMS, Monitored MDAs

Overall Performance by programme

10.2 Ministry of Finance, Planning and Economic Development

The mission of the Ministry of Finance, Planning and Economic Development is "To formulate sound economic policies, maximize revenue collection, and ensure efficient allocation and accountability of public resources so as to ensure sustainable economic growth and development" (MFPED, 2015).

The Ministry's mandate is to: formulate policies that enhances economic stability and development; mobilize local and external financial resources for public expenditure; regulate financial management and ensure efficiency in public expenditure; oversee national planning and strategic development initiatives for economic growth.

The Ministry's planned outputs are executed through several vote functions namely: macroeconomic policy and management, budget preparation, execution and monitoring; public financial management; development policy research and monitoring, development policy and Investment programme and private sector promotion, financial services; policy, planning and support services.

The monitoring (FY 2017/18) focused on the Development Policy and Investment programme with the following sub-programmes monitored; United States African Development Foundation (USADF), and Development of Industrial Parks under UIA.

Development Policy and Investment Promotion Programme

10.2.1 Project 1003 – United States African Development Foundation

Background

The strategic partnership between the USADF and the Government of Uganda was established in November 2006 through a Memorandum of Understanding (MoU). The MoU was initially for five years but was subsequently renewed in April 2012 for another 5 years. The USADF and GoU each make equal contributions of US$ 1,000,000 per annum towards grants to targeted farmer groups and Small and Medium Enterprises (SMEs). The funds are transferred by USADF through grants made to individual selected projects/groups, which are developed and approved in accordance with USADF criteria and methodologies and with the goals and objectives of the MoU.

Overall project objectives

- To promote the development of farmer cooperatives, producer associations, smallholder agricultural producers, small scale agri-business (SSAs) and SMEs in Uganda and increase their market competitiveness, with a particular focus on the development of underserved and marginalized community groups and enterprises.
- To increase the participation of small scale agricultural groups and SMEs in investment relationships with US and other trading partners.

The approved budget of the USADF FY 2017/18 was Ug shs 4,212,198,636 all of which was released and absorbed (100%).


USADF funded peanut processing facility and installed generator at Kweyo Growers Cooperative in Omoro District


L-R: Outside and inside the warehouse at Kyazanga Area Cooperative constructed under USADF

Performance of the USADF Sub-Programme

The project was supposed to have identified 10 new projects for support by the end of the FY. The ten projects were identified, although majority were in preliminary stages of implementing the activities by 30th June 2018. The projects of; Kayonza Tea Factory, Kweyo Growers Cooperative Society, Kyazanga Area Cooperative and Katine Joint Cooperative were monitored. By end of FY 207/18, the cooperatives had substantially implemented the various components such as; construction of infrastructure, provision of equipment such as tractors, training of board members and executives, and crop financing (working capital). The performance of the project was very good.

10.2.2 Project 0994: Development of Industrial Parks

The Uganda Investment Authority is a semi-autonomous government agency established by an Act of Parliament (Investment Code 1991) with the aim of promoting and facilitating private sector investment in Uganda. The annual monitoring exercise for FY 2017/18; focused on the development of industrial parks project.

The GoU formulated a ten (10) year National Industrial Parks Development Plan and project with effect from FY2008/09 to FY 2017/18. The project aimed to create 22 serviced (water, electricity, roads, waste treatment) industrial parks across the country. Implementation started with Industrial Parks in Namanve, Bweyogerere and Luzira, and later land was secured in Jinja, Kasese, Mbale, Mbarara, Moroto and Soroti. The key outputs for FY 2017/18 included:

- Opening of roads undertaken in industrial parks
- Extension of power in Kampala Industrial Business Park undertaken
- Industrial park roads maintained
- Identification of land for industrial parks
- Master plan and Environmental Impact Assessment study for KIBP
- Compensation of squatters in Mbale Industrial Park

For FY 2017/18, the approved budget for UIA was Ug shs 3,570,935,729. Release performance was very good as all funds were released and absorption was also very good at 100%. It was however noted that expenditure was not on the deliverables for FY 2017/18.

Performance of the Development of Industrial Parks sub-programme

The performance of the sub-programme was poor as none of the stipulated outputs for the FY 2017/18 were implemented though all funds were released to the UIA. Though procurements for suppliers was done, contracts were not signed to execute various works. This is attributed to the ongoing restructuring process that was occurring at the agency and all funds were diverted to facilitate the restructuring. Table 10.2 shows the performance of the Development Policy and Investment Promotion programme.

Table 10.2: Performance of the Development Policy and Investment Promotion Programme by 30th June, 2018

	Output/ Sub-programmes	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
United States African Development Foundation	Infrastructure	269,659,074	131,569,856	3.00	3.00	4.07	Construction of infrastructure at Kayonza Tea Factory, Kyazanga Area Cooperative and Kweyo Growers Cooperative Society were substantially complete and buildings in use in Kayonza and Kyazanga.
	Machinery	1,111,409,626	841,586,791	12.00	10.00	16.79	Tea packaging machinery and equipment was delivered to Kayonza Tea Factory. Motor cycles, groundnut shellers, were delivered to Katine Cooperative and the peanut processing equipment at Kweyo was yet to be delivered and installed. A 132 KVa generator was installed at Kweyo Cooperative. The seed cleaning equipment for Kyazanga was yet to be delivered but motorcycles and office equipment were in use.
	Working Capital	413,932,272	329,221,592	8.00	6.00	5.90	Working capital in the form of crop finance and establishment of input stores was earmarked for all groups. The groups had received agro inputs under the project with the

							exception of Kweyo.
	Training	62,630,000	41,020,496	13.00	10.00	0.95	All groups received training in agronomic practices, Monitoring and Evaluation, Financial Management. Kyazanga and Kweyo were yet to complete the trainings.
	Technical Assistance	147,016,723	58,387,244	15.00	5.00	1.86	Technical assistance in the form of; financial systems upgrade, UNBS certifications were only given to Kayonza Tea Factory and Katine Joint Cooperative that had started implementation.
	Administrative Support	373,445,345	191,221,822	15.00	15.00	5.64	Administrative support in the form of; paying staff salaries, rent, utility bills was extended to all the cooperatives.
Development of Industrial Parks	Opening of Roads at Kampala Industrial and Business Park to gravel level (4km)	1,600,000,000	1,600,000,000	4.00	0.00	0.00	Output not implemented.
	Extension of industrial Power Supply to selected sites in KIBP, Namanve	500,000,000	500,000,000	1.00	0.00	0.00	Output not implemented.
	Maintenance of industrial Park Roads	680,000,000	680,000,000	1.00	0.00	0.00	Activity not implemented.
	Identification of land for acquisition for establishment of Industrial Parks	650,000,000	650,000,000	1.00	0.00	0.00	Activity not implemented.
	Compensation of squatters	690,000,000	690,000,000	124.00	0.00	0.00	Activity not implemented.

	Master plan and Environmental Impact Assessments conducted	120,000,000	120,000,000	1.00	0.00	0.00	Activity not implemented.
	Programme Performance (Outputs)					**35.22**	Poor performance due to zero progress on industrial parks development sub programme.
Outcome performance	**Outcome Indicator**			**Annual Target**	**Achieved**	**Score (%)**	**Remark**
	Proportion of National development policies under active Implementation			100	81.3	81	
	Proportion of development policies performance reviewed after 10 years of commencement			100	29.6	30	
	Proportion of Business Climate Reforms conclusively			45	55	122	
	Programme Performance (Outcomes)					**78**	
	Overall Programme Performance					***50.1***	

Sourc: Authors compilation, USADF and UIA

The performance of the programme was fair (50%). Although very good performance was registered for the USADF sub-programme, the Development of Industrial Parks outputs and outcomes under UIA posted zero progress throughout the FY. The funds released (Ug shs 3.5billion) for execution of development activities were diverted to recurrent expenditure to cater for salaries and wages of staff, restructuring and rent for the expanded office space.

Challenge

- Poor planning at UIA leading to virement of development funds to restructuring of the agency. All planned activities for the year were differed.

Recommendations

- The UIA should adhere to approved plans. The UIA management should focus on strengthening the planning function to avoid interruptions in programme implementaion.
- The Auditor General should undertake an audit of the activities where funds were diverted to ensure value for money.

10.3 Ministry of Trade, Industry and Cooperatives

The mandate of the Ministry of Trade, Industry and Cooperatives (MoTIC) is: "to formulate, review and support policies, strategies, plans and programs that promote and ensure expansion and diversification of trade, cooperatives, environmentally sustainable industrialization, appropriate technology transfer, to generate wealth for poverty eradication and benefit the country socially and economically" (MoTIC, 2014).

During the year under review, the Ministry supervised six agencies namely: Uganda Development Corporation (UDC), Uganda National Bureau of Standards (UNBS), Uganda Export Promotions Board (UEPB), Management Training and Advisory Centre (MTAC) and Uganda Warehouse Receipting System Authority (UWRSA).

The annual monitoring FY2017/18 focused on the Industrial development programme and the following sub-programmes; Rural Industrial Development, the Uganda Development Corporation: Kiira Motors Corporation, Sheet Glass Project, Value Addition Tea (Kigezi Highland Tea, Kayonza Tea Factory and Mabaale Tea Factory), Soroti Fruit Factory. The Quality Assurance and Standards Development Programme was also monitored, with the sub-programme of Strengthening UNBS.

Industrial Development Programme

10.3.1 The Rural Industrial Development Project (RIDP)

The Rural Industrial Development Project (RIDP) that started in FY 2017/18 aims at promoting value addition to agricultural products at different levels of the commodity value chain that include drying, storage, preservation, packaging and processing. This will be achieved through promotion of production and industrial processing clusters that includes operators of the storage facilities, suppliers of raw materials for processing, value addition enterprises, manufactures and distributors of value addition equipment and providers of business development services.

The approved budget for the RIDP, FY 2017/18 was Ug shs 435 million, of which Ug shs 368 million (85%) was disbursed and all spent representing good release and very good absorption respectively. The overall programme performance was rated as fair (57.6%). Table 10.3 shows the overall programme performance by sub-programme.

Performance of the RIDP

The project registered good performance as it substantially implemented planned outputs in seven out of the targeted nine groups/cooperatives[59]. Assorted value addition equipment were procured, delivered and installed during the year to the beneficiary groups in Eastern, Central

[59] MBK General Agencies- Kaliro, Zigoti Clays Community Works-Mityana, Kasambira Youth Enterprises - Kamuli, Kijukizo Carpentry Hub – Butambala, Bubale Innovation Platform –Kabale, Mirembe farm Industries-Wakiso, Bake My day Enterprises-Kampala, MTAC – Kampala, Kangulumira Area Cooperative- Kayunga

and Western Uganda. A defective rice huller was observed at Kasambira Youth Enterprise in Kamuli. Implementation of activities prior to installation of value addition equipment for the common user facility for leather business incubation centre, at the Management Training and Advisory Centre (MTAC) Nakawa was not completed by end of the FY. The required improvements in power distribution at the facility were completed and installation of equipment was expected to start in Q1 of FY 2018/19.

Project proposals for six new groups were assessed and fact finding missions made in the districts of Lira, Amuru, Otuke, Nebbi, Kamuli, and Nakasongola. Capacity building and support for certification of products was made in six groups previously supported with value addition equipment. Monitoring visits were made in three out of six previously supported groups. It was observed that support is skewed to Central, Eastern and Western Uganda. The programme has hardly supported enterprises in northern and West Nile sub-region.


Carpentry equipment to Kijjukizo in Butambala and compressor to MBK in Kaliro supplied under the RIDP


Defective Rice Huller at Kasambira Youth Enterprises-Kamuli and bottle filling equipment at Kangulumira Area Cooperative in Kayunga supported by RIDP

Challenges

- Lack of pre-feasibility and feasibility studies as part of the process requirements for appraisal and support of enterprises. Instances of enterprises failing to take off after receiving value addition equipment points to lapses in the selection processes.
- Poor planning at project management level leading to year to year spill over of activities.
- Non-compliance to public procurement laws and regulations and treasury accounting instructions regarding supplies. Instances of defective supplies were observed yet suppliers had been paid fully before testing, training and commissioning of equipment.
- Inadequate funding: The project is insufficiently financed to achieve the set objectives and make the intended impact.

Recommendations

- The MoTIC should undertake comprehensive appraisal of beneficiaries to ensure sustainability of the seed support.
- The MoTIC should initiate procurements in time to ensure that projects are implemented within a financial year and avoid spill overs.
- The MoTIC should comply with public finance and PPDA laws and regulations in execution of the project. Suppliers who consistently deliver defective equipment should be black listed.
- The MoTIC and MFPED should prioritise funding of the programme if the objectives and impact is to be made.

10.3.2: Uganda Development Corporation

The Uganda Development Corporation (UDC) is the investment and development arm of the GoU and is mandated to invest in projects that ensure diversification and grow Uganda's production capacity. The agency was re-established under the Uganda Development Corporation Act, 2016.

The approved budget for UDC FY 2017/18 was Ug shs 58,380,135,346, of which Ug shs 44,686,083,889 (76%) was released and Ug shs 31,410,848,657 (70%) expended. Both the release and expenditure performance were rated as good.

Performance of the UDC

The overall performance of the UDC was rated as fair (Table 10.3). Although some progress was registered on a number of outputs, majority of the outputs were partially implemented or not implemented at all. The Government through UDC was in the process of acquisition of shares in Horyal Investments (owners of Atiak Sugar Factory) and had paid up to Ug shs 20 billion of the required Ug shs 45 billion. Civil works for the Soroti Fruit Factory were completed and machinery installed and tested. Recruitment of production staff was ongoing.

The pending works were on variations on the processing floor area to polyurethane (suitable for food grade industrial purposes). It was observed that the solid waste disposal plant was not yet constructed.

Under the Value Addition to Tea Project, the Kigezi Highland Tea factories of Kabale and Kisoro were operationalized after completing the installation of machinery and equipment supplied under UDC funding. The procurement for supply and installation of tea processing equipment to expand the capacity of Kayonza Tea Factory (KTF) was ongoing. M/s Vikram India was contracted to supply the factory equipment at a sum of US$ 1.2 million. Manufacturing of equipment was ongoing and shipping was expected in September 2018 and the factory was expected to be commissioned in December 2018. However, construction of the factory structure to house the equipment had not started.

Due to inadequate budget, the procurement of factory equipment for Mabaale Tea Factory was deferred to FY 2018/19, while construction and equipping of a new factory in Zombo was at preliminary stages of procurement.

Feasibility studies were being conducted for the Sheet Glass Project in Masaka. Tests on the raw material (White Silica Sand) were still ongoing by the end of the FY.

It was observed that funds released to UDC over a period of three years remained unutilised.

Overgrown lawns and furnished office at Soroti Fruit Factory

Challenges

- **Lack of affluent waste disposal** facility at Soroti Fruit factory affected operationalization of the factory.
- **Poor planning and delays in implementation of UDC projects** due to lapses in coordination, and programming for example; the trainer from South Korea had spent over two months in country waiting for the trainees to be recruited.
- **Lack of reliable power in the Soroti Industrial and Business Park:** Although the civil works and installation of equipment at the Soroti Fruit Factory were nearly complete, power supply to the factory was intermittent and unreliable.

- Delayed **construction of the factory premises** for Kayonza Tea shall derail project implementation.
- The feasibility study for the Sheet Glass Project was delayed by the tests conducted on the raw material (White Silica Sand). The UDC did not have technical capacity to ascertain whether the raw material tested were suitable for production.
- Understaffing at UDC in spite of the mandate.

Recommendations

- Government agencies should strengthen linkages and build synergies in project implementation and execution. For example, the UDC, UIA and NWSC should prioritise the establishment of a waste disposal facility at Soroti Industrial and Business Park to avoid delays in operationalization of the fruit factory and industrial park.
- The power distribution and transmission companies (UMEME and UETCL) should improve the quality of power in Soroti to avoid loss of sensitive equipment at the fruit factory.
- The Ministry of Energy and Mineral Development (MEMD) and UNBS should develop capacity to test all minerals in the country.
- The Kayonza Tea Factory management should expedite the construction of the factory.
- The UDC board should recruit staff in critical areas to improve on performance and absorption of funds.

Table 10.3: Performance of the Industrial Development Programme by 30th June, 2018

Soroti Fruit Factory	Output/ Sub-programmes	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
	Design and build the solid waste facility	32,221,687	2,608,000	1.00	0.00	0.00	Not done.
	Development of an effluent / wastewater treatment plant within the factory site	500,000,000	-	1.00	0.00	0.00	UDC engaged NWSC to designs for a central waste treatment plant.
	Procure packaging materials (pouches) for the ready to drink juice	500,000,000	-	250.00	0.00	0.00	Not done.
	Upgrade the existing concrete floor to	490,000,000	-	1.00	0.50	0.00	Contract awarded and works commenced.

	polyurethane treated floor in the production area of the factory						
	Provide security services at the project site	22,915,000	22,915,000	1.00	1.00	0.04	A security company hired. Security was previously provided by Uganda Police Force.
	Monitor and evaluate the implementation of the project activities	260,000,000	202,460,500	0.00	0.00	0.00	A joint inspection for the factory was carried out by UDC, KOICA and the supervising consultant to assess the completion of the civil works at the factory. Some of the defects were rectified such as drainage gratings and concrete pavements. A monitoring exercise was also conducted in Teso region to analyse challenges that need to be addressed prior to commercial operations.
	Partition the offices and procure blinds	79,941,440	54,264,100	0.00	0.00	0.00	Completed.
	Procure 2 Folk lifts	320,000,000	-	2.00	0.00	0.00	Secured a supplier for auxiliary equipment and delivery expected in August 2018.
	Procure 240 motorised spray pumps for the cooperative societies in Teso region	522,000,000	528,000,000	240.00	240.00	0.88	Procured 240 motorized pumps and these are to be distributed among the 58 primary cooperatives that form Teso Tropical Fruit Cooperative Union.
	Procure 40,000 litres of diesel for the fruit factory	144,000,000	-	0.00	0.00	0.00	Not achieved.
	Construct a sick bay for factory personnel	10,000,000	10,000,000	0.00	0.00	0.00	Not achieved.
	Recruit plant personnel	20,000,000	20,000,000	7.00	7.00	0.03	Interviews for positions of General Manager, HR, admin. Officer, production supervisors, engineering technicians, quality assurance and process operators were conducted awaiting results.
	Carry out hydrogeological survey & drilling of	39,000,000	39,000,000	1.00	1.00	0.07	Secured a contractor to carry out a hydro geological survey and drilling of a borehole that will provide sufficient water for factory

	borehole						operations and a suitable water was identified and a borehole sunk. However the water pump was of lower specifications (5 C.C against 10CC).
	Fence off the diesel tanks	15,000,000	10,965,230	0.00	0.00	0.00	
	Carry out fruit farmers capacity building in Teso region	700,000,000	350,000,000	3911.00	3911.00	1.19	Conducted refresher capacity enhancement trainings of 2,163 and 1,748 fruit farmers in Ngora and Kumi districts respectively. The trainings were in; better agronomic practices, post-harvest handling practices and the roles of the cooperative movement in the fruit supply chain.
	Provide working capital for the factory operations	797,708,873	847,787,170	0.00	0.00	0.00	To be done upon operationalization of the factory.
	Commitments from FY 2016-17	484,116,597	484,116,597	0.00	0.00	0.00	Some of the commitments addressed included; Obtaining an EIA certificate for the solid waste disposal. Supply and installation of data and voice network for the Factory, Upgrade of transformer, Cleaning services for Soroti Fruit Factory process flow equipment, Protective Gear for factory staff, Repair of works on razor wire and tarmac, landscaping, door for staff lockers installed, Branded note books, Strategic Plan Stakeholder consultative workshop Microsoft Server Software and Licenses Internet for Soroti Fruit Factory designs and Build for the Solid waste disposal facility.
Establishment of Zonal agro processing Industries	Procure, Install and commission CTC tea processing machinery and equipment for	2,800,000,000	2,800,000,000	1.00	0.00	0.00	The contractor (VIKRAM, India) was identified. The delivery of equipment is as follows; CTC & workshop 30th September 2018, withering section 30th November

	Kayonza Tea Factory						2018, Commissioning 30th January 2019. KTF had secured a loan from East African Development Bank for construction of the factory and the civil works were expected to commence by 1st August 18.
	Procure, Install and commission CTC tea processing machinery and equipment for Mabbale Tea Factory	2,840,042,120	494,636,554	1.00	0.00	0.00	The management of Mabaale Tea Factory had ironed out administrative requirements for support, however, the budget was inadequate and support was differed to FY 2018/19.
	Project Administrative Expenses	359,957,880	80,000,000	1.00	1.00	0.61	
	Commitments for FY 2016/2017 for Kigezi Highland Tea Limited (KHTL) Factories in Kisoro and Kabale	3,048,419,012	2,038,030,501	3.00	3.00	5.18	Power back up in the form of two 500KVA and two 85KVA generators were supplied and installed at both factories. All machinery was installed at both tea factories each with a capacity of 450Kg/hour with a combined output of 2400MT per annum of ready tea.
	Zombo Tea Factory						
	Conduct due diligence including preliminary key stakeholders engagements for Zombo Tea	50,000,000	50,000,000	1.00	0.00	0.00	A study was conducted to ascertain the status of tea growing in the districts of Nebbi and Zombo. To inform the process of designing and setting up the factory. The findings established that the area is suitable for commercial tea growing, though there are approximately only 500 acres of tea in the region and yet 1,480 acres are needed to support a single line factory with capacity of 450kg/ hour.
	Procure consultants and undertake feasibility and business plan studies for Zombo	350,000,000	100,000,000	1.00	0.00	0.00	Terms of reference to develop a business plan for the project were prepared and the procurement process to secure a consultant was ongoing.

	Tea						
	Procure 5 acres of land designated to house the factory for Zombo Tea	105,000,000	100,000,000	5.00	0.00	0.00	Not done. Funds transferred to Isingiro Fruit processing factory.
	Procure a consultant to undertake EIA study for Zombo Tea	10,000,000	10,000,000	1.00	0.00	0.00	Not done. Funds transferred to Isingiro Fruit processing factory.
	Undertake the EIA study for Zombo Tea	80,000,000	30,000,000	1.00	0.00	0.00	Not done. Funds transferred to Isingiro Fruit processing factory.
	Procure a consultant and develop engineering designs and BOQs for the factory for Zombo Tea	80,000,000	80,000,000	1.00	0.00	0.00	Not done. Funds transferred to Isingiro Fruit processing factory .
	Procure a contractor and construct the factory for Zombo Tea	900,000,000	900,000,000	1.00	0.00	0.00	Not done. Funds transferred to Isingiro Fruit processing factory .
	Enhance staff capacity building through symposium and training for Zombo Tea	245,000,000	62,700,000	1.00	0.00	0.00	Not done. Funds transferred to Isingiro Fruit processing factory.
	Mobilisation and training of Farmers for Zombo Tea	80,000,000	80,000,000	672.00	672.00	0.14	Trained 672 farmers in tea agronomic practices from the districts of Nebbi and Zombo to increase the acreage planted with tea so that there is enough leaf to sustain a factory.
	Administrative expenses for Zombo Tea	100,000,000	100,000,000	1.00	0.00	0.00	Not done. Funds transferred to Isingiro Fruit processing factory.
	Kiira Motors Corporation						
	Design, Construction of Boundary Wall and Gatehouse facilities for Kiira Motors Corporation	2,504,007,304	1,499,681,494	1.00	0.00	0.00	Design specifications and bills of quantities for; the clearance of the Kirra Vehicle plant site; construction of site fence and gate facilities; excavation of an open channel along the western boundary of River Kainigoga, and

							opening and construction of key roads at Kiira Vehicle plant site were completed. An MoU between UDC and Ministry of Defence and Veteran Affairs.
	Procurement of furniture for the KMC office in Jinja	450,667,000	-	1.00	0.00	0.00	Not done. Jinja office not yet operational.
	Procurement of Computers and IT Supplies	411,501,601	224,842,677	1.00	0.00	0.00	20 desk top computers with accessories such as UPS, Monitors were procured, software licences including; 28 windows licences, 10 professional, 20 office 2016, I server 2012 standard and 11 office profession were procured. Subscription for Internet and Google was done. Annual website fees were paid, and mobile precision workstation was procured.
	Carryout KMC products promotions and marketing	513,950,272	72,000,000	1.00	0.00	0.00	Procurement for the printing of a book- "Tracing the footsteps of Mission Vehicles Made in Uganda" was conducted.
	Undertaking Staff training	394,916,777	49,803,950	13.00	13.00	0.67	Eight employees completed an internship in Fundamentals of Joining, methods at Lugogo Vocational Institute. Two employees completed the Masters of Professional studies in Technology Entrepreneurship. Two employees are pursuing the Certified Marketing Management Professional and expected to complete in December 2019. One employee is pursuing the Association of Chartered Certified Accountants. One employee completed the advanced diploma in procurement and management supply.
	Provision of Insurance cover for the KMC plant, staff and vehicles	308,120,400	-	1.00	0.00	0.00	Inadequate funds and plant not yet in place

	Administrative Expenses	675,666,022	122,130,122	1.00	1.00	1.15	Office consumables, stationery and cleaning material ere procured. Electricity, water, security services repairs were all paid for.
	Undertake Legal Consultancy services regarding original Equipment Manufacturers Negotiations	129,600,000	-	1.00	0.00	0.00	Lack of funds.
	Payment of Staff salaries and NSSF	3,406,996,640	3,117,727,656	1.00	0.00	0.00	
Sheet glass project	Feasibility and Exploration Study	394,812,737	394,812,737	1.00	0.50	0.34	A technical committee comprising of; UDC, MEMD was established to oversee this project. A feasibility study was being conducted.
Agro Health Products-Isingiro	Provide working Capital	2,000,000,000	2,000,000,000	1.00	1.00	3.40	Ug shs 2 billion were transferred to the Agro Health product Limited. The company procured 4 distribution vehicles, a generator, and water purification equipment and used part of the funds as working capital.
Atiak Sugar (Horyal Investments)	Acquisition of Shares	20,000,000,000	20,000,000,000	10.00	5.00	17.00	The GoU partially acquired shares worth Ug shs 20 billion of the Ug shs 45 billion allotted it in Horyal Investments.
	Administration Costs	-	127,348,649	1.00	1.00	0.00	
Capitalisation	Development of an effluent / wastewater treatment plant within the factory site for Soroti Fruit Factory	2,527,500,000	2,499,500,000	1.00	0.00	0.00	Not done
	submersible pump for the borehole for Soroti Fruit factory	31,000,000	31,000,000	1.00	0.00	0.00	Not done

	procure reservoir tank for borehole water inclusive of pipe work for Soroti Fruit Factory	84,000,000	84,000,000	1.00	0.00	0.00	Not done
	Procurement of trucks for TEFCU	360,000,000	360,000,000	1.00	0.00	0.00	Not done
	Undertake Feasibility Studies	800,000,000	800,000,000	1.00	0.00	0.00	Not done
	Project Development	660,000,000	300,000,000	1.00	0.00	0.00	Not done
	Development of the Cement Plant	1,600,000,000	1,000,000,000	1.00	0.00	0.00	Studies ongoing in Moroto.
	Development of the Luwero Fruit Project	1,000,000,000	431,787,500	1.00	0.00	0.00	Feasibility completed implementation pending.
	Undertake due diligence, project appraisal, project valuation on potential investments	240,000,000	240,000,000	1.00	0.50	0.20	Not done
	Commodity Exchange	200,000,000	200,000,000	1.00	0.00	0.00	Not done
	Administrative Expenses	2,000,000,000	2,000,000,000	1.00	1.00	3.40	
Rural Industrialisation Development Programme (RIDP)	8 Model Enterprises trained on Business Plan Development, use of Value Addition technologies, Product packaging and Quality Assurance techniques	15,472,000	7,095,250	8.00	3.00	0.02	Training conducted for Tukolerewamu Cooperative Society in Mpigi and BUFA Cooperative society in Busia in business management and principles of cooperatives.

	6 products from potential enterprises certified by June 2018	110,000,000	22,500,000	6.00	1.00	0.15	The enterprises of; Bevron Investments, Kangulumira Area Cooperative Enterprise, Bulamoji diaries, Kisoro Associated Bee keepers Association, Kyamuhunga Bee Keepers Association, Bududa Yetana had been earmarked for support for certification. However, only Bevron had completed their certification process.
	Value addition technologies promoted among Model Enterprises from Rural Areas	244,368,000	300,934,750	8.00	7.00	0.30	By end of FY 2017/18, a total of 7 groups had been supported with different agro processing equipment; These included; Kasambira Youth Enterprise in Kamuli with a rice huller, Kijuukizo Carpentry Hub in Butambala district with carpentry equipment, MDK enterprises with metal fabrication equipment (compressor, welding machines and threading machines). Bake My Day Enterprises in Wakiso had been supported with bakery equipment while Mirembe Farm Enterprises in Wakiso had been supported with a coffee huller. Kangulumira Area Cooperative was supported with a bottle filling machine for wine processing and a Kiln was under construction at Zigoti Clays in Mityana.
	Functional Common Value Addition Facilities established for NDP priority crops: Cotton, Coffee, Tea, Maize, Cassava, Beans, Fish, Beef, Milk, Citrus and Banana in strategically located Rural Areas.	58,000,000	26,310,000	1.00	0.00	0.00	The Food and Leather Manufacturers and Exporters Association (FREMEYA) was earmarked for support to install a leather business Incubation facility at the Management Training and Advisory Centre (MTAC) in Nakawa. The purpose of the incubation facility was to act as a centre where value addition to leather is done.
	Needs assessment for 36 enterprises from 12 districts of	7,796,000	11,788,000	36.00	10.00	0.00	Physical assessment conducted for 13 groups.

	Western, Northern, Central and Eastern regions						
	Programme Performance (Outputs)	58,815,771,346	46,082,060,538	0.00	0.00	34.77	
Outcome Performance	**Outcome Indicator**			**Annual Target**	**Achieved**	**Score (%)**	**Remark**
	Percentage contribution of manufacturing to GDP			6	10	100	
	Programme Performance (Outcomes)					**100**	
	Overall Programme Performance					**57.6**	**Fair performance**

Source: Authors compilation, RIDP progress reports and UDC

The good performance on the outcome indicator is not necessarily a result of interventions made by the public sector players' rather private sector. The UDC poorly performed on most of the sub-programmes except Kigezi Highland Tea Limited, Agro Health Products, and Atiak Sugar Factory. The agency (UDC) has posted poor absorption of funds over the years.

QUALITY ASSURANCE AND STANDARDS DEVELOPMENT PROGRAMME

10.4 Uganda National Bureau of Standards

The Uganda National Bureau of Standards (UNBS) is a statutory body under the Ministry of Trade, Industry and Co-operatives established by the UNBS Act Cap 327. The mandate of UNBS is formulation and promotion of the use of standards; Enforcing standards in protection of public health and safety and the environment against dangerous and sub-standard products; Ensuring fairness in trade and precision in industry through reliable measurement systems; and Strengthening the Economy of Uganda by assuring the quality of locally manufactured products to enhance the competitiveness of exports in regional and international markets.

The UNBS acquired 6.9 hectares of land in Bweyogerere Industrial Park for the construction of its office block, laboratories and other support facilities. The project was staggered into phases. By 30th June 2016, Phase 1 (1A, 1B & 1C-construction of UNBS Headquarters) was successfully completed. In FY 2016/17, the UNBS planned to start on Phase 2 to cover construction of UNBS quality laboratories (food safety and testing laboratories).

The approved budget for Strengthening UNBS project was Ug shs 9,579,746,000, of which Ug shs 8,279,037,687 (86%) was released and all spent.

Performance of the Strengthening UNBS

The contract for the construction of the laboratory block (microbiology, petroleum and chemistry) was awarded to M/S Ambitious Construction Limited for a period of 18 months at a contract sum of Ug shs 17 billion. M/s Jowada Consult is the supervising consultant at a sum of Ug shs 700 million. The civil works commenced in March 2018 and by 24th July 2018, overall physical progress was estimated at 27% against a financial progress of 28% and time progress of 27%. The substructures for the two blocks were complete and the super structure for the samples reception block awaiting roofing. The second floor slab for the laboratory block had been casted.

The agency procured motor vehicles, ICT equipment, furniture, and improved the calibration rig. Table 10.4 shows the performance of the programme.

Table 10.4: Performance of the Strengthening UNBS project by 30th June, 2018

Output/Sub programmes	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
Laboratory block constructed	8,519,997,627	7,219,289,314	1.00	0.50	52.48	The contract scope covers construction of microbiology, petroleum and chemistry laboratories and a samples reception block. By end of FY 2017/18, the substructure was complete for the laboratories and the sample reception area. Physical works were estimated at 27%.
ICT equipment purchased	600,000,000	600,000,000	1.00	1.00	0.70	Assorted ICT equipment purchased.
Machinery procured	100,000,000	100,000,000	1.00	1.00	1.04	Assorted machinery was purchased.
3 pick-up Vehicles and 1 calibration truck procured	600,000,000	159,748,373	4.00	3.00	6.26	Calibration truck for calibrating weigh bridges purchased. Also two double pickup trucks purchased.
Assorted Furniture and Fittings procured	159,748,373	200,000,000	1.00	1.00	1.33	Assorted furniture purchased for the offices that were partitioned.
Programme Performance (Outputs)					61.82	

Outcome Indicator	**Annual Target**	**Achieved**	**Score (%)**	**Remark**
Reduction in prevalence of substandard products	70	50	71	
Programme Performance (Outcomes)			**71**	
Overall Programme Performance			**65.2**	

Source:UNBS, IFMS

Samples reception block and food safety laboratories block under construction at UNBS

The programme performance was rated fair (65%). Civil works under phase II were ongoing and it was anticipated that they would be completed ahead of schedule. The UNBS had established an SME desk to enforce standards and regulations as studies had indicated that locally manufactured goods contributed the highest percentage of substandard goods on the market. Awareness campaigns were conducted on quality standards to the general public through meetings and broadcasting media. The agency had made certification of consumer products mandatory. In terms of outcomes, the prevalence of substandard goods on the market was on declining trend from 71% in 2016 to 54% in 2018.

SCIENCE, TECHNOLOGY AND INNOVATION PROGRAMME

10.5 The Ministry of Science, Technology and Innovation (MoSTI)

The Ministry of Science, Technology and Innovation (MoSTI) was created in June 2016 in recognition of the need by Government to explicitly prioritize issues relating to the Science, Technology and Innovation (STI) as a key driver for economic development. Uganda needs urgent interventions to find ways of mainstreaming utilization of Science, Technology and

Innovation (STI) for economic transformation. For Uganda to benefit from cutting-edge science, technology and innovation and to mitigate its challenges, five key issues need to be addressed. These include;

- Unpredictable Science, Technology and Innovation policy environment
- The presence of strict liability bio-safety regulatory frameworks
- Low technology access
- Insufficient command among our leaders on STI
- Low public investments in agricultural research & development and public perceptions.

The Ministry executes its mandate through the programmes of; Regulation, Research and Innovation, Science Entrepreneurship and General Administration and Planning. The following sub-ventions are also under the ministry; The Presidential Initiative on Banana Industrial Development, Uganda National Council of Science and Technology and, Uganda Industrial Research Institute.

The programme of Research and Innovation and the subventions of; The Presidential Initiative on Banana Industrial Development, Uganda Industrial Research Institute were monitored. The approved budget FY 2017/18, for the MoSTI was Ug shs 57. 952 billion, of which Ug shs 55.843 billion (96%) was released, and Ug shs 53.986 billion spent. Both release and expenditure performance was rated as very good.

Performance of the MoSTI

The Ministry achieved the following in its first year of operation; The Cabinet Memorandum on the use and operationalization of the innovation fund was approved; the National Science Technology and Innovations (STI) policy consultative meetings were conducted and the Innovation funds disbursed to agencies and beneficiaries. The ministry was in the process of recruiting technical staff and secured office space, office partitioning, assorted furniture and 12 vehicles for ease of operations and administration. Table 10.5 shows the performance of the sub-programmes.

Challenges

- Duplication of efforts by the different players in the science, technology and innovations sector. For example, key players are scattered in other sectors such as education, ICT, and agriculture (universities and research institutions).
- Low uptake of science and technology innovations by the private sector. This affects commercialisation of prototypes.
- Inadequate staffing especially in technical departments during the year affected implementation of the core activities of the ministry.
- Inadequate and late releases: The MoSTI received most of the development budget in the final half of the financial year. The budget for operationalization of the ministry

including; rent, office partitioning, furniture and vehicles was inadequate leading to re-allocation of funds from the innovations fund.

- Lack of clear sector outcomes, indicators and targets making it difficult to assess performance of the programmes and sub-programmes.
- By July 2018, most of the recipients of the innovations grants had neither accounted for the funds, nor submitted progress reports to MoSTI.

Recommendations

- The Ministry of STI should ensure that recipients of the innovation funds submit progress reports and account for the resources received.
- The Ministry of STI should adequately plan for its recurrent and development programmes to avoid re-allocation of funds and ensure budget credibility.
- The MoSTI should engage the partners in science and technology innovations for holistic planning, interdisciplinary approach to avoid duplication of effort and agree on targets and outcomes.

10.5.1 Presidential Initiative on Banana Industrial Development

The Presidential Initiative on Banana Industrial Development (PIBID) is a pilot project of the Government of Uganda whose underlying theory is that rural farmers with access to science led processing and value addition enterprises will be able to rapidly access profitable market chains, that supply local, regional and international markets; resulting into increased household incomes.

The project is in tandem with the Governments' priority economic strategies, which among others include; value addition to agricultural products and agro-processing through Research and Development (R&D).

Planned Outputs

- Full operationalization of the Technology Business Incubation(TBI) plant
- Development of the Tooke Centre
- Operationalization of conference centre facility at the TBI
- Completion of construction of the Pilot Banana Processing plant 100%
- Completion of construction of Quality Assurance and Research facilities 100% and operationalization
- Completion of phase 1 researchers' residence 100%
- Automation of primary processing
- Four (4) Community Processing Units (CPUs) established in Sheema District
- Clearance of arrears related to construction of the TBI

The approved budget for the PIBID for FY 2017/18 was Ug shs 22, 472,306,969 of which, Ug shs 19,215,111,330 (85%) was released and all spent. Both release and expenditure performance were rated as good, and very good respectively.

Performance of the PIBID

The contract to finalize civil works and automate the pilot processing plant was under implementation. The pilot plant was 100% complete and processing of *Tooke* flour and other products was ongoing whilst on low scale. The four demonstration sites for Tooke production were progressing well in terms of agronomic practices (Shuuku, Rubirizi, Kigarama and Bushenyi). Raw materials supply contracts were signed with four cooperatives supported by PIBID. It was however noted that the plant was receiving less than 20% of the produce from the suppliers which was affecting the morale of the farmers.

The process of securing ISO certification was ongoing and a number of stages were completed including gap analysis. The production staff were oriented in processes and manufacturing practices. To address the intermittent and poor quality power supply to the plant, a contract to install power stabilisers was signed as an addendum to the M/s Dott Services civil works contract. Construction of the hostels, quality assurance block, waste water lagoons and external works were substantially complete (85%).

Installation of equipment: The bakery line had been completed and was undergoing test runs. The steam generation system was 80% installed. The standby diesel tank for the steam generator was installed. Additional equipment had been shipped awaiting clearance from Uganda Revenue Authority for onward delivery to Bushenyi and installation.


Steam boiler equipment and bakery equipment installed at PIBID Bushenyi

The agency drafted a cabinet paper to streamline its legal status and operations as a business which was submitted to the Minister of Science, Technology and Innovations.

At least 95% of all outstanding arrears were cleared. Pending payments (5%) related to a court case from former employees who disputed the values computed by PIBID on gratuity. Under risk management; all factory staff were insured, the plant was insured and fire drills conducted. Installation of the firefighting unit was 95% complete.

In order to achieve sustainable and environmentally friendly power usage, the biogas designs were completed in a bid to produce power, and manure for organic farming.

It was observed that in spite of existing contracts, the agency did not have a budget during FY 2018/19. It will therefore be difficult to meet contractual obligations for both staff and contractors. It was further observed that the agency had not met the conditions of the Environmental Impact Assessment (EIA) Certificate issued by the National Environmental Management Authority. Table 10.5 shows the performance of the subprogram.


Installed Firefighting Unit and a furnished laboratory in the Quality assurance block at the TBI in Bushenyi

Challenges

- Lack of clear targets and outcomes to assess performance of the sub-programme.
- Rodents and birds scavenge around the factory premises and destroy equipment.
- Delayed approval of the agency's business plan continues to derail full operationalization of the investment and curtails the achievement of the project objectives.
- Inspite of signing supply contracts with the formed cooperatives, members were stranded with produce (raw *matooke*) during the bumper harvests because the factory is not fully operational and lacks crop financing funds.

Recommendations

- The MoSTI should fast track the Cabinet paper on the legal status of PIBID as it transits to a business enterprises in the outer years. There is urgent need to streamline the PIBID operations to enable it compete and efficiently run commercially.
- The PIBID secretariat should focus on the critical path of operationalizing the Technical and Business Incubation Facility.

- In the absence of an approved budget by Parliament of Uganda, arrangements to clear outstanding obligations for both staff and contractors should be made to avoid domestic arrears and cost overruns.

10.5.2 Uganda Industrial Research Institute

The Uganda Industrial Research Institute (UIRI) is the lead agency for the promotion of Industrialization in Uganda. The institute is an agency under the Ministry of Science, Technology and Innovations. UIRI traces its roots to the East African Federation of the 1970s, as a precursor of the then East African Research Organization (EARSO) which was headquartered in Nairobi and served as a regional Research and Development (R&D) institution for Kenya, Tanzania and Uganda. Upon the collapse of the East African Federation, the EARSO was disbanded in 1997, and later transformed into the Kenya Industrial Research and Development Institute.

The establishment of UIRI was at the behest of GoU negotiations with the Chinese Government which offered a grant to build and equip the institute.

Objectives

UIRI's primary objectives are:

- To carry out applied research for the development of products and provide platform for innovations, application of science and technology.
- To develop and acquire appropriate technologies in order to create strong, effective and competitive private sector.
- To promote value addition activities so as to transform local raw materials into competitive marketable products.
- To bridge the gap between academia, government and the private sector and to enhance commercialization of R&D.

The approved budget for the vote during FY 2017/18 was Ug shs13.952 billion, of which Ug shs13.950 (96%) was released and Ug shs 13.860 (90%) spent. Both release and expenditure performances were very good.

Performance of the UIRI

The overall performance of the UIRI was fair. Fifteen new staff were recruited. Under Research and Development, several R&D prototypes were supported including button mushrooms, paper and briquettes. For Industrial and Technological Incubation: BRENTEC manufactured over 40,780,000 doses of Newcastle vaccine during the FY and sold 27,642,800 doses to over 222,926 small holder poultry farmers. Capacity building in utilising distilled essential oils and floral water was provided to four local entrepreneurs. Premier Dairies Ltd an incubatee produced over 2,040,000 litres of Pasteurized milk and over 210,000 litres of Yogurt and employed an average of 35 people per month.

Model Value Addition Centre: Construction works at Arua Meat Processing Plant was completed. Construction of Palm Oil Facility in Kanungu District was at 95%. The construction of tile manufacturing facility was at 85%. Civil works for ATCG offices a DNA sequencing facility at UIRI premises was at 90%. UIRI maintained plants at her headquarters including:

Boiler, repaired the yoghurt cap sealers for the dairy plant. Maintained and extended the Ice Cream milk line in dairy plant. Repaired the meat band saw machine. Replaced broken underground main water supply valve and corroded water pipes in engineering washroom among others.

Construction of the Machining, Manufacturing, Industrial Skills Training and Production Centre (MMISPC) in collaboration with the Chinese Government had commenced at Namanve Industrial and Business Park.

However, a number of virtual incubation centres had stalled due to several factors including but not limited to low entrepreneurship skills, lack of capital and feasibility studies, and absence of complimentary services such as water, electricity and raw materials. The stalled centres include; Arua Juice factory, Nabusanke Fruit factory, Maziba fruit processing, Lira Peanut Research Centre and Mbarara grape wine processing.

Although the institute had received funds from the MoSTI for the innovation fund, there was no progress report by 31st July 2018. Table 10.5 shows the performance of UIRI.

Challenges

- Low uptake of science and technology innovations by the private sector. This leads to limited commercialisation of prototypes.
- Late releases: Most of the development funds were released in the fourth quarter of FY 2017/18 which affected programme implementation and timely achievement of set targets.
- Expensive credit from financial institutions affects investments in STI particularly research and commercialisation.
- Lack of entrepreneurship skills: Most entrepreneurs working with Industrial Research Institute do not have the set of traits such as creativity, and resilience to soldier on in the face of hardships. There is a lot of dependence on public sector support which is not sustainable.
- Failure to operationalize a number of virtual incubation sites: Although the UIRI is attempting to take research and technology to the people and had invested in structures, and equipment at several offsite facilities, over 60% are not functional.

Recommendations

- The UIRI should focus efforts to existing virtual sites before establishing new ones with a view of operationalizing them to avoid “white elephants”. Partners who are reluctant to find capital should be dropped and new ones sought.
- The UIRI should work with the education sector and provide skilling programme to entrepreneurs in science and technology.
- The UIRI should undertake feasibility studies before committing public funds in virtual incubation facilities.
- The UIRI should provide timely progress reports and accountability for the innovation funds.

- The MFPED should make timely releases to industrial research to mitigate research failure and completion of studies on schedule.
- The GoU through the MFPED should capitalise the Uganda Development Bank (UDB) to enable entrepreneurs' access cheaper credit for commercialisation of research and development findings.

Table 10.5 shows the overall performance of the Science, Technology and Innovation sector (MoSTI, PIBID and UIRI).

Table 10.5: Performance of the Science, Technology and Innovations Sector by 30th June, 2018

Presidential Initiative on Banana Industrial Development	Output/Sub-programmes	Annual Budget (Ug shs)	Cum. Receipt (Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
	Personnel and administration	8,683,251,377	10,427,955,612	64.00	64.00	7.66	Staff salaries paid, utilities paid.
	Payment of arrears	5,005,181,474	4,662,113,633	9.00	8.00	5.06	Pending arrears of contractors were cleared.
	Production and CPU development	244,000,000	186,393,598	8.00	8.00	0.26	The activities undertaken were; formation and training of groups. However groups were frustrated because PIBID was unable to buy their *matooke.*
	R&D, Quality Assurance laboratories and Conference Centre	4,891,727,852	1,018,768,570	19.00	17.00	5.18	Works at the labs were estimated at 70%. Works done include fitting door shutters and plumbing.
	Value Addition	2,791,417,266	2,213,596,569	17.00	15.00	2.96	Civil works were estimated at 85%. The pilot plant was automated with the exception of a few manual processes such as; peeling, & washing of bananas. There was an addendum to the contract to cover structure for steam generation, stabilizers and

							extension of tarmac. The variations caused a six months' time extension.
	Business, Marketing and Trade	843,272,000	700,326,348	13.00	13.00	0.89	Packaging materials for retail market products were expected in September 2018. PIBID made sales of products worth Ug shs 77million during the year. Market with Food and Agricultural Organisation (FAO) and United High Commission for Refugees (UNHCR) was secured. Tooke clubs in schools were introduced to promote the Tooke products.
	Up-scaling and Commercialisation	13,457,000	5,957,000	5.00	4.00	0.01	Processes for securing International Standards Organisation (ISO) certification were on going. However, this was affected by lack of a budget in FY2018/19.
Uganda Industrial Research Institute	Administration and Support Services	5,780,000,000	5,780,000,000	303.00	233.00	4.71	All the 218 staff of UIRI were paid salary.15 new staff out of 85 were hired.75% of all utilities were paid.
	Research and Development	2,480,000,000	2,480,000,000	6.00	6.00	2.63	Manufactured briquette from municipal, cotton and bean Waste. Produced paper from corrugated medium boxes, and cotton waste. Cumulatively 422 samples were analysed for microbial and 497 laboratory samples were analysed for chemical composition. Research for domestication of button mushroom is still ongoing.
	Industrial and technological	1,280,00	1,380,00	4.00	4.00	1.26	An incubate- BRENTEC manufactured over

	Incubation	0,000	0,000				40,780,000 doses of Newcastle vaccine during the FY and sold 27,642,800 doses to over 222,926 small holder poultry farmers. BRENTEC is preparing production of Fowl Pox Vaccine and Gumboro Vaccine which will benefit majority of smallholder poultry farmers across the country. Capacity building in utilising distilled essential oils and floral water was provided to four local entrepreneurs. Premier Dairies Ltd an incubatee produced over 2,040,000 litres of pasteurized milk and over 210,000 litres of yoghurt and employed an average of 35 people per month.
	Model Value Addition Centre Establishment	300,000,000	290,000,000	19.00	19.00	0.32	Construction works at Arua Meat Processing Plant was completed and the facility was handed over to the beneficiary. Construction of Palm Oil Facility in Kanungu District is at 95% completion. The construction of Tile Manufacturing Facility was at 85% completion. Civil works for Busiika Animal Feeds facility was at 85% completion. Civil works for ATCG offices a DNA sequencing facility at UIRI premises was at 90% completion. Rehabilitation of existing structure to make a functional Silk Processing Line in Sheema District was at 40%. The process of setting up

							Value Addition Centres under Operation Wealth Creation (OWC) started with field visits to 5 districts of Acholi sub-region.
	Facility Repair and Maintenance	500,000,000	460,000,000	7.00	7.00	0.53	Maintained UIRI Plants, Boiler, repaired the yoghurt cap sealers for the dairy plant. Maintained and extended the Ice cream milk line in Dairy plant. Repaired the Meat band saw machine. Replaced broken underground main water supply valve. Replaced corroded water pipes in engineering washroom. Replaced leaking taps in the dining hall. Had the calibration of the analytical equipment; pH meter, drying ovens and water-bath equipment's by UNBS. Connected Business Development Centre (BDC) to administration block. Replaced lights for various areas. Electrical upgrade of silk factory completed at Bushenyi and completed trouble shooting, repair and maintenance of cold rooms in Meat Pilot Plant.
	Industrial Skills Development and Capacity Building	170,000,000	150,000,000	1.00	1.00	0.18	
	Technology, Innovation, Transfer and Development	280,000,000	260,000,000	5.00	5.00	0.30	UIRI and Scale Biofuel ApS were in the process of establishing a demonstration facility for the production of bio-ethanol and animal feed at UIRI premises under a project named" Sustainable Consumption and Production

							of Biofuel Uganda" funded by Nordic Climate Facility. Completed design, fabrication and installation of smoke chamber doors for Arua meat processing plant. Fabricated Briquette and Soap making machines for Luuka Community Development Group. Fabricated soap slicing machines and moulds. Developed silk peddling machines for extraction of cotton threads for the Textile Industry. Mechanical engineering department fabricated trolleys for the dairy plant. Fabricated ECGF Set Stands, battery cases and clamps for the Infusion stand. Welded trays for the bakery plant development of different formulation for cultivation of white button mushrooms using oyster Spent mushroom Substrate. Fabricated silk peddling machine for textile Department. The prototype was completed and tested. Fabricated mushroom growing rack for Mushroom Technology Department in order to expand the mushroom growing project.
	Popularization of research and technologies	160,000,000	160,000,000	1.00	1.00	0.17	
	Government Buildings and Administrative Infrastructure	1,030,000,000	1,020,000,000	4.00	2.00	0.55	Construction of the 4 new Projects is continued.

	Purchase of Office and ICT Equipment, including software	100,000,000	100,000,000	3.00	3.00	0.11	
	Purchase of Specialised Machinery & Equipment	1,870,000,000	1,870,000,000	17.00	17.00	1.98	The Handmade Paper Section acquired the following equipment during the quarter: Crushing Machine, Mixing Machine, Pressing Machine, Honey Comb Machine, and Screwing Machine. other machinery acquired included; a hermetic compressor for the processing pilot plants, a container for the dairy section, an air conditioner for the microbiology laboratory, weighing scales for the food Laboratory, and a Compact Portable Balance for the food laboratory.
Regulation	Monitoring and Evaluation	370,000,000	390,000,000	4.00	2.00	0.19	A concept note/ methodology and ToRs developed for a technology Needs assessment. Draft statistical database was developed Profiling/stock taking of innovation and research activities undertaken in the districts of; Bushenyi, Mbarara, Lira, Mukono, Sheema, Rakai, Buliisa, Wakiso.
	Quality Assurance	330,000,000	340,000,000	2.00	1.00	0.17	Reports on routine inspections were prepared and submitted to Management on Standards, Regulations and Guidelines.
	Science, Technology and Innovation Policy	820,000,000	730,000,000	12.00	11.00	0.87	Quarterly performance reports FY2017/18 were prepared.

	and Regulation						FY 2018/19 Sector BFP and policy statement developed. Developed 3 Cabinet memoranda on PIBID, Kiira Motors Corporation, and Innovations fund. Supported the Youth Scientists. MoU signed with development partners like UNCTAD in view of strengthening collaboration in evaluation of the policy
Research innovation	International collaboration	430,000, 000	460,000, 000	3.00	1.00	0.14	International collaboration strengthened with Massachusetts Institute of Technology (MIT), Iran, Agro Industrial Group, Uganda Silk Producers' Association.
	Research & Development	500,000, 000	480,000, 000	2.00	2.00	0.28	Research and innovations were supported in areas of textile industrial research, Solar irrigation water pumps, Commercialization of local banana juice production, Fresh vacuum sealed Matooke, Production and Industrial application of phytolacca Dodecandra (PD) to control vector borne Diseases (Snailtox - *Oluwoko*).
	Technology Development	420,000, 000	480,000, 000	6.00	3.00	0.19	Technology transfer supported under the PIBID. Emerging Technologies rationalized.
	Innovation Registration and Intellectual Property Management	390,000, 000	330,000, 000	3.00	2.00	0.33	Technical Assistance provided to Scientists and Innovators in terms of acquiring the necessary machinery needed for their innovations and trainings in various skills. Local Innovations supported

							in the areas of Commercialization of the banana processing products; Cassava processing and value addition; Extraction, Isolation, purification and Structural Determination of Compound from DEI plant samples; Production of tropical Fruit Wines for improved rural house hold incomes and reduced post-harvest losses of fruits.
	Technology Uptake, Commercialisation and Enterprise Development	420,000,000	440,000,000	4.00	1.00	0.11	Stakeholder consultations and engagements undertaken on technology enterprise development.
	Science, Technology and Innovation infrastructure Development	420,000,000	460,000,000	5.00	2.00	0.16	Science, technology and innovation infrastructure environment developed and maintained through the different agencies of the Ministry. Stakeholder engagement undertaken in the establishment of value addition centres.
	Skills Development	390,000,000	420,000,000	2.00	1.00	0.19	M&E undertaken in selected skilling centers such as; Makerere, Kyambogo, and Mbarara Universities, BTVET Institutions in Lwengo and Lyantonde districts.
	Small and Medium Enterprise Development and Facilitation	400,000,000	480,000,000	2.00	1.00	0.18	Stakeholder consultations and engagements undertaken on technology enterprise development.
	Administration and support services	16,890,000,000	20,080,000,000	15.00	13.00	13.05	Funds transferred to UNCST, PIBID and KIIRA projects to support scientists and Innovators. Twelve ministry monthly Top

							Management meetings. Ministry procurement plan for FY 2018/19 prepared. Ninety seven contracts supervised e.g on Partitioning. Three Monitoring and Evaluation (M&E)reports prepared on innovation activities. Ten Contracts Committee constituted. IFMS maintained. Staff welfare obligations met and Financial statements prepared and submitted to MFPED.
	Internal Audit	380,000,000	370,000,000	2.00	2.00	0.40	Quarterly audit reports prepared and submitted to Management for action.
	Institutional Support to Ministry of Science, Technology and Innovation	35,790,000,000	32,025,000,000	4.00	4.00	37.92	Ug shs 8,470,000,000 transferred to PIBID. Ug shs 5,794,960,000 and Ug shs 8,802,340,000 transferred for Support to Scientists and Innovation fund. Ug shs 5,927,660,000 transferred to UIRI for Innovation fund and Ug shs 6,398,552,778 for MoSTI.
	Programme Performance (Outputs)	94,372,306,969	90,650,111,330	0.00	0.00	88.93	
Outcome performance	**Outcome Indicator**			**Annual Target**	**Achieved**	**Score (%)**	**Remark**
	Number of jobs created			0	0		Information for FY 2017/18 not available for analysis. The STI sector is one year old.
	Programme Performance (Outcomes)					0	No indicators/targets for assessment

	Overall Programme Performance	**58**	

Source: MoSTI, UIRI, PIBID, IFMS

The Science, Technology and Innovations (STI) sector is relatively new with no baseline data, clear outcomes, indicators and targets to measure performance. The NDP II indicators on the sector are scattered in other sectors.

Overall Sector Performance

The overall sector performance was fair (58%). Good performance was noted in the sub-programmes of; USADF, RIDP, and some sub-programmes under science, technology and innovations. Performance of the UDC sub-programmes was varied; acquisition of shares in Horyal Investments and operationalization of Kigezi Highland tea were achieved. However, performance of Soroti Fruit Factory, Sheet Glass Project, Kayonza Tea factory, and Kiira Motors Corporation assembly plant were behind schedule.

Funds under Industrial Promotion, and Science and technology programmes were partially diverted to recurrent activities of the UIA and Ministry of STI respectively due to inefficiencies in allocation of resources during the financial year and poor planning. The UIA posted poor physical performance in spite of very good release performance. The development funds were diverted to wage and other recurrent activities that arose out of the unplanned restructuring exercise. Although efforts towards industrialisation are made, there is little if any progress in use of local content in transformative manufacturing. Table 10.6 shows the overall performance by programme.

Table 10.6: Industrialisation and STI Programme performance by 30th June 2018

Programme	Score
Development policy and investment promotion programme	50.1
Industrial development programme	57.6
Quality assurance and standards development programme	65.2
Science, technology and innovation programme	58
Average performance	**57.7**

Source: Author's compilation

CHAPTER 11: PUBLIC SECTOR MANAGEMENT

11.1 Introduction

The Mandate of Public Sector Management (PSM) is to promote sound principles, systems, structures and procedures of managing public service. The *Vision* is accessible, timely, reliable, affordable and competitive Public Service, while the mission is to establish a sector able to design and promote mechanisms to strengthen the capacity of PSM in readiness to anticipate and deliver public service reforms that will promote relevant and competitive Public Service.

11.1.1 PSM Strategic Objectives and Outcomes

The sector objectives include: (i) Promote development planning, (ii) Prioritize management and institutional development sciences in government, (iii) Streamline talent management, and (iv) Strengthen monitoring evaluation and learning.

The sector outcomes include: (i) Harmonized government policy formulation and implementation at Central and local government levels; (ii) Improved institutional, human resource management at Central and local government levels; (iii) Coordinated monitoring and evaluation of policies and programmes at central and local government levels.

The sector priorities as avenues of contributing to the National Strategic Objectives and Vision 2040 are;

(a) Reviewing the architecture of Government service systems to act as a unit, harness synergies and deliver competitive public services.
(b) Harmonizing policies, laws and regulations at the local government, national, regional and international levels.
(c) Taking the lead in developing and implementing public service reforms and reviewing performance of the previous reforms leading to a better service delivery.
(d) Pursuing policies aimed at kickstarting areas of human resource management, and development in the public sector management.
(e) Spear heading comprehensive and integrated development planning at Local and National levels.
(f) Reviewing and strengthening the foreign policy to enhance collaboration in accordance with the existing and future agreements, standards and protocols within the EAC.
(g) Contributing to enhancing Uganda's importance and constructive regional role in especially within the EAC framework nd great lakes region.
(h) Developing mechanisms for Local Government Financing.
(i) Reviewing the architecture of Local Governments to enable them carry out the central role of delivering competitive services to the people.

Financing of the sector was done through nine votes consisting of: (1) Vote 003- Office of the Prime Minister (OPM), (2) Vote 005- Ministry of Public Service (MoPS), (3) Ministry of Local Government (MoLG), (4) Vote 021- Ministry of East African Community Affairs (MEACA), (5) Vote 108- National Planning Authority (NPA), (6) Vote 122- Kampala Capital City

Authority (KCCA), (7) Vote 146- Public Service Commission (PSC), (8) Vote 147- Local Government Finance Commission (LGFC), and (9) Vote 501-850- 133 Votes in the Local Governments (LGs).

11.1.3 Scope

The report presents Annual performance for selected PSM programmes for FY 2017/18. Monitoring visits covered 16 projects/programmes from eight votes as shown in table 11.1 (Annex 11.1).

11.1.4 Limitations

- Lack of detailed quarterly departmental work plans, performance indicators/targets, annual reports, monitoring and evaluation reports.
- Limited access to quality and reliable administrative data and limited coverage on the usability of statistics which would ensure recruitments, training, promotions and other performance enhancement decisions.
- The sector produced a gender mainstreaming handbook for human resources in public service but its implementation requires technical and financial capacity that is currently unavailable within the sector.

11.1.2 Overall Sector Performance

Financial Performance

The approved budget for the eight votes (inclusive external financing in OPM and MoLG) under PSM for FY 2017/18 was Ug shs 714.375 billion (exclusive Local Governments, taxes and arrears[60]) of which Ug shs 405.583 (57%) was released and Ug shs 396.162 (98%) spent by 30th June 2018. This was fair release but good absorption. The detailed performance is shown in table 11.2.

The Public Sector Management (PSM) Sector accessed funding from the African Development Bank (ADB), Islamic Development Bank (IDB), Arab Bank for Economic Development in Africa (BADEA), Internal Fund for Agricultural Development (IFAD), International Development Agency (IDA) and World Bank (WB) to finance development projects and programmes on loan and one grant Adaptation for small holder Agricultural Program (ASAP) to support the Project for the Restoration of Livelihoods in the Northern Region.

Table 11.2: PSM Annual Financial Performance as at 30th June 2018 in Ug shs billions

Institution	Budget	Releases	Expenditures	% Budget released	% Release Spent
Office of the Prime Minister (OPM)	309.696	214.093	213.74	69	100
Ministry of Public Service (MoPS)	24.123	22.61	20.388	94	90

[60] MFPED 2017

Ministry of Local Government (MoLG)	279.396	62.714	56.894	22	91
Ministry of East African Community Affairs (MEACA)	29.476	32.599	32.02	111	98
National Planning Authority (NPA)	21.651	23.508	23.505	109	100
Kampala Capital City Authority (KCCA)	38.011	38.033	37.679	100	99
Public Service Commission (PSC)	6.422	6.426	6.336	100	99
Local Government Finance Commission (LGFC)	5.6	5.6	5.6	100	100
TOTAL	**714.375**	**405.583**	**396.162**	**57**	**98**

Source: PBS, MFPED, July 2018

Physical Performance

The PSM sector performance in FY 2017/18 in terms of output and outcome delivery was fair at 50.4%. Most planned outputs lack clear performance indicators/targets and programme outcomes are not aligned to the planned outputs, outcome indicators and PSM strategic objectives and sector outcomes (see table 11.3). Additionally there is lack of capacity in planning units in MDAs and LGs in terms of qualified staff and retooling.

Table 11.3: Overall Performance of the PSM at vote level as at 30th June 2018

Vote		% Program Performance
003	Office of Prime Minister	51
005	Ministry of Public Service	54
011	Ministry of Local Government	52
021	Ministry of East African Community Affairs	52
108	National Planning Authority	52
122	Kampala Capital City Authority	22
146	Public Service Commission	61
147	Local Government Finance Commission	59
	Average performance	**50.4**

Source: BMAU field findings

Gender and Equity Issues

There has been improved attitude towards gender and equity within the Public sector. This is attributed to the Public Finance Management Act, 2015 which requires votes to address gender and equity issues.

However, there are challenges;

- There is limited access to quality and reliable administrative data and limited coverage on the usability of statistics which would ensure recruitments, training, promotions and other performance enhancement decisions.

- The distribution of allowances and non monetary benefits is inequitable in the sense that while most people are poorly paid in the public service a few individuals in well paying jobs have various amenities including jobs, motor vehicles, and medical facilities.

- Local Governments are the service delivery points under the decentralization policy in Uganda. The newly elected councils have not been inducted as there were no budgetary allocations. This will constrain execution of their mandates among which includes equitable policy oversight and monitoring of programmes.

- The HR information management systems under the decentralized payroll management reforms lack disaggregated gender and equity issues for purposes of planning and decision making. For example, in hard to reach districts on payment of the hardship allowance.

11.2 Vote 003: Office of the Prime Minister

The mandate of the Office of the Prime Minister is to: (i) Lead government business in Parliament and coordination of government policies across Ministries, Departments, Agencies and other Public Institutions.

The vote consists of three programmes namely: Strategic Coordination, Monitoring and Evaluation, Disaster Preparedness and Refugees Management, and Affirmative Action Programs.

The programme outcomes under this vote contribute to the sector outcome of Harmonized Government Policy Formulation and Implementation at Central and Local Government level. Strategic Coordination, Monitoring and Evaluation, the Affirmative Action and the Disaster Preparedness and Refugees Management were monitored for the FY 2017/18.

11.2.1 Strategic Coordination, Monitoring and Evaluation

The programme outcome is improved Coordination, Monitoring and Evaluation. The sampled projects/sub-programmes under this programmes included: (i) Policy Implementation and Coordination; and (ii) Government Evaluation Facility Project.

Financial Performance

The FY 2017/18 budget for the sampled projects under this programme was Ug shs 1.119 billion, which was all (100%) released and Ug shs 1.118 (99%) spent by 30th June 2018. Table 11.4 shows the overall programme performance.

Table 11.4: Performance of Strategic Coordination, Monitoring and Evaluation as at 30th June 2018

Project-Sub programme	Output	Annual Budget (Ug shs billion)	Cumulative receipts	Annual target	Cum. Achieved	% physical performance	Remarks
Policy Implementation and Coordination	Government policies implementated and coordinated	0.757	0.757	5	3	40.573	The planned outputs are too ambiguous and uncoordinated.
1294 Government Evaluation Facility Project	Functioning National Monitoring and Evaluation	0.362	0.362	1	0.7	22.665	The project concluded and disseminated midline surveys findings of UPE and Family Planning programmes.
	Total	**1.119**	**1.119**			**63.24**	**Fair**
Outcome Performance Analysis							
	Outcome Indicator			**Annual Target**	**Achieved**	**Score (%)**	
	% Proportion of key government priorities fast tracked for effective service delivery			-	-	0	The outcome indicator is not aligned to the program outcome and the secor outcome
	Average Outcome performance					0	
	Overall Programme Performance					**41**	**Poor**

Source: IFMS data/OPM Project report/ field findings -August 2018

Overall programme performance

The overall programme performance was poor as the programme realigned planned outputs, planned activities, outcome indicators and the sector outcome. The programme needs to focus on the key policies under PSM that will deepen implementation of NDP objectives which include: (i) The National Policy of EA Integration 2015; (iii) Decentralization Policy, National Policy on Public Sector Monitoring and Evaluation; Framework for attracting and retaining hard to reach areas 2010. None of the policies was effectively coordinated to determine implementation and effectiveness under PSM apart from the National Coordination Policy.

Recommendation

The OPM Planning Unit and Head of Department of Monitoring and Evaluation should streamline planned activities, outputs, outcome indicators with the sector outcome.

11.2.2 Affirmative Action

The programme objective is to coordinate and monitor the implementation of Government affirmative action programmes in disadvantaged regions and the programme outcome is improved incomes and sustainable livelihood for the people in the disadvantaged areas through improved production and wealth creation.

Six projects/sub- programmes were visited to assess annual performance in FY 2017/18. The sampled projects included: (i) Dry Lands Intergrated Development; (ii) Karamoja Integrated Development Programme (KIDP); (iii) Support to Bunyoro Development; (iv) Post- War Recovery and Presidential Pledges; and (v) Support to Luwero Rwenzori Development Programme (LRDP). The overall performance is presented below.

Overall Financial Performance

The FY 2017/18 budget for sub-programmes was Ug shs 58.482 billion, of which Ug shs 39.857 billion (68%) was released and Ug shs 39.852 (99%) spent by 30th June 2018. This was good release and absorption. Table 11.5 shows the overall programme performance.

Table 11.5: Detailed Performance of Affirmative Action Programme as at 30th June 2018

Project-Sub programme	Output	Annual Budget (Ug shs billions)	Cumulative receipts (Ug shs billion)	Annual target	Cum. Achieved	% physical performance	Remarks
Project: 1317 Drylands Integrated Development Project	Coordination of the implementation of KIDDP	2.082	1.749	3	2.5	2.967	Funds were spent on coordination and operations of project activities under Millennium Promise Alliance.
	Pacification and development	12.367	3.710	14	6	9.063	Funds under this output were used to procure: 78 improved breeds of cattle, 50 pairs of oxen for animal traction, 470 galla breed goats, veterinary equipment, procurement for 50.92 tons of assorted improved seeds for farmers, and trainings on dairy cattle management and goat handling.
	Government Buildings/ Administrative Infrastructure	1.836	1.836	1	1	3.139	Funds were spent on contractual obligations on civil works for infrastructure on health, education, SACCOs, and agriculture (grain warehouses, Narisae and Namalera Agricultural learning Centres).
	Roads, Streets and Highways	1.018	0. 312	2	1.8	1.541	Funds were spent on civil works on rehabilitation of 50kms of rural

Project-Sub programme	Output	Annual Budget (Ug shs billions)	Cumulative receipts (Ug shs billion)	Annual target	Cum. Achieved	% physical performance	Remarks
							roads and construction of 25kms community access rural roads.
	Purchase of Motor Vehicles and Other Transport Equipment	0.03	0.030	2	2	0.051	Funds were expended on procurement of mobile clinic equipment and its accessories such ambulances, medical emergency kits.
Project:1078 Karamoja Integrated Development Programme (KIDP)	Pacification and Development	2.640	2.640	3	1	1.505	Although Ug shs 2.6 billion was spent for 2,600 cattle, only 1,045 cattle were procured and distributed to Napak (380), Nakapiripirit (350) and Abim (315) districts.
	Transfers to Government Units	5.134	4.792	7	2	2.508	The project supported Matany Hospital with Ug shs. 365 Million for operation and admistrative purposes, Namalu Prisons in Karamoja with Ug shs 700 Million for increased maize production of which Ug shs 348 Million was spent, disbursed Ug shs 1.249 Billion to Ministry of Water and Environment for construction of valley tanks, and supported Nabwin with Ug shs 240 Million.
	Government Buildings and Administrative Infrastructure	4.044	3.271	7	2	1.976	Funds under this output were spent on capital purchases. Ug shs 270 million was spent on procurements of machinery and equipment (50 ox-ploughs and 6,000 iron sheets and 10,000 hand hoes). Ug shs 182 million on contracts for ongoing works on non-residential buildings (kitchens at Nakwakwa P/S in Kotido and Lobalanget P/S in Kaabong). Ug shs 2.8billion on residential buildings (Kamion P/S in Kaabong, Lolachat PS in NAkapiripirit, Karita P/S in Amudat and Kiru P/S in Abim

Project-Sub programme	Output	Annual Budget (Ug shs billions)	Cumulative receipts (Ug shs billion)	Annual target	Cum. Achieved	% physical performance	Remarks
							that are at roofing stage.
	75 Purchase of Motor Vehicles and Other Transport Equipment	0.320	0.320	1	1	0.547	Funds were spent on procurement of a vehicle for Minister of Karamoja Affairs.
Project:0932 Post-War Recovery and Presidential Pledges	Implementation of PRDP coordinated and monitored	3.557	3.557	5	1.5	1.825	Activities carried out included a workshop to finalize the Community Livelihood Improvement Programme Operational manual and the DDEG M&E Strategy, meetings to review the Japanese Overseas Development Assistance (ODA) in Northern Uganda, meeting with MS/NUR & Alebtong DLG to review mgt of Agric tractors for Alebtong farmers group. A total of Ug shs 3.556 billion was spent on coordination activities with high expenditures on contract staff (Ug shs 250 million); Allowances (Ug shs 540 million); workshops and seminars (Ug shs 490 million); and travel inland (Ug shs 277 million). Printing (Ug shs 230 million), rent (Ug shs 528 million).
	Pacification and development	1.100	1.100	4	1.8	0.846	Though OPM reports show that a total of Ug shs 1.1 billion was spent on procurement of 15,000 hand hoes and 5,000 iron sheets. The expenditure is too high for these items.
	Restocking Programme	18	11.803	2	1.2	19.083	Disbursed operational funds to 55 LGs (Ug shs 840million) for operations districts visited confirmed receipt. A total of Ug shs 10.9 billion was spent on 3,711 out of 18,600 cattle that were procured and distributed

Project-Sub programme	Output	Annual Budget (Ug shs billions)	Cumulative receipts (Ug shs billion)	Annual target	Cum. Achieved	% physical performance	Remarks
							to the Sub regions of Lango, Teso, West Nile, and Acholi sub-regions. Districts that received cattle in FY 2017/18 included: Serere-187, Kumi- 316, and Katakwi-225. Other districts received in FY 2018/19 include; Adjumani-694, Zombo-357, Amolator-344, Oyam-517, Otuke-300, Kaberamaido-272, Ngora-410, Pallisa-28, Amuru-157, Lamwo-20, and Omoro-200. No documented evidence on suppliers and funds expenditure was availed by OPM.
	Transfers to Government units	1.300	1.300	1	1	2.223	Disbursed Ug shs 1.3 billion to National Uganda Youth Development Centre for skills development in Omoro district such as catering, sewing, building and construction.
	Government Buildings and Administrative Infrastructure	1.900	0.536	4	1.2	0.975	Funds were spent on payments for civil works on completed construction of 4 houses for selected beneficiaries (a semi-detached house in Serere, semi-detached house in Adjumani, one house Moyo and a two classroom block in Alebtong districts).
	Purchase of Motor Vehicles and Other Transport Equipment	0.150	0.150	1	0	0	This output was not implemented as funds were relocated to procure a Station Wagon for the Minister of Karamoja Affairs.
Project:1252 Support to Bunyoro Development	Pacification and development	0.149	0.149	1	0	0	There was no documented evidence availed for procurement and distribution of 10,000 hand hoes in Bunyoro sub-region.
	Transfers to Government	0.290	0.290	2	0.5	0.124	Kagadi district received Ug shs 18 million; Kakumiro Ug shs 18 million;

Project-Sub programme	Output	Annual Budget (Ug shs billions)	Cumulative receipts (Ug shs billion)	Annual target	Cum. Achieved	% physical performance	Remarks
	units						Bullisa Ug shs 18 million; Kiryandongo ug shs 16 million; Masindi Municipality Ug shs 16 million; Masindi district Ug shs 20 million; Masindi Municipality Ug shs 16 million; Hoima ug shs 20 million; Kibaale Ug shs 18 million.
Project:0022 Support to Luwero Rwenzori Development Programme	Coordination of the implementation of LRDP	0.020	0.020	1	0.7	0.024	Funds worth Ug shs 20 million were spent on Contract staff salaries for Q1-Q4. This activity is not related to the output of coordination.
	51 Transfers to Government Units	1.645	1.645	2	1.4	1.969	OPM progress reports indicate that funds worth Ug shs 618 million were paid to 58 micro projects in the districts of Luwero, Nakaseke, Kyankwanzi, Rakai, Wakiso, Kasese, Butambala, Gomba, Kabarole, Nakaseke and Luwero. However, Ug shs 91 million is unaccounted for. The project also supported 33 groups under Parish Community Associations in Wakiso and Nakaseke districts with funds worth Ug shs 935 million for income generating activities.
	72 Government Buildings and Administrative Infrastructure	0.900	0.646	2	1.5	1.154	Funds were spent on contractual obligations for civil works on the Regional office in Luweero district and also 10,958 iron sheets were procured and items are still in OPM.
	Total	**58.482**	**39.857**			**51.52**	**Fair**
Outcome Performance Analysis							
	Outcome Indicator			**Annual Target**	**Achieved**	**Score %**	**Remarks**
	% reduction in vulnerability			10	5	50	
	% increase in average household incomes			5	2.5	50	
	% increase in productive infrastructure built			5	2.5	50	

Project-Sub programme	Output	Annual Budget (Ug shs billions)	Cumulative receipts (Ug shs billion)	Annual target	Cum. Achieved	% physical performance	Remarks
	Programme Performance (Outcomes)					50	
	Overall Programme Performance					**51**	**Fair**

Source: IFMS data/OPM Project report/ field findings - August 2018

Overall Programme Performance

The Affirmative Action Programme was fair at 51% for both planned outputs and outcomes however these were not aligned to the sector outcomes.

Overall challenges

- Lack of prioritization and harmonization of the planned outputs with the sector outcome, program outcome and outcome indicators. Most funds are spent on contract staff salaries, coordination, meetings, workshops and seminars.
- Ambigous expenditures on coordination, meetings and contract staff salaries. For example the total amount on salaries on Post-War Recovery and Presidential Pledges was Ug shs 250,000,000, Support to LRDP was Ug shs 20,000,000, Karamoja Integrated Development Programme (KIDP) was Ug shs 47,197,000, and Support to Bunyoro; Ug shs 150,797,000 totalling to Ug shs 460 million.
- There is no baseline data to guide on the intermediate outcomes to assess the impact and value for money at household level for all projects so far implemented.

Recommendations

- The public sector working group NPA and OPM Planning Unit and establish a quality assurance mechanism to enable validation of performance specifications during preparation of plans and the budget to improve the specifications and realign them to sector outcomes and program out comes and outcome indicators.
- The OPM Planning Unit and M&E departments in liason with MFPED should carry out baseline surveys to guide on the outcomes of all projects to assess the impact at house hold level.

1) Project: 1317 Drylands Intergrated Development Project

Background

The Dryland Integrated Development Project in Karamoja is a five-year project (2014-2019) implemented in four sub-counties namely; Nadunget in Moroto District, Lorengedwat in Nakapiripirit District, Lotome in Napak District and Loroo in Amudat District with approximately 80,184 people in approximately 16,475 households benefiting. The project development objective is to strengthen the livelihood and reduce vulnerability of pastoralist and agro-pastoral communities of Southern Karamoja sub-region.

The project has four components: (i) enhancing productivity of dry land agriculture and livestock (ii) Building rural and market infrastructure (iii) Improving access to basic social services

(Health and (iv) education Support community business development.
It is implemented by Millennium Promise Alliance (MPA)-a non-profit International Organization solely committed to supporting the achievement of the Sustainable Development Goals in Uganda.

Financial Performance
The five year donor budget was US$ 25 million, of which US$ 8.7 million was allocated and US$ 7.4 million (85%) was utilized as at 30th June 2018. The funding is comprised of Islamic Development Bank (IDB), Islamic Solidarity Fund for Development (ISFD), with the Government of Uganda (GoU) as counterpart funding. Table 11.6 shows a summary of funds utilized as at 30th June, 2018.

Table 11.6: Summary of fund utilization as at 30th June 2018

	Components and Activities	5 Yr Budget (US$)	Allocation (US$)	Utilization (US$)
1	Enhancing Productivity of Livestock and Dryland Faming	4,770,000	1,344,944	961,073.22
2	Building Rural and Market Infrastructure	5,100,000	1,091,179	539,368.99
3	Improving access to health care and nutrition	3,190,000	1,504,741	1,345,356.85
4	Improve access to education in rural areas	3,460,000	1,003,036	1,084,421.46
5	Support to Community Business Development	1,710,000	524,350	421,028.86
6	Project Management Unit and Audit	3,370,000	3,251,753	3,081,096.93
	Total	**21,600,000**	**8,720,003**	**7,432,346.31**
7	Contingency	3,300,000	-	
	Grand Total	**24,900,000**	**8,720,003**	**7,432,346.31**

Source: Dry Lands Project Progress Report, July 2018

Funds released for activities against the donor component were 85% spent which was good release and absorption.

The approved GoU budget for the dry lands project for FY 2017/18 was Ug shs 1,277,059,792 billion, which was all released and spent by 30th June 2018. This was good release and absorption. Funds contributions were on the coordination and implementation of the project.

As at 30th June 2018, the total amount of contractual obligations on civil works of 26 contracts was Ug shs 7,093,155,584, of which Ug shs 3,364,228,573 was paid by 30th June 2018. There are currently 16 ongoing projects, 8 completed and 2 that have not commenced as new sites are yet to be decided upon.

Findings

The districts of Napak, Nakapiripirit and Moroto were visited. There was evidence of completed civil works on the following facilities: one out-patient department (OPD), one general ward, five-unit staff houses, five dormitories, four classroom blocks, three administration blocks, three grain stores and a biogas infrastructure constructed. The physical planned outputs implemented under the donor component are shown in table 11.7.

Table 11.7: Physical progress of Dry Lands Project as at 30th June 2018

Output	Remarks (achievements so far)
Component 1: Enhancing productivity of dry land agriculture and livestock	A total of 470 galla breed goats were procured and distributed to 241 beneficiaries across three sub-counties of Nadunget, Loroo and Lorengedwat bring the total to 635 goats in all sub-counties. Constructions at Narisae learning centre and Namalera were completed and ongoing respectively and are yet to be functionalized; 100 acres of land were offered by the communities in Loroo and successfully fenced off for learning center.
Component 2: Building rural and market infrastructure	Loroo –Loporokocha (7km) and Naachuka – Kakodareng Community Access Roads in Loroo Sub County were completed of the planned 33.2km of selected community access roads. 6.7km of Naronit –Namalera, 11.7Km of road graveled and 10.2Km community access road were bush cleared and graded.
Component 3: Improving access to basic social services (Health and education)	3 of the four health infrastructure were completed and occupied by 11 health personnel. Two mobile clinic vehicles and two ambulances out of the four for each were procured and handed over to the 4 beneficiary district sub counties
Component 4: Support community business development	Two tractors were procured under revolving fund and were handed over to Lorengedwat and Lotome Livestock and produce cooperatives;

Source: IFMS data, Dry lands progress reports; field findings

Napak, Nakapiripit and Moroto districts were sampled. There was evidence of complete and ongoing construction of civil works of health, roads and education infrastructure. The completed sites visited included: a three unit classroom block at Nadunget Primary School in Nadunget sub-county, Moroto; three unit classroom block at Kamaturu Primary School in Lorengedwat sub-county, Nakapiripirit District; three unit classroom block for Lorengedwat Primary School at Naweet Primary School in Lorengedwat sub-county, Nakapiripirit District; a dormitory and a chain link fence at Kalokengel Primary School in Lotome sub-county in Napak district.

Other completed health units included: an OPD Emergency Delivery Unit and a chain link fence at Acherer HCII in Nadunget s/county, Moroto; four unit staff house, four stance pit latrine & a chain link fence at Kalokengel HCII plus a placenta pit at Lotome HCIII in Napak District.

The quality of works on completed infrastructure was good; there was value for money. There were expectant mothers and qualified health staff were working. While puplis and teachers were in the classrooms at the time of monitoring visits in Napak, Nakapiripit and Moroto districts. This has resulted into improvement in service delivery in the health and education sector.

Functional Classroom Block at Lorengedwat Primary School in Nakapiripirit District

Functional OPD Emergency Delivery Unit at Acherer HCII in Nadunget S/County, Moroto District

Challenge

- Delayed approvals for "No Objections" from Islamic Development Bank delayed implementation of projects. For example the delayed construction of General Ward in Amudat District

Recommendation

- OPM and IDB should review modalities of approvals in responding to 'No objections' to improve implementation of projects on schedule.

2) Project 1078: Karamoja Integrated Development Programme (KIDP)

Background

The project objective is to contribute to human security and promote conditions for recovery and development in Karamoja. It is implemented in Abim, Amudat, Moroto, Nakapiripirit, Kotido, Kaabong and Napak districts of which Amudat, Napak, Nakapiripirit and Moroto districts were sampled and visited. The period is from 1st July 2015 to 30th June 2020. The findings are presented hereafter.

Financial Performance

The approved GoU budget for FY 2017/18 was Ug shs 12.137 billion, of which Ug shs 11.022billion (90.8%) was released and spent (100%) as at 30th June 2018. This was good release and absorption.

Findings

Pacification and Development Output: The role of OPM is to procure and supply animals to beneficiary districts while the role of LGs is to identify beneficiaries. Only 40% of East African Zebu heifers were procured and distributed to Napak, Abim and Nakapiripirit districts. M/s Peace Investments Ltd supplied Napak with 380 short horned heifers at Ug shs 373,450,000. M/s Amuria Farmers Transporters Ltd supplied Nakapiripirit District with 350 short horned heifers at Ug shs 332,500,000; and M/s M. Ocip General Merchandize Ltd supplied Abim District with 315 short horned heifers at Ug shs 296,100,000.

The sub-counties of Lopeei, Ngoleriet and Matany in Napak District were sampled to assess receipt of heifers and progress on outcomes. According to the LG officials in the office of the CAO, all the 380 animals were received and distributed according to the guidelines issued by OPM. The beneficiaries were satisfied with the heifers supplied though they were still young. However given that animals were distributed in Quarter 4, actual benefits were yet to be realized.

The gender and equity issues were addressed where women, elderly, youth, and persons with disability were considered in the distribution of heifers as per the OPM guidelines.

Gender and equity issues addressed in distribution of heifers

	PWDs	youth	women	elderly
Matany sub-county	0	5	4	0
Lopei sub-county	5	0	20	28
Ngoleriet sub-county	0	21	7	13

The roll over girl's dormitories at Lolachat Primary School in Nakapiripirit district since FY 2014/15 was visited. The dormitories and toilets in Nakapiripirit were roofed pending door and window fixtures and frames; screeding and plastering in FY 2016/17. By 30th June 2018, civil works were at 95% completion, the doors and window fixtures and frames had been fixed pending glass and door fixtures. Quality of works was good.

Girls' dormitory at Lolachat Primary School in Nakapiripirit district as at December 2017

Girls' dormitory at Lolachat Primary School in Nakapiripirit district as at July 2018

Challenge

- Unexplained expeditures under the project on funds released against outputs for example, Ug shs 348 million out of Ug shs 700 million was spent for Namalu Prisons, Ug shs 2.1 billion is unaccounted for under Transfers to Government Units under KIDP.

Recommendation

- The Office of the Auditor General should carry out an in depth audit on unexplained under this project.

3) Project 1252: Support to Bunyoro Development

Background
The project objective is to support households to improve their livelihoods and improvement of socio-physical infrastructure which is implemented in Hoima, Kibaale, and Bullisa, Masindi, Kiryandongo, Kagadi and Kakumiro districts. OPM is the coordinating agency. The period is 01st July 2010 to 30th June 2020.

Performance
The approved GoU budget for FY 2017/18 was Ug shs 439 million, which was all (100%) released and Ug shs 435 million (99%) spent. This was good release and absorption.

Findings
Transfers to Government units: The districts of Kagadi, Kibaale, Hoima and Masindi were sampled to assess progress on implementation of planned outputs and outcomes. Funds worth Ug shs 160 million were distributed to 10 focus groups that comprised of the youth and mostly women for micro projects in the seven districts. The three districts received Ug shs 20 million except for Masindi that received Ug shs 40 million.

Kagadi Daily Women Market Traders a womens group in Kagadi district was sampled and monitored. It received Ug shs 2 million. In Kagadi, the women groups used the funds to purchase purchase of irish potatoes that were sold in the market. Prior to the funds, the purchase was a basin and now a sack which was good progress because the women are able to send their children to school.

Irish potatoes store belonging to Kagadi Daily Women Market Traders

While in Kibaale, the youth group visited received Ug shs 2 million, however there was no evidence of use of these funds for the intended purpose of welding. In Masindi

District a youth group that received Ug shs 22 million was supposed to purchase a grinding mill, however this was still under procurement. In Hoima, there was no evidence provided for the use of these funds by the coordinating office.

Challenges

- The planning and appraisal of the micro projects is top to bottom which is affecting implementation and intended impact of the projects. The OPM office determines who should receive the money not the DLGs. For instance in Kibaale LG the groups that benefited also benefitted from the Youth Livehood Programme under the Gender Ministry.
- The Government spent a lot of funds in setting up the Bunyoro office in the Hoima district to serve as a coordinating office for the project, however most staff coordinating this project are based in the OPM. The only contract staffs are the pool senograher and support staff. This affects implementation and coordination issues in the region
- Late disbursement of funds by MFPED affected implementation of projects. For instance Kiryandongo, Buliisa, Kibaale and Hoima districts recived funds late and this affected implementation of projects.

Recommendations

- The OPM Planning unit should revisit the expected outputs and performance indicators of this project so that there is a clear linkage to the objectives of NDP and the planned activities if the project objectives are to be achieved.
- The OPM and LGs should ensure that operational guidelines are distributed and follow ups made with the respective CAOs and District Community Development Officers, sub-county Chiefs for effective implementation of the project in the region.
- The Human Resource Department and the planning units under OPM should address the issue of exaggerated project contract staff salaries budgeted under various projects and yet most project offices in the field lack staff.

4) Project 0022: Support to Luwero Rwenzori Development Programme (LRDP)

Background

The project objective is to enhance household incomes and is implemented in 13 districts[61] in the sub-regions of Luwero and Rwenzori Triangle. The project period is 01st July 2015 to 30th June 2020.

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Performance

The approved GoU budget for FY 2017/18 was Ug shs 2.565 billion, of which Ug shs 2.311 billion (90%) was released and all spent (100%) by 30th June 2018. This was good release and absorption.

Findings

According to district officials and beneficiaries in Wakiso, Luwero and Kyankwanzi, funds were received. Modalities were being worked upon on the usage of funds. Despite Government spending Ug shs 450 million, the Luwero office was non-functional.

In Kyankwanzi district only one group benefitted. The Singo Development Debt Network is a registered group and comprises of 42 members but mostly women farmers in the region with offices in Kyankwanzi Town. The micro project in Kyankwanzi received Ug shs 12 million. The funds were used as a top-up on procuring a maize mill machine which was kept at the stores as at 30th June 2018 as shown below.

Procured maize mill for Kagadi Women Focus Group in Kagadi District

Non-functional Support to Luwero- Rwenzori Regional Office at Luwero district headquaters

The land allocated for construction was visited however because of financial constraints the focus group is yet to construct premises for the maize mill.

The regional office in Luweero district was completed in April 2018. The total amount paid out to the contractor M/s Rockspring Uganda Ltd was Ug shs 553 million and was non-functional indicating no value for money.

Challenges

- Non-functionality of the Support to Luweero Rwenzori coordination office in Luwero District hence no value for money.
- This project has been operational for over five years however no evaluation report has been availed to assess outcomes.
- The delay in appraisals by the district officials and inadequate funds for construction delayed implementation of the Singo project.

Recommendations

- The OPM should recruit project staff for the Luwero-Rwenzori office for efficient and effective coordination of the project districts.
- The project should come out with an evauation report to assess outcomes of the project.
- The district officials should ensure appraisals are completed on time for implementation.

5) Project 0932: Post-War Recovery and Presidential Pledges

Background

The project objective is to initiate, design, coordinate and implement special programmes and projects for the troubled and disadvantaged areas of Northern Uganda and Karamoja regions and reducing vulnerability of women, youth, PWDs, children, ex-combatants, and the elderly by supporting them out of poverty. The coverage includes 55 districts and nine municipalities in the greater North covering eight sub-regions of West Nile, Acholi, Bunyoro, Lango, Teso, Karamoja, Elgon and Bukedi.

Financial Performance

The approved GoU budget for FY 2017/18 was Ug shs 26 billion, of which Ug shs 18.5 billion (71%) was released and all spent as at 30th June 2018. This was good release and absorption.

Findings

The districts of Serere, Alebtong, Gulu, Omoro, and Kumi were sampled. The OPM disbursed operational funds to 55 LGs (Ug shs 840million) for mobilization of beneficiaries and allowances. Districts visited confirmed receipt of operational funds for restocking activities. Serere received Ug shs 18 million, Kumi Ug shs 28 million and Katakwi received Ug shs 21 million for FY 2017/18.

Restocking output: Out of 18,600 cattle planned in for FY 2017/18, only 3,711 (0.2%) were procured and distributed in 14 districts. For the districts sampled, Serere got 187, Kumi- 316, and Katakwi-225.This was very poor performance. Katetea and Kadungulu sub-counties in Serere District were sampled to assess receipt of cattle. The beneficiaries and sub-county officials acknowledged receipt of 728 heifers in FY 2017/18, however given that the animals distributed were young heifers but of good quality the intended impact is yet to be realized at household level.

The gender aspect in the distribution of cattle was as follows: Kateta sub-county: 13 PWDs, 3 youth, 23 women and 9 elders' wheras for Kadungulu sub-county: 4 PWDs, 8 youth, 12 women and 12 elders. The quality of animals supplied to beneficiaries was good.

Government Buildings and Administrative Infrastructure output: The new accommodation constructed for teachers in Serere district was completed within the stipulated schedule and was functional. The quality of works for the semi-detached buiding was good and the staff appreciated the housing facility. The contractor was paid a sum of Ug shs 110 million.

Old huts occupied by Teachers in Ájoba Primary School, Olio sub-county, Serere district

New residence of the teacher's house in Serere district

Challenge

- There were unexplained expenditures on staff salaries, rent, allowances workshops and seminars and travel inland.

Recommendation

- The Office of the Auditor General should audit the unexplained expenditures.

11.2.3: Disaster Preparedness and Refugees Management

The programme objective is to strengthen capacities for mitigation, preparedness and response to natural and human induced disasters, and to lead and enhance national response capacity to refugee emergency management. The Programme outcome is Effective Disaster, Preparedness and Refugee Management. The Humanitarian Project was monitored under this programme.

6) Project 0922: Humanitarian Assistance

Background

The project objective is to coordinate timely response to disasters, and provide and distribute food and non-food relief to disaster victims in 19[62] districts. The relief food items include maize, beans, rice and other assorted foods while the non-food items include tarpaulines and blankets. The project period is effect from 1/7/2015 to 30/6/2020.

[62] Kisoro, Moroto, Kotido, Napak, Nakapiripirit, Kaabong, Amuru, Amuria, Kaberamaido, Butaleja, Bududa, Rubanda,Kisiizi, Rukiga Koome Island, Namisindwa, Manafwa, Bulambuili, Kaytakwi and Ngora.

Performance

The approved GoU budget for FY 2017/18 was Ug shs 7.528 billion, of which Ug shs 6.771 billion (90%) was released and spent by 30th June 2018. This was good release and absorption. Table 11.8 shows the detailed program performance as at 30th June 2018.

Table11.8: Performance of the Disaster Preparedness and Refugees Management as at 30th June 2018

Project-Sub programme	Output	Annual Budget (Ug shs billions)	Cumulative receipts	annual target	Cum. Achieved Quantity	% physical performance	Remarks
Project:0922 Humanitarian Assistance	IDPs returned and resettled, Refugees settled and repatriated	1.876	1.876	3	1.8	14.956	Funds worth Ug shs 1.29 billion were spent on: (i) resettling 30,100 people displaced by floods, waterlogging and landslides in: Namisindwa, Manafwa, Katakwi, Amuria, Bukedea, Butaleja and Ngora; project provides the IDPs with food and non-food items. (ii) Resettling Burundian nationals expelled from Tanzania in Kyaka 2. (iii) Maintainance of the Police at the Bulambuli Government Resettlement land.
	Relief to disaster victims	4.239	4.239	2	1.5	42.238	This output over performed. Ug shs 4 billion was spent on procuring and distributing; (i) 2,400 metric tons of relief food; (ii) 68,000 assorted (4,000 pcs of blankets, 8000pcs of tarpaulins, 5,500 pcs of Jericans, 5,500pces of basins, 33,000 pcs of plates and 12,000 pcs of cups) non-food commodities for disaster victims. Affected districts were Kisoro, Moroto, Kotido, Napak, Nakapiripirit, Kaabong, Amuru, Amuria, Kaberamaido, Butaleja, Bududa, Rubanda, Kisiizi, Rukiga, Koome Island, Namisindwa, Manafwa, Bulambuili, Katakwi and Ngora.
	Government Buildings and Administrative Infrastructure	1.162	0.654	1	0.3	4.631	Funds worth Ug shs 654 million were spent on civil works for construction of the foundation with hard-core stones and marram in the

							swampy area.
	Purchase of Motor Vehicles and Other Transport Equipment	0.250	-	1	0	0	This output was not implemented as funds were not released.
	Total	**7.528**	**6.771**			**61.82**	**Fair**
Outcome Performance Analysis							
	Outcome Indicator			**Annual Target**	**Achieved**	**score**	
	% Level of implementation of the Settlement Transformative Agenda			90	40	44	
	%Functional NECOC			80	60	75	
	% Functional Disaster Monitoring, Early warning and Reporting System			70	40	57	
	Average Outcome performance					59	
	Overall Program Performance					**60.8**	**Fair**

Source: IFMS data/OPM Project report/ field findings August 2018

Overall Programme Performance

The Disaster Preparedness and Refugees Management was fair at 61%. The National Emergency Coordination and Operations Centre effectively provided early warning information on disaster prone areas in east and north parts. As a result the project provided relief food and non-food items to disaster victims; resettled over 500,000 internally displaced people. In the mountainous areas, the Disaster Department distributed 750 mega mobile smart phones connected to early warning system in Kampala to detect disasters. The programme also carries out quarterly food security assessments across the country every year.

Findings

A total of 10,195 bags of 100kgs of maize and beans; 14,030 bags of 50kgs of rice were distributed to disaster affected regions. The Toro-Bunyoro region was mostly affected, whereas Busoga and West Nile region were least affected according to the disaster response as shown in table 11.9. However no information regards detailed procurements was availed to the monitoring team.

Table 11.9: Distribution of food by region by 30th June 2018

Region	Maize flour (bags of 100kgs)	Beans (Bags of 100kgs)	Rice (bags of 50kgs)	Others (Blankets, simsim, fortified foods) Boxes /pieces	No. of districts
Acholi	300	105	1,230	2870	6
Ankole-Kigezi	680	70	2,850	440	7
Buganda	100	30	2,450	2300	5
Bugisu	2250	700	-	6710	5
Busoga	-	-	200	-	1
Samia	100	-	1,400	1515	1
Teso	2450	700	3,400	2900	3
Toro-Bunyoro	2,250	460	2,000	7375	2
West Nile				780	
MDAs Ministry of Gender	-	-	500	-	1
Total	**8,130**	**2,065**	**14,030**	**24,890**	**31**

Source: Humanitarian Assistance Progress reports; field findings

The districts of Kabale, Rukiiga, Nakapiripirit, Rubanda were sampled and monitored. The districts officials and beneficiaries acknowledged receipt of food and non-food items for disaster affected victims who lost houses. However food distributed was not enough for sustainability, for example a family is given 3kgs of beans and 5 kgs of maize.

Trucks loading relief food and non-food items to affected disaster districts at Namanve stores

Effects of flooding in Nakapiripirit District

Challenge

- The 2,868 acres of land purchased in Bulambuli district in 2015 lies idle as the release of funds for resettlement suddenly stopped in 2016 and the land invaded by hundreds of encroachers. Government runs the risk of losing this investment.

Recommendation

- The MFPED should release funds for resettlement activities in Bulambuli district for the people still in the mountain elgon area.

11.3 Vote 005: Ministry of Public Service

Ministry of Public Service is mandated to: (i) develop, manage and supervise implementation of human resource policies, management systems, procedures and structures for the entire public service.

The Ministry of Public Service delivers its mandate through four programmes. These include: Management Services, Human Resource Management, Inspection and Quality Assurance and Policy, Planning and Support Services. The programmess contribute to the sector outcome of Improved Institutional and Human Resource Management at Central and Local Government level.

11.3.1 Management Services

The programme objective is to develop and review management and operational structures, systems and productivity practices for efficient and effective service delivery.

Performance

The FY 2017/18 budget for sub-programmes was Ug shs 1.235 billion, of which Ug shs 1.173 billion (95%) was released and Ug shs 0.867 (74%) spent by 30th June 2018 which was good release and absorption. Detailed program performance is shown in table 11.10.

Table 11.10: Performance of Human Resource Management and Policy as at 30th June 2018

Project-Sub programme	Output	Annual Budget (Ug shs billion)	Cumulative receipts	Annual target	Cum. Achieved	% physical performance	Remarks
07 Management Services	Organizational structures for MDAs developed and reviewed	0.489	0.477	4	2	19.805	Structures for 20 general hospitals reviewed and a draft report presented to the key takeholders. Technical support provided to 12 out of 46

							MDAs, and 32 out of 30 LGS in the implementation of their structures.
	Review of dysfunctional systems in MDAs and LGs	0.391	0.347	2	0.5	7.913	The Draft report on the teacher registration process is not yet out.
	Analysis of cost centres/constituents in MDAs and LGs	0.355	0.347	2	1.5	21.555	4 staff were trained in specialized management services; Job Descriptions and Person Specifications for posts in 14 out of 15 MDAs, and 18 out of 30 LGs were reviewed and developed.
	Total	**1.235**	**1.173**			**49.27**	**Poor**
Outcome Performance Analysis							
	Outcome Indicator			**Annual Target**	**Achieved**	**Score**	
	Number of MDA and LG structures reviewed and customised			60	63	105	
	Number of Systems analysed and Re-engineered			1	0	0	
	Number of MDA & LG cost centers evaluated			1	1	100	
	Average Outcome performance					68	
	Overall Programme Performance					**55.9**	**Fair**

Source: IFMS data; MoPS progress report and field findings

Overall Program Performance

The programme performance at output and outcome level was fair at 55.9%. The LGs still had issues of structures, most strategic positions are not filled because of the rigid structures lacking positions at Principal level especially in Finance, Audit, Education, Community Development, Enviroment, Water, Engineering and this is affecting service delivery in LGs.

Most of the systems need to be re-engineered in the public service under the Public Sector which has not been given due attention. For example the decentralized payroll systems need to be re-engineered to avoid delays in payments.

Recommendations

- The MFPED should revise funding for this programme since the core mandate of PSM falls under Management services.
- The MoPS should also engage consultants to carry out business re-engineering systems in the Public Service.

11.3.2 Human Resource Management

The program objective to initiate, formulate and plan policies and management of human resource functions for the entire public service.

Performance

The FY 2017/18 budget for sub-programmes was Ug shs 4.485 billion, of which Ug shs 4.225 billion (94%) was released and Ug shs 3.816 (90%) spent by 30th June 2018 which was good release and arbsorption. Detailed program performance is shown in table 11.11.

Table 11.11: Performance of Human Resource Management and Policy as at 30th June 2018

Project-Sub programme	Output	Annual Budget (Ug shs)	Cumulative receipts	Annual target	Cum. Achieved	% physical performance	Remarks
Human Resource Management	MDAs and LGs Capacity Building	1.057	1.025	5	0.5	2.356	Although 38 MDAs and LGs were supported on implementation of HR policies, this is more of adiministrative work, not strategic.
Compensation	Public Service Performance management	0.342	0.335	4	1.3	2.475	ROM was rolled out to 3 out of 4 DLGs and 5 out of 23 MCs; and this is more of adiministrative work, not strategic.
	IPPS Implementation Support	2.298	2.106	2	0.3	7.683	Functional support to 9 regional support centres was conducted.
	Implementation of the Public Service Pension Reform	0.489	0.462	4	2.5	6.810	The draft Public Service Pension Fund Bill was prepared; 203 votes were supported in Decentralized Management of salary pension and gratuity, however curriculum for post-

							retirement training was developed in Q4 and therefore could not be implemented.
	Management of the Public Service Payroll and Wage Bill	0.301	0.297	6	3.6	4.026	Payroll management guidelines were reviewed and disseminated to 135 MDAs and 162 LGs; IPFs disseminated to 135 MDAs and 162 LGs.
	Total	**4.485**	**4.225**			**23.35**	**Poor**
Outcome Performance Analysis							
	Outcome Indicator			**Annual Target**	**Achieved**	**Outcome Performance (%)**	
	Number of MDA and LG staff trained in Human Resource Planning and Development			40	40	100	
	MDAs & LGs supported on implementation of Performance Management frameworks			57	46	81	
	No. MDAs/LGs where Integrated Public Payroll System has been operationalised			20	20	100	
	Number of MDAs and LGs supported on decentralized management of pension and gratuity			80	80	100	
	Average Outcome performance					**95**	
	Overall Programme Performance					**48.5**	**Poor**

Source: IFMS data; MoPS progress report and field findings

Overall Program Performance

The programme performance at output and outcome level was poor at 48.5%. The HRM is more of routine than strategic yet the mandate of PSM falls under this programme, the human resource policy was not achieved. Compared to FY 2016/17 there has been no improvement apart from the decentralized payroll salary reforms under the MFPED and MoPS and LGs are achieving intermediate outcomes although there are still challenges.

Staff are on IPPS system and paid on time and motivated. The performance management initiatives compliance among the strategic staff has improved tremendeously, however the impact of this reform is yet to be achieved. The planned activities were not in taderm with the programme oucome amd outcome indicators. Focus is on capacity building and yet the core PSM objective is to review systems, structures and policies to support the implemention.of NDP11.

Challenges

- Lack of clear realignment of the planned outputs with the programme outcome and outcome indicators.
- The HR information management systems under the decentralized payroll management reforms lack disaggregated gender and equity issues for purposes of planning and decision making. For example in hard-to-reach districts on payment of the hardship allowance.
- There is lack of harmonization of Performance Agreements under MoPS and Performance Contracts under MFPED. This will affect the performance appraisals of Accounting Officers inline with PBB.

Recommendations

- NPA and MoPS planning unit should coordinate and harmonize the planned outputs with the mandate of MoPS and program outcome and outcome indicators.
- The MoPS should consider the aspect of gender and equity in the implementation of HR management systems.
- MoPS and MFPED should engage consultants to review and harmonize the two instruments for better performance management and improvement of service delivery.

11.3.3 Inspection and Quality Assurance

The programme objective is to promote compliance with policies, standards, rules, regulations and procedures in order to enhance efficiency and effectiveness in MDAs and LGs. Detailed program performance is shown in table 11.12.

Table 11.12: Performance of Inspection and Quality Assurance as at 30th June 2018

Project-Sub programme	Output	Annual Budget (Ug shs billion)	Cumulative receipts	Annual target	Cum. Achieved	% physical performance	Remarks
06 Public Service Inspection	Compliance to service delivery standards enforced	0.431	0.399	4	2	25.464	60% of funds released were spent. PAIPAS was rolled out to 12 MDAs and 25 DLGs; Joint Inspections were also conducted in 12 MDAs and 25 DLGs; however highest expenditures were on general staff salaries (Ug shs 114 million) and travel inland (Ug shs 67 million).

	Demand for service delivery accountability strengthened through client charter	0.062	0.054	3	1.5	3.706	Technical support to implement/ institutionalize Client Charters and inspection feedback mechanism was provided to 1 MDA & 40 LGs; development of client charters was provided to 8 MDAs and 33 LGs.
	National Records Centre and Archives operationalized	0.352	0.352	7	3.5	20.830	14 records officers, 8 recently promoted Senior Records and Archives Staff, 48 AROs, 50 RAs and 17 Intern students were trained in records management principles; Archival records transferred from MoFPED and 2 LGs: Jinja and Soroti to the NRCA.
	Total	**0.846**	**0.804**			**50**	**Fair**
Outcome Performance Analysis							
	Outcome Indicator			**Annual Target**	**Achieved**	**Outcome Performance (%)**	**Remarks**
	Number of MDAs and LGs that have developed and implemented client charters			48	41	85	
	Number of sectors that have disseminated service delivery standards.			2	1	50	
	Number of MDAs and LGs inspected for compliance with service delivery standards			37	37	100	
	Average Outcome performance					78	
	Overall Programme Performance					**60**	**Fair**

Source: IFMS data; MoPS progress report and field findings

Overall Program Performance

The performance for planned outputs was fair at 60%, however in the achievement of intermediate outcome especially the impact of client charters on service delivery is minimal. The National Archives and Records Centre originally under the development budget is now recurrent and not aligned to this program outcome.

Challenge

- Although the Client Charter was developed, in most institutions most are on shelves and not implemented; there is no feedback mechanism to realise the impact on service delivery; there is no disaggregated data in the Client Charters.

Recommendation

- MoPS and MFPED should coordinate and carry out baseline surveys to determine the impact of client charters in the public service on service delivery.

11.3.4 Policy Planning and Support Services Program

The programme objective is to ensure effective and efficient deployment utilization of human, financial, and material resources to achieve the ministry mandate.

Performance

The FY 2017/18 budget for sub-programmes was Ug shs 7.051 billion, of which Ug shs 6.337 billion (90%) was released and Ug shs 6.109 (96%) spent by 30th June 2018 which was good release and arbsorption. Detailed program performance is shown in table 11.13.

Table 11.13: Performance of Policy Planning and Support Services as at 30th June 2018

Project-Sub programme	Output	Annual Budget (Ug shs)	Cumulative receipts	Annual target	Cum. Achieved	% physical performance	Remarks
Project: 1285 Support to Ministry of Public Service	MDAs and LGs Capacity building	0.900	0.900	1	0.3	3.829	This is a duplicated output under all programmes in MoPS for support on capacity building.
	Ministerial and Support Services	0.490	0.476	2	1	3.477	Ministry of ICT supported the MoPS with improvement in internent connectivity.
	Government Buildings and Administrative Infrastructure	1.550	1.550	3	1.2	8.794	Maintained for improved operational efficiency. Highest expenditures were on travel inland Ug shs 99 million, allowances Ug shs 72 million, and Ug shs 251 million for computer supplies and Information Technology.
	Purchase of Motor Vehicles and Other Transport Equipment	0.500	0.500	1	1	7.092	Although renovation of pension block was awarded and is ongoing expenditure on Engineering and Design Studies & Plans for capital works was Ug shs 500 million,

							and Non-Residential Buildings Ug shs 845 million. The proposed office extension block was not authorized.
	Purchase of Office and ICT Equipment, including Software	1.602	1.125	1	0.6	13.636	2 motor vehicles and motor cycle for the registry were procured.
	Purchase of Office and Residential Furniture and Fittings	0.340	0.270	1	1	4.822	A total of Ug shs 1.124 billion was spent on procurement of 177 mobile shelves for NRCA, 80 computers for staff, and equipment for revamping the Ministry Local Area Network awaits delivery.
11 Civil Service College	Upgrading of the Civil Service College Facility	1.163	1.057	3	0	0	Funds worth Ug shs 270 million were spent on assorted office furniture (157 chairs, 3 book shelves, 32 small office desks, 4 conference tables, 15 coat hangers) were procured and issued to staff.
	MDAs and LGs Capacity building	0.505	0.459	1	0.4	2.866	Funds worth Ug shs 837 million were spent on coordination and management of Uganda Civil Service College facility.
	Total	**7.051**	**6.337**			**41.65**	**Poor**
Outcome Performance Analysis							
	Outcome Indicator			**Annual Target**	**Achieved**	**Score (%)**	
	Number of Public Officers in MDAs and LGs trained by the CSCU			1705	1172	69	
	Average Outcome performance					**69**	
	Overall Programme Performance					**51.1**	**Fair**

Source: IFMS data; MoPS progress report and field findings

Overall Program Performance

The programme performance was fair at 51% attributable to the development component where planned outputs were implemented. However although the ouput of Capacity Building was implemented, it is still duplicated throught the programmes under the MoPS of MDAs and LGs Capacity Building under Human Resource Development and Human Resource Management, the Development Project 1285 and the Civil Service College with allocated resources. This affects the achievement of project objectives and outcomes and hence no value for money.

Challenges

- The mandate of PSM is promoting sound principals, systems, structures and procedures of managing Public service which falls under MoPS, however most planned planned outputs are on unplanned capacity building which does not have any impact on service delivery.
- The Civil Service Colledge placed under policy and planning is not realigned to the program outcome and its impact on achievement of NDP strategic objectives is minimal.

Recommendation

- The MoPS Planning Unit should realign the program outcomes and outcome indicators to the core mandate of MoPS and the strategic plan to achieve the NDP II and PSM objective of improved public service management, operational structures and systems for effective and efficient service delivery.

Decentralized payroll reforms under Ministry of Public Service and MFPED

Background

The main objective of the descentralization of the payroll is to ensure salaries and pension are paid on time, weed out invalid records on the pension payroll including ghost employees, and promote ownership, transperancy and accountability of the pension payroll by the respective institutional payroll managers. The focus of the monitoring visits was on payments made to districts on pension and gratuity arreas, and why the slow accountability and absorption capacity.

The GoU owes pensioners Ug shs 1.2 trillion in arrears. MFPED has so far provided Ug shs 121 billion mostly to LGs. In FY 2017/8 Government earmarked Ug shs 99.6billion pension arrears. The institutions that got the biggest funding were the East African Community with Ug shs 31 billion; Kabarole District with Ug shs 6 billion; Education Ministry and Sports with 3.4 billion. A total of Ug shs 100 billion was released as pension and gratuity arrears for FY 2017/18 of which Ug shs 56,629,856,589 was released to LGs and Ug shs 43,785,988,780 to Central Government.

LGs performed well in terms of absorption, however accountability was poor. The total budget of pension and gratuity arrears for FY 2017/18 for LGs was Ug shs 56,629,856,589 of which Ug shs 50,788,055,595 was spent. The unpent balance was Ug shs 5,841,800,994. The Central Government budget was Ug shs 43,785,988,721 of which Ug shs 28,225,725,217 was spent and unspent balance was Ug shs 15,560,263,504. Absorption capacity in both central Government and LGs was good; however so far the amount accounted for is 8,992,083,743 billion which is 8.95%, and the amount not accounted for is 91,423,761,627 (91.05%).

Challenges

- Lack of adherence by LGs to account for pension arrears that resulted in incomplete/non-submission of pension arrears accountability. For example most districts submitted payment vouchers instead of a dully filled and signed accountability form with copies of bank statements and National Identity Cards. Some of these included; Bundibugyo, Mbale, Mukono, Kiryandongo, Gulu, Mayuge, Buikwe, Soroti, Nakapiripirit, and municipalities of Mukono, Moroto, Njeru, Gulu, and Lugazi; plus the East African Community, and Butabika Referral Hospital.

- Slow absorption capacity that arose out of poor planning and delays to submit accountabilities resulting in payment schedules that were phased and contained duplicate pensioners paid in FY2016/17 and in FY 2017/18. In Kabarole District, by June only Ug shs 3,199,119,105 out of Ug shs 5,435,207,000 leaving a balance of Ug shs 2,236,081,895; the bulk of personal files for deserving pensioners to date are still with MoPS for clearance. With the East African Community, Ug shs 8 billion was unspent due to lack of adequate documentation from the pensioners.

- The LGs did not get authority from MFPED to spend the duplicated schedules for FY 2016/17 and FY 2017/18, these included Mbarara and Masaka districts, Mbarara Municipality. Kayunga DLG paid the unspent balance of pension and gratuity arrears as salary because of the wage shortfalls.

- Some districts lacked adequate documentation on payment schedules and personal files on pensioners paid; this was evident in Kayunga DLG where a one Nakijoba Gladys a Kitchen Attendant had an inflated figure of Ug shs 57 million while the balance was diverted to pay salaries.

- Unspent funds because of delays by MoPS to approve personal files on pension and gratuity. This was evident in all LGs visited.

Recommendation

- The MFPED should enforce disciplinary mechanisms against Accounting Officers and Human Resource Managers that do not adhere to guidelines on pension and gratuity.

11.4 Vote 011: Ministry of Local Government (MoLG)

The mandate of the MoLG is to guide, harmonize, mentor and advocate for all Local Governments in support of the vision of Government to bring about socio-economic transformation of the country. The vote consists of the Local Government Administration and Development and General Administration, Policy, Planning and Support Services programmes.

11.4.1 Local Government Administration and Development

This program lacked details on the programme outcome, however, the sub-programs monitored included: Markets and Agricultural Trade Improvement Programme (MATIP-2); Urban Markets and Marketing Development of the Agricultural Project (UMMDAP); and Project for Restoration of Livelihoods in Northern Region (PRELNOR).

Performance

The MoLG accessed funding from the African Development Bank (ADB), Islamic Development Bank (IDB), and the Arab Bank for Economic Development in Africa (BADEA), Internal Fund for Agricultural Development (IFAD) to finance development projects and programmes on loan and grants.

The FY 2017/18 GoU budget for sampled sub-programmes/projects was Ug shs 6.278 billion, of which Ug shs 4.121 billion (66%) was released and Ug shs 4.097 (99%) spent by 30th June 2018, which was good release and arbsorption. Detailed performance of the GoU Local Government Administration and Development program is shown in table 11.14.

Table 11.14: Performance of the Local Government Administration and Development program as at 30th June 2018

Project-Sub programme	Out put	Annual Budget (Ug shs billion)	Cumulative receipts (Ug shs billion)	Annual target	Cum. Achieved	% physical performance	Remarks
1360 Markets and Agricultural Trade Improvements Programme (MATIP 2)	Monitoring and Support Supervision of LGs	0.358	0.236	1	0.6	3.425	Funds were spent on staff salaries, social security contributions, workshops and seminars and travel inland.
	Government Buildings and Administrative Infrastructure	2.460	0.848	11	7.0	24.937	Funds were spent on civil works and supervision and appraisal of capital works.
1381 Restoration of Livelihoods in Northern Region (PRELNOR)	Monitoring and Support Supervision of LGs	0.200	0.150	1	0.8	2.549	Technical support and training was conducted to farmer groups in the selected project district areas and on consultancy services.
	Strengthening local service delivery and development	0.099	0.073	1	0.7	1.104	Training for the target farmer groups under the GoU funds was carried out.
	Purchase of Motor Vehicles and Other	0.200	0.090	2	2	3.186	124 motorcycles and 1 double cabin were procured.

	Transport Equipment						
1416 Urban Markets and Marketing Development of Agricultural Products (UMMDAP)	Technical support and training of LG officials	0.227	0.125	1	0.4	1.446	Funds were spent on consultancy services and travel inland.
	Government Buildings and Administrative Infrastructure	2.733	2.598	2	1.4	30.478	Funds were spent on Non-Residential Buildings.
	Total	**6.278**	**4.121**			**67.12**	**Fair**

Outcome Performance Analysis

	Outcome Indicator	Annual Target	Achieved	Score (%)	
	Proportion of LGs with functional political and technical structures	120	106	88	
	Proportion of districts complying with the guidelines of the new structures and systems	-	-	0	
	Average Outcome performance			29	
	Overall Programme Performance			**53.9**	**Fair**

Source: IFMS data; MoLG progress report and field findings

Overall Program Performance

The overall program performance was fair at 53.9%. There was evidence on ground of implementation of civil works that commenced in April 2018 under MATIP-2; issues raised on sensitization of vendors to occupy the upper stalls of Nyendo Market had stalled, while Busega Phase II now under GoU had not yet started.

The PRELNOR is still operating under the Rural Livelihoods component, while the Market Linkages and Infrastructure component had not yet taken off. However, there is no linkage with the planned outputs, outcome indicators, MoLG mandate and functions.

1) Project 1360: Markets and Agricultural Trade Improvement Programme (MATIP-2)

Background

The Markets and Agricultural Trade Enhancement Project (MATIP-2) is one of the Government strategic investments aimed at improving market place economic and social infrastructure. The objective of the programme is to contribute to Poverty Reduction and Economic Growth in

Uganda through enhanced commercialization of agricultural produce and other merchandise. MATIP-2 is an expansion of MATIP-1 and was launched in March 2016. It is being implemented over a period of five years (2015-2020).

The project is designed to re-develop markets in 11 municipalities of Busia, Masaka, Kasese, Arua, Soroti, Mbarara, Entebbe, Moroto, Tororo, Lugazi and Kitgum.

ADB loan Performance

Table 11.15 shows the disbursements from July 2017-March 31st 2018. Both release and absorption capacity was fair as shown in table 11.15.

Table11.15: ADB Loan Statement of comparative annual budget and actual amount from July 2017-March 31st 2018 current report

ADB	Amounts in Shs				Remarks
Category	**Budget**	**Actual**	**Variance**	**% Performance**	
Goods	170,000,000	3,900,000	166,100,000	2	Procurement for equipment is ongoing
Works	33,000,000,000	18,077,452,036	14,922,547,964	55	Funds are earmarked for construction of markets.
Services	3,160,223,832	2,755,870,991	404,352,841	87	Funds are tagged to construction of markets for supervision and staff salaries
Operating Costs	345,000,000	344,377,495	622,505	100	
Total	**36,675,223,832**	**21,181,600,522**	**15,493,623,310**	**58**	

Source: MoLG, MATIP 2 Progress Reports April-June 2018

GoU Performance

The approved budget for FY 2017/18 was Ug shs 2.818 billion, of which Ug shs 1,084 billion (39%) was released and Ug shs 1.079 billion (99%) spent as at 30th June 2018. This was poor release but good absorption. Funds absorption was low due to ongoing procurement process. The GoU funds were spent on staff training, travel inland, monitoring, supervision and appraisal of capital works, and non-residential buildings.

Findings

The MATIP-2 has three components namely: Market Infrastructure Development; Value Addition and Trade Facilitation; and Capacity Building and Project Management. For FY 2017/18, the markets of Masaka, Soroti, Mbarara, Entebbe, and Lugazi were sampled and visitd to assess progress of civil works. Table 11.16 shows detiled performance by component as at 30th June 2018.

Table 11.16: Performance of MATIP-2 by Component at at 30th June 2018

Component	Activity	Remarks
Rural Infrastructure Improvement	Construction of the first Seven Markets of Masaka, Kasese, Arua, Soroti, Mbarara, Entebbe and Tororo	Civil works commenced on 10 markets of Masaka, Kasese, Arua, Soroti, Mbarara, Entebbe, Tororo Busia, Moroto and Lugazi after signing of the contracts and site handover. The civil works are currently progressing well at all sites with an average physical progress of 15%.
	Commence on the construction of the 3 markets, of Busia, Moroto and Lugazi	Construction of Busia, Moroto and Lugazi markets commenced in April 2018 after signing of the contracts.
	Finalize the design of Kitgum Market	Final designs and bidding documents finalized and the designs approved by Kitgum Municipal Council. Procurement process for the contractor for reconstruction of Kitgum market was initiated.
	Procurement of contractors for the value addition facilities	The procurement process for the high level value addition facilities and related infrastructure for the markets of Busia, Arua and Soroti was initiated during the period under review.
Capacity Building and Project Management	Provide technical guidance to Municipal Councils on implementation of relevant market management guidelines	Implementation is ongoing.
	Conduct training for Spokespersons for each of the Markets	4 spokespersons trained for each of the 11 markets.
	Hold a progress review workshop involving beneficiary urban councils	No progress review workshop was conducted during the reporting period.
	Carryout routine supervision to the 10 Municipal Councils where construction has commenced.	Done & Continuous

Source: MoLG, MATIP 2 Progress Reports April-June 2018

Contractual obligations: As at 30th June 2018, the total contract sum for the markets was Ug shs 194,771,655,784, of which Ug shs 18,077,452,036 was paid by ADB. The total consultancy sum was Ug shs 10,943,645,225, of which Ug shs 2,669,796,388 was paid by 30th June 2018. Table 11.17 shows the detailed contract sum of contractors time and physical progress of the as at 30th June 2018.

Table 11.17: Contract details for the 10 markets as at 30th June 2018

Lot No.	Market Name	Contractor	Total Contract Sum (Net of taxes)	Ammount paid by ADB	Time Progress (%)	Physical Progress (%)	Remarks
1	Lugazi Central Market	Yanjian Uganda Co. Ltd	13,425,512,474		10%	1%	Contractor is behind schedule as per the work programme due to inadequate labor force on site and poor scheduling of activities.
2	Kitoro Market	Seyani International Co.Ltd in joint venture with Seyani Brothers and Co.(Kenya Ltd	24,684,949,043	4,936,989,809	20%	10%	Works behind schedule due to initial slow start.
3	Tororo Main Market	Youngjin Construction Inc	23,486,828,621		20%	4%	Contractor is behind schedule due to massive excavation of the entire market site but has put in place measures to catch up by accelerating works.
4	Busia Main Market	Zhonghao-Zhongheng JV	20,771,165,310		10%	10%	The contractor is on schedule.
5	Kasese Central Market	Engineering Group Co Ltd	12,706,543,724	2,541,308,745	17.9%	10.79%	Works were behind schedule as per the programme.
6	Masaka Central Market	M/S Multiplex Ltd –Alshams for contracting Joint Venture	15,300,500,275	3,060,100,055	20%	4%	Project is behind schedule due to delayed implementation which was mainly caused by heavy rains and inadequate working space (site is constrained).
7	Mbarara Main Market	M/S Roko Construction Ltd	17,891,456,795	3,578,293,159	20%	14%	Implementation of the project was behind schedule due to heavy rains, Inadequate site space which required rotations of works and delays in supply of sand since sand was changed into a mineral.

Lot No.	Market Name	Contractor	Total Contract Sum (Net of taxes)	Ammount paid by ADB	Time Progress (%)	Physical Progress (%)	Remarks
8	Moroto market	Ambitious Construction Co.Ltd	17,089,756,980		10%	10%	The contractor was on course and works in progress.
Lot 9	Soroti Main Market	M/S Techno Three Uganda Ltd in Joint Venture with PS Constructions	19,803,801,338	3,960,760,268	20%	15%	Construction works behind schedule due to the initial slow start.
10	Arua Main Market	Sadeema Al Kuwait for General Contracting and Co. and Dott Services Ltd JV Shuwaikh	29,611,132,224		20%	12%	Works were behind schedule due to initial slow start, However progress on ground to date is promising.
			194,771,655,784	**18,077,452,036**			

Source: MoLG, MATIP 2 Progress Reports April-June 2018

Construction works started in April 2018, however some contracts were behind schedule due to heavy rains, slow start and inadequate labor force on site. Underground water tank blinding and formworks were ongoing at Soroti Market Site, works on ground floor columns were ongoing at Kitoro Market site in Entebbe; Casting of foundation was ongoing at Masaka Central Market; Basement ground floor columns and shear wall cast were in progress at Mbarara Central Market site; whereas excavation to reduce level and site settingwas ongoing at Lugazi Central Market. Average percentage of works in progress for the seven markets was 15%.

Gender and equity issues: The designs of the markets take into consideration needs of special interest groups such as the disabled. The disabled groups among the vendors have more spatially designed stalls to enhance their movements and mobility.

MATIP-2 will focus on recognising the role of women in marketing, food and nutrition security, reducing inequality, enhancing participation of women in decision making, and increasing representation of women in management committees of the markets and other development activities. The project will support, at least 50% involvement of women in management of markets and value addition infrastructure.

Basement ground floor columns and shear wall cast in progress at Mbarara Central Market site

On-going formworks at Soroti Market site

Challenge

- Delayed procurement of contractors for value addition facilities affected implementation of civil works on schedule.

Recommendation

- Expedite the procurement of contractors for value addition facilities for Arua, Soroti and Busia markets.

2) Project 1381: Project for Restoration of Livelihoods in Northern Region (PRELNOR)

Background

The project objective is increased sustainable production and climate resilience of smallholder farmers with increased and profitable access to domestic and export markets. It is comprised of three components: Rural Livelihoods; Market Linkages and Infrastructure; and Project Management and Coordination and implemented in Gulu, Kitgum, Lamwo, Agago, Pader, Amuru, Nwoya, Omoro and Adjumani districts. It became effective on 05th August 2015 and ends 30th June 2020.

Financial Performance

The project is financed by the GoU, International Fund for Agricultural Development (IFAD) loan, an Adaptation for Smallholder Agricultural Program (ASAP) grant and beneficiaries' contributions (table 11.18). IFAD is financing 70.8% of the project costs (US$ 50.2 million); the ASAP grant financing 14.1% of total costs (US$ 10 million); GoU is financing the taxes and duties (US$ 9.2 million, representing 13% of total costs). The Ministry of Local Government (MoLG) coordinates and manages the GoU, IFAD loan and ASAP grants funds which are unified and mainstreamed through all the planned activities.

Table 11.18 shows detailed financial performance for the PRELNOR project as at 30th June 2018.

Table 11.18: Financial Performance in Ug shs as at 30th June 2018

FUNDERS	BUDGET	EXPENDITURE	VARIANCE
ASAP	5,776,507,000	5,103,500,804	673,006,196
IFAD	18,482,043,000	13,122,112,390	5,359,930,610
GoU	1,239,437,000	716,942,643	522,494,357
Total	**25,497,987,000**	**8,689,342,995**	**16,808,790,195**

Source: PRELNOR progress report July 2018

By 30th June 2018, 34% of the funds had been arbsorbed.

GoU Performance

The FY 2017/18 budget was Ug shs 1billion, of which Ug shs 313 million (31%) was released all spent as at 30th June 2018. This was poor release as warrants were not released for some line items under the project but absorption was good.

Physical progress by component: The detailed physical progress of the PRELNOR by component is shown in table 11.19.

Table 11.19: Progress of PRELNOR by component as at 30th June 2018

	Activity (Detailed description)	Q.1,2,3&4 Target	Unit of measurement	Achievements/progress to-date
	Component A: Rural Livelihoods			
A.1.a. Community Planning and Capacity Developments	Conduct experience sharing workshops at sub-county level for CBFs	25	Workshops	Fully completed
	Conduct training on Gender Action Learning System (GALS) for project implementers (TOT)	2	Workshops	The ToTs are cascading the training to the beneficiaries
	Preparation and printing of Gender Action learning System (GALS) Handbook	600	Handbooks	Printed and distributed
A.1.b : Vulnerable Household Support	Procure and distribute bicycles for house hold mentors and CBFs	400	No of Bicycles	400 bicycles procured & distributed to 200 Household Mentors and 200 CBFs.
	A2. PRIORITY CLIMATE RESILIENT CROP PRODUCTION SYSTEMS			
A.2a: Priority crop production systems	**Training of Community Based Facilitators (CBFs) in Extension approaches, Crop Agronomy and Natural Resources Management**			
	Training of CBFs	200	No of CBFs	200 CBFs trained
	Printing and binding of extension handbook	300	No. of hand books	Extension handbook printed and distributed

	Procurement of Extension Motorbikes for DFAs and AEFs, DLGs and PMU	124	M/bike	124 motorcycles supplied and distributed to the extension workers.
Renewable Energy Technologies	**Dissemination of Renewable Energy Technologies (RETs)**			
	Procurement of bio latrine systems	1	Bio latrine system	Design by Ministry of Energy and evaluation of bids were completed.
	Procurement of institutional cook stoves	26	cook stoves	Procurement initiated in Q2. 103% achieved (1 extra/bonus installed at Lugore Prisons in Gulu).
	Community Seed Multiplication Groups			
	Develop technical guides for 8 commodities (Cassava, Maize, Rice, Beans, Sesame, Sorghum, Groundnuts and Soybeans) for use by extension staff	10	technical guides	Completed, printed and distributed
	B: MARKET LINKAGES AND INFRASTRUCTURE			
Improved market access processes	Capacity building of agribusiness farmer groups In FAAB & development of business	200	No of farmer groups	Training of farmer groups has reached 82% where DFAs and DLGs has been initiated & is ongoing.
	Production and printing of training materials on PHH & FAAB	1000	Training materials	Partially completed
Market Access Infrastructure	Appraisal, prioritization and mapping of a second and third batch of selected 950 km of CARs roads for design and rehabilitation	950	km	Mapped 950 Km of batched B and C Community Access Roads
	Design of Batch A CARs	592.1	KM	The design of Batch A roads is ongoing.

Source: PRELNOR Progress Report July 2018

Findings

The districts of Omoro, Nwoya and Gulu were sampled. The Rural Livelihoods component was monitored. The focus was on capacity building on soil and water conservation, best farming methods in rice, cassava and maize planting. A total of 4,505 members attended trainings and sensitization, and gender and equity issues were also addressed. Of these 2,336 were male and 2,169 female. House hold mentoring of vulnerable households on sanitation and hygiene, under the Rural Livelihoods component was also carried out to improve on living conditions.

Soil and water conservation trenches

Soil and water conservation practices were demonstrated in the trial fields. Soil and water retention ditches were constructed at the sites, jointly with the host farmers, to learn and replicate the same in their individual fields. The trenches help to trap run-off water and soil during rain events and this is subsequently used by the crops within the trial, while the trapped soil is excavated and returned to the crop field.

Farmers learning from a rice demonstration field in Lalogi Sub-county, Omoro District

Field observations revealed good performance of the trials in the demonstration gardens.The Agricultural Extension Facilitators train farmer groups on the selected enterprises such as rice maize soya beans regards good agricultural practices through establishment of farmer learning demonstration fields.

The knowledge acquired for the demonstration gardens are being applied at household level and yields were promising.

Challenge

- Although several trainings were carried ou,t there no monitoring and evaluation reports to show impacts of trainings in the communities and at house hold level.

Recommendation

- The Monitoring and Evaluation Unit MoLG should produce reports on trainings to assess impact of trainings.

3. Project 1416: Urban Markets and Marketing Development of the Agricultural Products Project (UMMDAP)

Background

The objective of UMMDAP is to enhance and develop the agricultural sector by: a) Providing an outlet for the agricultural product, b) Availing opportunities for the smallholders in the rural areas to sell their products for better prices than prices at farm gate, leading to the improvement of their incomes and hence reduction of poverty in rural areas. The project which was implemented over a five-year period had one core field component and two service components namely: Market Infrastructure Development; Market Management and Trade Enhancement and Programme Management and Coordination. Busega under Kampala Capital City Authority and Nyendo markets in Masaka Municipality were visited to assess progress on performance.

BADEA Loan Performance

The GoU secured funding from the African Development Bank (AfDB) and Arab Bank for Economic Development in Africa (BADEA) to finance the re-development and upgrading of

Urban Markets. The BADEA loan component (UMMDAP project) closed in October 2017. GoU took over completion of the markets. Table 11.20 shows the disbursement of the BADEA loan status per category.

Table 11.20: BADEA LOAN Statement of Comparative Annual Budget and Expenditure from July 2017 to June 30th 2018

Category	Budget	Release/ expenditure	Variance	% Performance	Remarks
Civil works and Ancillaries	5,500,000,000	969,765,449	4,530,234,551	18	Funds are earmarked for payments for civil works on construction of markets.
Consultancy Services	182,780,000	80,740,474	102,039,526	44	
Programme Management and Coordination					
Total	**5,682,780,000**	**1,050,505,923**	**4,632,274,077**	**18**	

Source: MoLG Coordination Office - July 2018

By 30th June 2018, funds absorption was poor at 18% for the loan component as funds released were spent on certificates for civil works on construction of markets. The GoU performance**,** a total of Ug shs 2.704 billion (99%) out of Ug shs 2.723 billion was spent as at 30th June 2018 on consultancy services- short term, travel inland, fuel, lubricants and oils and non-residential buildings. This was good release and absorption of funds.

Findings

Busega Market in Busega under Kampala Capital City Authority and Nyendo market in Masaka district were visited. By 30th June 2018, there was on-going execution of additional works of 80% on Busega Market Phase 1 comprising of external works and canopy over roof top whereas the additional works for Nyendo Market comprising of the Bulk Agricultural Delivery and Auction Centre, shelters for matooke was up to 55% physical progress. However information on financial performance on contracts for additional works was not availed.

Physical Performance

Table 11.21 presents detailed progress of outputs/activities implemented under UMMDAP as at 30th June 2018.

Table 11.21: Progress on Implementation of UMMDAP as at 30th June 2018

Component	Activity	Remarks
Market Infrastructure Development.	Complete execution of additional works on Busega Market Phase 1 comprising of external works and canopy over roof parking.	Additional works executed up to 80% physical progress.
	Execute additional works for Nyendo Market comprising of the Bulk Agricultural Delivery and Auction Centre, shelters for matooke vendors and rain water harvesting facilities.	Works were executed up to 55% physical progress by the end of the reporting period.
Programme Management and Coordination	Monitor construction of additional works on Busega Market Phase 1 and Nyendo Market.	Monitoring of activities was carried out by PFT and other stakeholders.
	Supervision, inspection and monitoring of ongoing works in Busega and Nyendo markets.	Supervision, inspection and monitoring of activities were done by the project manager and contract manager.

Source: MoLG, UMMDAP Coordination Office - July 2018

Works on Bulk Agricultural Delivery and Auction Centre and Shelters for Matooke in progresss at Nyendo Market

Roofing and external works in progress on Busega Market

Challenge

- Delayed completion of Busega Market as the BADEA loan ended. The financing is now under GoU. Delayed completion shall affect the intended objective of the project.

Recommendation

- The GoU should revise funding for the Busega Market if the project is to realize its intended objective.

11.4.2: General Administration, Policy, Planning and Support Services

The programme outcome under this vote is effective and efficient ministry administration and support services; and strengthened and coordinated policy and planning processes. The Support to Ministry of Local Government project was monitored to assess progress.

3) Project 1307: Support to Ministry to Ministry of Local Government (MoLG)

Background

The project objectives are to provide facilities to support effective implementation of the decentralization policy, and ensure coordinated and effective delivery of service at the local levels.

Financial Performance

The approved budget for FY 2017/18 was Ug shs 6.533 billion, which was all released and spent as at 30th June 2018. This was good release and absorption. Overall programme performance was good at 80.1%. Table 11.22 shows the detailed performance as at 30th June 2018.

Table 11.22: Performance of General Administration, Policy, Planning and Support Services as at 30th June 2018

Project-Sub programme	Output	Annual Budget (Ug shs billions)	Cumulative receipts	Annual target	Cum. Achieved Quantity	% physical performance	Remarks
Project:1307: Support to MoLG	Government Buildings and Administrative Infrastructure	0.500	0.500	1	0.8	6.123	Funds were spent on support to LGs for construction of LG offices and other physical infrastructure, Kitumbi (Ug shs 30m, Katooke (Ug shs 40m, Kibalinga (Ug shs 40m, Lusha (Ug shs 25m, Kigando (Ug shs 40m, Bumasobo (Ug shs 25m, Ihunga (Ug shs 100m) sub-counties. Mpigi district (Ug shs 100m), and Kyegegwa district (Ug shs 100m) and works were ongoing. Quality of works was good.
	Purchase of Motor	5.533	5.533	1	0.8	67.755	Outstanding obligations worth Ug shs 2.9billion on

	Vehicles and Other Transport Equipment						vehicles for District Chairpersons to Victori Motors were cleared and 6 ministry vehicles, 4 motor cycles were procured and taxes cleared; payment obligations to NIC insurance worth Ug shs 650 million were met.
	Purchase of Office and ICT Equipment, including Software	0.100	0.100	1	0.7	1.071	6 out of 35 assorted computers and ICT equipment were procured
	Purchase of Specialised Machinery and Equipment	0.100	0.100	1	0.2	0.306	Funds were spent on paying debts on solar equipment for 10 institutions procured; procured assorted furniture & fixtures.
	Purchase of Office and Residential Furniture and Fittings	0.100	0.100	1	0.7	1.071	15 pieces of assorted furniture were procured.
	Acquisition of Other Capital Assets	0.200	0.200	1	0.5	1.531	Ug shs 200 million was spent on supporting infrastructure development in Kabale Municipality.
	Total	**6.533**	**6.533**			**77.86**	**Good**
Outcome Performance Analysis							
	Outcome Indicator			**Annual Target**	**Achieved**	**Outcome Performance (%)**	
				0	0	0	
	Average Outcome performance					**0**	
	Overall Programme Performance					**50.6**	**fair**

Source: IFMS data/MoLG progress report, field field

Overall Programme Performance

The performance was fair at 50.6%. The planned outputs were implemented; there was evidence of completed in administrative infrastructure for example the council in Kayunga is functional. The programme lacks outcome indicators to assess performance on outcomes. The aspect of policy and planning has been ignored and concentration is on administration and support services.

Challenge

Local Governments are the service delivery points under the decentralization policy in Uganda. The newly elected councils have not been inducted as there were no budgetary allocations. This constrained execution of their mandates which includes equitable policy oversight and monitoring of programmes.

Recommendation

MFPED should consider releasing funds for induction of newly elected councilors in DLGs for efficient and effective delivery of services.

11.5 Vote 122: Kampala Capital City Authority (KCCA)

The KCCA mandate is to govern and administer the Capital City on behalf of the Central Government. The programme under this vote is Economic Policy Monitoring, Evaluation and Inspection. The programme outcome contributes to the sector outcome of Harmonized Government Policy formulation and implementation at Central and Local Government

11.5.1 Programme: 1349 Economic Policy Monitoring, Evaluation & Inspection

The Programme objective is to coordinate and monitor policies, planning processes in the capital city in order to ensure improved service delivery. Project 0115 Local Government Management Service Delivery Programme (LGMSD) was monitored to assess progress.

1) Project 0115: Local Government Management Service Delivery Programme (LGMSD)

Background

The objectives under PSM are to; i) build capacity of KCCA staff; and (ii) retooling of KCCA. The Local Government Management Service Delivery Programme (LGMSD) is a continuation of the first and second Local Government Development Program. It was initiated to support implementation of the decentralization policy and enable LGs to provide services to the communities. The project period is from 1/7/2015 to 30/06/2020.

Financial Performance

The approved GoU budget was Ug shs 1.547 billion which was all released and Ug shs 1.525 billion (99%) spent as at 30th June 2018. This was good release and absorption. Table 11.23 shows the detailed performance of LGMSD as at 30th June 2018.

Table 11.23: Performance of Economic Policy Monitoring, Evaluation and Inspection as at 30th June 2018

Project-Sub programme	Out put	Annual Budget (Ug shs billions)	Cumulative receipts	Annual target	Cum. Achieved	% physical performance	Remarks
Project:0115 LGMSD (former LGDP)	Human Resource Development and organizational restructuring	1.057	1.057	2	0.8	27.312	Funds worth Ug shs 519 million were spent on trainings, however reports on these trainings were not availed to the team. Funds worth Ug shs 904 million were spent on civil works instead of organizational restructuring.
	Policy, Planning and Legal Services	0.328	0.328	2	0.2	2.119	Although funds worth Ug shs 334 million were spent, this is a duplicated output with recurrent plans and budgets.
	Purchase of Office and ICT Equipment, including Software	0.163	0.163	1	0.4	4.212	Funds worth Ug shs 153million were spent on office machinery and equipment.
	Total	**1.548**	**1.548**			**33.64**	**Poor**
Outcome Performance Analysis							
	Outcome Indicator			**Annual Target**	**Achieved**	**Score (%)**	**Remarks**
	PPDA rating for KCCA			1500		0	
	percentage Satisfaction level as indicated in the Annual Citizens report card			60		0	
	Number of statutory planning/budgeting documents prepared and submitted on time			5		0	
	Average Outcome performance					0	
	Overall Programme Performance					**21.9**	**Poor**

Source: IFMS data; KCCA progress report; field findings

Overall Programme Performance

The overall programme performance was poor at 22%. The programme lacked information on achievement of outcome indicators as at 30th June 2018 making it difficult to assess outcome performance. Physical performance was poor. Much as trainings were implemented, no training reports were availed to support this activity; funds for organizational restructuring output were instead used for civil works; additionally this project has persistent duplicated outputs under recurrent and development. For instance trainings, and Policy, Planning and Legal services are both under recurrent and development budget which is a wastage of public resources.

Implementation challenges

- There is no clear linkage between planned outputs, program indicators and program objective.
- Poor planning has resulted in duplicated outputs under recurrent and development budgets leading to wastage of public resources. For example policy, Planning and Legal Services; and Human Resource Development and Organizational Restructuring output is still duplicated in both the development and recurrent component under the Administration and Human Resource sub-programme with different budgets and expenditures.

Recommendations

- The NPA, MoPS and KCCA planning department should coordinate to streamline the planned activities with program objective to realize value for money.
- The KCCA through the planning unit should harmonize Human Resource Development and organizational restructuring output under both the recurrent and development to avoid duplication and wastage of public resources.

11.6 Vote 021: Ministry of East African Community Affairs (MEACA)

Background

The Mandate of MEACA is to "steer Uganda's regional integration agenda in accordance with the objectives of the Treaty for Establishment of East African Community. The project period is from 01/7/2007 to 30/06/2020. The programs under this vote include: (i) Regional Integration (ii) Administration, Policy and Planning; and (iii) Coordination of the East African Community Affairs. The programme outcome contributes to the sector outcome of Harmonized Government Policy formulation and implementation at Central and Local Government

11.6.1 Regional Integration

The programme objective is to provide policy coordination and strategic leadership on matters of East African Community integration with a view of ensuring; market access, competitiveness, joint decision-making and collaboration.

Performance

The approved budget for both development and recurrent was Ug shs 1.741 billion which was all released and Ug shs 1.739 billion (99%) spent by 30th June 2018. This was good release and funds absorption. Table 11.24 shows the detailed performance under MEACA as at 30th June 2018.

Table 11.24: Performance of Regional Integration Program as at 30th June 2018

Project-Sub programme	Output	Annual Budget (Ug shs billions)	Cumulative receipts	Annual target	Cum. Achieved	% physical performance	Remarks
sub-programme:02 Political Affairs; 04 Economic Affairs and 06 Social Affairs	Regional Policies, Laws and Strategic Frameworks domesticated	0.233	0.233	2	0.8	12.358	The Economic Affairs sub-programme takes the highest budget. Although an analytical report on regional meeting to harmonization of domestic taxes, VAT, Excise Duty and Withholding Tax was produced, highest expenditure was on travel abroad.
	Compliance with implementation of EAC decisions and directives Monitored and Evaluated	0.024	0.024	2	1.2	1.905	The highest expenditure was on the social affairs sub-programme. Although meetings were coordinated and research undertaken, high expenditures were on travel abroad.
	Strategic leadership, Guidance and Support for EAC regional Integration strengthened	0.496	0.496	3	1.7	37.360	The highest expenditure was on travel abroad in the production and infrastructure sub-programme, where the main activity was meetings and conducting studies.
	Total	**0.753**	**0.753**			**51.62**	
Outcome Performance Analysis							
	Outcome Indicator			**Annual Target**	**Achieved**	**Score**	
	Number of research papers/studies on EAC Integration produced			6	4	67	
	Number of Ugandans employed in the other EAC Partner States			1560	645	41	
	Average Outcome performance					54	
	Overall Programme Performance					**52.5**	

Source: IFMS data/MEACA progress report; field findings

Overall Programme Performance

The performance for the Regional Integration Programme was fair at 52.5%. There is no linkage between planned outputs, outcomes and the mandate of MEACA. Most funds for planned outputs under the programmes were spent on meetings, workshops and seminars, travel abroad and clearing arrears.

11.6.2: Administration, Policy and Planning

The Administration, Policy and Planning has no programme outcome information indicated under the MEACA. Table 11.25 shows the detailed performance of the Administration, Policy and Planning under MEACA as at 30th June 2018.

Table 11.25: Performance of Administration, Policy and Planning as at 30th June 2018

Project-Sub programme	Output	Annual Budget (Ug shs billions)	Cumulative receipts	Annual target	Cum. Achieved	% physical performance	Remarks
Project 1005: Strengthening Min of EAC	Statistical Coordination/ Management	0.038	0.038	1.0	0.7	1.528	Statistical Plan prepared, in line with Uganda Bureau of Statistics.
	Purchase of Motor Vehicles/ Other Transport Equipment	0.690	0.690	4.0	4	39.641	Two motor vehicles were procured.
	Purchase of Office and ICT Equipment, including Software	0.080	0.080	8.0	8	4.596	2 laptops, 10 desktop computers sets, 10 UPS sets, 10 printers, 02 scanner.
	Purchase of Office and Residential Furniture and Fittings	0.180	0.180	7.0	7	10.341	25 orthopaedic chairs, 20 Visitors chairs, 15 office bins, 10 work station desks, 15 Air fans, 10 Metallic book shelves, 20 secretarial chairs.
	Total	**1.741**	**1.741**			**78.43**	**Good**
Outcome Performance Analysis							

	Outcome Indicator	Annual Target	Achieved	Score (%)	Remarks
	Average Outcome performance				
	Overall Programme Performance			**51**	**Fair**

Source: IFMS data/MEACA progress report; field findings

Overall Programme Performance

The performance of the Administration, Policy and Planning was fair at 53.2%. Physical performance was also fair attributable to implementation of planned outputs. There is no clear linkage between planned outputs, outcomes and the mandate. Concentration is more on administration leaving out the policy and planning. MEACA is not achieving its intended mandate.

Challenges

- There is no clear linkage between planned outputs, program indicators and program mandate.
- Limited awareness among various stakeholders on the progress, benefits and challenges of the EAC Regional Integration. The current budget to popularize EAC integration activities in the country, using the various channel of communication is insufficient.

Recommendations

- The MEACA planning department should streamline the planned activities with program objective to realize value for money.
- The MEACA should organize sensitization workshops to popularize EAC.

11.7: National Planning Authority (Vote 108)

Background

The mandate of NPA is to produce comprehensive and integrated development plans for the country elaborated in terms of the perspective vision and the long term and medium plans. The programmes under this vote include: Development Planning; Development Performance; and General Management, Administration and Corporate Planning with an outcome of efficient, effective and inclusive institutional performance.

Performance

The approved budget for both development and recurrent was Ug shs 23.508 billion, which was all released and spent by 30th June 2018. This was good release and funds absorption. Detailed performance of the National Planning Authority as at 30th June 2018 as shown in table 11.24.

11.7.1: Development Planning

The program objective is to establish and strengthen functional systems for comprehensive, participatory and inclusive intergrated development plans and frameworks. Table 11.26 shows the overall program performance as at 30th June 2018.

Table 11.26: Performance of Development Planning by 30th June 2018 (Ug shs billions)

Project-Sub programme	**Output**	**Annual Budget (Ug shs)**	**Cumulative receipts**	**Annual target**	**Cum. Achieved**	**% physical performance**	**Remarks**
Program 1325 Development Planning	Functional Planning Systems and Frameworks/Plans	5.113	5.113	1	0.5	50	Project document for Production of the 10-Year and 5-Year National Development Plans was developed. 89/135 MDAs have strategic plans aligned to NDP II and 15 out of 16 sectors have fully aligned SDPs with NDP II. A report on the Human Resource Development Planning Framework was produced. Under National Planning; most funds were spent on workshops and seminars (Ug shs 281 million); consultancy services (Ug sh 378 million); travel inland and abroad (252 million). Under Sector Planning, most funds were spent on workshops and seminars (Ug shs 246 million); consultancy services (Ug sh 156 million); travel inland and abroad (282 million).
	Total	**5.113**	**5.113**			**80**	**Good**
Outcome Performance Analysis							
	Outcome Indicator			**Annual Target**	**Achieved**	**Score (%)**	**Remarks**
	Average Outcome performance					0	
	Overall Programme Performance					**52**	**Fair**

Source: IFMS/NPA progress report; field findings

Overall Program Performance

The performance for Development Planning; was rated fair at 52%. The NPA lacks outcome indicator so as to assess programme performance. 89 out of 135 MDAs have strategic plans aligned to National Development Plan II, and 15 out of 16 sectors have fully aligned Sector Development Plans with NDP II. Most funds under outputs are spent on consultancies, workshops and seminars, travel inland and abroad under all outputs. No reports on information on consultancies were availed.

11.7.2: Development Performance

The objective of the programme is to provide evidence based public policy advice and inform public policy debates; and to monitor and evaluate the effectiveness and impact of development policies, plans and programmes on the well-being of all Ugandans and performance of the economy of Uganda. Table 11.27 shows the overall programme performance as at 30th June 2018.

Table 11.27: Performance of Development Performance by 30th June 2018 (Ug shs billions)

Project-Sub programme	Output	Annual Budget (Ug shs)	Cumulative receipts	Annual target	Cum. Achieved	% physical performance	Remarks
Program 1326 Development Performance	Functional Think Tank	8.398	8.398	1	0.8	80	Finalized drafting of the Uganda Spatial Data Infrastructure (UGSDI) Policy/framework and shared with all MDAs/LGs. Under Development Performance, most funds were spent on consultancy services (153 million) and subscriptions (Ug shs 82 million); Under Governance; writing the Second Country Review Report was ongoing, however funds were spent on; workshops and seminars (Ug shs 290 million); and subscriptions (Ug shs 2.2 billion). Under Monitoring and Evaluations, most funds were spent on consultancy services (Ug shs 459 million), workshops and seminars (Ug shs 335 million), and travel inland (Ug shs 113 million)

	Total	**8.398**	**8398**			**80**	**Fair**
Outcome Performance Analysis							
	Outcome Indicator			**Annual Target**	**Achieve d**	**Score (%)**	
	Average Outcome performance						
	Overall Programme Performance					**52**	**Fair**

Source: IFMS/NPA progress report; field findings

Overall Program Performance

The performance for Development Programme was rated fair at 52%. The programme lacks clear outcome indicators to assess performance. NPA is the functional think-tank of the country however there are no research studies that have been carried out on how to improve the economy of Uganda. Most funds under outputs are spent on consultancies, workshops and seminars, travel inland and abroad under all outputs.

11.7.3: General Management, Administration and Corporate Planning

The programme objective is to strengthen the capacity of the Authority to efficiently and effectively deliver its mandate in a participatory, equitable and gender responsive manner. The programme outcome is efficient, effective and inclusive institutional performance. The overall programme performance was rated fair at 60%. Table 11.28 shows the performance as at 30th June 2018.

Table 11.28: Performance of National Planning Authority by 30th June 2018 (Ug shs)

Project-Sub programme	Output	Annual Output Budget (Ug shs)	Cumulative receipts	Annual target	Cum. Achieved	% physical performance	Remarks
Program 1327 General Management, Administration and Corporate Planning	Finance and Administrative Support Services	8.953	8.953	2	1.6	71.644	There were no clear planned outputs and performance targets. Under Human Resource and Administration the highest expenditures were on workshops and seminars (Ug shs 221million); printing and stationary (Ug shs 337 million); training (Ug shs 200 million); travel abroad (Ug shs 616

							million); consultancies (Ug shs 167 million); maintenance of vehicles (Ug shs 184 million).
Project: 0361 National Planning Authority	Government Buildings and Administrative Infrastructure	0.408	0.408	1	0.6	2.448	This output had no work plan, however Ug shs 200 million was spent on Engineering and Design Studies and Plans for capital works for NPA offices; a total of Ug shs 357 million on Non-Residential Buildings. However no reports were availed.
	Purchase of Motor Vehicles and Other Transport Equipment	0.361	0.361	1	1	3.614	Ug shs 211 million was spent to purchase a vehicle.
	Purchase of Office and ICT Equipment, including Software	0.185	0.185	1	1	1.851	Funds worth Ug shs 185 million were spent on office and ICT equipment.
	Purchase of Office and Residential Furniture and Fittings	0.090	0.090	1	1	0.900	Funds worth Ug shs 90 million were spent on furniture and fixtures.
	Total	**9.997**	**9.997**			**81**	**Good**
Outcome Performance Analysis							
	Outcome Indicator			**Annual Target**	**Achieved**	**Score %**	**Remarks**
	Average Outcome performance						
	Overall Programme Performance					**52.3**	**Fair**

Source: IFMS/NPA progress report; field findings

Overall Program Performance

The performance for General Management, Administration and Corporate Planning was rated fair at 52.3%. Physical performance was good as planned outputs were implemented but the programme lacks clear outcome indicators. There is no clear linkage between planned outputs and the objective. No work plans were availed. Most funds under outputs were spent on consultancies, workshops and seminars, travel inland and abroad under all outputs.

Recommendation

The NPA Planning Unit and Administration should come up with clear work plans with performance indicators and planned outputs in line with outcome indicators and PSM sector outcomes and as well as reduce expenditure on consultancies and travels abroad.

11.8: Vote 146: Public Service Commission

Background

The Public Service Commission is responsible for appointment, confirmation in appointment, career development, training development and performance of the public Service. The programme under this vote is Public Service Selection and Recruitment.

11.8.1: Public Service Selection and Recruitment

The programme objective is to provide Government with competent human resources for effective and efficient public service delivery. The approved budget for FY 2017/18 was Ug shs 1.275 billion, of which Ug shs 1.273 billion (99%) was released and spent which was good release and absorption. The performance of the project by 30th June 2018 is presented in table 11.29.

Table 11.29: Performance of Public Service Selection and Recruitment as at 30th June 2018

oject-Sub ogramme	ıtput	nnual Budget Ug shs llions)	ımulative ceipts	nnual rget	ım. chieved	physical rformanc	emarks
02 Selection Systems Department	Selection Systems Development	0.181	0.181	*3*	*2.5*	11.801	A total of 74 Selection tests were administered to 3,283 applicants. 32 out of Job Competence profiles were developed.
03 Guidance and Monitoring	DSC Monitored and Technical Assistance provided	0.126	0.126	2	1.7	8.398	3 out of 4 Appeals Visits were conducted; and 25 District Service Commissions were monitored and guidance tendered by district. A total 120 DSCs are functional.
	DSC Capacity Building	0.223	0.223	2	1.6	13.986	101 DSC Members and DSC Secretaries (out of the target 100) were inducted; 50 DSC

							Secretaries (against the target of 50), were mentored.
	Recruitment Services	0.261	0.261	2	1.8	18.452	Appointed 1,154 public officers; Confirmed 591 public officers in their appointments.
0388 Public Service Commission	Purchase of Motor Vehicles and Other Transport Equipment	0.263	0.263	1	0.5	10.293	A 14 seater van was procured. .
	Purchase of Office and ICT Equipment, including Software	0.107	0.105	1	0.9	7.633	Procured a 24 BTU Air Conditioner for the Server Room; 5 laptops and 1 colored printer; 2 Mini Servers, RAM and Extra HDD for E-recruitment examinations module.
	Purchase of Office and Residential Furniture and Fittings	0.115	0.115	1	0.9	8.117	Furniture & Fixtures were procured for PSC.
	Total	**1.275**	**1.274**			**66.88**	**Fair**
Outcome Performance Analysis							
	Outcome Indicator			**Annual Target**	**Achieved**	**Score (%)**	
	Number of recruitment submissions handled and concluded			4000	0	0	
	Number of DSC Members Inducted			100	100	100	
	% of declared positions filled			100	0	0	
	Average Outcome performance					50	
	Overall Programme Performance					**61**	**Fair**

Source: IFMS data/PSC progress report; field findings

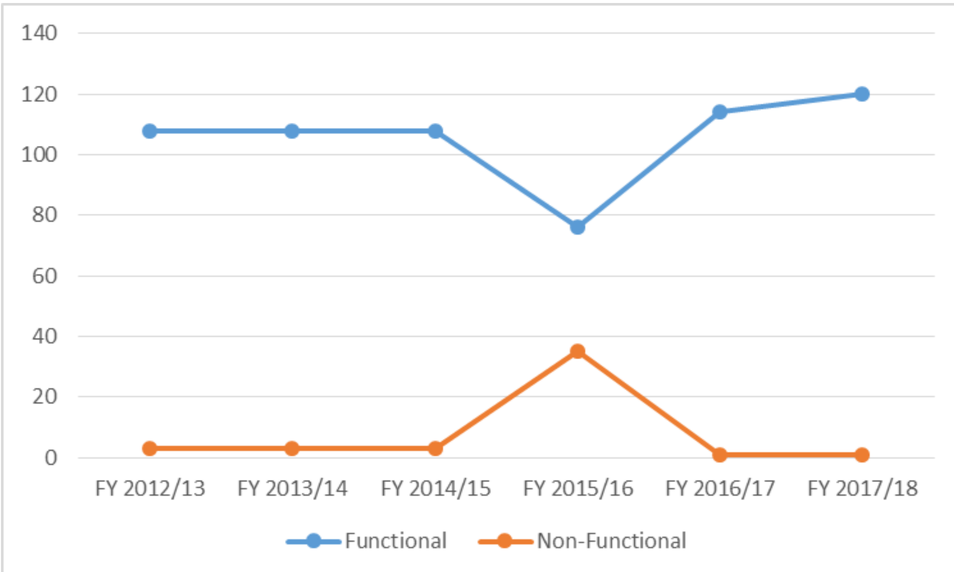
Overall Programme Performance

The overall program performance was fair at 61%. This was attributed to the online recruitments in the public service, and the planned output were aligned to the program outcome and sector outcome.

Findings

Functionality of District Service Commissions: The functionality of DSCs has greatly improved. For FY 2012/13 functional DSCs were 108 and non-functional were 3, whereas FY 2017/18 functional DSCs were 120 and only 1 non-functional (See Figure 11.1). Functionality was affected in FY 2015/16 due to delay of District Executive Committees to forward names to PSC for approval while others did not qualify.

Figure 11.1: Analysis of Functionality of District Service Commissions at at 30th June 2018



Source: Public Service Commission FY 2017/18

Challenges

- The mandate of the Commission has extended to include activities and functions arising out of new legislations such as amendment of the Constitution which transferred appointment, confirmation and exercising of displinary control over CAOs and Town Clerks of Municipal Councils to the Centre. There is increase in administrative units such as new districts and municipalities. The mandate has expanded but without a corresponding increase in budget.

- Much as capacity building programmes, inductions and sensitization programmes were conducted, PSC still received reports of political interference in the work of the DSCs as well as other inappropriate practices such as nepotism and failure to adhere to HRM rules, policies and procedures. For example in Rukiga, Kabale, Napak, and Masaka districts

- Failure to fill vacant posts: None of the established structures in LGs and the Centre were fully filled due to inadequate wage provision to pay salaries and rigid structures that lack positions at Principal level in various sectors.

Recommendations

- The MFPED should revise the PSC budget upwards to meet the increased demands. Additionally MoPS should address the rigid structures in LGs that lack positions at Principal level.
- MoLG, PSC and respective LGs should address issues of political interference in the recruitment processes.

11.9 Vote 147: Local Government Finance Commission (LGFC)

Background

The mandate of LGFC is advising Central and Local Governments on issues of fiscal descentralization. The programme under this vote is Coordination of Local Government Financing.

11.9.1: Coordination of Local Government Financing Program

The programme objective is to promote adequate financial resources for service delivery by Local Governments.

Financial Performance

The approved budget for FY 2017/18 was Ug shs 5.163 billion which was all released and spent. This was a good release and absorption as at 30th June 2018. Table 11.30 shows the overall programme performance.

Table 11.30: Performance of Coordination of Local Government Financing by 30th June 2018

Project-Sub programme	Output	Annual Budget (Ug shs billions)	Cumulative receipts	Annual target	Cum. Achieved	% physical performance	Remarks
01 Administration and support services	Institutional Capacity Maintenance and Enhancement	3.147	3.147	3	1.2	24.384	General operations and management of the commission were taken care of; Outreach activity was carried out in Kumi, Kaliro, Budaka, Mbarara, kabalore, Rukungiri and Wakiso for policy dialogue in local revenue database management.
02 Revenues for Local Governments	Enhancement of LG Revenue Mobilization and Generation	0.638	0.638	2	1.3	8.029	Roll out establishment of local revenue databases to 36 (18 districts and 18 urban councils) Local governments; Hands-on and follow up support on

							establishment of local revenue databases was provided to 24 districts.
	Equitable Distribution of Grants to LGs	0.575	0.575	2	1	5.570	Negotiations with sectors on conditional grants and midterm review of progress conducted. 28 LGs were supported in budget formulation.
03 Research and data management	LGs Budget Analysis	0.231	0.231	3	1.5	2.237	Analyzed Q2 grant releases to LGs for all votes - the 115 DLGs and 41 MCs; Feedback was provided to 12 LGs on the findings of the LGs budget analysis.
0389 Support LGFC	Purchase of Motor Vehicles and Other Transport Equipment	0.505,	0.505	2	1.6	7.828	Two four wheel vehicles were purchased.
	Purchase of Office and ICT Equipment, including Software	0.067	0.067	1	1	1.288	1 sofa set, 5 computers, 1 heavy duty printer, 1 overhead projector were purchased.
	Total	**5.163**	**5.163**			**49.37**	**Poor**
Outcome Performance Analysis							
	Outcome Indicator			**Annual Target**	**Achieved**	**Score (%)**	**Remarks**
	No. of LGs provided with skills in the collection of property rates			20	18	90	
	% No. of LGs provided with skills to establish local revenue databases			30	18	60	
	% Number of Local Governments provided with skills in Budget Formulation			25	20	80	
	Average Outcome performance					77	
	Overall Programme Performance					**59**	**Fair**

Source: IFMS data; LGFC progress report; field findings

Overall Programme Performance

The performance was fair at 59%. The LGFC planned outputs, outcome indicators and achievements were not in line with the core mandate. There has been slow progress towards achieving sustainable growth in financing of LGs, where the percentage of the LGs having an increase in local revenue collection slightly increased from 11% in FY2016/17 to 13% in FY2017/18 against the target of 25%.

CHAPTER 12: ROADS

12.1 Introduction

"Roads'' is one of the three sub-sectors[63] under the Works and Transport sector whose mandate is to: (i) plan, develop, and maintain an economic, efficient, and effective transport infrastructure and transport services by road, rail, water and air; (ii) manage public works including government structures; and (iii) promote standards in the construction industry.

The sub-sector mission is to promote adequate safe and well maintained works and transport infrastructure services for social economic development of Uganda[64].

The road sub-sector has four votes namely; Vote 016: Ministry of Works and Transport (MoWT), Vote 113: Uganda National Roads Authority (UNRA), Vote 118: Uganda Road Fund (URF) and Vote 500: Local Governments (LGs).

The key implementing institutions in the roads sub-sector are: MoWT; UNRA; URF; Kampala Capital City Authority (KCCA), District Local Governments (DLGs), lower local governments (sub-counties) and urban councils. Other institutions outside the works and transport sector that have projects with roads sub-components include: the Office of the Prime Minister (OPM) and the Ministry of Local Government (MoLG).

12.1.1 Sub-sector Objectives and Priorities

The roads subsector objectives are; (i) develop an adequate, reliable and efficient multi modal transport network in the country; (ii) improve the human resource and institutional capacity of the Transport sector to efficiently executes the planned interventions; (iii) improve the national construction industry; and (iv) increase the safety of transport services.

In line with the NDP II strategic objectives, the sector budget priorities for the FY 2017/18 for the roads sub-sector are[65].: Continue with the on-going national road development programme; Development of Oil Roads; Support reforms in UNRA to enhance governance and improve performance; Continue with ongoing bridge works (68 Nos.); Undertake routine maintenance of entire road network and periodic maintenance of 2,225km; Road Safety and Axle Load Control; Increasing the stock of district road equipment and improving the capacity of Local Governments to implement Force Account; and Developing the capacity of Local Construction Industry.

Other sector priorities for other sub-sectors included: Development of the Standard Gauge Railway line; Provision of Ferry services; Improvement of Railway Transport Infrastructure and Services; Improvement of Inland Water Transport Infrastructure and Services; Establishment of the Maritime Administration department; Expansion and upgrading of Entebbe International

[63] The three sub-sectors under the Ministry of Works and Transport are: 1. Transport Services; 2. Roads; and 3. Construction Standards and Quality Assurance

[64] Ministerial Policy Statement for Ministry of Works and Transport for FY 2017/18

[65] Ministerial Policy Statement for Ministry of Works and Transport for FY 2017/18

Airport; Development of a new airport at Kabaale in Hoima district; Revival of the National Airline; and Rehabilitation of Upcountry Aerodromes.

12.1.2 Scope

The projects/programmes monitored for the annual performance during the FY 2017/18 were selected on the basis of regional representation, level of capital investment, planned annual outputs, and amount of releases during the first half of the FY. Three (3) development projects were monitored under MoWT, 16 projects under the National Roads Construction/Rehabilitation Programme under UNRA (15 road and 1 bridge projects) and two programmes under URF. Under the URF the District Urban and Community Access roads (21 Local Governments) and National Roads Maintenance at UNRA stations (7 stations) programmes were monitored. These programmes/projects that were monitored are as shown in annex 12.1.

12.1.3 Limitations

- Lack of ready Q4 reports for sampled programmes/projects during monitoring.
- Absence of some respondents at the time of monitoring yet appointments had been made.
- Inconsistence of information provided by respondents.

12.1.4 Overall Sector Performance

Overal Financial Performance

The total budget for the Works and Transport Sector in FY 2017/18 excluding arrears is Ug shs 4,534.51 billion, out of which Ug shs 563.73 billion (12.4%) is for recurrent expenditure and Ug shs 3,970.79 billion (87.6%) for development expenditure. Of this amount, the Government of Uganda was to contribute Ug shs 1,762.68 billion (51.7%), while Development Partners were to contribute Ug shs 2,208.10 billion (48.3%).

The breakdown of the budget for the FY 2017/18 by Vote (excluding arrears) was: Vote 016 - MoWT had Ug shs 475.541 billion (10.5%); Vote 113 - UNRA had Ug shs 3,618.716 billion (79.8%); Vote 118 - URF had Ug shs 417.413 billion (9.2%); and Vote 500 – Local Governments had Ug shs 22.840 billion (0.5%).

Table 12.2 shows the financial performance by the end of June 2018 of the three votes monitored in the annual performance of the roads sub-sector. This was a good release (76%) and very good absorption (87%) performance.

Table 12.2: Overall Financial Performance of the Votes by 30th June 2018

Votes	Vote Names	Approved Budget (Ug shs billion)	Release (Ug shs billion)	Spent (Ug shs billion)	% Budget released	% Budget Spent	% Release Spent
016	MoWT	461.111	423.334	417.08	91.8	90.5	98.5
113	UNRA	3,589.59	2534.196	2083.893	70.6	58	82.2
118	URF	417.394	417.393	417.363	100.0	100.0	100.0
Total[66]		**4,468.09**	**3,374.92**	**2,918.34**	**75.5**	**65.3**	**86.5**

Source: UNRA, URF and MoWT Q4 Performance Reports for FY 2017/18, IFMS

The UNRA release performance was the poorest because the external financing component of Ug shs 1,971.542 billion (54.4% of the UNRA approved budget) had a release of Ug shs 457.386 billion (46% of donor budget) by the end of June 2018. This was attributed to the long procurement processes that always require a no objection at each stage of procurement from the external partners. Additionally, the MFPED allocated Ug shs 1,971 billion on externally financed projects, whereas only Ug shs 429.2 billion (22%) was needed for the ongoing projects (projects under execution) and Ug shs 1,540 billion (78%) was allocated to projects that are still under procurement and are expected to commence within quarter three.

Overal Sector Performance Performance

The overall roads sub-sector performance was fair at 66% as in table 13.3. The performance was greatly contributed to by the districts road maintenance under the URF which was tagged to the acquisition of new Japanese road maintenance equipment from MoWT by all the District Local Governments (DLGs). This enabled the achievement of both the programme outputs and outcomes. However, generally the NDPII targets were not achieved much as the output performance was fair across all votes.

Table 13.3: The Overall Sector Performance by 30th June, 2018

Vote	Vote/Programme	% Score
016	Ministry of Works and Transport	63
113	Uganda National Roads Authority	67
118	Uganda Road Fund	68
Overall sector performance		**66**

Source: Author's compilation

[66] Figures exclude Ministry of Local Government

12.2 Ministry of Works and Transport

The MoWT mission is "*to promote adequate, safe and well maintained works and transport infrastructure and services for socio-economic development of Uganda*." [67]

The Approved budget for FY2017/18 was Ug shs 461.111 billion of which Ug shs 423.333 billion (90.5%) was released and Ug shs 417.084 billion (98.5%) expended by the end of June 2018. This was an excellent financial performance. Despite the excellent overall financial performance of the Vote, the GoU development component had the worst performance as only 50.9% of budget was released. Details of the financial performance are presented in Table 12.4.

Table 12.4: Financial Performance of MoWT by end of June 2018

		Approved Budget (Ug shs billion)	Release (Ug shs billion)	Spent (Ug shs billion)	% Budget released	% Budget Spent	% Release Spent
Recurrent	Wage	9.182	6.887	6.426	75.0	70.0	93.3
	Non-wage	60.715	57.786	56.529	95.2	93.1	97.8
Development	GoU	154.299	78.582	74.053	50.9	48.0	94.2
	Donor	236.564	279.729	279.729	118.2	118.2	100.0
Total GoU		**224.196**	**143.254**	**137.008**	**63.9**	**61.1**	**95.6**
Total GoU + Ext Fin. (MTEF)		**460.76**	**422.983**	**416.737**	**91.8**	**90.5**	**98.5**
Arrears		0.350	0.350	0.347	100.0	100.0	99.2
Grand Total		**461.110**	**423.333**	**417.084**	**91.8**	**90.5**	**98.5**

Source: MoWT, Q4 Performance Report for FY 2017/18

The Vote 016 is comprised of six programmes namely: Transport Regulation; Transport Services and Infrastructure; Construction Standards and Quality Assurance; District, Urban and Community Access Roads; Mechanical Engineering Services; and Policy, Planning and Support Services.

Annual monitoring for the FY 2017/18 covered three (3) development projects namely: Improvement of Gulu Municipal Council Roads under the Transport Services and Infrastructure programme; Rehabilitation of District Roads and Construction of Selected Bridges under the District, Urban and Community Access Roads programme.

12.2.1 Improvement of Gulu Municipal Council Roads

The Gulu Municipal Council Roads project is implemented by the MoWT with a grant from Japan. This project aims at improving the traffic functions of roads within Gulu Municipality as

[67] Ministerial Policy Statement for Ministry of Works and Transport for FY 2014/15

a contribution to the local infrastructure so as to strengthen Gulu's position as a base city of Northern Uganda. In addition, by virtue of Gulu's strategic position of traffic connecting to the international corridor, improving the condition of transporting goods stands to benefit a broad range of users and citizens in the region. The project therefore promises to make a strong contribution to regional economic growth and the promotion of peace among the peoples.

The contract for the civil works construction of this project was awarded to World Kaihatsu Kogyo Co. Ltd (WKK) with a duration of two years till June 2019 at a contract sum of JPY2,136,000,000 (including contingency , JPY102,000,000). The contractor received advance payment amounting JPY712,000,000 (40% of the civil works contract). No interim payment certificates had been submitted yet for payment.

The contract for design, bidding and construction supervision was awarded to Eight – Japan Engineering Consultants Inc. (E – JEC) at a total of JPY128,300,000. The consultant received advance payment amounting to JPY51,320000 (40% of the consultancy fee) and a first interim payment of JPY38490000 (30% of the consultancy fee) had been raised by March 2018.

The scope of works involved construction of pavement layers finished with asphalt concrete (6.064km), pedestrian walkways, U –drains, two (2) box culverts and installation of road signage and humps.

Cumulative physical progress was estimated at 6.06% against a planned of 6.29%. This represents an achievement of 96.3% of the planned targets. The contractor had fully mobilised equipment; aggregate for concrete works, base and sub-base; steel formwork for concrete works and commenced construction of U-drains along Lagara, Coronation, Awich, Keyo, Labwor, Oliya, Queens Ave, and Aliker roads. A total of 2,382 m of U-drains had been constructed out of 19,403m. Construction of the pavement layers was also ongoing.

Processing base layer on Gulu municipality roads

Placing U-drains on one of the roads in Gulu municipality Under JICA

Challenges affecting progress of the project

The quality of local construction materials such as steel and cement is poor, therefore the contractor imported these materials, hence delays were experienced in the delivery of the materials.

Delays in relocation of utilities such as power, water and telecommunication lines within town, however, the relocation of these utilities had commenced and was ongoing.

12.2.2 Rehabilitation of District Roads

The Rehabilitation of District Roads project is aimed at reducing the transport costs by improving district roads to an all-weather status by 2018 and should improve the stock and quality of road infrastructure. The project is funded by the GoU with a total cost of Ug shs 4.062 billion. The approved annual project budget for the FY 2017/18 was Ug shs 8.8 billion, of which Ug shs 10.81 billion (122.8%) was released and Ug shs 10.75 billion (99.5%) expended by the end of June 2018.

The budgeted funds were earmarked for: upgrading 1km (of 3.1km) of Mwiri road; rehabilitation of 145km of district roads in Gulu, Omoro, Luwero, Buhweju, Mbarara, Amuria and Ibanda under force account to full gravel; and rehabilitation of 100km of Interconnectivity roads in Rubanda, Luwero, Kayunga, Buhweju, Mukono, Rakai, Mayuge, Butaleja, Moroto and Soroti. The rehabilitation scope of works for the district roads mainly involved: opening and widening, earthworks, heavy grading, spot gravelling, swamp filling and drainage works. Details of performance for the units monitored is presented below.

The allocation of the budget was as follows: Ug shs 3.12 billion (34.7%) for monitoring and capacity building support for district road works; Ug shs 4.68 billion (52%) for roads, streets and highways; and Ug shs 1.2 billion (13.3%) for purchase of motor vehicles and other transport equipment.

The expenditure allocation of Ug shs 10.81 billion received was as follows: Ug shs 1.226 billion (11.41%) used for monitoring and capacity building support for district road works; Ug shs 3.82 billion (35.52%) used for roads, streets and highways; and Ug shs 5.7 billion (53.08%) for purchase of motor vehicles and other transport equipment.

a) Luweero Force Account Unit

The unit had an annual budget of Ug shs 2.036 billion for the rehabilitation of 72km of roads in the central region district of Luweero (5 roads – 39.3km) and Mityana (3 roads – 32.7km). By the end of June 2018, the unit had received Ug shs 0.8 million (39.3% of the budget) and expended Ug shs 0.791 billion (98.9%). This was a poor financial performance with a very good absorption.

During implementation, there were change of priorities due to emergencies that cropped up in Kayunga and Mitiyana districts. The physical performance of the unit is presented in table 12.5.

Table 12.5: Physical Performance of the Luweero Force Account Unit by 30th June 2018

Road Name	District	Annual target (km)	Cum. quantity achieved (km)	Weighted Physical performance (%)	Remarks
Kansiri-Kalyankoko-Kibaaga	Luweero	9.1	9.1	100.00	Target achieved
Kikandwa (Tokekullu) - Manywa	Luweero	7.2	7.2	100	Target achieved
Katasule-Nyanukuzi	Luweero	3.6	0	0	Target not achieved
Luyobya-Kisoba	Luweero	7.9	0	0	Target not achieved
Wakataayi-Kireba	Luweero	6.5	0	0	Target not achieved
Kasolo-Kasekende-Kikonda-Nalongo	Luweero	5.0	0	0	Target not achieved
Kalangalo-Namukomago	Mityana	10.0	10	100	Target not achieved
Kitaisa-Nabitete-Kyengeza	Mityana	8.2	0	0	Target achieved
Matte-Kiryokya	Mityana	14.5	0	0	Target not achieved
Overall performance				**35.3**	**Poor performance**

Source: Author's Compilation

The physical performance of the unit was poor at 35.3%. This was attributed to the poor release at 39.2% and change in priorities arising from emergencies that cropped up on Mityana and Kayunga district roads which were in a very poor condition that made them inaccessible to traffic. These roads were: Mutetema-Ndekuyamukungu-Kitende Swamp (10km) in Mityana; and Kaazi-Nalyamabidde (2.2km) and Kyebanja-Kito 6.8km) in Kayunga. The emergency activities were also substantially completed by the end of June 2018.

b) Mbarara Force Account Unit

The unit planned to rehabilitate a total of 67.7km in the districts of Buhwejju, Mbarara, Ibanda, Ntungamo and Rakai with an annual budget of Ug shs 1.338 billion. By the end of June 2018, the unit had received a total of Ug shs 850 million (63.5% of budget) and expended Ug shs 670.6 million (79% of release). This was a fair release and good absorption performance. The unspent balance of Ug shs 179.391 million was attributed to the June salary for the contract staff (Ug shs 60 million) and the outstanding payments for fuel (Ug shs 120 million).

The scope of works for the FY 2017/18 involved completion of works for the previous FY on Rubengye-Kitojo-Rushozi-Engaju-Katogo-Nyakaziba 16.5km) in Buhwejju, Binyuga-Rukuzi-Kakongora-Ngugo (13.5km) in Mbarara and Kicuzi-Omukarembe (12km) in Ibanda; and the rehabilitation of Karembe-Runengo-Ibanda border (7.2km) in Ibanda, Nyakibobob-Buhanama-Rwentojo (12km) in Ntungamo and Burigi-Kanagisa (6.5km) un Rakai. The unit achieved a total of 57.7km on the six roads whose varying progress is shown in the table 12.6.

Table 12.6: Physical Performance of the Mbarara Force Account Unit by 30th June 2018

Road Name	District	Annual target (km)	Cum. quantity achieved (km)	Weighted Physical performance (%)	Remarks
Rubengye-Kitojo-Rushozi-Engaju-Katogo-Nyakaziba	Buhwejju	16.5	14.5	0.7	85% physical progress. Spot gravelling pending.
Binyuga-Rukuzi-Kakongora-Ngugo	Mbarara	13.5	13.5	9.1	Target achieved
Kicuzi-Omukarembe	Ibanda	12.0	12.0	6.5	Target achieved
Karembe-Runengo-Ibanda border	Ibanda	7.2	7.2	21.1	Target achieved
Nyakibobob-Buhanama-Rwentojo	Ntungamo	12.0	9.0	27.9	75% physical progress
Burigi-Kanagisa	Rakai	6.5	2.0	7.6	30% physical progress
Overall performance				**72.9**	**Good performance**

Source: Author's Compilation

The overall performance of the force account unit was good as 73% of the annual targets were attained by the end of the financial year. Works were ongoing on three of the roads in Buhwejju, Ntungamo and Rakai.

Kansiri-Kalyankoko-Kibaaga (9.1km) in Luweero: A well graded and graveled section at km 6+500

Nyakibobo-Buhanama-Rwentojo (12km) in Ntungamo: Ongoing swamp filling works and installed culverts at km 7+000

Conclusion

The overall performance of the rehabilitation of district roads project was fair with 54% of the annual targets achieved. This was attributed to low disbursements of funds by MoWT to the force account unit. The releases made to force account units were inadequate and inconsistent with the approved work plans despite the project receiving 122% of its budget. This affected the achievement of planned outputs at the implementing units. This was brought about by expending 35% of the release on roads works despite a budget allocation of 52% for this activity.

Challenges

- Inadequate and irregular funding where by releases made to the force account units are in small amounts and inconsistently with the work plan, leading to delays in completion of works.
- Lack of sound vehicles for supervision and coordination of road works.
- Lack of force account operational guidelines.

Recommendations

- The planning unit of the MoWT should ensure that funds for this project are prioritized for works other than consumptive activities in order for the project to realize its objectives.
- The MoWT should provide the force account units with sound vehicles for supervision of site activities.

Observations

The force account units benefited from the newly acquired equipment from Japan. This helped to overcome delays in implementation arising from the frequent breakdowns of the old equipment.

12.2.3 Construction of Selected Bridges

The GoU represented by MoWT is undertaking the construction of selected bridges in various parts of the country to solve bottle necks on the district and community access roads. The 5-year programme started on 1st July, 2011 and its completion date is 30th June 2018. The total planned expenditure of the programme is Ug shs 60 billion.

The project objectives are: construction of selected bridges and swamp crossings on district and community access roads; improving connectivity among isolated communities; reducing travel times and cost of transportation; and upgrade and reconstruction of old bridges to improve their load carrying capabilities to meet the current gross weight of traffic.

Planned activities in the FY2017/18 are: completion of ongoing construction projects in Orom (Kitgum), Okokor (Kumi), Kaguta (Lira), Agwa (Lira), Kabuhuuna Phase II (Kibaale), Saaka phase II (Kaliro), 14 Small bridges in Northern and Northeastern Uganda Lots 2 and 3; and the design and construction of Ayumo Bridge (Aleptong), Kisaigi Bridge (Kibaale), and Ojonai Bridge (Amuria).

The bridges component in the FY 2017/18 had an approved annual budget of Ug shs 8.99 billion from the GoU, of which Ug shs 10.16 billion (113%) was released and expended (100%) by the end of the June 2018. This was a very good financial performance.

The annual performance of the activities under construction of selected bridges project is as shown in Table 12.7.

Table12.7: Annual Performance of Constructed of Selected Bridges Project

Project Name	Annual Target Physical progress (%)	Cum. Achieved Physical progress (%)	Physical Performance Score (%)	Remark
Completion of Kabuhuuna Phase II (Kibaale)	100	50	50	Physical progress at the end of June 2018 was at 50%.This was at the stage where the earthworks were allowed to first undergo consolidation and settlement.
Completion of Saaka phase II (Kaliro)	100	99.1	90	99.1% physical works were completed. Due to increased rains, the scope of works at Saaka Swamp increased. More filling on the washed out road sections was to be done.
Completion of Kaguta (Lira)	100	99	99	99% of Kaguta Bridge civil works completed. Pending works were fixing of guardrails.
Completion of Okokor (Kumi)	100	90	90	90% civil works for Okokor Bridge were completed. Pending works were gabion protections works, guardrails and low cost sealing works.
Overall physical progress			**83%**	**Very good physical performance**

Source: Author's Compilation

The project had a very good physical performance which was attributed to the progress attained on the ongoing activities that were to be completed in the financial year. The commencement of new activities was mainly affected by the change in design strategy to using results from hydrological reports and delays in delivery of design equipment.

The civil works on the phase II of Kabuhuna swamp crossing commenced in April 2018 and were expected to be executed in about three (3) months (90 days). The scope of works involved: bush clearance and cut to spoil; construction of an embankment 560m long; gravelling; installation of armco culverts; protection works to embankment; river training; reinforced concrete works for headwalls and wing walls; and ancillaries including guardrails and road warning signs, at an estimated cost of Ug shs 411,623,000.

During execution, unsuitable soil conditions (peat material) were encountered leading to the use of slightly more rockfill to mechanically stabilize the swamp. It was also deemed necessary to allow the dumped materials to undergo settlement and consolidate sufficiently to avoid differential settlement of the works after completion. A period of about two and a half month was allowed for consolidation and settlement. Thus by the end of June 2016, the physical progress attained was 50%.

Culvert installation works and completion of the embankment including the wearing course was expected to be completed by the end of September 2018. During the period of implementation, the execution of works was mainly affected by: the increase in the pump price of fuel over and above the rate that was initially estimated; the inadequate number of trained and competent operators and drivers engaged in the execution of civil works on site; and the inadequate supervision transport.

A filled section of the Kabuhuna swamp crossing

An installed armco culvert along the filled section

Observation

There are no clear annual budgets, physical targets and expenditure details attached to the individual components/bridges in the periods of interest. This makes performance assessment of the project and each activity a challenge. It was noted that some activities like the Saaka Swamp Crossing, Okokor bridge, and Kaguta bridge have been implemented for over three years which is an indicator of poor project management.

Implementation Challenges

- Increase in the pump price of fuel over and above the estimated rate for the project.
- Inadequate trained and competent operators and drivers engaged in the execution of civil works on site.
- Shortage of supervision transport.

Overall MoWT Conclusion

The overall performance of the roads sub-sector in the MoWT was fair at 63.6%. This was on account of achievement of 54% of the planned targets and 82% of the outcome indicators. Therefore the sub-sector did not achieve the NPDII targets for the FY. Implementation of planned outputs by the force account implementing units was enhanced by acquisition of the new Japanese equipment. However, release allocation to projects is not prioritised for key outputs which causes funding short falls at the implementation units and thus activities are implemented over a long period of time.

12.3 Uganda National Roads Authority (UNRA) – Vote 113

Background

The mandate of UNRA is to develop and maintain the national roads network, advise Government on general roads policy and contribute to addressing of transport concerns, among others. The Mission is "To *develop and maintain a safe national roads network that fosters the economic development of Uganda*[68]". The national roads network was estimated at 10,000km by June 2009 however, this has grown since to about 22,000km.

The UNRA executes its mandate under two programmes and these are; National Road Construction/Rehabilitation (NRC) and National Road Maintenance which both started in July 2008 with the establishment of the UNRA.

National Road Construction/Rehabilitation Programme is funded by both the GoU and other development partners (donors) and it mainly undertakes works solely on paved roads. The entire development budget of UNRA is allocated to this programme.

National Road Maintenance Programme mandate is funded by the GoU through Vote 118-Uganda Road Fund (URF) is carried out by the 23 UNRA stations across the country. The stations undertake maintenance works on all national unpaved roads and minor repairs on paved national roads. Details of the findings for this programme are presented under URF.

Overall financial performance of UNRA- Vote 113

The UNRA had an annual budget of Ug shs 3,589.588 billion, of which 70.6% was released and 82.2% was expended as elucidated in Table 12.8.

Table 12.8: Financial Performance of the UNRA by 30th June 2018 (Ug shs billions)

Item	Approved budget	Release	Expenditure	% of budget released	% of release spent
Recurrent (GoU)	100.245	93.947	93.864	93.7	99.9
Development (GoU)	1,517.800	1532.800	1532.643	101.0	100.0
External financing	1,971.542	907.449	457.386	46.0	50.4
Total GoU + Ext. Financing	**3,589.587**	**2534.196**	**2083.893**	**70.6**	**82.2**

Source: Quarter 4 -UNRA Report FY2017/18

The GoU development component received Ug shs 1,532.800 (101% of the budget) on account of a supplementary amounting to Ug shs 15bn to acquire RoW for the Mbale-Bubulo-Lwakhakha (44km) road project, whose construction is financed by the African Development Bank (ADB). Despite the very good budget release by GoU in FY 2017/18, GoU financed projects still had arrears amounting to Ug shs 223.16bn.

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[68] UNRA's magazine Issue No.33, January 2015

The slow budget absorption of the donor release resulted from: the slow progress on most of the projects, and the lengthy procurement process for the externally financed projects which require a no objection from the external partners at each stage of procurement.

National Road Construction/Rehabilitation Programme (NRC)

The programme contributes to improved transportation system as an outcome. Indicators to this outcome were; increase in proportion of the paved road network, percentage increase in proportion of the paved national road network from fair to good condition, and proportion of total road network that is paved (%).

The annual planned outputs under the programme in the FY 2017/18 on national roads were: upgrading of 400km of gravel roads to bitumen standard; and reconstruction of 200km of old paved roads and construction of five bridges. By the end of the FY, 305km equivalent (76%) of physical progress of works were upgraded to tarmac were attained with 100km of national roads tarmacked and completed; while 71km-equivalent (35.5%) of paved national roads were reconstructed/rehabilitated. Four bridges were constructed.

For the annual performance, the programme was monitored under the following categories: Eleven (11) projects under upgrading and four (4) projects under rehabilitation or reconstruction. Details of the performance of the projects are presented in Table 12.9.

Overview of the monitored Projects

a) Acholibur–Kitgum–Misingo (87.4 km) and 10.68km of town roads

The works contract for this project was awarded to M/s China Chongqing International Construction Corporation (CICO) at a sum of Ug shs 195,102,712,655. It was supervised by the UNRA In-house team following the expiry of M/s KOM Consult's contract on 23rd November, 2017. The main project (Acholibur – Kitgum – Misingo-87.4km) was handed over to the client on 20th June 2018. However, construction works (drainage and earth works and construction of the pavement layers) on the town roads were ongoing and the physical progress was at 10.88% against a target of 32.68%. The slippage of 21.8% was mainly attributed to delayed finalisation of land acquisition within Kitgum town.

Land acquisition was estimated at 88.8% with 1,896 PAPs paid out of 2,273 PAPs valued at a total sum of Ug shs 20,005,687,945, out of Ug shs 26,987,900,667 approved. A financial progress of 64% was attained by June 2018. Out of the 27 IPCs (Ug shs 125,073,312,120) certified, 25 IPCs (Ug shs 28,994858,905 and USD 22,963,861) had been paid.

b) Gulu – Acholibur Road (77.7km)

The works contract for this project was awarded to M/s China Railway No. 5 Engineering Group Co. Ltd at a sum of Ug shs 164,199,571,759. It was supervised by M/s Prome Consultants Ltd in association with Omega Consulting Engineers Plc. The project was at substantial completion with a physical progress of 99.3% and is in the Defects Liability Period up to March 2019. It was completed within budget and there were no pending claims although it experienced a time overrun of about six months.

A total of 19 IPCs amounting to Ug shs 121,796,242,325 (74.18% of contract sum) was the value of works certified but the contractor had received a cumulative of Ug shs 110,812,918,498 (67.5% of the contract sum). The total price for acquisition of RoW on this project was estimated as Ug shs 13.195 billion for 1,532 PAPs, of which 1,283 PAPs (83.75%) were paid a total of Ug shs 9.746 billion. The project therefore has an outstanding payment of Ug shs 3.446 billion on compensation of PAPs.

c) Kampala-Entebbe Expressway (49.56Km)

The works contract for this project was awarded to M/s China Communications Construction Company Ltd at a sum of USD 476,000,000 which was revised to USD 479,172,020. The increment of USD 3,172,020 was due to increase of provisional sum for relocation of utilities. It was supervised by the UNRA in-house team following the expiry of Mott Macdonald in February 2018.

The physical progress of the project was at 93.16% against 96.74% planned at 93.4% of the revised contract duration (from 16th November 2017 to 16th November 2018) as at the end of June 2018. Major works were completed except in sections of obstruction from non-compensation of PAPs.

A total of 4,413 PAPs were paid Ug shs 281,572,712,297 out of 4,452 PAPs that had to be paid Ug shs 308,364,153,629. A total of 22 IPCs amounting to Ug shs 776 billion or USD 309,396,786.56 (64.5%) was certified and paid. Cumulative financial progress was at 93.16% against a target of 96.74%.

d) Kampala Northern Bypass Phase 2 (17km)

The contract was awarded to M/s Mota Engil Enginharia E Contrucao Africa, SA at a sum of Euro 67,394,566 which was revised to Euro 76,752,902 (13.8% increment). It is supervised by M/s COWI Ltd in association with PEC Ltd. The project started in July 2014 and was expected to end in July 2017, however the project duration was extended to July 2021. This was justified by an increase in scope of works.

The cumulative physical progress of the project was at 42.16% against a planned 51.66%. The contract works were affected by: delayed “access to site” and obstructions at Sentema, Hoima, Gayaza and Kyebando interchange sites and at the three footbridge sites at various locations along the road; delayed relocation of utilities obstructing planned works; and approval of interchange foundation designs.

A total of 35 IPCs amounting to Euro 55,952,616 were certified. There was delayed payment of IPCs 30 and 31 due to lack of funds. Cumulative financial progress was at 93.16%. A total of 948 PAPs (78.3%) were paid Ug shs 58,270,764,352 out of 1,210 PAPs that had to be paid Ug shs 72,557,931,886.

e) Mpigi-Kanoni (65km)

The contract for the works of this project was awarded to M/s Energoprojekt, Niskogranda Ltd at a sum of Ug shs 123,770,604,739 which was revised to Ug shs 141,279,484,632. It is supervised by M/s AIC ProgettiSPA in association with Prome Consultants Ltd, Uganda.

The physical progress of the project was at 99.05% against 100% planned with 98.2% of the contract duration by the end of June 2018. The project was substantially complete.

A total of 21 IPCs amounting to Ug shs 118.942 billion were certified, of which 19 IPCs totalling to Ug shs 98.181 were paid. Cumulative financial progress was at 85.58% against a target of 90.18%. A total of 5,911 PAPs (85%) were paid Ug shs 32,929,863,453 out of 6,946 PAPs who had to be paid a total of Ug shs 39,756,654,087.

f) Kanoni-Sembabule (110km)

The works contract for this project was awarded to M/s China Railway No.3 Engineering Group Co. Ltd at a sum of Ug shs 239,120,194,859. It is supervised by the UNRA in-house team since 2nd August 2017 after expiry of the contract of M/s AECOM RoA (Pty) Ltd in association with International Development Consultants (IDC).

The physical progress of the project was at 84.52% against a target of 91.25% at a time progress of 92.05% by the end of June 2018. All major works were on-going. The slippage of 6.73% was attributed to: delayed payments to the contractor, and poor contract management.

A total of 21 IPCs amounting to Ug shs 96.485billion, of which 19 IPCs (Ug shs 95.264 billion) were paid. Cumulative financial progress was at 79.55% against a target of 93.84%. A total of 1,649 PAPs (81.3%) were paid Ug shs 14,509,889,650 out of 2,028 PAPs that had to be paid Ug shs 16,112,343,949**.**

g) Mubende-Kakumiro-Kagadi (107km)

The works contract for this project was awarded to M/s China Communications Construction Company (CCCC) in association with three local contractors i.e. M/s RODO Contractors, M/s Arm Pass Technical Services, and M/s Kasese Nail and Wood Industry Ltd at a sum of Ug shs 484,887,427,588. It's supervised by the UNRA in-house team since 2nd August 2017 after expiry of the contract of M/s AECOM RoA (Pty) Ltd in association with International Development Consultants (IDC).

The physical progress of the project was at 35.76% against a target of 62.76% and a time progress of 78.72% by the end of June 2018. All major works were on-going. The slippage of 27% was attributed to: excessive unpredicted rock excavations within the road alignment; delay in acquiring NEMA approval for the asphalt plant at Km 79 which in turn delayed the production of asphalt concrete; delay in the relocation of utilities within the right of way; delay in compensation and relocation of PAPs along the road mainly due to delay in the Resettlement Action Plan (RAP) implementation by the contractor.

A total of 4,577 PAPs (83%) were paid Ug shs 32,384,516,622 out of 5,505 PAPs who had to be paid a total of Ug shs 50,295,432,028.
A total of 10 IPCs amounting to Ug shs 110,680,277,351 were certified and eight (8) IPCs (Ug shs 83,191,830,371) paid. Cumulative financial progress was at 31.94% against a target of 61.62%.

h) Musita-Lumino/Busia-Majanji Road (104km)

The contract for the works of this project was awarded to M/s China Railway 18th Bureau (Group) Co. Ltd at a sum of to Ug shs 206,784.423,053 which revised to Ug shs 208,983,285,921 after the design review. It's supervised by M/s Consulting Engineering Center, Jordan in JV with MBW Consulting Ltd, Uganda.

The contract period was originally 36 months which was revised to 22 months following reinstatement of the contractor after the contract had been terminated. Physical progress was estimated at 56.15% against 51.49% planned against a time progress of 33.68%. The contractor was ahead of schedule however, slow land acquisition process was a possible threat to the progress. Completion is approximately at 77% (submitted for payments) and 73% paid for Musita–Lumino link and 0% for Busia-Majanji link. The project is affected by pending relocations of water supply lines to Iganga and Mayuge towns; and MTN and Africell telecom optic fiber lines.

The Ministry of Water and Environment (MWE) constructed the water line for the Mayuge Water Supply System in the RoW of the road project despite UNRA sharing with them the road designs. This has affected progress of the project because of frequent pipe damages by the road construction equipment and will eventually have a cost bearing as the pipes are relocated. The cumulative financial progress based on certified works under IPCs 1-10 was 32.33% against 42.83% planned.

i) New Nile Bridge at Jinja, Span 525m cable stayed bridge

The contract for the works of this project was awarded to M/s JV Zenitaka Corporation and Hyundai Engineering and Construction Co. Ltd at a sum of to Ug shs 343,131,382,622. The project is financed by both GoU and JICA in a payment ratio of 47% and 53% respectively. It supervised by JV Oriental Consultants Co. Ltd, Eight – Japan Engineering Consultants Inc. and PyungHwa Engineering Consultants Ltd.

The project commenced on 14th April 2014 and was set to end on 12th April 2018 however, based on the challenges faced during the construction period, the contractor was given an extension of 139 days till 31st August 2018.

A cumulative physical progress of 79.6% was achieved at the close of the FY against 95.03% planned. Construction works for the main bridge structure were completed and was awaiting surface preparation and application of water proofing material. Installation of bridge barriers, bridge illumination, lightening protection installations, construction of 'Michino-Eki' (Roadside Resting Station) structures and approach roads on the Jinja and Njeru side of the bridge were ongoing.

The cumulative financial progress was at 80.95% against 98.99% planned. As at June 2018, 45 IPCs (Ug shs 19.479 billion and USD 82.248 million) for works had been raised out of which 43 IPCs (Ug shs 17,441,267,632 and USD 81,369,997.77 and) were paid. Important to note is that currently the project is fully funded by JICA.

j) Soroti-Katakwi-Akisim (100km)

The works contract for this project was awarded to M/s China Communications Construction Company Ltd (CCCC) at a sum of Ug shs 398,883,931,670. It's supervised by M/s Gibb (Africa) Ltd in association with MBW Consulting Ltd at a contract sum of Ug shs 14,418,408,939.

The project is of pre-financing nature up to 30% by the contractor. The contract commenced on 14th November 2016 and is scheduled to be completed on 13th November 2019. The cumulative physical progress of the project was at 47.59% against a planned of 49.06% with 55.43% of the contract duration elapsed. The contractor had competed the 30% pre-financed section from km 47+ 500 to km 78+500 and earth works and drainage works were on-going on the rest of the sections.

The major risk to the project is treatment of swamps whose quantities were omitted in the original contract. Acquisition of the RoW has not affected progress of civil works on this project because the land issues have been managed by the Grievance Management Committees (GMC) set up in each district within the project area. These have convinced the land owners to allow works proceed pending payments.

The cumulative financial progress was at 56.49% against 45.84% planned. A total of 16 IPCs were certified amounting to Ug shs 187,183,616,300 out of which Ug shs 127,144,287,612 was paid. The status of land acquisition for the RoW was at 47.6% with 1,208 PAPs paid out of the 2,538 valued.

k) Olwiyo – Gulu road (70.3km)

The works contract for this project was awarded to M/s Zhongmei Engineering Group Limited at a sum of Ug shs 164,025,932,344. It's supervised by M/s Comptran Engineering and Planning Associates.

The cumulative physical progress was at 68.02% against a planned 100% within a time lapse of 94.14%. The project was behind schedule with an overall slippage of 31.99% which translates into a delay of 46 weeks. The delays were attributed to acquisition of the right of way and pending relocations of telecommunication cables, power and water lines within Gulu Municipality and mass grave at Km64+900. The total budget for acquisition of the right of way was estimated at Ug shs 13,668,423,000 for 1,479 PAPs. A total of 1,253 PAPs (84.7%) were fully paid a total of Ug shs 10,595,110,000.

The contract sum has since been revised downwards to Ug shs 155,188,105,345 following an addendum No. 1 through which funds a mounting to Ug shs 6,798,328,461 a provisional sum in the BoQ sfor payment to PAPs was removed from the main contract. Cumulatively the contractor submitted a total of 16 IPCs amounting to Ug shs 57,720,179,429, of which 15 IPCs amounting to Ug shs 45,972,742,261 had been paid.

l) Ishaka-Rugazi- Katunguru (58km)

The works contract for this project was awarded to M/s Mota Engil Enginharia E Contrucao Africa, SA at a sum of Ug shs 103,852,641,242. It's supervised by MBW Consulting Ltd.

The physical progress of the project was at 3.11% against a planned 61.49% and a time progress of 66.55% by the end of June 2018. The contractor had commenced earthworks and drainage works. The slippage of about 58.3% was attributed to: poor mobilisation of the contractor especially for the plant and machinery; delayed payments to both the contractor and consultant; and delayed approval of the works in game park areas. A total of 3 IPCs amounting to Ug shs 6.935 billion and advance payment of Ug shs 15.577 billion had been certified and were all paid. Cumulative financial progress was at 9.79% against a target of 68.17%.

m) Hima-Katunguru (58km)

The contract for this project was awarded to M/s China Railway No.3 Engineering Group Co. Ltd at a sum of Ug shs 83,258,595,474. It's supervised by M/s LEA Consultants in association with KOM Consults Ltd.

The physical performance of the project was at 1.17% against 95.73% planned with 94.4% of the contract duration by the end of June 2018. The setback was majorly attributed to: delayed finalisation of the design; delayed relocation of utilities; and delayed access to the national park section. On-going activities were clearing and grabbing; top soil removal, road bed preparation, improved sub grade construction, culvert construction, and quarry activities. A total of two IPCs amounting to Ug shs 8.264 billion had been certified and were all paid. Cumulative financial progress was at 10.83% against a target of 94.68% by the end of June 2018.

n) Nakalama – Tirinyi – Mbale Road (102km)

The contract for this project was awarded to M/s Dott Services Ltd at a sum of Ug shs 135,371,669,415. It's supervised by M/s UNRA in-house team.

The works commenced on 23rd April 2018 and scheduled to be completed on 22nd May 2020. The cumulative physical progress was at 4.81% against a target of 5.11%.

o) Nansana-Busunju (48.1km), the completion of additional works

The contract for the works of this project was awarded to M/s China Wu Yi Company Ltd at a sum of to Ug shs 63,725,120,676 (VAT Inclusive). The project is financed by both GoU and JICA in a payment ratio of 47% and 53% respectively. It is supervised by M/s MBW Consulting Ltd.

The physical progress of the project was at 24.7% against 36% planned at a time progress of 45% by the end of June 2018. All major works were on-going. The slippage of about 11.3% was attributed to: delays in settling payments by the employer (UNRA/GoU) and interferences to the contractors' operations by local administrative departments. A total of two IPCs amounting to Ug shs 8.681 billion were certified and none was paid. Cumulative financial progress was at 14% against a target of 30%.

A summarised performance of the National Roads Construstion and Rehabilitation program is presented hereafter in Table 12.9.

Table 12.9: Performance of the National Roads Construction/Rehabilitation Programme for the FY 2017/18

Output Performance						
Sub/Programme	**Annual Budget (Ug shs billions)**	**Cumulative Receipts (Ug shs billions)**	**Annual Target (%)**	**Achieved Quantity (%)**	**Weighted Score (%)**	**Remark**
Olwiyo-Gulu Kitgum Road: This has three projects i.e. Acholibur – Kitgum – Musingo (87.4km), and 10.68km of town roads	33.00	33.00	30.0	28.0	4.066	Good performance as Acholibur-Musingo and Gulu-Acholibur Projects achieved 93% and 99% of the annual targets respectively. However, Olwiyo-Gulu Road did not attain the annual target (48.8%). The annual target was not achieved despite the very good release of 100%.
Gulu – Acholibur Road (77.7km)	34.00	34.00	30.0	29.7	4.444	
Olwiyo-Gulu (70.3km)	38.8	38.8	62.5	30.5	2.500	
Kampala- Entebbe Expressway (49.56Km)	231.32	231.32	16.74	10.37	18.917	Physical performance was fair.
Kampala Northern bypass Phase 2 (17 km)	48.03	48.03	19.62	11.31	3.659	Physical performance was fair at 57%.
Mpigi-Kanoni (65km)	37. 0	37.0	30.3	29.3	4.731	Mpigi-Kanoni (65km) achieved 96.7% of the annual targets.

Kanoni-Sembabule (110 km)	26.5	26.5	38.3	31.6	2.884	Kanoni-Sembabule achieved 82.45% of the annual targets.
Mubende-Kakumiro-Kagadi (107 km)	80.0	80.0	50.28	26.76	5.621	The physical performance was fair
Musita– Lumino/Busia – majanji Road (104km)	50.2	50.2	16.6	38.5	6.667	Physical performance was fair as the project achieved above the target.
New Nile bridge at Jinja. Span 525m cable stayed bridge	44.69	42.39	52.61	37.22	4.173	Physical performance was good.
Soroti - Katakwi - Moroto - Lwokitanyala Road (150.3Km): Soroti-Katakwi-Akisim (100 km)	53.00	68.8	41.28	39.81	6.747	Physical performance was very good.
Rehabilitation						
Sub/Programme	**Annual Budget (Ug shs billions)**	**Cumulative Receipts (Ug shs billions)**	**Annual Target (%)**	**Achieved Quantity (%)**	**Weighted Score (%)**	**Remark**
Ishaka-Rugazi-Katunguru (58 km)	26.66		22.83	12.57	1.938	Target was not achieved
Hima-Katunguru (58 km)	19.00	10.9	70	1.71	0.061	Target was not achieved
Nakalama – Tirinyi – Mbale Road (102km)	15.00		5.11	4.81	1.864	Target was achieved
Nansana-Busunju (48.1km), The completion of additional works.	20.00		36	24.7	1.811	Target was not achieved
Output Performance					**70.08**	**Good Performance**
Outcome Indicator			**Annual Target**	**Achieved**		**Remarks**

Increase in proportion of the paved road network			520[69]	294	57	In FY 2017/18, a total of 305km were achieved. The NDP II target is likely not to be met at the current rate of implementation.
Road condition of paved road network from fair to good			85	48.5	57	The annual target was not achieved
Proportion of total road network that is paved (%)			30	22.2	74	The NDP II target was not achieved.
Average Outcome performance					**63 %**	**Fair Performance**
NRC Programme Performance					**67.4**	**Fair Performance**

Source: June Project Progress Reports, Sector Reports FY 2017/18, and Author's compilation

The performance of the NRC programme at both output and outcome performance was rated as fair at 67.4%. Only 70.08% of the outputs were achieved. This gave an addition of 294km to the existing road network to a tune of 4,551km (22.2% of the total road network). This gives a cumulative shortage of 1,449 km to be paved in the next two financial years if the NDP11 target is to be achieved.

Key observations

- **Delays arising from incomplete land acquisition especially for upgrading projects**: This was experienced on projects such as Kampala-Northern Bypass, Kampala-Entebbe Expressway, Mubende-Kakumiro-Kagadi, and Acholibur Musingo (town roads).
- **Inadequate designs especially geotechnical investigations and delayed approval of design reviews delayed projects of** Mpigi-Kanoni, Ishaka-Katunguru, Hima-Katunguru had no design in place at the time of tendering, Kanoni-Sembabule-Villa Maria, Soroti-Katakwi, Katakwi-Moroto. In addition, the volume of rock excavations were underestimated at the time of the design.
- **Delayed relocation of services like water and power lines mainly due to under estimation of quantities; this affected projects like** Kampala-Northern Bypass, Ishaka-Katunguru, Hima Katunguru, Mubende-Kakumiro-Kagadi, Olwiyo-Gulu, Musita-Lumino.
- **Heavy rains** during the FY which affected execution of planned works on all projects. This is likely to result into claims for extensions of time.
- Budget provisions for the FY are in most cases inadequate to cater for all the payments of the project within the FY. This results in **delayed payments to the contractors which affected their cash flows on projects like** Nansana-Busunju, Mpigi-Kanoni, Mubende-Kakumiro-Kagadi, Kanoni-Sembabule-Villa Maria, Acholibur Musingo and Ishaka-Katunguru.

[69] On average a total of 520km of paved roads were expected to be achieved annually to realise the NDP11 target

- **Delayed approval of Environmental and Social Impact Assessment by NEMA on Mubende-Kakumiro-Kagadi road and delayed issuance of UWA certificates** especially for projects within the road reserve as was the case of Hima-Katunguru, Ishaka-Katunguru.

Kampala –Entebbe Expressway : Asphalt works

Mubende-Kakumiro-Kagadi Road: A PAP pending compensation within the RoW

Pager bridge across river Pager along Kitgum – Musingo road

New Nile Bridge(525m long)

Nansana-Busunju Road: Laying of base course at km 35+480

Musita Lumino: A water distribution line in the right of way of the road

Key Implementation challenges

- Delayed acquisition of the RoW on most of the upgrading projects.
- Insufficient and inadequate designs especially for rehabilitation projects which led to substantial change in scope of works thus calling for additional resources.
- Delayed relocation of services especially power.
- Delayed payments to the contractor and the consultant.
- Lengthy procurement and approval requirements especially for the donor partners hampering timely absorption of funds.

Conclusion

The overall the performance of the NRC/R programme was rated fair at 67.4% in achievement of both outputs and outcomes. Only 70% of the annual outpts were achieved and this was attributed to: insufficient and inadequate designs especially for rehabilitation projects which lead to substantial change in scope of works; delayed issuance of statutory approvals by NEMA on almost all projects and UWA for projects traversing the national parks; slow pace of the land acquisition for the RoW; and poor mobilization by the contractors. Poor planning at both the design and implementation stage as as manifested in delayed acquisition of RoW, inadequate designs, and delayed relocation of services is likely to hamper the achievement of the NDPII target of 6,000km paved roads by 2019/20 and consequently achievement of outcomes.

Recommendations

1. The GoU/UNRA should mobilize sufficient funds for full compensation of PAPs for ongoing projects and construction contracts should only be signed after the land acquisition process is finalized for future projects.
2. The UNRA should give enough time and resources to the project design phase before tendering of projects. This should also take into consideration of reviewing designs

whose projects which have not been implemented within two years before contracting them out.

3. The UNRA with service providers should come up with a more harmonised and effective way of handling placement of new and relocation of existing utilities like power, water and telecommunication lines.

12.4 Uganda Road Fund – Vote 118

The fund was set up to enable steady and reliable funding for routine and periodic maintenance of public roads mainly from road user charges. The fund derives its mandate from section 6 of the URF Act 2008. It is mandated to collect road user charges (RUCs) and manage the funds collected to finance road maintenance programmes.

The public roads network is managed by 164 Designated Agencies (DAs), comprising of 121 districts, two authorities (KCCA and UNRA) and 41 municipalities. The districts oversaw Town Councils and Sub-counties as their sub-agencies. The DAs and sub-agencies collectively look after a total of 147,532km of public roads, made up of 21,188km of national roads under UNRA management; 2,103km of KCCA roads; 35,566km of district roads; 7,554km of urban roads under town councils; 2,554km of urban roads under municipal councils; and 78,567km of Community Access Roads (CARs) managed by sub-counties.

The Designated Agencies employed a mix of force account and contracting to deliver planned works. Since FY2012/13, there has been a policy emphasis towards the use of force account to maintain the District, Urban and Community Access Road (DUCAR) network. This policy has since been buttressed by the distribution of a fleet of road equipment first from China in FY2012/13 and most recently in FY2017/18 from Japan. The equipment received mainly included: a grader, a tipper, wheel loader and roller for each local government.

This Vote has two programmes namely: the District, Urban and Community Access Roads (DUCAR) Maintenance Programme, and National Roads Maintenance Programme (NRMP). These two programmes were monitored for the annual performance in the FY 2017/18.

Financial performance

The vote had an approved budget of Ug shs 417.394 billion, of which Ug shs 417.394 billion (100%) was released and Ug shs 417.363 billion (100.0%) spent by the end of June 2018. This was a very good financial performance because the entire annual budget was released by the end of the financial year and almost all the funds were absorbed. Table 12.10 shows the performance of the Vote by the end of June 2018.

Table 12.10: Financial Performance of URF in FY 2017/18 by 30th June 2018

		Approved Budget (Ug shs billion)	Release (Ug shs billion)	Spent (Ug shs billion)	% Budget released	% Budget Spent	% Release Spent
Recurrent	Wage	2.511	2.511	2.503	100.0	99.7	99.7
	Non-wage	412.412	412.412	412.392	100.0	100.0	100.0
Development	GoU	2.470	2.470	2.468	100.0	99.9	99.9
Total GoU		**417.394**	**417.394**	**417.363**	100.0	100.0	100.0
Arrears		0.03	0.03	0.03	100.0	99.3	99.3
Grand Total		**417.424**	**417.424**	**417.393**	100.0	100.0	100.0

Source: URF Q4 FY2017/18 Performance Report

Physical Performance

The overall physical performance of the vote was rated as fair at 68%. The performance in terms of output and outcome delivery of the DUCAR maintenance programme was estimated at 84.6% while that of the NRM programme was at 51%. Overall the implementation of the routine manual maintenance activities did not perform well in most of the agencies because these activities were delayed by difficulties in attracting and retaining road gangs.

The performance of the two programmes under URF is presented as follows:

12.3.1 District, Urban and Community Access Roads

District, Urban and Community Access Roads (DUCAR) are maintained by local governments using funds from the central government under the DUCAR Programme through the URF vote and, to a limited extent using the locally generated revenue. The districts also utilise the non-conditional grants from the central government under the Local Government Management and Service Delivery (LGMSD) now referred to as Discretionary Development Equalisation Grant (DDEG) since FY2016/17. The MoWT provides the collective technical support and supervision to the Local Governments under DUCAR.

In the FY 2017/18, the programme had an approved budget of Ug shs 138.86 billion (33.3% of approved URF budget) of which Ug shs 138.86 billion (100%) was released by the end of the FY.For the FY 2017/18, planned outputs[70] of the DUCAR programme were; 27,682km of routine manual maintenance, 15,224km of routine mechanised maintenance, 5,389km of periodic maintenance, installation of 6,143 culvert lines, and maintenance of 29 bridges.

[70] URF One Year Road Maintenance Plan for FY2017/18

The programme outcome of '*Improved District, Urban and Community Access Roads*' contributes to the sector outcome of '*Improved transportation system in the country*.'

The programme outcome indicators are: percentage of unpaved district road network in fair to good condition (%); and percentage of paved district road network in fair to good condition (%)

For the FY 2017/18, planned outputs[71] of the DUCAR programme were; 27,682km of routine manual maintenance, 15,224km of routine mechanised maintenance, 5,389km of periodic maintenance, installation of 6,143 culvert lines, and maintenance of 29 bridges.

The annual monitoring of the programme in the FY 2017/18 covered 15 districts including: Koboko, Namutumba, Nwoya, Omoro, Pader, Pakwach, Soroti, Namayingo, Rukiga, Rubirizi, Bushenyi, Kibaale, Kiryandongo, Mubende, and Luweero; and 5 Municipal Councils comprising of: Busia, Lugazi, Mubende, Masindi, and Entebbe. The physical and financial performance of the monitored agencies is presented hereafter.

A) DISTRICTS

a) Koboko District

The district had a total road network of 247.3km which was all unpaved. The approved annual budget of the district in FY 2017/18 was Ug shs 394,600,010, of which Ug shs 393,326,724 (99.7%) was released by 30th June 2018. Absorption of funds was excellent at 100%. Table 12.11 shows the performance of the district.

Table 12.11: Performance of Koboko District Roads Maintenance Programme by 30th June 2018

Output	Annual Target (km/No.)	Cum. Achieved Quantity (km/No.)	Weighted Physical Performance (%)	Remark
Routine Manual Maintenance	247.3	185.5	30.23	The achievement of the annual target was good at 75%.
Routine Mechanized Maintenance	85.5	77.3	23.08	Performance was good.
Periodic Maintenance	4.0	0.0	0.0	The target was not achieved due to delays in acquiring gravel.
Culvert procurement and installation	120	120	18.77	The target was achieved.
Overall weighted physical performance was 72.08%				**Good Performance**

[71] URF One Year Road Maintenance Plan for FY2017/18

Source: Koboko district Annual Work plan and Quarterly progress reports FY2017/18 and Author's compilation

The district achieved 72.08% of the annual targets, hence a good physical performance. However, works under periodic maintenance were not yet executed at the time of monitoring due to delay in acquisition of an excavator from the zonal center for excavation of gravel, coupled with the breakdown of the newly acquired roller. Some roads were sampled for inspection and the following were observed;

Observations

Lurujo-Nyai (14.4km) - The scope of works involved culvert installation, grading and drainage improvement at a budget of Ug shs 25.00 million. The works were executed in Q3. The entire road was graded; several culverts of diameter 900mm and 600mm were installed and offshoots opened to drain the road.

Koboko-Wanize Road (11.3km) - The scope of works involved grading and drainage improvement which were done in Q2. The road was planned for spot improvement over a stretch of 2km which was not yet executed. The road was in a fair motorable condition however, the sides were overrun with grass.

A section of Koboko-waniza (11.3km) that received routine mechanized maintenance in Q2

2lines of 900mm diameter culverts installed on Lurujo-Nyai road (14.4km) under RMeM in Q3

b) Namutumba District

The district had a total road network of 263.8km of district roads which were all unpaved. Of these, 190.8km (72.3%) were gravel and 73km (27.7%) were earth. The district's approved annual budget for district roads maintenance in FY 2017/18 was Ug shs 365,648,941 of which Ug shs 364,387,251 (99.6%) was released and Ug shs 364,347,031 (99.99%) expended by 30th June 2018. Therefore, absorption of funds was very good.

The annual achievement of the targets was estimated at 87.9%; thus the district had a good performance. This was attributed to the acquisition of new Japanese road equipment unit (grader, wheel loader, roller, and water bowser) from MoWT. However, only 75% of routine manual maintenance was achieved due to low availability of road gangs as a result demotivation due to low remuneration rates. The performance of the district roads maintenance programme is summarized in Table 12.12.

Table 12.12: Performance of Namutumba District Roads Maintenance Programme by 30th June 2018

Output	Annual Target (km/No)	Cum. Achieved Quantity (km/No.)	Weighted Physical Performance (%)	Remark
Routine Manual Maintenance	263.8	198.3	36.782	Worked for six months out of twelve.
Routine Mechanised Maintenance	44.1	56.1	34.547	The new equipment enabled the district to achieve beyond its plan.
Installation of Culverts	102	106.0	16.521	The district received extra Armco culverts from ministry of works.
Overall weighted physical performance was 87.85%				**Good Performance**

Source: Namutumba DLG Annual Work plan and Quarterly progress reports FY 2017/18 and Author's compilation

Some roads that were reported on were sampled for inspection and the following were observed;

Observations

Nsinze-Naigobwa Road (5.3km)-the scope of works was; grading, shaping, spot improvement at the swamp and culvert installation. The works were executed in Q3 and the road was in a good motorable condition.

Nakawunzo-Ituba Road (3.3km)-the road received routine mechanized maintenance in Q2.The scope of works was; grading, shaping, compaction, and culvert replacement. However the installed culverts were already blocked due to poor rice farming practices in the area.

A well gravelled swamp section on Nsinze-Naigobwa road(5.3km)

Single cell 120mm Armco culvert installed at the swamp section on Nsinze-Naigobwa Road

c) Nwoya District

The district had a total road network of 138km of which 2.8km (2.0%) were paved and 135.2km (98.0%) were unpaved. The district's approved annual budget for district roads maintenance in FY 2017/18 was Ug shs 417,195,172, of which Ug shs 415,408,266 (99.6%) was released and Ug shs 397,007,960.00 (96%) expended by 30th June 2018. Therefore, absorption of funds was good. The physical performance of the district is shown in Table 12.13.

Table 12.13: Performance of Nwoya District Roads Maintenance Programme by 30th June 2018

Output	Annual target (km/No.)	Cum. achieved quantity (km/No.)	Weighted physical performance (%)	Remarks
Routine mechanised maintenance	222	76.0	19.091	The achievement of the annual target was poor at 34.2%. This was due to heavy rains that forced the district to vary the scope of works under this intervention from grading alone to include spot gravelling.
Routine manual maintenance	227	227	29.895	Executed one cycle out of four cycles due to failure by the district to mobilise road gangs
Culverts	114	18.0	2.264	There was minimal achievement (15.8%) under culverts due to delayed procurement. The culverts were procured in July 2018.
Overall physical performance			**51.25**	**Fair Performance**

Source: Nwoya DLG Annual Workplan; Quarterly progress reports FY 2017/18 and Author's compilation from the field

The weighted physical performance was at 51.25% of the annual targets; which is fair. This under performance was attributed to torrential rains that destroyed the road network; change in scope of works under routine mechanized maintenance to ensure that the roads remain motorable; failure to attract and retain road gangs especially during the planting seasons; and unreliable and inexperienced operators with a low work output. Therefore some of the activities that would have been implemented within the FY were delayed. Some roads reported on were sampled for inspection and the following were the findings;

Anaka TC-Amuru TC Road (29km) - the road received routine mechanized maintenance in Q2. The scope of works was; grading, shaping, compaction, spot gravelling and culvert installation. The road traverses a commercial farm which makes placing of side drains and opening of offshoots a challenge and as a result these very important parts of the road infrastructure were not implemented.

A graded section (left) and an imcomplete culvert installation (right) along Anaka-Amuru road (29km)

d) Omoro District

The district had a total network of 303.5km comprising of 0.5km paved and 303km unpaved. Of these, 202km (66.7%) were gravel and 101km (33.3%) were earth. The district's approved annual budget for district roads maintenance in FY 2017/18 was Ug shs 345,931,802, of which Ug shs 340,931,802 (98.5%) was released and Ug shs 340,931,802 (100%) expended by 30th June 2018. Therefore, absorption of funds was excellent.

The annual achievement of the targets was estimated at 73.0%; thus the district had a good performance. However, routine manual maintenance under performed at 11.9% because of failure to attract and retain road gangs given the low remuneration rates. The performance of the district roads maintenance programme is summarized in Table 12.14.

Table 12.14: Performance of Omoro District Roads Maintenance Programme by 30th June 2018

Output	Annual Target (km)	Cum. Achieved Quantity (km)	Weighted Physical Performance (%)	Remark
Routine Manual Maintenance	250.4	29.9	3.657	Poor performance - only two cycles were executed in the FY.
Routine Mechanised Maintenance	46.5	46.5	49.143	Performance was excellent at 100% of the annual target.
Emergency intervention on Awere-Awali-Wanglobo Road (12.5 km)	12.5	12.5	20.235	Target was achieved. Works involved heavy grading, compaction, and opening of offshoots in Q2-Q3.
Overall weighted physical performance was 73.03%				**Good Performance**

Source: Omoro DLG Annual Work plan and Quarterly progress reports FY 2017/18 and Author's compilation

Some roads reported on were sampled for inspection and the findings are as below;

Observations

Labora-Loya-Ajonga Road (29.9 km)-the road was worked on under routine mechanized maintenance in Q3 and the scope of works was; grading, shaping, and spot improvement. The road was generally in a good motorable condition; however, it was overrun by bushes which posed a risk of accidents.

Torchi-Atyang-Opit Road (16.6km)-the road received routine mechanized maintenance in Q2.The scope of works was; grading, shaping, and compaction. The road was in a good condition.

Grading and spot gravelling on Labora-Loya-Ajonga road(29.9km) was done in Q3 FY2017/18 but no routine manual maintenance

A culvert crossing on Labora-Loya-Ajonga road(29.9km) which was washed away by heavy volume of runoff

e) Soroti District

The district had a total network of 491.6km comprising of 1.7km paved and 489.9km unpaved. Of the unpaved network, 345.8km were gravel and 139.8km earth roads. The district's approved annual budget for the district roads maintenance in FY 2017/18 was Ug shs 505,598,572 of which Ug shs 503,732,977 (99.6%) was released and Ug shs 414,863,721 (82.4%) expended by 30th June 2018. The unspent balances were attributed to late receipt of Q4 funds & IFMS technical issues. The annual achievement of the set targets was estimated at 89.24% which was a good performance. The performance of the district roads maintenance programme is summarized in Table 12.15.

Table 12.15: Performance of Soroti District Roads Maintenance Programme by 30th June 2018

Output	Annual Target (km)	Cum. Achieved Quantity (km)	Weighted Physical Performance (%)	Remark
Routine Manual Maintenance	168.2	168.2	9.732	Target was achieved in quarters three and four; in Q2 work was done for two months and no works were executed in Q1.
Routine Mechanized Maintenance	53.8	53.8	13.820	Mechanised maintenance works were carried out but no culvert installation was done.
Periodic Maintenance	24.4	24.4	12.749	90% of works were complete at the time of the monitoring visit. Works were delayed due to lack of key equipment.
Opening of roads	5	2	12.847	
Low cost seal of Lira road-kamuda-Aboket Rd & Gweri-Awoja	1.5	1.2	40.089	
Overall weighted physical performance was 89.24 %				**Good performance**

Source: Soroti DLG Annual Work plan and Quarterly progress reports FY 2017/18 and Author's compilation

Observations

Some roads were sampled for inspection and the following was observed:

Omugenye–Odela–Obule (7.4km) – scope of works was: bush clearing, grading, swamp raising, spot gravelling and culvert installation. The road was implemented in Q3 and was motorable. Installation of culverts was not executed and is likely to undermine the functionality of the road.

Gweri – Awaluwili- Amukaru (22.6km) and Arapai–Katine–Tabur (22.3km)- these roads were graded in Q3 and were in a motorable state. Like the above road, the planned culvert installation was not carried out.

A raised swamp section along Soroti-Omugenya –Odela-Obule Road (7.4 km)

A well graded section of Gweri-Awaluwili-Amukaru Road after routine mechanised maintenance

f) Pakwach District

The district has a road network of 341.7km of which 133.5km are district feeder roads, 185.5km are community access roads and 22km are urban council roads. The annual approved budget for the district roads maintenance for FY2017/18 was Ug shs 319,916,000, of which Ug shs 273,140,782 (85.4%) was released and Ug shs 207,023,152 (75.8%) expended by the 30th June 2018. This was not a good financial performance, attributed to the fact that the funds were received late and as a result procurement of materials and fuel for maintenance works delayed. Table 12.16 shows a summary of the physical performance of the district.

Table 12.16: Performance of Pakwach District Roads Maintenance by 30th June 2018

Output	Annual Target (km)	Cum. Achieved Quantity (km)	Weighted Score (%)	Remark
Routine Manual Maintenance	147	104	42.063	The road gang system in the district is not performing well with a total of 45 out of the 147 recruited workers failing to turn up due to competing demands.
Routine Mechanized Maintenance	45	31	39.912	The target was not achieved due to delays in receipt of funds
Overall weighted performance was at 81.98%				***Good performance***

Source: Pakwach district Annual Work plan and Quarterly progress reports FY2017/18 and Author's compilation

The achievement of annual targets by the district was good estimated at 81.98%. The good performance was attributed to the newly acquired Japanese road equipment unit which was utilized to carry out the planned works.

The district faced a challenge in recruitment of road gangs because of its proximity to the lake. The local labourers earn better from fishing than when employed on the roads and so abandon the routine manual maintenance works. The district has a total of 34 road gang workers who have abandoned work.

In terms of staffing, the department has three staff out of the nine required representing 33.3% of the staffing structure. The district engineer is doubling as the district water officer. Packwach is a new district and does not have a works supervision vehicle. The district received the new equipment however, there is need for key equipment such as the excavator to ease acquisition of gravel from the borrow pits.

Observations

Some roads were sampled for inspection and these were: Pokwero – Kucwiny (16km), Pateng-Pajao – Akella (14km) and Nyakagei – Dei (5km). It was observed that grading, spot gravelling and installation of culverts were carried out. Routine manual works were evidently worked on as the roads were neat.

g) Pader District

The district had a total network of 374km comprising of 2.7km paved and 371.3km unpaved. Of these, 202km (54.4%) were gravel and 169km (45.6%) were earth. The district's approved annual budget for district roads maintenance in FY 2017/18 was Ug shs 777,276,439 of which Ug shs 760,876,187 (97.9%) was released and Ug shs 690,648,229 (90.8%) expended by 30th June 2018. Therefore, absorption of funds was good. The unspent balance was attributed to system failure of the IFMS towards the end of the FY due to technical faults.

The annual achievement of the targets was estimated at 42.37%%; thus the district had a poor performance. The poor performance was on account of underperformance on routine manual maintenance works and failure by the district to achieve any outputs under periodic maintenance works. The performance of the district roads maintenance programme is summarized in Table 12.17.

Table 12.17: Performance of Pader District Roads Maintenance Programme by 30th June 2018

Output	Annual Target (km)	Cum. Achieved Quantity (km)	Weighted Physical Performance (%)	Remark
Routine Manual Maintenance	420	325	29.528	Works were implemented for one month in each of the quarters one and two. Thereafter the district leadership suspended all the works due to no evidence of work. Funds were reallocated to mechanized maintenance.
Routine Mechanised Maintenance	7.5	75.6	11.169	Target was exceeded due to a reallocation from manual maintenance.

Output	Annual Target (km)	Cum. Achieved Quantity (km)	Weighted Physical Performance (%)	Remark
Periodic Maintenance	17.4	0	0.000	Target not achieved due to lack of equipment to excavate gravel. The district had sought the equipment from MoWT but had not yet availed.
Culvert installation	35.0	130	1.672	Target was exceeded. Improvement in the design of culverts with a concrete bedding and reinforcement so as to carry heavy traffic loading was exhibited.
Overall weighted physical performance			**42.37%**	**Good Performance**

Source: Pader DLG Annual Work plan and Quarterly progress reports FY 2017/18 and Author's compilation

Some roads reported on were sampled for inspection and the findings are as below;

Observations

Acholibur–Latanya; Aringomone–Dagoiwayo (23.3km) the road was worked on under routine mechanized maintenance in Q3 and the scope of works was; grading, shaping, and spot improvement. The road was generally in a fair motorable condition with notable failures. It was observed that no compaction was carried out on this road.

Laguti –Lanyandyang (10km)-the road received routine mechanized maintenance in Q3. The scope of works was; grading, shaping. The road was in a good condition.

A two cell concrete encased 900mm diameter culvert installed on Lapul-Atanga Road

Acholibur – Latanya Road (17.4km) after Routine Mechanised Maintenance

h) Namayingo District

The district has a network of 310km which is all unpaved. The district's approved annual budget for the road maintenance in FY 2017/18 was Ug shs 515,256,000, of which Ug shs 440,298,111(85.5%) was released by 30th June 2018. All the funds were absorbed.

The physical performance of the district was estimated at 94.3% of the annual planned targets, which is a very good performance. Despite the very good performance, the district did not perform well in routine manual maintenance activities by the road gangs; with only two cycles of works achieved out of four. The performance of the district roads maintenance program is summarized in Table 12.18.

Table 12.18: Performance of Namayingo District Roads Maintenance Programme by 30th June 2018

Output	Annual Target (km)	Cum. Achieved Quantity (km)	Weighted Physical Performance (%)	Remark
Routine Manual Maintenance	51.0	51.0	8.566	Target was not achieved as works were only carried out twice within the financial year.
Routine Mechanized Maintenance	52.00	48.8	33.496	Works were achieved on four roads and two swamp crossings but not the entire scope was covered. Target was not achieved.
Periodic Maintenance	32	30	52.258	Target was not achieved. District worked on all the three planned roads but not entire scope was covered.
Overall weighted physical performance was 94.32%				**Very Good Performance**

Source: Namayingo DLG Annual Work plan and Quarterly progress reports FY 2017/18 and Author's compilation

Observations

Namayingo–Kitodha (13km), Bulamba–Bumoli (7km), Lutoru–Busiro (9km), Nangera–Nairobi–Mawa (13km) roads and Bujwang swamp crossing were sampled for inspection. It was observed that grading, spot gravelling and culvert installation works were carried out on these roads and the roads were in a fair state. It was noted however, that the gullies had developed along Nangera – Nairobi – Mawa due to inadequate side drains and the roads did not receive adequate routine manual maintenance.

Much as the district had a very good performance, it experienced delays in receipt of Quarter one and four funds and this affected implementation especially in the three island sub-counties.

Additionally the budget allocation is inadequate to cater for maintenance works of at least 80% of the road network within a financial year as required by the URF guidelines.

The district is also faced with a challenge of lack of a ferry between the main land and island sub-counties of Lolwe, Sigula and Bukana within L. Victoria to enable transportation of road maintenance equipment to the islands. As a result, roads such as Mwango–Hakiri–Kandego–Gorofa (9km) which was planned under routine mechanised maintenance was implemented using manual labour for a period of three months.

In terms of equipment, the district has 88% of the equipment in fair to good condition. With this level of equipment, the district is able to keep all their roads motorable throughout the year.

i) Rukiga District

The district had a road network of 63km of which 1km (1.6%) was paved and 62km (98.4%) were unpaved. The annual approved budget for the district roads maintenance for FY 2017/18 was Ug shs 146,407,666, all of which was released and expended by 30th June 2018. This was a very good release and absorption of funds. Table 12.19 shows a summary of the physical performance of the district.

Table 12.19: Performance of Rukiga District Roads Maintenance by 30th June 2018

Out put	Annual Target (km)	Cum. Achieved Quantity (km)	Weighted Score (%)	Remark
Routine Manual Maintenance	163	81.2	24.5	Works were only carried out in Q1.
Routine Mechanised Maintenance	62.5	62.5	46.2	The annual target was achieved and within budget.
Culverts/Bridges	8	6	3.6	75% of the annual targets were achieved.
Overall weighted performance was at 74.3%				**Good Performance**

Source: Rukiga district Annual Work plan and Quarterly progress reports FY2017/18 and Author's compilation

The district achieved 74.3% of the annual targets, hence a good physical performance. However, the district did not achieve the planned routine manual maintenance works due to reallocation of funds for these activities to emergency works of restoration of three (3) bridges damaged by the heavy rains experienced during the FY between November 2017 and January 2018. These emergency works involved the construction of: two (2) bridges on Butrmabi-Mparo and Kasambya-Buchundura roads; and two (2) culvert lines on Sindi-Mparo road.

The district also received Ug shs 18 million from Local Government and Services Delivery Project (LGSMDP) for construction of a timber deck bridge on a road which accesses a school.

Observations

Timber Deck Bridge on Butambi-Mparo road - The works were executed at a cost of Ug shs 18.762 million at Km 0+200. The stream however was washing away the backfill material at the inlet and outlet, hence necessitating the needed for gabion protection walls.

Sindi-Mparo(5km): Emergency works of installation of two armco culvert lines of 900mm diameter with gabion protection works at the inlets and outlets were done on this road.

Kicenkye – Sindi (10.5km) - The scope of works involved grading, spot graveling and drainage improvement at a budget of Ug shs 10.5 million. The works were executed within budget. The road was graded in November 2017. However, the surface had deteriorated due to poor drainage along the road. Some sections (0+400, 4+300 and 9+400) of the road had been damaged by landslides while other sections needed to be installed with culverts (0+600 and 9+400 - cross culverts; and 1+900 – access culverts). This road traversing a mountainous terrain also had rock outcrops and over grown grass on the road side in some sections.

Emergency works of a timber deck bridge on Butambi-Mparo road at km 0+200

Emergency works of a 900mm diameter armco culvert along Sindi-Mparo road at km 1+100

j) Rubirizi District

The district had a road network of 250km of which 40% were in good condition, 37% in fair condition, and 23% in poor condition. The annual approved budget for the district roads maintenance for FY 2017/18 was Ug shs 293,525,678, of which Ug shs 248,222,619 (84.5%) was released and Ug shs 319,798,200 (128%) expended by 30th June 2018. The excess funds utilised were reallocated from Rubirizi Town Council. This was a good release and very good absorption of funds. Table 12.20 shows a summary of the physical performance of the district.

Table 12.20: Performance of Rubirizi District Roads Maintenance by 30th June 2018

Output	Annual Target (km)	Cum. Achieved Quantity (km)	Weighted Score (%)	Remark
Routine Manual Maintenance	128	0.0	0.0	No road gangs were deployed in the FY. Funds were reallocated to routine mechanised maintenance.
Routine Mechanised Maintenance (grading and shaping)	52	44.1	44.0	The annual target was not achieved. Funds were expended above the budget by 10.9%.
Routine Mechanised Maintenance (spot gravelling)	4	6.1	22.1	More works were executed at Ug shs 174,195,200 contrary to the budget of Ug shs 63,000,000.
Culverts/Bridges	10	12	7.0	More works were carried out
Overall weighted performance was at 74.3%				**Good Performance**

Source: Rubirizi district Annual Work plan and Quarterly progress reports FY2017/18 and Author's compilation

The district achieved 73.2% of the annual targets, hence a good physical performance. However, the district did not achieve the annual targets because no routine manual works were carried out during the FY as planned. The failure to achieve targets was due to: late receipt of funds in Q1 in September 2017 and thus no works were carried out during that quarter; and the reallocation of the routine manual maintenance funds to carry out routine mechanised maintenance activities.

Observations

Rutoto-Ndangaro road (9km) - The scope of works involved grading, shaping and spot gravelling of a bottleneck section of 1.5km at a budget of Ug shs 50 million. The works were carried out at Ug shs 30 million. The road was in a fair motorable condition although the ungravelled section was too dusty due to the nature of volcanic soils.

Rugyenda-Kitooma-Rumuri road (5km*)* – The scope of works was grading and shaping of 4km at Ug shs 5.6 million. A stretch of 5km was graded and shaped at Ug shs 6.39 million, an armco culvert of 1.5m diameter and a concrete culvert of 600mm diameter were installed at km 1+800 and km 2+600 respectively. Spot graveling was also carried out. The road was in a fair motorable condition although it was narrow and required routine manual maintenance works.

Akakikondo-Kagarara Road (2km) - The scope of works involved: grading and shaping at Ug shs 2.8 million; spot gravelling of one (1) km; and drainage improvements at a budget of Ug shs 25 million. Grading and shaping works were executed at Ug shs 3 million. A 600mm concrete culvert line not planned for was installed at km 0+700. The gravelled section was in a good motorable condition while the ungravelled section was fair.

Mirarikye-Kafuro-Kyenzaza Road (10km) - The scope of works involved grading and shaping at Ug shs 14 million. Grading, shaping and spot gravelling were carried out at Ug shs 31.517 million. Two (2) culvert lines of 600mm diameter not planned for were installed at Ug shs 5.586 million.

An armco culvert on Rutoto-Ndangaro road at km 0+800

A section of Rugyenda-Kitooma-Rumuri that required routine manual maintenance works

k) Bushenyi District

The district had a road network of 392.3km which were all unpaved. Of these, 124.5km (31.7%) were gravel roads and 267.8km (78.3%) were earth roads. The annual approved budget for the district roads maintenance for FY 2017/18 was Ug shs 555,463,378 of which Ug shs 553,911,940 (99.7%) was released and 100% expended by 30th June 2018. Table 12.21 shows a summary of the physical performance of the district.

Table 12.21: Performance of Bushenyi District Roads Maintenance by 30th June 2018

Out put	Annual Target (km)	Cum. Achieved Quantity (km)	Weighted Score (%)	Remark
Routine Manual Maintenance	392.3	259	20.4	One out of two cycles were implemented using 100% of the budget.
Routine Mechanised Maintenance	54.4	38	16.1	Six out of the eight planned roads were completed at Ug shs 89.314 million contrary to budgeted Ug shs 86.793 million.
Bridges	5.0	5.0	30.9	The annual target was achieved at Ug shs 160.410 million contrary to Ug shs 170.39 million.
Culverts	12.0	12.0	7.4	

Out put	Annual Target (km)	Cum. Achieved Quantity (km)	Weighted Score (%)	Remark
Swamp filling	1.0	1.0	7.9	The target was achieved within budget.
Overall weighted performance was at 82.8%				**Very Good Performance**

Source: Bushenyi district Annual Work plan and Quarterly progress reports FY2017/18 and Author's compilation

The district achieved 93.3% of the annual targets, hence a very good physical performance. However, the district did not achieve the target of planned routine mechanised works due to late receipt of funds, so these works were ongoing in July 2018.

Observations

Embankment construction along Ruhumuro-Burungira-Kikorijo-Nyeibingo-Buhimba road – These were emergency works of grading and shaping, gabion embankment construction, and construction of a drift at km2+200. These works were executed as a backlog from FY 2016/17.

Nyaruzinga-Bumbaire-Kitabi (10.km) - The scope of works involved grading and shaping at a budget of Ug shs 11 million. The works were executed within budget. A culvert of two double lines of 900m diameter and a single line of 600mm were installed as emergency works at km 3+600.

Gabion Embankment works along Ruhumuro-Burungira-Kikorijo-Nyeibingo-Buhimba road

A double line at km 3+600 along Nyaruzinga-Bumbaire-Kitabi (10.km)

l) Kibaale District

The district had a road network of 381.8km of which 177.8km (46.6%) were unpaved gravel and 201km (513.4%) were unpaved earth. The annual approved budget for the district roads maintenance for FY 2017/18 was Ug shs 222,439,552, of which Ug shs 210,218,350 (94.5%) was released and all (100%) expended by 30th June 2018. Table 12.22 shows a summary of the physical performance of the district.

Table 12.22: Performance of Kibaale District Roads Maintenance by 30th June 2018

Out put	Annual Target (km)	Cum. Achieved Quantity (km)	Weighted Score (%)	Remark
Routine Manual Maintenance	182.8	169.0	26.2	The work was done for seven (7) out of 12 months.
Routine Mechanised Maintenance	53.2	53.2	54.8	The target was achieved due to acquisition of new sound equipment
Overall weighted performance was at 96.6%				**Good Performance**

Source: Kibaale district Annual Work plan and Quarterly progress reports FY2017/18 and Author's compilation

The district achieved 96.6% of the annual targets, hence a very good physical performance. The district also received Ug shs 753.4 million for road development of 165.2km from MFPED.

Observations

Mugarama-Kyebando (14.5km) -URF– The scope of works involved pothole patching, grading and shaping of 7km, spot gravelling, and drainage improvement works of desilting of culverts. The works were executed in Q1 on a stretch of 9km starting from Kyebando in order to connect to a health facility at Km 9. The road was in a good motorable condition. The other section of the road was planned for in the next FY.

Kasimbi-Imara-Kituuma (15km) -MFPED- The scope of works involved bush clearing, grading, shaping, compaction, spot gravelling, and drainage works of construction of mitre and offshoot drains at Ug shs 46.125 million. The works were done in Q3 at 100% budget and the road had a good riding surface.

Kibedi-Kibogo-Kiguhyo (9km) -MFPED - The scope of works involved bush clearing, grading, shaping, compaction, spot gravelling, and drainage works of construction of mitre and offshoot drains at Ug shs 20 million. The works were done in Q2 at 100% budget and the rad had a fair riding surface.

A section of Kasimbi-Imara Kituuma

A section of Mugarama-Kyebando

m) Kiryandongo District

The district has a road network of 346km of which 60% are in a good-to-fair condition and 40% in a bad or poor condition. The annual approved budget for the district roads maintenance for FY 2017/18 was Ug shs 546,611,566, of which Ug shs 544,622,777 (99.6%) was released and Ug shs 426,942,060 (78.4%) expended by 30th June 2018. The unspent funds were due to delays of Integrated Financial Management System (IFMS) which led to inaccessibility of funds on the Treasury Single Account (TSA) at the end of the FY. Table 12.23 shows a summary of the physical performance of the district.

Table 12.23: Performance of Kiryandongo District Roads Maintenance by 30th June 2018

Out put	Annual Target (km)	Cum. Achieved Quantity (km)	Weighted Score (%)	Remark
Routine Manual Maintenance	343.0	300	41.9	Works were executed throughout the four cycles but on only 37% of the network. Part of the funds were reallocated to routine mechanised works.
Routine Mechanised Maintenance	48.0	58	52.1	More works were executed than planned. This was attributed to the acquisition of new equipment form MoWT.
Overall weighted performance was at 83.2%				**Good Performance**

Source: Kiryandongo district Annual Work plan and Quarterly progress reports FY2017/18 and Author's compilation

The district achieved 83.2% of the annual targets, hence a good physical performance. The shortfall in the target of planned routine manual maintenance works was attributed to the late receipt of funds in Q4 which were returned to the consolidated fund. The district also received funds from Discretionary Development Equalisation Grant (DDEG): Ug shs 35.6 million for rehabilitation of Jeja-Kinyara road (3.5km); and Ug shs 50 million for construction of a fence around the equipment yard; which were all done.

Observations

Jeja-Kinyara road – The rehabilitation scope of works involved bush clearing, full grading, full gravelling, and culvert installation. The works were executed and the road was fairly motorable. Three lines of 900mm and two lines of 600mm diameter armco were installed different section of the road that mainly required raising.

Kiryandongo-Nyakarongo (12km*)* - The scope of works was grading, spot gravelling, and drainage works at Ug shs 52.04 million in a 10km section. The works were carried out in Q4 over a 14km section at Ug shs 46.08 million. Drainage improvement works of opening offshoots was done. However, one culvert line had not yet been installed. The road had a good riding surface.

Kiryandongo-Kitwara (14km) - The scope of works was grading, spot gravelling, and drainage works at Ug shs 50.157 million for 10km. The works were carried out on the entire road section in Q3 at Ug shs 51.13 million. The road had fair riding surface with a few sections damaged due to surface runoff.

Cattle moving along Kiryandongo-Nyakarongo road – this causes damage to roads

A well rehabilitated section of Jeja-Kinyara road at km 3+400

n) Mubende District

The district has a road network of 664km all of which is unpaved. The annual approved budget for the district roads maintenance for FY 2017/18 was Ug shs 817,997,000, of which Ug shs 910,788,874 (111.3%) was released and expended (100%) by 30th June 2018. Table 12.24 shows a summary of the physical performance of the district.

Table 12.24: Performance of Mubende District Roads Maintenance by 30th June 2018

Output	Annual Target (km)	Cum. Achieved Quantity (km)	Weighted Score (%)	Remark
Routine Manual Maintenance	660.1	473.4	7.7	Works were executed on only 473.4 km. Part of the funds were reallocated to routine mechanised works.
Routine Mechanised Maintenance	391.5	474.1	79.2	More works were executed than planned. This was attributed to receipt of Ug sh 92,791,874 above the budget.
Periodic Maintenance	29.2	29.0	10.0	The target was achieved within budget.
Overall weighted performance was at 96.9%				**Very good performance**

Source: Mubende District Annual Workplan, Quarterly progress reports FY2017/18 and Author's compilation

The district achieved 96.9% of the annual targets, hence a very good physical performance. This was mainly attributed to the 111.3% release of URF funds, receipt of sound equipment from MoWT and good staffing levels. The district also received funding from MoWT of Ug shs 230 million for rehabilitation of district roads. This was utilised on two roads: Kyakasa-Kashenyi road (18km) at Ug shs 138.698 million and Kagavu-Nabakazi-Kikandwa (19.2km) at Ug shs 77.214 million. There was an unpaid commitment of Ug shs 77.214 million.

Observations

Kagavu-Nabakazi-Kikandwa road (19.2km) – The scope of works entailed grading, gravelling, swamp raising, excavation of side drains, river training and culvert installation. The road was in a fair motorable condition. Swamps at km 7+200, 8+200 and 10+600 had been raised and culverts (concrete and armco) had been installed but the end structure had not yet been constructed.

Kasanda-Kalamba (19.2km) - The scope of works involved grading, spot graveling and drainage improvement at a budget of Ug shs 31 million. The works were executed at 100% of the budget in Q2. The road was in a fair motorable condition although defects like corrugations had started cropping up.


A raised section of a swamp on Kagavu-Nabakazi-Kikandwa road between km 7+200 and km 8+400

A well graded and regravelled section of Kasanda-Kalamaba road at km 7+500

o) Luweero District

The district has a road network of 418km which are all unpaved. The annual approved budget for the district roads maintenance for FY 2017/18 was Ug shs 582,569,684, of which Ug shs 580,151,089 (99.6%) was released and all (100%) expended by 30th June 2018. Table 12.25 shows a summary of the physical performance of the district.

Table 12.25: Performance of Luweero District Roads Maintenance by 30th June 2018

Output	Annual Target (km)	Cum. Achieved Quantity (km)	Weighted Score (%)	Remark
Routine Mechanised Maintenance (paved)	29.9	36	17.0	The target was over achieved by 20% at Ug shs 191.25 million contrary to the budget of Ug shs 104.65 million.
Periodic Maintenance	103.2	96	70.2	The works were executed up to 92.9%.The shortfall was due to an emergency intervention on Bombo- Kalagala (9km) and Kasana-Lugogo (6.7km) roads .
Bridges/ culverts	287.0	77	2.0	Target was not achieved
Overall weighted performance was at 89.2%				**Good Performance**

Source: Luweero District Annual Work plan, Quarterly progress reports FY2017/18 and Author's compilation

The district achieved 89.2% of the annual targets, hence a good physical performance. This was mainly attributed to the very good of release of funds and receipt of sound equipment from MoWT. Unachieved targets were attributed to the need of emergency interventions due to the heavy rains experienced. The roads works were still ongoing in the months of July 2018 and the quality of works was affected due to the faulty roller. Thus most of the road surfaces had loose material and were bumpy.

Note: The district did not plan for or carry out routine manual works in the FY hence; the roads had overgrown vegetation on the road side.

Observations

Mabuye-Kiwanguzi road (7(km) under routine mechanised maintenance. The works were executed at Ug shs 27.02 million (10% above the budget) in Q4. The road was in a fair motorable condition.

Mabuye-Nakakono (5.2km) under routine mechanised maintenance - The works were executed at Ug shs 18.2 million (within the budget) in Q4. The road was in a fair motorable condition.

Kakoni-Mpigi-Nakafumu (8.3km) under periodic maintenance - The scope of works was grading, spot gravelling and drainage works. The works were executed in Q4 at Ug shs 32.87 million (88% of the budget). The road was fairy motorable.

Buzibwera – Kyampologoma - Makonkonyigo (14.5km) under periodic maintenance-The scope of works was grading, spot gravelling and drainage works. Only grading works were executed in Q4 at Ug shs 60.77 million (93% of the budget). The road was fairy motorable.

A graded and shaped section of Kakoni-Mpigi-Nakafumu road

A graded and shaped ssection of Mabuye-Nakakono road with loose material

A) Municipalities

a) Busia Municipal Council

The municipality had a total road network of 59.7km, of which 4.7km (8.9%) was paved and 55km (92.1%) was unpaved. The approved annual budget of the district roads maintenance in FY 2017/18 was Ug shs 703,316,201, of which Ug shs 696,622,610 (99%) was released by 30th June 2018. Absorption of funds was excellent at 100%.

The municipality planned to execute routine manual, mechanized, and periodic maintenance works and the performance is summarized in Table 12.26.

Table 12.26: Performance of Busia MC Roads Maintenance Programme by 30th June 2018

Output	Annual Target (km)	Cum. Achieved Quantity (km)	Weighted Physical Performance (%)	Remark
Routine Manual Maintenance	58.9	44.2	6.71	Works were executed for 9 months out of 12.
Routine Mechanized Maintenance	1.6	1.0	15.37	Stone pitching was done on the side drains of two roads out of the 3 planned roads.
Periodic Maintenance	1.074	1.074	59.81	90% of works were complete at the time of the monitoring visit. Works were delayed due to lack of key equipment.
Overall weighted physical performance was 81.89 %				**Good performance**

Source: Busia MC Annual Work plan and Quarterly progress reports FY2017/18 and Author's Compilation

The municipality had a major challenge of dilapidated equipment prone to frequent breakdowns; this was aggravated by the partial release of mechanical imprest by the Uganda Road Fund. The municipality also lacked key equipment such as the bitumen boiler and distributor to carry out periodic maintenance.

Observations

Miracle Road (0.5km) - the scope of works was; full length grading and stone pitching of the side drains. The works were carried out in Q2 and this considerably improved the drainage of the road.

Nangwe Road (0.5km) – Stone pitching works were ongoing in July 2018. The road was also graded and shaped under routine mechanized maintenance in Q4.

Mugeni Wasike(0.13km), Majenjo (0.1km), Nahaima link (0.3km), and Samia Bugwe (0.54km) roads –these roads were planned for tarmacking under periodic maintenance; the scope of works was; grading, compaction, gravelling, stabilization, and culvert installation. Works on these roads were at an estimated progress of 90% of the planned due to delay in acquiring key equipment form Ministry of Works and Transport.

Nangwe Road (0.5km)-stone piching works were ongoing

Stock of bitumen for tarmacing 1.07km under periodic maintenance

b) Lugazi Municipal Council

The municipality had a total road network of 379.46km, of which 4.15km (1.1%) were paved, 19.55km (15.2%) were unpaved and 355.76km (93.8%) were earth. The approved annual budget of the municipality in FY 2017/18 was Ug shs 229,495, 648 which was all released and spent by the end of June 2018. Table 12.27 shows the performance of the municipality.

Table 12.27: Performance of Lugazi Municipal Roads Maintenance by 30th June 2018

Output	Annual Target (km)	Cum. Achieved (km)	Weighted Physical Performance (%)	Remark
Routine manual maintenance	30.00	30.00	9.6	Four cycles were implemented
Routine Mechanized Maintenance	18.90	23.00	90.4	The municipality graded 23km against planned 18 km of gravel roads. Patch works were visible on Kinyoro-Church road. Luyanzi-Kasubi road was widened, graded and shaped and was in a fair motorable condition.
Overall weighted physical performance was 100%				**Very good performance**

Source: Lugazi Municipality Annual Workplan; Quarterly progress reports FY 2017/18, Field findings and Author's compilation

The municipality achieved 100% of the annual targets which was commensurate to the absorbed funds. The very good performance was attributed to: very good release of funds; and borrowing of sound equipment from the district and the MoWT Regional mechanical workshop in Bugembe. Bush clearing, widening and shaping were carried out on Luyanzi-Kasubi road

(7.4km) in Kawolo Division. However, gravelling works on this road will have to be planned for in the next financial to keep the road motorable.

A section of Luyannzi-Kasubi at km 4+000

Patch works along Kinyoro-Church road

c) Mubende Municipality

The municipality has a network of 302km; of which 6.5km (2.15%) are paved, 98km (32.45%) are unpaved gravel, and 197.5km (65.4%) are earth. The approved annual budget of the municipality in FY 2017/18 was Ug shs 215,400,000, of which Ug shs 227,219,495 (105%) was released by 30th June 2018. The municipality received emergency funds from URF of Ug shs 30,000,000 for execution of works along Kidunumya-Muwoko-Nsira-Kyamasinde (9.2km). Absorption of funds was very good at 100%. Table 12.28 shows the performance of the municipality.

Table 12.28: Performance of Mubende Municipality Roads Maintenance in FY 2017/18

Output	Annual Target (km)	Achieved Target (km)	Weighted Physical Performance (%)	Remark
Routine Manual Maintenance	77.76	58.7	12.5	Part of the funds were reallocated to periodic maintenance works.
Routine Mechanized Maintenance	51.57	51	37.8	All planned activities were executed at a less cost which was attributed to the new equipment from MoWT.
Periodic Maintenance	17.5	11.6	26.8	Target was not achieved.
Culverts	33	4	0.6	Target was not achieved.
Emergency works on Kidunumya-Muwoko-	0	3	0	The budget for the works was Ug shs 81million of which Ug shs 30 million

Output	Annual Target (km)	Achieved Target (km)	Weighted Physical Performance (%)	Remark
Nsira-Kyamasinde (9.2km).				(37%) was released. Only 3km out of 9.2km were worked on.
Overall weighted physical performance was 77.7%				**Good Performance**

Source: Mubende Municipality Annual Workplan, Quarterly progress reports FY2017/18 and Author's compilation

The physical performance was good at 77%; thus the municipality achieved most of the annual targets but was not commensurate to the funds absorption (100%).

Lwentama-Kisonga-Mijunwa road (4km) was bush cleared, heavy graded, spot-gravelled and had culverts (2 lines of 600mm diameter) installed under periodic maintenance. Works were carried out on 3.5km out of the 4km and the section had a fairly motorable surface. However, the culverts lacked headwalls; and the road had rock outcrops and boulders which were reducing the road width.

Kaweri-Namiko road (10km) was bush cleared, graded and shaped under routine mechanized maintenance. Works were carried out on 7.5km out of the 10km in Q2 and the section was fairly motorable with corrugations cropping up. Surface water was damaging some sections of the road which called for installation of culverts.

Emergency works on Kidunumya-Muwoko-Nsira-Kyamasinde (9.2km) were carried out in Q4. The road was bush cleared, graded, shaped and gravelled to an average length of 3km. The section was fairly motorable.

A culvert installed along Lwentama-Kisoma-Mijunwa road at km 0+100

A section of Kidunumya-Muwoko-Nsira-Kyamasinde at 0+000

d) Masindi Municipality

The municipality has a network of 324.01km; of which 4.01km (1.23%) are paved, 246.1km (75.95%) are unpaved gravel, and 73.90km (22.82%) are earth. The approved annual budget of the municipality in FY 2017/18 was Ug shs 725,299,041, all (100%) was released and absorbed by 30th June 2018. Table 12.29 shows the performance of the municipality.

Table12.29: Performance of Masindi Municipality Roads Maintenance in FY 2017/18

Output	Annual Target (km)	Achieved Target (km)	Weighted Physical Performance (%)	Remark
Routine Manual Maintenance	150.0	150	16.2	Works were executed in the four cycles.
Routine Mechanized Maintenance	35.9	36	15.9	All planned works were executed within the budget.
Periodic Maintenance	9.5	6	42.8	Road sealing works were still ongoing on Hospital and Kajura roads due to the late receipt of funds.
Overall weighted physical performance was 75%				**Good Performance**

Source: Masindi Municipality Annual Workplan, Quarterly progress reports FY2017/18 and Author's compilation

The physical performance was good at 75%; thus the municipality achieved most of the annual targets but was not commensurate to the funds absorption (100%). This was attributed to the ongoing periodic maintenance works of on Hospital and Kajura roads.

Observations

Family Spirit-Kamurasi (2.5km) was graded and shaped in November and December 2017. The road surface had deteriorated due to poor drainage.

Washing bay-Kisabawa (2.5km) and Nyangahya-Kihande (1.8km) roads in central division had been graded and shaped in March 2018. The roads were fairly motorable with some section requiring drainage improvements of culvert installtion.

Kihande-Bwijere-Kibyamba-Kibwona road (3.5km) was graded and shaped and had a good riding surface. However, the road needed drainage improvement of cross culverts to curb the damage from surface runoff.

Kijura-Academy road (2.5km) was graded and shaped. The road had a good riding surface except at a swamp crossing (km 1+700-1+900) which required culvert installation.

Sealing works of double bituminous surface treatment were still on going on Hospital (0.5km out of 0.7km) and Kajura (0.5km) roads which were undergoing periodic maintenance. The application of the second seal on Kajura road was pending, while priming was done on Hospital road and the surface was undergoing curing.

A primed section of the Hospital Road

A section of Family Spirit - Kamurasi road at km 0+000

e) Entebbe Municipality

The municipality has a network of 240.14km; of which 50.65km (21.1%) are paved, 31.99km (13.3%) unpaved gravel, 52.0km (21.7%) are earth, and 105.5km (43.9%) of unopened roads. The approved annual budget of the municipality in FY 2017/18 was Ug shs 1,601,305,980, all (100%) was released and absorbed by 30th June 2018. Table 12.30 shows the performance of the municipality.

Table 12.30: Performance of Entebbe Municipality Roads Maintenance in FY 2017/18

Output	Annual Target (km)	Achieved Target (km)	Weighted Physical Performance (%)	Remark
Routine Manual Maintenance	31.82	31.82	7.93	The four cycles were executed at 93% of the budget.
Routine Mechanised Maintenance (Unpaved)	8.85	8.85	3.70	The target was achieved at 83.4% of the budget.
Routine Mechanised Maintenance (Paved)	692.50 m^2	1074.00 m^2	3.32	More works were executed at 153.4% of the budget.
Periodic Maintenance (surface dressing)	1.80	2.30	52.13	More works were executed at 113.7% of the budget.
Periodic Maintenance (Drainage works)	1.45	1.45	20.58	All planned works were executed within the budget.
Installation of street lights	15.00	17.00	12.35	Target was achieved by over 13% within the budget.
Overall weighted physical performance was 100%				**Very Good Performance**

Source: Entebbe Municipality Annual Work plan, Quarterly progress reports FY2017/18 and Author's compilation

The physical performance was very good at 100%; thus the municipality achieved all its annual targets and was commensurate to the funds absorption (100%).

Observations

- Patch works under routine mechanized maintenance were done along Manyango and Sewabuga roads in Division A.
- Drainage works of stone pitching of the road side drain under periodic maintenance works were done for 800m along Sebugwawo road in Division A.
- Sealing works on Buwaya Rise (0.8km) and Kiwafu Close (1km) were completed under periodic maintenance and the road surface was in good motorable condition. Installation of culverts and street lights was completed along Buwaya Rise and Kiwafu Close respectively.
- Kiwafu Close (1km) was tarmacked under periodic maintenance and was in good motorable condition. Excavation for drainage (FY 2018/19 works) was ongoing.

Stone pitching works of the off-shoot drain for Sebugwawo road

A section of Kiwafu close showing the paved surface and one of the installed street lights

Challenges affecting DUCAR programme

i. Delayed releases from MFPED to URF, notably Q1 funds were received by URF from MFPED on 21 July 2017 (20 calendar days from start of quarter) and Q4 funds were received by URF from MFPED on 19 Apr. 2018 (18 calendar days from start of quarter). This had a ripple effect of delays in downstream disbursements from URF to the spending agencies.

ii. Under staffing of the works departments in local governments hinders effective management and supervision of road maintenance programmes.

iii. Dilapidated equipment fleet at the municipal councils which compelled most MCs to relay on hired equipment. This resulted in delays in execution of works and high costs of road maintenance.
iv. Difficulty in acquiring key equipment like excavator and low-bed from the regional mechanical workshops.
v. Inadequate budget allocation for equipment repairs (mechanical imprest) for all URF designated agencies. There is a risk of accelerated aging of the newly acquired equipment unit and consequently their longevity.
vi. Incompetent operators at local government; the newly trained operators are not adequately skilled to effectively and fully utilize the new equipment. There is a risk of underutilisation of the new equipment.
vii. Difficulty in attracting and retaining road gangs especially during the planting seasons. This is due to the low wage rate and as a result routine manual maintenance is the worst performed maintenance intervention.
viii. Prolonged torrential rains experienced my most parts of the country; this left a huge proportion of the road network urgent need of rehabilitation. There is a risk of increased cost of road maintenance.
ix. Poor record keeping and reporting by local governments on management of resources and daily outputs in the force account operation. This afflicts timely accountability for funds.

Recommendations

i. The MFPED should ensure early release of funds to URF to guarantee timely delivery of road maintenance activities.
ii. LGs should fill the key positions in the Works Department to enable effective management and supervision of works.
iii. The GoU should consider procuring of equipment units for MCs as these did not benefit from the newly acquired Japanese equipment. In the interim the MoWT should put in place clear guidelines to facilitate sharing of equipment between districts and MCs.
iv. MoWT to fast-track the establishment of the proposed zonal equipment centres so that at most a unit is shared by five districts.
v. URF together with MoWT should prioritize timely and adequate maintenance of the new equipment to ensure its longevity. In addition to that, the regional mechanical workshops should be sufficiently equipped to provide timely maintenance to district equipment units.
vi. There is need for continual and comprehensive training of operators by MoWT. This should be supplemented with better remuneration of operators to ensure their retention at the local governments.
vii. Uniform rates should be introduced across all government entities to reduce the labour turnover in local governments.
viii. The MoWT should prioritize the roads rehabilitation programmes to keep the affected roads in a maintainable state.

Overall Performance of the DUCAR Programme

The overall performance of the DUCAR maintenance programme in FY2017/18 in terms of output and outcome delivery was good at 84.6%. Overall, the DUCAR agencies achieved most of their planned outputs under this programme. The extent of achievement of the planned outputs was estimated at 83.12% hence; a good physical performance. The good performance under DUCAR was attributed to acquisition of the new Japanese road maintenance equipment from MoWT by all the districts which enabled the implementation of most of the annual planned outputs. The performance of the DUCAR Programme is summarized in Table 12.31.

Table 12.31: Summary of the Performance of the DUCAR Program in FY 2017/18

Output performance							
Sub Programmes	**Output**	**Annual Budget (000 Ug shs)**	**Receipt (000 Ug shs)**	**Annual Target**	**Achieved Quantity**	**Physical performance Score (%)**	**Remarks**
Koboko DLG	District road maintenance	394,600	3393,327	100	72.08	2.78	Good performance.
Namutumba DLG	District road maintenance	365,649	364,387	100	87.85	3.14	Good performance.
Nwoya DLG	District road maintenance	417,195	415,408	100	51.25	2.09	Fair performance. Performance was mainly affected by torrential rains.
Soroti DLG	District road maintenance	505,599	503,733	100	89.24	4.40	Good performance, The unspent balances were attributed to late Q4 release.
Pakwach DLG	District road maintenance	319,916	273,141	100	81.98	2.99	Good performance.
Pader DLG	District road maintenance	777,276	760,876	100	42.37	3.27	Poor performance. Failed to execute routine manual maintenance and periodic maintenance.
Namayingo DLG	District road maintenance	515,256	440,298	100	94.32	5.01	Very good performance.

Output performance							
Sub Programmes	**Output**	**Annual Budget (000 Ug shs)**	**Receipt (000 Ug shs)**	**Annual Target**	**Achieved Quantity**	**Physical performance Score (%)**	**Remarks**
Rukiga DLG	District road maintenance	146,408	146,408	100	74.3	1.06	Good performance.
Rubirizi DLG	District road maintenance	293,526	248,223	100	74.3	2.51	Good performance.
Bushenyi DLG	District road maintenance	555,463	553,912	100	82.8	4.49	Good performance.
Kibaale DLG	District road maintenance	222,440	210,218	100	96.6	2.16	Very good performance.
Kiryandongo DLG	District road maintenance	546,612	544,623	100	83.2	4.44	Good performance.
Mubende DLG	District road maintenance	817,997	910,789	100	96.9	6.92	Very good performance.
Luweero DLG	District road maintenance	582,570	580,151	100	89.2	5.08	Good performance.
Omoro DLG	District road maintenance	345,932	304,932	100	73.03	2.49	Good performance.
Busia MC	Municipal road maintenance	703,316	696,623	100	81.89	5.66	Good performance.
Lugazi MC	Municipal road maintenance	229,496	229,496	100	100	2.23	Very good performance.
Mubende MC	Municipal road maintenance	215,400	227,219	100	77.7	1.54	Good performance.
Masindi MC	Municipal road maintenance	725,299	725,299	100	75	5.29	Good performance.
Entebbe MC	Municipal road maintenance	1,601,306	1,601,306	100	100	15.58	Very good performance.
Programme Performance (Outputs)						**83.12**	**Good Performance**
Outcome performance							
Outcome Indicator				Annual Target	Achieved	Score (%)	Remark

Output performance							
Sub Programmes	**Output**	**Annual Budget (000 Ug shs)**	**Receipt (000 Ug shs)**	**Annual Target**	**Achieved Quantity**	**Physical performance Score (%)**	**Remarks**
% of Unpaved District Road Network in fair to good condition (%)				63	55	87.3	Good performance
Programme Performance (Outcomes)						87.3	Good
Overall Programme Performance						**84.6**	**Good performance**

Source: Field findings and Author's compilation

12.3.2 National Roads Maintenance (NRM) Progarm

The programme involves activities on the maintenance of 19,600km on the national roads network, ferry services or inland water transport services and axle load control across the network. This programme is implemented by UNRA through 23 stations in different regions of the country. It aims at improving and maintaining interconnectivity of the national road network across the country by reducing the rate of deterioration, lowering vehicle operating costs and travel time as well as ensuring safety of road users and ferry services.

The UNRA stations are responsible for directly executing force account activities which involve routine manual (labour based contracts) and routine mechanised maintenance. In addition, they undertake supervision services for periodic and term maintenance which are usually contracted out and managed at the headquarters.

Programme outcome: the programme is aimed at enhancing efficiency in transportation and travel time. The outcome indicator for this programme is percentage of public roads network in fair to good condition. During the FY2017/18, the programme had a target of improving the network to 60% of roads in fair to good condition.

Financial performance

During the FY2017/18, the approved budget of the NRM was Ug shs 267.92 billion, all of which was disbursed by the URF to UNRA by 30th June 2018. The funds were meant for maintenance of national roads under both force account and contracts at the **23 UNRA** stations. The UNRA stations monitored received an average of 65.8% of their force account budgets. Therefore none of the stations received 100% of their annual budgets on account of low absorption of the quarterly funds. The low absorption was mainly due to lack of sound road maintenance equipment by most of the UNRA stations.

Physical performance

The physical performance of the force account component of the National Roads Maintenance Programme was good. The programme achieved an estimated **73.1%** of the annual output targets. This was an increase in the performance of the programme compared to 70.5% of last

FY by the end of June 2018. Despite the good performance of the force account component, some planned outputs such as installation of culverts were not achieved in most of the UNRA stations. The stations did not achieve all the targets due to: aged equipment associated with frequent mechanical breakdown; delayed procurement of culverts; high costs of construction materials like aggregates which exceeded the approved rates. It was observed that the market prices for some materials such as gravel are higher than those approved by the PPDA; therefore the forth and backward negotiations with the material owners take long to be finalized hence delaying implementation.

The performance of the contracts component was estimated at **84.3%** which was **good.** All the contracts were rolling from the previous FYs except the framework contracts at Masindi station which commenced in FY2017/18, with most of them behind schedule. The performance of the contracts was affected by poor mobilisation of equipment by the contractors and delays in payment by UNRA. Table 12.32 shows a summary of the performance of stations.

Overall the performance of the NRM programme in terms of its achievement of the programme outcomes was **fair at 51%.** This was on account of the overall achievement of **78%** of the annual output targets. There was no data reported on the extent of achievements of outcomes and so the outcome performance was scored zero.

Table 12.32: Summary of Performance of UNRA Stations

Station	% budget released	% release spent	% Weighted physical performance (force account)	% Weighted physical performance (contracts)	Remark
Arua	48.30	100.00	84.00	83.00	Routine mechanized maintenance targets were achieved but there was under performance under routine manual maintenance and the planned maintenance of bridges.
Jinja	60.60	98.40	71.81	92.05	Routine manual targets were achieved, but there was underperformance under mechanized maintenance due to procurement delays and equipment breakdown.
Kampala	69.50	100.00	69.29	94.10	Both routine manual and mechanized targets were not achieved due to budget cuts and delays in procurement.
Kasese	75.26	100.00	77.21	-	Target for routine manual maintenance was achieved, however underperformance was registered under mechanized maintenance due to lack of key equipment.
Masindi	83.70	100.00	70.96	65.00	Targets were achieved under routine manual maintenance, but underperformance was registered under mechanized maintenance

					due to budget cuts and late release of funds.
Mbale	53.40	100.00	71.01	71.67	Targets were not achieved due to breakdown of equipment and delays in procurement of LBCs.
Moyo	55.30	100.00	61.33	84.43	Manual maintenance targets were achieved but there was underperformance under mechanised maintenance due to inadequate equipment; with only one sound grader and no roller compactor; no low loader making mobilisation hard.
Mubende	80.60	100.00	79.15	100.00	Targets were achieved under manual maintenance. However mechanized maintenance underachieved due to aged equipment which faced frequent mechanical breakdowns; lack of supervision vehicles.
Overall Performance	**65.80**	**99.80**	**73.10**	**84.30**	**Good performance**

Source: Author's compilation

Details of the performance for each of the UNRA stations monitored are presented below;

a) Arua

The station had a total road network of 913km, of which 215km (24%) was paved and 698km (76%) unpaved. The network included 415km of roads from the additional road network that was upgraded to national roads. The road network traversed 6 districts that included Arua, Koboko, Maracha, Nebbi, Yumbe, and Zombo. The condition of the road network was: 28.6% in good condition, 53.1% in fair condition, and 18.3% in poor condition.

i) Implementation by Force Account

The station received a total of Ug shs 566,138,500 (48.3% of its annual budget) for force account activities, of which Ug shs 566,138,500 (100%) was spent by the end of June 2018. The station planned to execute routine manual and mechanised maintenance on both paved and unpaved roads as shown in Table 12.33.

Table 12.33: Performance of Force Account at Arua UNRA Station by 31st June 2018

Output	Annual Target (km/No.)	Cum. Achieved Quantity (km/No.)	Weighted Physical Performance (%)	Remark
Routine Mechanised Maintenance (paved)	26	106.0	5.485	They performed beyond the target. This is because the maintenance needs of the station were under estimated in the work plan. Therefore, the station was forced to work on a bigger network than what was estimated.

Output	Annual Target (km/No.)	Cum. Achieved Quantity (km/No.)	Weighted Physical Performance (%)	Remark
Routine Mechanised Maintenance (unpaved)	178	283.0	23.204	100% of the annual target was met.
Routine Manual Maintenance (paved)	217	176.5	16.403	Good performance
Routine Manual Maintenance (unpaved)	706	389.6	37.960	
Bridges Maintenance	31	3.0	0.944	Works involved deck repairs and replacement of guard rails.
Overall physical performance			**84.00**	**Good performance**

Source: Arua Station Annual work plan, Quarterly progress reports FY 2017/18 and Author's compilation

The overall physical performance of the force account works at the station was estimated at 84% of the annual targets which is a good performance. Despite the good performance, the station faced a number of challenges including: inadequate supervision transport, specifically at least four double cabins are required at the station instead of just one; delay of procurements at regional level, specifically for culverts; delay of release of funds to the station and frequent break down of the aged equipment.

Observations

- ***Eruba-Logiri Road (23km):*** The scope of works involved widening, heavy grading, spot graveling, and opening of offshoots. The works were executed in Q4. The road was in a good motorable condition for the entire section, however, no culverts were installed on the road due to delay in procurement, this will most likely lead to quick deterioration of the road.
- ***Logiri-Bonda Road (17km):*** The scope of works involved heavy grading, widening, and spot graveling. Works started in Q4 and were still ongoing in July 2018.

Eruba-Logiri Road (23km) after grading and gravelling works in Q4 FY2017/18

A widened section of Logiri-Bonda Road (17km), works were interrupted by heavy rains

ii) Implementation by Contracts

The station had two (2) contracts running as shown in table 12.34.

Table 12.34: Performance of contracts at Arua UNRA station by 31st June 2018

Contract Name	Cum. Annual Target %	Cum. Achieved Quantity %	Weighted Physical Performance (%)	Remark
Term maintenance of Wandi-Rhino camp (51km) and Koboko-Londonga-Yumbe (36km)	30	30	34.780	The road project started on 25/01/2015 and was completed on 24/01/2018 at a contract sum of Ug shs 6,339,245,050. The road was under defects liability period which commenced on 24th February 2018. The cumulative financial progress was at 93% against a target of 100%.
Term maintenance of Pnyimuri-Erusi-Goli-Paidha(61km) Paidha-Anyavu-Vura (27km)	40	30	48.915	The road project started on 20/01/2015 and was to end on 20/01/2018 at a contract sum of Ug shs 11,999,562,168. However, following the low mobilization capacity and slow execution pace of the contractor, the contract was extended by 8 months up to 15/08/2018. The cumulative progress was at 80% against a target of over 90%.
Overall physical performance			**83.69**	**Good performance**

Source: Arua Station Quarterly progress reports FY 2017/18 and Author's compilation

Observations

Wandi-Rhino camp (51km): The works were completed and the road was under defects liability period that commenced on 24th February 2018. The scope of works executed during the FY included grading, gravelling, grass cutting, and drainage improvement. The road was generally in a good motorable condition with the exception of a few sections that had deteriorated due to insufficient drainage combined with heavy rains.

A section of Wandi-Rhino camp (51km) in good condition by virtue of term maintenance in FY2017/18

A gravelled section of Wandi-Rhino camp that had deteriorated following heavy rains

b) Jinja

The station had a total road network of 1,164.5km, of which 217.2km (19%) was paved and 947.3km (81%) unpaved. The network included 535.2km of roads from the additional road network that was upgraded to national roads. The road network traversed 10 districts that included Jinja, Kamuli, Iganga, Bugiri, Mayuge, Kaliro, Namutumba, Buyende, Luuka, and Namayingo. The condition of the road network was: 61.8% in good condition, 27.1% in fair condition, and 11.1% in poor condition.

i) Implementation by Force Account

The station received a total of Ug shs 1,436,229,517 (60.6% of its annual budget) for force account activities, of which Ug shs 1,413,400.985 (98.4%) was spent by the end of June 2018. It is worth mentioning that funds released to the station were based on its absorption capacity. The station planned to execute routine manual and mechanised maintenance on both paved and unpaved roads as shown in Table 12.35.

Table 12.35: Performance of Force Account at Jinja UNRA Station by 30th June 2018

Output	Annual Target (km)	Cum. Achieved Quantity (km)	Weighted Physical Performance (%)	Remark
Routine Mechanised Maintenance (paved)	53.9	39.0	3.384	Performance was affected by delay in acquiring local materials like aggregates.

Output	Annual Target (km)	Cum. Achieved Quantity (km)	Weighted Physical Performance (%)	Remark
Routine Mechanised Maintenance (unpaved)	291.8	105.6	15.253	Performance was affected by frequent break down of equipment. A down time of eight months was experienced for the grader and two months for the chain loader.
Routine Manual Maintenance (paved)	148.2	148.2	11.892	Annual target was achieved.
Routine Manual Maintenance (unpaved)	727.8	727.8	41.283	Annual target was achieved.
Overall physical performance			**71.81**	**Good performance**

Source: Jinja Station Annual work plan, Quarterly progress reports FY 2017/18, and Author's compilation

The overall physical performance of the force account works at the station was estimated at 71.8% of the annual targets which is a good performance. The station did not achieve all the targets due to: aged equipment which faced frequent mechanical breakdown; delayed procurement of culverts; high costs of construction materials like aggregates which exceeded the approved rates. The market prices for materials such as gravel are higher than those approved by the PPDA; therefore the forth and backward negotiations with the material owners take long to be finalized hence delaying implementation.

Observations

- ***Kamuli-Namasagali Road (23km) in Kamuli:*** The scope of works involved heavy grading, spot graveling, drainage improvement, and culvert installation. The works were executed in Q3 at a cost of Ug shs 35,447,800 against a budget of Ug shs 32,360,000. Generally the road was in a fair motorable state with a few sections that were washed away by rain.
- ***Jinja-Kamuli Road (58km):*** The scope of works involved construction of speed humps, rumble strips, painting humps, and erecting road signs along major towns to check the speed of motorists and improve road safety. The works commenced in Q2 and were still ongoing by July 2018.
- ***Kamuli-Mbulamuti Road (19km)***: The scope of works involved heavy grading for 17.6km and spot gravelling for 6km. The works were executed in Q3 at an expenditure of Ug shs 41,240,369.

Kamuli-Namasagali Road (23km) after routine mechanized maintenance in Q3 FY2017/18

Kamuli-Namasagali road; the sandy nature of the soils facilitates quick wash outs during the rainy season

i) Implementation by Contracts

The station had two (2) contracts running as shown in Table 12.36.

Table 12.36: Performance of contracts at Jinja UNRA Station by 31st June 2018

Contract Name	Cum. Annual Target %	Cum. Achieved Quantity %	Weighted Physical Performance (%)	Remark
Term Maintenance of Iganga-Bulopa-Kamuli(58km) and Buwenge Nakabugu-Kaliro (48km) Roads	51.4	47.4	46.477	The road project contract started on 20/01/2015 and ended on 21/05/2018 at a contract sum of Ug shs 9,410,262,400. The cumulative physical progress was at 96%.
Term Maintenance of Kamuli-Kaliro(46km) and Kamuli Bukungu (68km)) Roads	49.2	45.2	45.569	The road project contract started on 20/01/2015 and ended on 21/05/2018 at a contract sum of Ug shs 8,894,990,155. The cumulative physical progress was at 96%.
Overall physical performance			**92.05**	**Very Good performance**

Source: Jinja Station Quarterly progress reports FY 2017/18 and Author's compilation

Overall the performance of contracts at Jinja UNRA station was very good as 92.05% of the annual targets were achieved.

Observations

Kamuli-Kaliro (46km)*:* The periodic maintenance contract works involved: heavy grading, spot gravelling, and culvert installation. The contract expired on 21st May 2018, and final inspections verification for final payments were in progress. The physical progress of the project was estimated at 96% against a financial progress of 90.3% and time progress of 100%. The road was generally in a good and motorable condition, that notwithstanding, it required immediate routine maintenance due deterioration that was already evident on the road. This rapid deterioration was attributed to the heavy traffic on the road network.

c) Kampala

Kampala UNRA station road network comprises of 1077.8km, of which 531.9km (49.35%) are paved and 545.9 (50.65%). A total of 469.1km were in good condition, 486km in fair and 122.2km in poor condition. The station network covers the districts of Buikwe, Buvuma, Kampala, Kayunga, Mukono and part of Wakiso.

The station's annual budget roads maintenance works in the FY 2017/18 for was Ug shs 5,912,347,200. It received a total of Ug shs 4,110,263,253 (69.5%), of which 100% was expended by the end of June 2018.

i) Implementation by Force Account

For the FY2017/18, the station planned to implement both routine mechanised and manual maintenance activities. The performance of the station by the end of June 2018 is presented in Table 12.37.

Table: 12.37: Performance of the Force Account at Kampala UNRA Station by 30th June 2018

Output	Annual Planned Quantity (km)	Cum. Achieved Quantity (km)	Weighted physical performance (%)	Remark
Routine Mechanised Maintenance (paved)	476	216	4.64	The target was not achieved. This was mainly attributed to budget cuts and delays in the procurement process.
Routine Mechanised Maintenance (unpaved)	272	194	18.08	
Routine Manual Maintenance (paved)	1,428	897.2	23.01	Target was not achieved due to budget cuts.
Routine Manual Maintenance (unpaved)	1,368	919	23.57	
Weighted physical performance was 69.29%				**Fair performance**

Source: Kampala UNRA Annual Work plan; Quarterly progress reports FY 2017/18 and Author's compilation

The overall performance was fair as 69.29% of the annual targets were achieved; this was attributed to budget cuts and delays in procurement of materials like culverts. However, the physical performance was commensurate to the expended funds (69.5%).

Observations

- ***Lweza-Kigo (6km):*** The scope of works was widening, grading of 6km, and spot gravelling. A total of 6km were graded, shaped and spot graveled in Q1 and Q2. The widening works were carried out in Q4. The road was in a fair motorable state however, it lacked sufficient drainage for storm water.
- ***Access to Kajjansi Airstrip (3.2km):*** The scope of works involved grading and shaping of 3.2km, and desilting of drainage structures. The works were executed at Ug shs 2.035 million (100% of the budget) in Q2. The road was in a good motorable state.
- ***Kawuku-Bwerenga (7.6km):*** The scope of works involved medium grading, spot gravelling and culvert installation. The works were executed in Q3 except for culvert installation. The road was in a good motorable state although some sections had deteriorated making the surface bumpy.

A section of Access to Kajjansi Airstrip Road

A well graded and shaped section of Kawuku-Bwerenga Road at km 6+600

ii) Implementation by contracts

The station had four term maintenance contracts whose performance by 30th June 2018 is summarised in Table 12.38.

Table 12.38: Performance of Contracts at Kampala UNRA Station as of 30th June 2018

Contract	Annual Target (km)	Cum. Achieved Quantity (km)	Physical Performance (%)	Weighted Physical Performance (%)	Remark
Term Maintenance Contract of Kibuye - Zana - Entebbe Airport (37Km)	19	19	100.00	18.57	The project started on 14/04/2015 and was to end on 13/04/2018 at a contract sum of Ug shs 6,581,950,580. The works were successfully completed and the contract expired.

Contract	Annual Target (km)	Cum. Achieved Quantity (km)	Physical Performance (%)	Weighted Physical Performance (%)	Remark
Term maintenance of Lot.6 Seeta-Namugongo (7.2kms), Najjanankumbi-Busabala-Kaazi (11kms), Kiira-Kasangati-Matugga-Wakiso-Buloba (34.5kms) and Namboole-Industrial Park (11.6).	5	5	102.04	28.99	The project started on 12/11/2014 and was to end on 11/11/2017 at a contract sum of Ug shs 10,070,559,400. The works were successfully completed and the project was under defects liability period.
Term maintenance of 48 National selected Roads Phase 5 (21lots) Lot 7: Kitala – Gerenge (10kms), Natete - Nakawuka – Kisubi (29.5kms) Nakawuka–Kasanje (9.5kms) and Misindye-Bukerere-Kiyunga-Nakibona-Namalili (38.6kms)	37	32	86.34	20.29	The road project started on 28/1/2015 and was to end on 27/01/2018 at a contract sum of Ug shs 8,329,022,117. The works were successfully completed and the project was under defects liability period.
Term maintenance Contract of 6 National Selected roads Phase VI (2 Lots) Lot 02 Kayunga–Baale (46kms), Baale–Galiraya (42.5kms) and Kayunga–Nabuganyi (20kms)	56.7	50.5	89.07	26.29	The road project started on 8/9/2015 and was to end on 07/08/2018 at a contract sum of Ug shs 10,464,743,777. Cumulative progress was at 88.2 against a target of 94.4% by the end of June 2018.
Overall Weighted physical performance was 94.1%					**Very good performance**

Source: Kampala UNRA Annual Work plan; Quarterly progress reports FY 2017/18 and Author's compilation

The overall performance of the contracts in Kampala UNRA station was very good as 94.1% of the FY targets were achieved. Only one out of the four contracts was behind schedule due to scarcity of materials.

Drainage works of stone pitching on one of the access roads of Busabala - Kaazi Road at Km 1+700

A graded and shaped section of Busabala – Kaazi Road at km 1+600

d) Kasese

Kasese UNRA station network comprises 296.5km, of which 135.3km (31.33%) are paved and 295.5km (68.67%) unpaved. The station network is covers Kasese district and part of five (5) districts which include; Kabarole, Kanungu, Mitooma, Rubirizi and Rukungiri.

i) Implementation by Force Account

The station's annual budget was Ug shs 2,550,586,500, of which Ug shs 1,919,645,700 (75.26%) was received for force account activities and all (100%) was spent by 30th June 2018. The station planned to execute routine manual and mechanised maintenance on both paved and unpaved roads as shown in Table 12.39.

Table 12.39: Performance of force account in Kasese UNRA Station by 30th June 2018

Output	Annual Target (km)	Cum. Achieved Quantity (km)	Weighted Physical Performance (%)	Remarks
Routine Mechanised Maintenance (paved)	60.8	42.56	6.81	70% of the target was achieved. Gravel works in Q3 and Q4 were not executed on Kasese-Rwimi road as planned. Funds were relocated to other projects to address emergencies.
Routine Mechanised Maintenance (unpaved)	296.8	192.92	36.90	About 65% of the annual targets were achieved. Gravel works and culvert installations were not fully executed. Funds were relocated to cater for emergencies due to heavy rains.

Routine Manual Maintenance (paved)	60.8	60.8	5.70	Works were executed in all the four cycles; the annual target was achieved.
Routine Manual Maintenance (unpaved)	296.5	296.5	27.80	
Weighted physical performance was 77.21 %				**Good performance**

Source: Kasese UNRA Annual Work plan; Quarterly progress reports FY 2017/18 and Author's compilation

The overall physical performance of the force account works at the station was estimated at 77.21% of the annual targets which was a good performance. The station did not achieve all the targets due to: aged equipment especially the roller which faced frequent mechanical breakdown; delays in procurement; and lack of key equipment such as a low bed, an excavator, and a wheel loader.

Observations

- ***Kikorongo-Bwera-Mpondwe Road (33km) in Kasese district:*** The scope of works on the paved road involved asphalt patching, gravel patching, and desilting of drains.
- ***Kabirizi-Kyarumba-Kisinga (26.4km) in Kasese district:*** The scope of works involved heavy grading and shaping of the entire section; culvert installation; head and wing wall construction; and spot graveling of 5km. Grading and gravel works were carried out while pending works were culvert installation. The road was in a fair motorable condition.
  - ***Bwera-Kithoma-Kiraro (13.5km) in Kasese district***: The scope of works involved heavy grading and shaping of the entire section, spot gravelling of 5km, and culvert installation. All works were completed except for culvert installation. The road was fairly motorable.
  - ***Katojo-Katwe-Lwentare-L.George (38.7km) in Kasese district:*** The scope of works involved grading, culvert installation, and spot gravelling. Grading works started from Katwe and the road was fairly motorable though it had a few defective sections.

Note: The station did not have any term maintenance contracts for the FY 2017/18.

e) Masindi

The station road network comprises of 650.1km, of which 135.1km (21%) are paved and 515km (79%) unpaved. The network is found in three (3) districts of Buliisa, Kiryandongo and Masindi.

ii) Implementation by Force Account

The station had budgeted Ug shs 2,660,920,118 for routine manual and mechanised maintenance on both paved and unpaved roads as shown in Table 12.40. A total of Ug shs 2,227,255,844 (83.7%) was received and expended (100%) by the end of June 2018.

Table 12.40: Performance of force account at Masindi UNRA Station by 30th June 2018

Output	Annual Target (km)	Cum. Achieved Quantity (km)	Weighted Physical Performance (%)	Remark
Routine Mechanised Maintenance (paved)	132	132	18.28	75% of the annual target was met hence, good performance.
Routine Mechanised Maintenance (unpaved)	340.5	150	22.86	70% of the annual target was achieved. Unachieved targets were due to budget cuts and late release of funds.
Routine Manual Maintenance (paved)	130	130	8.18	Works were executed in all the 12 months of the FY.
Routine Manual Maintenance (unpaved)	340.5	340.5	21.63	
Weighted physical progress was 70.96%				**Good performance**

Source: Masindi UNRA Annual Work plan; Quarterly progress reports FY 2017/18 and Author's compilation

The overall physical performance of force account works at the station was 70.96% of the FY targets which was a good performance. The unachieved targets were due to budget cuts and late release of funds.

Observations

- ***Ihungu-Bulyamusenyu (pilot project) (10 km):*** The scope of works involved widening and heavy grading of 5km, graveling, excavation of offshoots and culvert installation. The road was widened to a width of 10m, culvert lines of 900mm diameter were installed and some existing culverts were extended. The road was in a good motorable state. Some road signage for children crossing were also in place.

Installed road signage at km 38+200 on Ihungu-Bulyamusenyu road

An installed culvert with end structured on Ihungu-Bulyamusenyu road at km 39+500

iii) Implementation by Contracts

The station had four (4) contracts in the FY whose details are shown in Table 12.41.

Table 12.41: Performance of contracts at Masindi UNRA Station by 30th June 2018

Contract Name	Annual Target (km)	Cum. Achieved Quantity (km)	Physical Performance (%)	Weighted Physical Performance (%)	Remark
Term Maintenance of Kisanja-Park Junction-Parra(80km)	26	26	100.00	37.74	The road project started on 5/3/2015 and was to end on 3/4/2018 at a contract sum of Ug shs 6,749,205,100. This contract expired on 4th March 2018. However, one month into the DLP, the road was taken over by the NRC for upgrading.
Term Maintenance of Biiso-Bukumi, Bukumi-Butiaba, Butiaba Army Barracks Access (20km), Bukumi-Wanseko (51km) and Buliisa-Park Junction (22km)	65	22	33.54	16.59	The road project started on 20/8/2015 and was to end on 19/08/2018 at a contract sum of Ug shs 8,843,463,248. The contract was terminated in May 2018 after the roads were taken over for upgrading under the Oil Roads project.

Contract Name	Annual	Cum.	Physical	Weighted	Remark
Framework contracting along Masindi - Biiso (51km)	18	14	77.78	5.04	The road project started on 13/04/2018 and was to end on 12/10/2018 at a contract sum of Ug shs 1,157,922,212. The contractor was executing call-off order No.1. Works were in progress and 18km out of the 51 km had been graded. On-going works were fills and gravelling.
Framework contracting along Ikooba-Ntoma-Bwijanga (Isimba-Ntoma), (60km)	18.0	16.0	88.89	5.62	The works contract started on 13/04/2018 and was to end on 12/10/2018 at a contract sum of Ug shs 19,225,834,164. The works were on schedule. Grading works for 21.3km were completed. All culvert lines were installed and encased.
Weighted physical progress was 65%					**Fair performance**

Source: Masindi UNRA Annual Work plan; Quarterly progress reports FY 2017/18 and Author's compilation

Overall, the performance of contracts in Masindi was fair as 65% of the annual targets were achieved. The performance was attributed to taking up of some road projects for upgrading under the Critical Oil Roads project before planned works were complete. For instance

- **Term Maintenance of Masindi-Hoima (54km), Masindi-Biiso (51km) and Masindi-Kigumba (39km):** The contract was closed. Masindi-Hoima and Masindi-Kigumba roads were taken up for upgrading. The upgrading projects commenced in March early 2018. Masindi-Biiso road was taken under framework contract from May 2018.
- **Term Maintenance of Biiso-Bukumi, Bukumi-Butiaba, Butiaba Army Barracks Access (20km), Bukumi-Wanseko (51km) and Buliisa-Park Junction (22km):** The contract was terminated in May 2018 after the roads were taken over for upgrading.

Observations

Ikooba-Ntoma-Bwijanga (Isimba-Ntoma)-(60km): The scope of works entailed heavy grading, spot graveling, installation of culverts, construction of end structures, and drainage works at Ug shs 19,225,834,164 (exclusive of Value Added Tax). Dumping of gravel was still ongoing. The road was fairly motorable.

A section of Ikooba-Ntooma road where bush clearing had been done

f) Mbale

The station had a total road network of 940.8km, of which 197.1km (21%) was paved and 743.7 km (79%) unpaved. The network included 378.0km of roads from the additional road network that was upgraded to national roads. The road network traversed 10 districts that included: Bududa, Budaka, Bulambuli, Bukedea, Bukwo, Kapchorwa, Kween, Mbale, Pallisa, and Sironko. The condition of the road network was: 62.6% in good condition, 30.6% in fair condition, and 6.8% in poor condition.

i) Implementation by Force Account

The station had an annual budget of Ug shs 4,466,109,000. By the end of FY 2017/18, the station had received Ug shs 2,382,675,173 (53.4% of the annual budget) for its force account activities of which Ug shs 2,382,675,173 (100% of releases) was expended which was an excellent financial performance.

The station planned to implement routine manual and mechanised maintenance activities on both paved and unpaved roads. Physical performance of the force account activities by 31st June 2018 is presented in Table 12.42.

Table 12.42: Performance of Mbale UNRA force account programme by 30th June 2018

Output	Annual target (km/No.)	Cum. Achieved quantity (km/No.)	Weighted Physical Performance (%)	Remark
Routine mechanised maintenance (Paved)	149.9	99.9	7.127	Some of the planned roads were considered for upgrade under the National roads Rehabilitation/Construction programme and so were not mantained.
Routine mechanised maintenance (Unpaved)	417.4	172.5	17.904	Target was not achieved. The activity was affected by frequent mechanical breakdown of equipment.
Routine manual maintenance(Paved)	185.9	185.9	10.539	Worked for 11 months out of 12 months due to delay in procuring LBCs. Target was not achieved.
Routine manual maintenance(unpaved)	564.8	564.8	32.020	
Bridges	1	1	3.423	Maintenance of Cheptui Bridge; repair of the bridge deck and guard rails were carried out
Overall physical performance			**71.01**	**Good performance**

Source: Mbale UNRA Annual Work plan; Quarterly progress reports for FY 2017/18 and Author's compilation

The overall physical performance of the force account works at the station was estimated at 71.01% of the annual targets which is a good performance. The performance of the station was affected by: frequent equipment break down that made a dent in the station's absorption; problematic volcanic soils in the area coupled with the scarcity of good gravel sources; high density of heavy traffic on the road network due to the mining activities in the region, resulting in rapid deterioration of the roads. .

Observations

- ***Bubulo-Bududa Circ. Road (28km) in Bududa:*** The scope of works was medium grading, spot graveling, drainage improvement, and culvert installation. The road also received routine manual maintenance. The works were executed in Q3-Q4 at a budget of Ug shs 36,185,000. The road was generally in a fair motorable condition; however, it had started deteriorating due to weak volcanic soil and heavy rains in the area.
- ***Kufu-Magale Road (16.7km):*** The scope of works was heavy grading for 13km, spot gravelling for 2km, and drainage improvement for 0.6km.The works were executed from Q2 to Q3 at a cost of Ug shs 33,800,000. The road had a bottle neck following a

landslide at km 13+100 which cut off the rest of the road. The open section of the road was generally in a motorable condition despite the numerous rock outcrops that affected the ride comfort.

Bubulo-Bududa Circ. Road (28km) received routine mechanized maintenance in Q3 FY2017/18

Kufu-Magale Road (16.7km); A bottle neck at km 13+100 following a landslide

ii) Implementation by Contract

In FY 2017/18, the station had one term maintenance contract and one periodic maintenance contracts. Details of the performance of these contracts are as shown in Table 12.43.

Table 12.43: Performance of Maintenance Contracts at Mbale UNRA Station by 30th June 2018

Contract Name	Budget FY 2017-18 (Ug shs)	Cum Annual Target (%)	Cum achieved (%)	Weighted Physical Performance (%)	Remark
Term Mantainance of Muyembe - Namalu (65km), Girik River - Bukwo (30km), Chepsikunya– Girik River (26.1km)	10,334,320,298	69.44	48.34	63.047	Target not achieved. The project was behind schedule due to bad weather coupled with the low mobilization status of the contractor. Cumulatively the contract was at a physical progress of 48.34% against a plan of 69.44%. The contract commenced on 5/8/2015 and was set to end on 5/8/2018; however, consequent upon an assessment by the UNRA team, the contract was extended till

Contract Name	Budget FY	Cum	Cum	Weighted	Remark
					3/4./2019
Periodic Mantainance of Malukhu – Musoto – Nabiganda - Naboa (29.2km),	1,076,360,600	100.00	91.4	8.622	The road project contract started on 11/8/2017 and ended on 6/2/2018. The contractor was issued with substantial completion certificate on 19/02/2018, Defects Liability Period commenced on 20/02/2018.
Overall physical performance				**71.67**	**Good performance**

Source: Mbale UNRA Annual Work plan; Quarterly progress reports for FY 2017/18 and Author's compilation

The overall physical performance of the contracts in the station was fair estimated at 71.67% of the annual target.

g) Moyo

The station has a total road network of 762km, of which 1.5km (0.19%) are paved and 760.5km (99.81%) unpaved. The proportion of the road network in fair to good condition was at 94% during the FY2017/18 which is a drop from that of FY2016/17 which was estimated at 96%. The drop in the condition of the road network was attributed to increase in heavy traffic within the refugee settled areas which contribute to damage of the roads. The station network is in the following four (4) districts: Adjumani, Amuru, Moyo and Yumbe.

i) Implementation by Force Account

The station had an annual budget of Ug shs 1,329,560,000, of which Ug shs 735,079,100 (55.3%) was received and all expended by the end of FY2017/18. This was a low financial release and was attributed to low absorption.

The station planned to implement routine manual and mechanised maintenance activities on both paved and unpaved roads. Physical performance of the force account activities by 30th June 2018 is presented in Table 12.44.

Table 12.44: Performance of Moyo UNRA force account programme by 30th June 2018

Output	Annual target (km/No.)	Cum. Achieved quantity (km/No.)	Weighted Physical Performance (%)	Remark
Routine mechanised maintenance (unpaved)	644.5	295	24.87	The station was able to absorb Ug shs 735,079,100 (55.3%) out of the budget of Ug shs 1,329,560,000 due to inadequate equipment; with only one sound grader and no roller compactor; no low loader making mobilisation hard. A lot of waiting time for equipment is experienced.
Routine manual maintenance(Paved)	1.5	1.5	0.088	Target was achieved.
Routine manual maintenance(unpaved)	774.5	618	36.368	A total of 106km were under Term Maintenance Contracts and so manual maintenance activities were part of the contracts.
Overall physical performance			**61.33**	**Fair Performance**

Source: Moyo UNRA Annual Work plan; Quarterly progress reports FY 2017/18 and Author's compilation

The physical performance of the force account activities was rated as fair at 61.3% of the annual targets. Grading works for the roads implemented were done although they were not compacted due to lack of a roller compactor at the station. Culvert installation delayed due to delays in finalisation of procurement. Failure to achieve the targets under mechanised maintenance was attributed to inadequate equipment.

Generally the station lacks key equipment such as; rollers, tipper trucks, low bed and supervision vehicles and motor cycles to facilitate the execution of quality work and supervision by the staff. Additionally there is a lot of time lost waiting for the shared low bed to enable mobilisation of equipment for works.

Some roads were sampled for inspection, and these were: Moyo–Laropi (71.3km), Obongi–Kulikulinga (45km) and Laropi–Ayugi(53km) and it was observed that medium grading for entire road lengths, spot gravelling at critical sections, raising of swamp sections and installation of culverts were the maintenance activities carried out. These were in line with the planned outputs for each of the roads inspected.

ii) Implementation by Contract

In the FY 2017/18, the station had one term maintenance contract; two periodic maintenance contracts and a supervision contract spilling over from the previous FY. Details of the performance of these contracts are as shown in Table 12.45.

Table 12.45: Performance of Maintenance Contracts at Moyo UNRA Station by 30th June 2018

Contract Name	Budget FY 2017-18 (Ug shs)	Annual Target (%)	Cum achieved (%)	Weighted Physical Performance (%)	Remark
Term Maintenance of Adjumani-Mungula-Amuru (88km)	2,279,040,000	100	93	65.413	Target not achieved. Cumulatively the contract was at a physical progress of 93% and a cumulative expenditure of Ug shs 5,555,199,548 (92.8% of the contract sum). The performance of the project was affected by delays in approval by the contracts committee of a revised rate for installation of culverts arising from a change in scope of work for from size 600mm to 900mm diameter.
Periodic Maintenance of Moyo-Obongi (28km)	1,301,874,855	100	92	16.894	Cumulative physical progress was at 92% against a target of 100%. The value of the works achieved was Ug shs 1,200,531,084.
Periodic Maintenance of Pakele-Pabbo (32km)	1,618,606,000	100	12	2.123	Target not achieved. The project was behind grading of the road was done but without compaction.
Overall physical performance				**84.43**	**Good Performance**

Source: Moyo UNRA Annual Work plan; Quarterly progress reports FY 2017/18 and Author's compilation

The overall physical performance of the contracts in the station was good estimated at 84.4% of the annual target. Grading works were done on all the contracts.

Completion of the contracts delayed due to poor planning by the contractors. and lack of both technical and financial capacity to implement the contracts.

h) Mubende

The station network is comprised of 566.5km, of which 684.8km (17.3%) are paved and 566.5km (82.7%) unpaved. The road network is found in five (5) districts of Mubende, Mityana, Kiboga, Kibaale and Kakumiro.

i) Implementation by Force Account

The station had an annual budget of Ug shs 2,105,600,000 for force account activities, of which Ug shs 1,697,938,600 (80.6%) was released and all (100%) spent by end of the FY. The station planned to carry out routine manual and mechanised maintenance on both paved and unpaved roads as shown in Table 12.46.

Table 12.46: Performance of Force Account at Mubende UNRA Station by 30th June 2018

Output	Annual Target (km)	Cum. Achieved Quantity (km)	Weighted Physical Performance (%)	Remark
Routine Mechanised Maintenance (paved)	12.0	8.0	5.71	67% of the annual target was achieved hence, a fair performance.
Routine Mechanised Maintenance (unpaved)	450.8	280	22.46	62% of the annual target was achieved. Some gravel and drainage works had not yet been carried out. However materials like hardcore, aggregates and culverts for the drainage works had been procured.
Routine Manual Maintenance (paved)	116	115	13.96	Works were executed in all the four cycles.
Routine Manual Maintenance (unpaved)	500.8	450	37.02	
Weighted physical progress was 79.15%				**Good performance**

Source: Mubende UNRA Annual Work plan; Quarterly progress reports FY 2017/18 and Author's compilation

The overall physical performance of the force account works at the station was estimated at 79.15% of the annual targets, which was a good performance. The unachieved targets were due to: aged equipment which faced frequent mechanical breakdowns; lack of supervision vehicles, and delayed commencement of term maintenance contracts.

Observations

- ***Kasambya-Nabakazi (23.5km):*** The scope of works involved grading and shaping of the entire road section, spot gravelling, swamp raising, culvert installation and construction of end structures. The works were executed and the road was fairly motorable although its edges had overgrown grass and shrubs. The road is also lower than its surrounds which makes drainage a challenge.

- ***Kitenga-Ikula-Kanyogoga (44.6km):*** The scope of works involved grading and shaping of 24km, spot gravelling, offshoot excavation, culvert installation and encasing, and construction of end structures. Grading and shaping was executed pending gravel and culvert installation works. The road was in a good motorable state however drainage improvement was required at some sections like km 30+200 where a cross drainage was required.
- ***Pilot Project of Kitenga-Musoozi (10km):*** The scope of works involved widening of 3km, grading of 10km, offshoot excavation, load cut to spoil, culvert installation and encasing. All the works were executed however, the graded section required graveling since it contained loose material.

A culvert at km 10+700 on Kasambya-Nabakazi road

A road section of Kitenga-Ikula-Kanyogoga road at km 18+400

ii) Implementation by Contracts

The station had two (2) contracts whose details are as shown in table 12.47.

Table 12.47: Performance of Contracts at Mubende UNRA Station by 31st December 2017

Contract Name	Annual Target (km)	Cum. Achieved Quantity (km)	Physical Performance (%)	Weighted Physical Performance (%)	Remark
Term maintenance of 48 selected national roads-Phase V (21 Lots) Lot 19: Myanzi-Kasanda-Kiboga (63km) and Lusalira-Kasambya-Nkonge (39km)	30	30	100	74.26	The road project started on 9th February, 2015 and was to end on 8th February, 2018 at a contract sum of Ug shs 8,149,785,600. The works were substantially completed and the project was under defects liability period.
Term Maintenance of (24) Selected National Roads-Phase IV (11 Lots) Lot 05: Wakitundu-Bulera-Bukuya-Kayindiyindi Road (70km)	9	9	100	25.74	The road project started on 24th November, 2014 and was to end on 23rd November, 2017 at a contract sum of Ug shs 4,834,722,420. The works were completed and the final certificate was issued.
Weighted physical progress was 100%					**Very good performance**

Source: Mubende UNRA Annual Work plan; Quarterly progress reports FY 2017/18 and Author's compilation

Overall, the performance of contracts in Mubende was very good as all (100%) of the annual targets were achieved. The performance was attributed to the fact that all the contracts were in the late stages of works by the start of the FY.

Observations

Lusalira-Nkonge Road (36km): The project works under the defects liability period. Drainage works of excavation for stone pitching and gravelling was ongoing. The road was in a good motorable condition though the surface was bumpy in some sections.

A heap of dumped gravel for correcting snag section on Lusalira-Nkonge road

A section of Lusalira-Nkonge road at km 15+500

Key observations

i) Prolonged rains greatly affected the performance of the gravel roads with some roads being rendered impassable despite the fact that they had been worked on.

Key challenges affecting programme implementation

i) Inadequate and ageing equipment associated with frequent breakdown affected force account. The UNRA stations do not have excavators for excavating and loading gravel as well as the low bed to facilitate transportation of the equipment such as rollers to the required destinations.

ii) Poor planning by the contractors and lack of both technical and financial capacity to implement the contracts delayed the completion of contracts. Delay in finalization of the procurement of gravel and culverts affected routine mechanized works under force account. Delays are caused by the fact that most of the contract committee members are spread all over their regions of operation and so decision making takes long.

iii) The land tenure system which is majorly mailo land ownership, affected excavation of offshoots because some owners deny the stations to divert runoff into their land leading to fast deterioration of the road.

Conclusion

Overall the performance of the programme was good with 78% of the annual output targets achieved. The physical performance of the force account and contract components of the National Roads Maintenance Programme were good estimated at **73.1%** and **84.3%** respectively. However, absorption of funds under the force account component of the National Roads Maintenance programme was estimated at **65.8%** due to lack of key equipment to facilitate implementation, and delayed procurement of culverts and gravel. Contracts were affected by poor mobilisation and delays in payments by the UNRA.

Recommendations

i) The UNRA should ensure that all stations have a complete road maintenance unit (grader, roller, water bowser, wheel loader, and 2 dump trucks) in good working condition, key equipment for station in unique areas (an excavator for mountainous areas which have landslides) and two (2) sound supervision vehicles.

ii) The UNRA should strictly ensure that all staff and equipment presented by contractors at bidding time are availed during the execution of the contract.

iii) The UNRA should design a project aimed at acquisition of the road reserves for all the national roads as it is being carried out on the upgraded roads.

CHAPTER 13: WATER AND ENVIRONMENT

13.1 Introduction

The sector institutional framework consists of Ministry of Water and Environment with Local Governments (Districts and Town Councils), De-concentrated structures including the Water and Sanitation Development Facilities (WSDFs), Technical Support Units (TSUs),Water Management Zones and Water for Production Regions; National Environment Management Authority (NEMA), National Forestry Authority (NFA), National Water and Sewerage Corporation (NWSC) and Uganda National Meteorological Authority (UNMA), Development Partners, Private Sector and the Civil Society Organizations.

The Ministry of Water and Environment is a lead institution and is responsible for overall coordination, policy formulation, setting standards, inspection, monitoring, technical back-up and initiating legislation. It also monitors and evaluates sector development programmes to keep track of their performance, efficiency and effectiveness in service delivery. The private sector and Civil Society Organizations (SCO) complements the efforts of the government in the development and mobilization of the resources for service delivery while the donors provide financial and technical assistance.

The mission of the sector is *'To promote and ensure the rational and sustainable utilization, development and effective management of water and environment resources for socio-economic development of the country''*[72]

13.1.1 The Sector Outcomes and Second National Development Plan (NDP 2) Objectives

The sector has three broad outcomes with specific objectives contributing to NDP2:

i) **Improved access to safe water and sanitation facilities for rural, urban and water for production uses.** The main objective in the NDP2 is to increase access to safe water supply in rural areas from 65 percent to 79 percent by 2020, in urban areas from 70 percent to 95 percent by 2020. Sanitation coverage is to improve from 69 percent to 90 percent for rural areas and 77 percent to 100 percent for urban. In water for production the NDP2 target is to increase access in the cattle corridor from 50 percent to 70 percent and those outside the cattle corridor from 20 percent to 30 percent.

ii) **Improved Water Resources Assessment, Monitoring, Planning, Regulation and Quality Management.** The NDP objective is to ensure that Uganda fully utilizes its water resources for development and guarantees her water security; ensure sustainable utilization of water resources to maximize benefits for the present and future generations; support sustainable use of water resources for economic activities.

iii) **Improved weather, climate, and climatic change management, protection and restoration of environment and natural resources**. The NDP2 objective is to ensure

[72] Ministerial Policy Statement March 2017

sustainable management of the environment for livelihood security, wealth creation and sustainable economic development.

Gender Considerations: The sector committed itself to promote gender and equity considerations through the sector programmes.

13.2.2 Scope

This report highlights financial and physical performance of selected projects in the Water and Environment Sector (WES) by end of December 2017. The projects monitored were selected from Vote 019 - Ministry of Water and Environment, Vote 150 NEMA, Vote 302 UNMA and from Votes 501-850 Local Governments. This covered 9 Programmes and 19 Sub-programmes implemented by both Central and Local Governments across the country (Annex 13.1).

13.1.3 Limitations

1) Uncoordinated GoU and donor component plans, releases and expenditures. The donor planned outputs do not match with those under Gou thus expenditures are at the discretion of the project managers.
2) The sector accountability function works independent of the planning function and some expenditures can be made without the knowledge of the project managers. For example expenditures reflected on land yet no land is purchased.
3) Uncoordinated subprogrammes/outputs which do not contribute to the major project objectives/programme outcomes. The outputs are lumped together under projects for budgeting purposes which is a reflection of poor planning.
4) Limited information to analyse the sector outcome target indicators which makes the available data unauthentic to determine achievements.
5) Some targets were set too low thus could easily be achieved with minimum outputs achieved.
6) Lack of ownership of indicators by the sector because they cannot easily be measured.
7) Much as it was government priority in the FY to increase the sewer network in Greater Kampala area and urban areas, it does not contribute to the access to sanitation service as an NPD II target. However a lot of money was invested in this.

13.1.4 Overall Sector Performance

Overall Financial Performance

The sector budget allocation for the FY 2017/18 was Ug shs 686.757 billion (tax arrears inclusive), of which Ug shs 773.506 (113%) was released. The expenditure by end of June 2018 was 93%. The different Vote budgets, releases and expenditures are reflected in table 13.1.The AIA budget release was 77.3% and out of which 88.4% was spent. The sector received and spent all the budget arrears in the FY.

Table 13.1: Water and Environment Budget, Release, and Expenditure Performance by 30th June, 2018

Vote	Budget	% Budget	Release	Expenditure	Release %	Spent %
MWE	528.279	76.9	631.684	584.639	119.6	92.6
UNMA	29.555	4.3	25.360	24.500	85.8	96.6
NFA	29.508	4.3	19.383	18.727	65.7	96.6
NEMA	24.485	3.6	23.669	20.104	96.7	84.9
KCCA	15.55	2.3	14.03	12.41	90.2	88.4
DLG	59.38	8.6	59.38	59.38	59.38	100
Totals	**686.757**		**773.506**	**719.76**	**113.17**	**93**

Source: IFMS, MWE and Vote Q4 Reports

Overall Sector Performance

The Water and Environment sector performance was rated good at 73%. A mixture of fair and good (65%-91%) was noted in different programmes. The sector identified specific priorities to achieve the three specific outcomes for effective service delivery with indicators to assess the achievement of national objectives. However, generally the NDPII targets were not achieved much as a good number of the outputs were achieved. A summary of the sector performance is given in Table 13.2.

Table 13.2: The Overall Sector Performance

Vote/Programme	% Score
Vote 19: MWE	
Rural Water Supply and Sanitation	65
Urban Water Supply and Sanitation	65
Water For Production	65.4
Natural Resources Management	67.5
Policy, Planning and Support Services	91.1
Water Resources Management	85
Sub Total	439
Vote 150 NEMA	
Environmental Management	69.9
Vote 302 UNMA	
National Meteorological Services	74.2
Overall Total	**217.3**
Overall sector performance	**72.4**

Source: Respective Vote Q4 Reports

13.2 Ministry of Water and Environment (Vote 019)

The Ministry of Water and Environment (MWE) is responsible for sound management and sustainable utilization of water and environment resources for the present and future generations. The MWE is guided by the following sector strategic objectives in the implementation of the policies and programmes;

i. To increase water supply coverage in rural areas while ensuring equity through providing at least each village with one safe and clean water source and where technically feasible piped water options (gravity flow systems, solar pumped boreholes and surface treated systems) will be considered.

ii. To promote improved sanitation services in rural and urban areas including the promotion of hand washing with soap.

iii. To increase water supplies and sewerage services in small towns, large towns, municipalities and cities focusing on the areas earmarked for industrial parks.

iv. To increase provision of water for production through development of multi-purpose bulk water storage and supply systems with the involvement of all stakeholders as appropriate.

v. To improve water resources management to ensure adequate quantity and quality for the various uses focusing on compliance to existing laws and regulations on the use of the resources at all levels.

vi. To increase the sustainable use of the environment and natural resources through restoration and to maintain the hitherto degraded ecosystems and undertake massive nationwide tree planting.

vii. To promote the wise use of wetlands through implementation of approved management plans developed in a participatory manner.

viii. To increase the functionality and usage of meteorological information to support sector specific early warning to combat the effects of climate change and disaster risks.

ix. To develop sector capacity throughout all the institutions and support other stakeholders in the sector.

x. To review, develop and reform institutional frameworks, laws, policies and regulations to ensure fast and effective delivery of services.

xi. To promote gender and equity considerations and increase the fight against HIV/AIDS through the sector programmes.

The vote activities are implemented through seven programmes namely: i) Rural Water Supply and Sanitation, ii) Urban Water Supply and Sanitation, iii) Water for Production, iv) Water Resources Management, v) Natural Resources Management, vi) Weather, Climate and Climate Change, and vii) Policy, Planning and Support Services. Each programme comprises of a number of sub-programmes.

Six programmes (Rural Water Supply and Sanitation; Urban Water Supply and Sanitation; Water for Production; Water Resources Management; Natural Resources Management; and Policy, Planning and Support Services) and 17 sub-programmes were monitored in the FY.

Financial performance

The Vote approved budget for the FY 2017/18 was Ug shs 528.279 billion (including arrears). By 30th June 2018, Ug shs 631.684 billion (119.57% of the total budget) was released and Ug shs 584.639 billion (92.55% of the release) spent. There was an over release of Ug shs 103.405 billion (19.57% of the approved budget), this was due to supplementary GoU budgets and additional external financing in some sub programmes despite underfunding in others.

13.2.1 Rural Water Supply and Sanitation Programme

This programme is responsible for provision of safe water supply and sanitation facilities to rural communities. The objective is to ensure availability and access to safe and clean water as well as hygienic sanitation facilities in rural areas countrywide.

The programme outcome of *'Increased coordination for provision and sustainable operation and management of safe water supply and sanitation facilities in rural areas'* contributes to the sector outcome of *'Increased access to safe water and sanitation facilities for rural, urban and water for production use'*.

The programme outcome indicators are:

- ✓ Percentage increase in access to safe water facilities in rural areas.
- ✓ Percentage increase in functionality of water supply systems in rural areas.
- ✓ Percentage increase in access to an improved sanitation facility.

The programme consists of four sub programmes of which three were monitored and details are presented below:

Support to Rural Water Supply Sub Programme

Background

This sub-programme is a mechanism through which the MWE centrally implements water supply services for Rural Growth Centers (with population between 1,500-5,000 people), as the capacity of the Local Governments (LGs) to implement big projects is being built. The sub-programme commenced on 2nd January 2001 and ended 30th June 2018.

The sub-programme objective is to: Support the LGs, NGOs, humanitarian organizations and Community Based Organisation's (CBOs) to build capacity for efficient and effective service delivery in the water and sanitation sub-sector.

The sub-programme approved annual budget for the FY 2017/18 was Ug shs 15,694,000,000, of which Ug shs 17.48 billion (111.34%) was released and Ug shs 16.62 billion (95.08% of the release) was spent by end of June 2018. There was more external financing released to the sub-programme than what was budgeted.

Performance of the sub-programme

The construction of four Gravity Flow Systems (GFSs) under this sub-programme had progressed to different levels as follows: Lirima II (28.1%), Bududa II (95.7%), Bukwo II (95%) and Shuuku-Matsyoro (10%). The beneficiary communities were trained in Operation and Maintenance (O&M), sanitation was promoted through baseline surveys and construction of demonstration facilities, and the Technical Support Units (TSUs) supported districts in planning and reporting.

Solar Powered Mini-Piped Water Schemes in Rural Areas Sub-Programme

Background

It's estimated that over 80% of Uganda's population resides in rural areas (UBOS), which are characterized by Rural Growth Centers (RGCs) with populations ranging from 1,500 to 5,000 persons. The predominant safe water supply technology in rural areas is the hand-pump borehole which can only extract approximately 700 liters per hour, thereby causing delays, conflicts and time wasting hence unreliable for RGCs. Due to the population increase and large numbers of RGCs in the country, it is recommended that high yielding boreholes are powered with solar energy to supply multiple stand posts, in order to reduce on the challenges associated with hand pumps. Therefore this sub-programme commenced in July 2015 and the ends in June 2020.

The main objective of the sub-programme is to upgrade the service levels of safe water supply in rural communities thereby reducing on risks related to water borne disease and improve livelihood of the rural communities.

Performance

Financial Performance

The annual approved budget in FY 2017/18 was Ug shs 21,400,000,000, of which Ug shs 18,309,422,500 (85.56%) was released and Ug shs 18,204,555,629 (99.43% of the release) was spent by end of June 2018.

Physical Performance

Out of the 40 planned mini solar powered schemes, 30 were contracted off, of these 13 sites had ongoing works and 5 sites were completed. All regions of the country benefited hence equitable distribution. The construction of Nyamiyonga-Katojo in Isingiro District was at 55% physical progress by end of the FY. There were 44 hand pumps drilled in response to emergencies and 184 chronically broken down boreholes rehabilitated countrywide. For the sustainability of the solar mini schemes, 24 sites were established with WUCs for the O&M activities.

L: Solar Array; C: Motorised Borehole; R: Public Stand Post of Atapara Solar Mini Scheme in Atapara sub-county, Oyam District

Piped Water in Rural Areas Sub-Programme

This sub-programme addresses water supply and sanitation challenges in communities that deserve interventions but are without specific donor support. The sub-programme also focuses on water supply improvements in water stressed areas of the country, fast tracking implementation of the government manifesto pronouncements and presidential pledges. The sub-programme seeks to develop and promote appropriate technologies for water and sanitation in the rural areas of the country such as the development of solar water supply installations on high yielding deep boreholes to serve bigger populations with the same source, increasing uptake of rainwater harvesting, large gravity flow water supply systems and large scale rural water pumped water supplies. The project period is 1st July 2015 to 30th June 2018.

The sub-programme objectives are to:

- Increase access to piped safe water through powered motorization of high yield production wells.
- Contribute to capacity building efforts especially amongst districts and sub-district level staff, administrators, leaders, CBOs and civil society. This will especially be towards improvements in planning/management and technical skills to support sustaining interventions.
- Provide water supply systems that will achieve economy of scale, require least cost energy, and sustainably operated and maintained by the community themselves through the Sub-county.
- Promote better health through improved hygiene, excreta disposal and environmental management practices.
- Reduce the time spent walking long distances in search of safe water supply and improve enrolment in schools as time spent collecting water is substantially reduced.
- Improve the water supply service levels in rural area to enable rural the population in the project areas to increase their economic income through incorporating back yard or mini irrigation system.
- Innovate and promote appropriate technology for water and sanitation in rural areas especially in difficult situations where conventional technologies are not appropriate.

- Promote rain water harvesting in water stressed areas through construction of demonstration system and training of artisans and village groups on the construction and maintenance of the facilities.

The annual approved budget in FY 2017/18 was Ug shs 47.16 billion of which Ug shs 72.09 billion (152.86%) was released and Ug shs 57.08 billion (79.18% of the release) was spent by end of June 2018. More external financing was released to the sub-programme.

Performance of the sub-programme

There were four GFS under construction and works had progressed as follows (Nyarwodo II - 90%, Bukedea GFS - 15%, Rwebisengo-Kanara - 50% and Nyabuhikye-Kikyenkye - 48%). The planned water systems of Orom and Lukaru-Kabasanda were under design review. Operation and maintenance activities were supported through advocacy and planning coordination committee meetings; home improvement campaigns were done to promote improved sanitation around the sanitation among the beneficiary communities; and the Appropriate Technology Center was supported.

Background

In line with the Government policy of decentralization, the provision of water and sanitation services to the rural communities including the healthy environment management is the responsibility of LGs. The District Local Governments (DLGs) receive four Conditional Grants namely: (i) District Water Development Grant for rural water facilities (DWSDCG), (ii) District Sanitation and Hygiene Grant for district sanitation, (DSHG) (iv) Urban Water Supply O& M Conditional Grant to support system expansions, improve on sustainability and (iv) Environment and Natural Resources Conditional Grant provided for Wetlands Management in LGs.

The District Rural Water Supply and Sanitation Subprogramme

The District Water Development Grant for rural water facilities (DWSDCG) is disbursed to DLGs to implement hardware and software activities/outputs including: boreholes, springs, piped systems, rainwater harvesting tanks and sanitation facilities. The Conditional Grant for Sanitation and Hygiene (DHSDCG) is for promotion of hygiene and sanitation activities. The districts planned to implement Home Improvement Campaigns (HICs) and Community Led Total Sanitation (CLTS). The DLGs are expected to plan and budget for the outputs based on sector grant guidelines where their budget was divided into recurrent (wage and non-wage) and development budget. Under the recurrent budget, districts plan to carry out software activities while under the development budget, hardware activities are planned. The programme annual performance was based on the 10 district of Budaka, Buhweju, Buikwe, Butambala, Buyende, Lira, Mukono, Oyam, Rukungiri, and Sironko.

Programme objectives: Provision of cost effective and sustainable water and sanitations services and facilities in rural communities in respective local governments.

Sub-programme Financial Performance

The sub-programme budget (Water and sanitation) for the FY 2017/18 was Ug shs 51.59 and all money was released and spent.

Sub-programme Physical Performance

The performance was good as most planned outputs were achieved by 30th June 2018. The outputs included: rehabilitation of deep boreholes (1331), construction of new boreholes (756), springs (167), rainwater harvesting tanks (135), valley tanks (9) and one dam. Most districts planned design and construction of piped systems in a phased manner thus provided little access to safe water. These included the districts of Budaka, Buyende, Buhweju and Rukungiri. The sector contribution in terms of sanitation improvement is around the area of operation and specific parishes chosen in a FY using the Sanitation Grant. Other sanitation improvement programs for households were implemented under Ministry of Health, while the Ministry of Education and Sports handles sanitation in schools.

The gender considerations under the programme are in the management of water and sanitation services where emphasis is given to women occupation of two key positions on the management committees.

Challenges

- Poor quality materials especially the GI pipes and in some cases the stainless steel on the market which corrode in a short time. This increases the level of non-functionality of sources.
- Non-implementation of software activities due to insufficient funds for non-wage where some outputs are forfeited. Besides this money is released in equal tranches yet most of these activities are planned for in the 1st and 2nd quarters.
- Failure or delay in processing operational funds by the DLGs which slowed down implementation especially in Mukono and Sironko. For the case of Sironko, some of the funds were not accounted for as some planned works were either not carried out as the money was not released by the Chief Finance Officer to the works department.
- The failure of the Integrated Management System due to limited network in some cases which delayed implementation of activities.

The overall programme performance was 70.5% (good) as 16 out of 40 Hand Pump Mechanic Associations (HPMs) were trained and retooled; The Community Handbook for O&M was reviewed and translated in other languages; Community Based Maintenance System (CBMs) supported in Yumbe, Mubende, Nebbi, Bududa, Isingiro, and Ibanda. Support supervision done in Lirima, Bududa; Baseline surveys conducted in Bukwo and Bududa; Demonstrations of sanitation facilities constructed; Community Led Total Sanitation (CLTS) campaigns for extension workers done in Lirima; Sanitation and hygiene campaigns done in Bukwo; Mobilisation and sensitization meetings done in Shuku-matsyoro; Bukwo and Shuuku-Masyoro GFSs; Districts of TSU 3 and TSU 4 were supported in online planning & reporting; The inception report for the documentaries in water stressed areas submitted to the RWSSD and the Information Education Communication materials designed were under review for mass printing.

Physical progress for the GFS were as follows: Lirima II (28.1%), Bududa II (95.7%), Bukwo II (95%), Bukedea GFS 15% Rwebisengo-Kanara 50%, Nyabuhikye-Kikyenkye 48% and Shuuku-Matsyoro (10%). Orom and Lukaru-Kabasanda were under design review. The 43 hand pumps, 77 production wells, and 5 large diameter wells were constructed while 184 chronically broken down boreholes rehabilitated. Project management committees were set up in three out of six schemes planned; Support to O&M conducted in two out of six schemes planned through advocacy, planning and coordination meetings. Sanitation and hygiene was promoted through home improvement campaigns, baseline surveys and identification of sites for the construction of public latrines made.

The ATC achieved the following: Production of sanitary pads using banana stems; Production of briquettes using organic waste; Research on using compost manure produced by tiger worms (vermiculture) to grow tomatoes; Point water source treatment technologies in flood prone areas of Butaleja; Rainwater harvesting technology was promoted in Apac, Bududa, Katakwi and Otuke districts. The output performance of the programme is presented in table 13.3.

Table 13.3: Performance of Rural Water Supply and Sanitation Programme by 30th June, 2018

Output Performance							
Sub Programmes	**Output**	**Annual Budget (000 Ug shs)**	**Receipt (000 Ug shs)**	**Annual Target**	**Achieved Quantity**	**Physical Performance Score (%)**	**Remark**
0163: Support to RWS	Back up support for O&M of Rural Water	1,317,000	3,879,773	100	70	0.37	Training of Hand Pump Mechanics and reviewed community handbook
	Administration and management services	910,000	754,126	100	43.33	0.56	Support services were given.
	Promotion of Sanitation and hygiene education	320,000	260,629	100	37.5	0.17	Hygiene and sanitation promotion activities were carried out.
	Monitoring and capacity building of LGs, NGOs and CBOs	460,000	411,646	100	91	0.54	TSU and DWOs review meetings held; TSU's supported LGs in planning and reporting.

Output Performance							
Sub Programmes	Output	Annual Budget (000 Ug shs)	Receipt (000 Ug shs)	Annual Target	Achieved Quantity	Physical Performance Score (%)	Remark
	Acquisition of land by government	200,000	220,150	100	60	0.13	Land was acquired for GFSs of Lirima, Bududa, Bukwo and Shuuku-Masyoro.
	Construction of Piped Water Supply Systems (Rural)	12,487,000	11,092,810	100	70.32	11.54	Piped water systems were at different levels of completion.
1347: Solar Powered Mini-Piped Water Schemes in Rural Areas	Back up support for O&M of Rural Water	600,000	537,257	40	24.00	0.469	24 out of 40 WUCs instituted for the O&M of mini solar powered schemes.
	Monitoring and capacity building of LGs, NGOs and CBOs	200,000	182,165	40	30.00	0.192	Monitoring and supervision visits conducted in 30 sites of construction.
	Acquisition of Land by Government	100,000	100,000	100	0.00	0.000	Communities gave land for the project freely.
	Piped Water Supply Systems (Rural) constructed	15,000,000	11,990,000	100	52.00	11.393	5 mini solar powered schemes were completed; Nyamiyonga-katojo WSS in Isingiro district attained 55% completion.
	Point Water Sources constructed	5,500,000	5,500,000	100	100.00	6.422	Production wells constructed and rehabilitations done.
1359: Piped Water in Rural Areas	Back up support for O&M of Rural Water	2,370,000	1,519,849	100	29.17	29.17	Management structures established.
	Promotion of Sanitation and hygiene education	5,217,000	2,498,120	100	25	25.00	A few promotion activities were carried out.

Output Performance							
Sub Programmes	**Output**	**Annual Budget (000 Ug shs)**	**Receipt (000 Ug shs)**	**Annual Target**	**Achieved Quantity**	**Physical Performance Score (%)**	**Remark**
	Research and development of appropriate water and sanitation technologies	3,545,000	4,757,862	100	95	95.00	The Appropriate Technology Center supported to do research and develop appropriate technologies.
	Monitoring and capacity building of LGs, NGOs and CBOs	337,000	279,545	100	25	25.00	GFS constructions were monitored and supervised.
	Acquisition of Land by Government	100,000	0	100	0	0.00	Land was not acquired during the FY.
	Construction of Piped Water Supply Systems (Rural)	36,983,974	48,027,940	100	52.63	52.60	Physical progress is piped systems were at different levels.
DLGs	Non-Wage and Development grants	3,194,464	3,169,639	100.00	110.39	3.59	Design and contraction of piped systems, boreholes, springs, rainwater harvesting tanks and rehabilitation works.
	Community Led Total Sanitation	123,089	122,876	100.00	69.89	0.10	Communities were triggered to open defecation and verifications done for safe excreta disposal.
	Home Improvement	41,294	40,798	100.00	114.67	0.05	Communities mobilized and sensitized for home improvement.
Programme Performance (Outputs)						**58.34**	
Outcome Performance							

Output Performance							
Sub Programmes	Output	Annual Budget (000 Ug shs)	Receipt (000 Ug shs)	Annual Target	Achieved Quantity	Physical Performance Score (%)	Remark
Outcome Indicator				Annual Target	Achieved	Score (%)	Remark
Percentage increase in access to safe water facilities in rural areas				71	70	99	Target not achieved
Percentage increase in functionality of water supply systems in rural areas				89	79	89	Target not achieved
Percentage increase in access to an improved sanitation facility				86	79	92	Target not achieved
Programme Performance (Outcomes)						**93**	
Overall Programme Performance						**70.5**	**Good performance**

Source: MWE and Field findings

Resources under this programme were devoted to increasing water coverage and sanitation services in rural areas. Some piped systems were substantially complete; 5 solar powered mini piped water schemes were completed of the planned 40; and 453 hand pumps were drilled in different parts of the country, and sanitation services improved in the areas of operation according to the sector mandate. The completed facilities provided access to safe water and sanitation to the community in different parts of the country to ensure equity. However, this had an insignificant contribution to the outcome targets which were not achieved. The set outcome indicator targets were not achieved.

Men and women were represented on water supply boards, the water user committees formed with the women holding key positions such as Chair/Vice chairperson or Treasurer. The contractors' staffing was required to balance of men and women employees. However in most cases women were doing casual labour since most female employees shunned intensive labour associated with technical positions.

Challenges encountered during implementation

- Delays in implementation of some projects caused by having to seek clearance from Solicitor General and from the Development Partner (DP) for instance commencement of Lirima II GFS, while Shuuku - Matsyoro GFS was re-advertised.
- Land acquisition issues with some communities affected implementation in some cases. For example in Rwebisengo Kanara the 15Km pipeline was delayed to seek NEMA clearance in the Toro Semiliki National Park. The source works were threatened by the access route used for materials. Works stalled for a month and workers had to be laid off awaiting the EIA.

- Reliance of some design consultants on google maps to develop GFS water intervention designs parallel to the reality on ground. As a result, designs become an impediment to implementation as they do not reflect what is on ground.
- Rocky ground in Igorora Town Council at the treatment plant site for Nyabuhikye-Kikyenkye GFS. The contractor faced challenges of massive rocks which had not been earlier foreseen. The rocks cause frequent machine breakdowns.
- Lack of materials for civils works. For example the sand for construction works for Nyabukikye Kikyenkye GFS in Ibanda is gotten from Kabwohe in Sheema District, while water for use on site is gotten from Ruhoko about 16km away.
- The construction of piped systems by the DLGs is phased for 2-3 years or so, which adds nothing to access in years of implementation as the current allocations are meagre.

Recommendation

- The MWE should settle land matters before project initiation to avoid unnecessary delays.
- The MWE should take up their responsibility to review and approve project designs before project startup to avoid delays and project reviews amidst implementation.
- The MWE should allocate more resources from the center to the DLGs to support the piped water supply system as a new strategy for the DWSDCG.

Conclusion

In the FY the sector committed to increase water supply coverage in rural areas while ensuring equity through providing at least each village with one safe and clean water source. Where technically feasible piped water options (gravity flow systems, solar pumped boreholes and surface treated systems) would be considered. In terms of performance, access to safe water in rural areas increased to 70%, while access to improved sanitation facilities was 79% thus not achieving the NDP II/sector set targets in the FY. The MWE needs for proper planning and setting out the sector priorities to be able to achieve the targeted outcomes.

13.2.2 Urban Water Supply and Sanitation Programme

This programme is responsible for provision of viable and sustainable urban water supply and sewerage/ sanitation systems for domestic, industrial and public hygiene uses in small and large towns of Uganda. Programme objective is “To provide safe water and improved sanitation facilities in Small Towns, Large Towns, Municipalities and the Cities through MWE and NWSC.”

The programme outcome of *‘Viable and sustainable urban water supply and sewerage/sanitation systems for domestic, industrial and public hygiene uses in the urban areas* *of Uganda'* contributes to the sector outcome of *'Increased access to safe water and sanitation facilities for rural, urban and water for production uses'*.

The programme outcome indicators are:

- ✓ Percentage increase in access to safe water facilities in urban areas.
- ✓ Percentage increase in functionality of water supply systems in urban areas.
- ✓ Percentage increase in access to an improved sanitation facility

There are 14 sub-programmes under this programme, of which seven sub-programmes had budgets less than Ug shs 5 billion each. Some of the sub-programme periods have come to an end and need to be reviewed and evaluated. Four sub-programmes were monitored under this programme as detailed below.

Water and Sanitation Development Facility - East Sub-Programme

The Water and Sanitation Development Facility East (WSDF-E) project is a standard mechanism for water and sanitation interventions in Small Towns and Rural Growth Centers (RGCs) that promotes equitable provision of piped water and sanitation services in 39 districts in Eastern and North Eastern Uganda. The project is expected to develop infrastructure for safe piped water supply; ensure sustainable and efficient functionality of water sources; and ensure increased latrine coverage. The project commenced on 1st July 2008 and its expected end date is 30th June 2018. The project objective is to provide safe, adequate, reliable, sustainable and accessible water supply and promotion of improved practices of hygiene and sanitation.

Performance

Financial Performance

The annual approved budget in FY 2017/18 was Ug shs 16,821,754,000. By end of Q4 Ug shs 13.370 billion (79.48%) was released, of which Ug shs 16.735 billion (125.17%) was spent. The over expenditure was due to funds carried over from FY 2016/17.

Physical Performance of the sub-programme

Construction of nine piped water systems was completed in the towns of (Kasambira Tank, Kapelebyong, Nakapiripirit, Kyere, Ocapa, Iziru, Busedde-Bugobya, Buyende and Namagera), three systems of Idudi, Acowa and Bulopa did not commence, while procurement of design consultants for other 4 systems was ongoing.

The 25 demonstration household facilities planned were not constructed due to insufficient funding, only one sludge treatment plant was constructed out of the 2 planned and 4/6 public toilets were constructed.

Other software activities such as supervision and monitoring of ongoing works, backup support for O&M, and administrative support functions were conducted.

Challenges faced by the sub-programme included: i) Conflicts and high land compensation fees demanded by communities for example in Bulegeni, a member was asking for Ug shs 90 million for a 50m*100m piece of land. ii) Funding challenges such as projected quarterly non-release of external and insufficient GoU funds affected timely payments to the contractors, and consequently their commitment towards acceleration of works especially in the schemes of Namagera and Bulegeni. Delayed completion of works by contractors resulting in extension of contract completion dates (Buyende and Busede-Bugobya). For Iziru, Busede-Bugobya there was a lot of unforeseen underlying rock that slowed pipeline trenching.

Water and Sanitation Development Facility – Central Sub-Programme

The GoU through the MWE, with support from Development Partners established the Water and Sanitation Development Facility – Central (WSDF-C) as a mechanism for implementation of piped water supply and sanitation infrastructure in small towns and RGCs in the central region of Uganda. The WSDF-C is funded under the water and sanitation program supported by the African Development Bank.

The overall objective of the WSDF-Central is to support the development of water supply and sanitation infrastructure in Small Towns (STs) and Rural Growth Centers (RGCs) through a decentralized and demand driven financing mechanism in the central and mid-western regions of Uganda. The project period is 1st July 2010 to 30th June 2018.

Performance

Financial Performance

The annual approved budget in FY 2017/18 was Ug shs 56.65 billion, of which Ug shs 68.25 billion (120.48%) was released and Ug shs 56.14 billion (82.26% of the release) spent. There was an over release due to funds carried over from the previous FY and arrears of the Water Supply and Sanitation Program.

Physical performance of the sub-programme

For the increased access to safe water supply, 14 water schemes were completed out of the 17 planned; drilling of 25 production wells was completed as planned. Access to improved sanitation was promoted through construction of 2 fecal sludge treatment facilities, and construction of 13 demonstration household toilets out of 22 planned. Training of water management committees was conducted with women holding key positions; selected youth and women groups were trained in appropriate sanitation technologies. Delayed release of funds affected timely completion and commencement of some water schemes and sanitation facilities.

L-R: Public Stand Post; Oil spillage from a leaking transformer of Gombe-Kyabadaza piped water supply in Butambala District

Protection of Lake Victoria-Kampala Sanitation Program Sub-Programme

The Protection of Lake Victoria is part of a broader Kampala Sanitation Program and is implemented by National Water and Sewerage Corporation (NWSC) in a phased approach. Phase I entails construction of three decentralized satellite sewage treatment plants with associated sewer networks located as follows:

1. Nakivubo Wetland to serve the central business district of Kampala.
2. Kinawataka Wetland to serve the eastern parts of Kampala particularly Nakawa industrial area, Naguru, Kyambogo and neighboring areas.
3. Lubigi Wetland to serve the north and north-western parts of the greater Kampala namely Mulago, Katanga, parts of Makerere and Kawempe, Nansana, Namungona Bwaise among others. The project start date was 31st March, 2010 and the end date was 30th June 2018.

The project objectives are: 1) To provide improved urban hygiene, sanitation as well as protection of Kampala's natural environment through expansion of sewer network coverage within the metropolitan Kampala; 2) To provide improved management of sludge from onsite sanitation facilities; 3) To provide hygiene education in informal settlements within Kampala.

The project budget for the FY was Ug shs 22,229,000,000, of which Ug shs 93,229,274,369 (419.40%) was released and spent by end of June 2018. There was an over release and expenditure due to extra donor funds, reallocation from sub-programme 1193 (Kampala Water Lake Victoria Water and Sanitation project) and a supplementary GoU budget of Ug shs 50 billion allocated for the clearance of outstanding contractors certificates.

Performance of the sub-programme

As part of government commitment, priority was given to improvement of the Greater Kampala Metropolitan Area (GKMA) water and sewerage systems rehabilitation and construction of sewerage treatment plants. The construction works had progressed as follows:

L-R: Sludge Digester under construction in Bugolobi, Kampala; Grit removal chamber at roofing stage in Kinawataka Kampala

The Kinawataka pretreatment plant (63%), Nakivubo Waste Water Treatment Plant (95%) whereas the sewer networks were (95%). Challenges included: i) Denied access of about 3km for sewer networks around Kasokoso due to land compensation demands, ii) Delayed payments to the contractors resulting in disrupted cash flows hence slow progress, ii) Delayed release of construction materials by Uganda Revenue Authority (URA) most especially cement for the civil works and other electro-mechanical equipment for use on the projects in demand for taxes. Iii) Delays on the contractor's side to get experts for the digesters thus working within the defects liability period and any cot variations will be negotiated between the contractor and client who too delayed payments.

Kampala Water Lake Victoria Water and Sanitation Sub-Programme

The Kampala Water, Lake Victoria Water and Sanitation sub-programme is aimed at promoting sustainable socio-economic growth and improved health through enhanced access to safe water, thereby contributing to the poverty eradication efforts of Government. The project targets to provide safe water to a population of over four million within the Greater Kampala Metropolitan Area (GKMA) up to the year 2035.

The project objective is to increase coverage, reliability and access of clean, affordable and economically viable water supply services for the population of metropolitan Kampala, in particular the urban poor, for sustainable growth until 2035.

Performance

Financial performance

The approved annual budget of the sub-programme was Ug shs 12,214,728,000, of which Ug shs 4.03 billion (33.25%) was released and spent by end of the FY.

Physical Performance of the sub-programme

The performance of Urban Water Supply and Sanitation programme was fair at 65% against an expenditure of 92.5% of the funds released. The programme performance is presented in Table 13.4. In bid to upgrade the Ggaba water works and extend the distribution networks to cover the entire GKMA and neighboring areas, works progressed as follows: The works under the sub-programme had just commenced by end of the FY. A design and build contract was awarded to Sogea Saton/Suez International and the detailed design had commenced. Sites for the Katosi treatment plant and reservoirs were secured. Preliminary works such as Site clearance, opening of access roads, hoarding of site for Katosi treatment plant had also commenced.

The assessment of the impact of water and sanitation services in selected areas in Eastern region was completed; The assessment of the role of social media in creating awareness of water and sanitation issues was not done due to limited funding; Monitoring, supervision and capacity building of private operators ongoing in 10 out of 16 towns. Construction works were completed in six out of eight towns planned; Rehabilitation works were done in two out of four owns planned; Construction works had not commenced in three towns planned; Designs of new water systems for four towns were under procurement. The household demonstration toilets were not constructed due to insufficient funds.

One sludge treatment plant was under construction (95%). Site specific environmental and social management plans developed for 14 out of 16 towns planned. Sanitation policies and asset management plans were not developed. Training of water and sanitation management committees was done in 12 towns with women holding key positions; Defects liability monitored in eight towns out of 19 planned. Sanitation and hygiene improvement trainings were conducted in eight out of 16 towns planned. Sanitation and hygiene campaigns were conducted in the 10 towns planned. Masons were not trained due to insufficient funding. Cross cutting issues implemented in 10 towns out of 16 planned.

The IEC materials for marketing WSDF-E activities were developed as planned. Consumer PR survey, and a communication strategy for MWE regional offices were completed. The O&M structures established in 11 out of 16 towns planned. 14 women and youth groups were trained in construction and management of appropriate sanitation.

Stakeholder consultative meetings were held, five towns were commissioned, ground breaking was done in 15 towns and communities were guided on land issues for Water Supply and Sanitation (WSS). Stakeholder consultative meetings were held, five towns were commissioned, ground breaking was done in 15 towns and communities were guided on land issues for WSS. The Nakivubo Waste Water Treatment plant was at 95% physical progress. The construction of two digesters was ongoing. Sewer lines were 95% complete with about 3 km section pending along Kasokoso area. The Kinawataka pretreatment plant was at 63% physical progress. The digesters delayed awaiting inflow of expatriate.

Table 13.4: Performance of Urban Water Supply and Sanitation Programme by 30th June, 2018

Output Performance							
Sub Programmes	**Output**	**Annual Budget (000 Ug shs)**	**Cum. Receipt (000 Ug shs)**	**Annual Target**	**Cum. Achieved Quantity**	**Physical performance Score (%)**	**Remark**
1075: Water and Sanitation Development Facility - East	Administration and Management Support	1,416,000	1,732,500	100	83.3	0.61	Staff salaries were paid, office operated and one steering committee meeting held.
	Policies, Plans, standards and regulations developed	668,000	242,000	100	81.25	0.42	Policies and policies developed.
	Backup support for Operation and Maintenance	818,000	493,500	100	84.37	0.52	Support for O&M done for completed systems.

Output Performance							
Sub Programmes	**Output**	**Annual Budget (000 Ug shs)**	**Cum. Receipt (000 Ug shs)**	**Annual Target**	**Cum. Achieved Quantity**	**Physical performance Score (%)**	**Remark**
	Improved sanitation services and hygiene	822,000	546,500	100	50	0.39	50% of output achieved.
	Monitoring, Supervision, Capacity building for Urban Authorities and Private Operators	1,278,000	713,500	100	54.17	0.79	The output partly achieved.
	Acquisition of Land by Government	50,000	50,000	100	100	0.03	Land was acquired for sludge treatment plants in Namayingo, and Namutumba as planned.
	Government buildings and administrative infrastructure	300,000	300,000	100	100	0.19	The construction of WSDF-E regional office block in Mbale was 100% complete and in use.
	Purchase of Motor Vehicles and Other Transport Equipment	430,000	300,000	100	40	0.16	The contract for procurement of motor vehicle was signed, awaiting delivery.
	Purchase of office and ICT equipment including software	280,000	160,000	100	90	0.18	ICT equipment at the main office were maintained. ICT equipment procured in 8 out of 10 towns planned.
	Purchase of specialized	370,000	200,000	100	84.61	0.24	Electromechanical equipment

Output Performance							
Sub Programmes	Output	Annual Budget (000 Ug shs)	Cum. Receipt (000 Ug shs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
	machinery and equipment						procured and installed in 11 out of 13 towns planned.
	Purchase of Office and Residential Furniture and Fittings	400,000	160,000	100	80	0.25	Office furniture was procured to support 8 water offices for the WSS.
	Construction of piped water supply systems (Urban)	8,089,754	7,625,000	100	31.25	1.70	Construction works were at different levels.
	Energy installation for pumped water supply schemes	440,000	40,000	100	46.15	0.28	Energy installations were done in 6 out of 8 towns planned.
	Construction of sanitation facilities (urban)	1,460,000	1,007,100	100	38.06	0.51	Performance was poor because of insufficient funds.
1130: Water and Sanitation Development Facility Central	Administration and Management Support:	2,638,000	8,026,279	100	75.00	0.41	The output was achieved.
	Policies, Plans, standards and regulations developed.	480,000	45,940	100	29.17	0.30	Some plans developed but not policies.
	Backup support for Operation and Maintenance	746,000	80,000	100	71.05	0.47	Achieved where implementation done.
	Improved sanitation services and hygiene	680,000	224,427	100	50.00	0.43	Training in hygiene and sanitation carried.

Output Performance							
Sub Programmes	**Output**	**Annual Budget (000 Ug shs)**	**Cum. Receipt (000 Ug shs)**	**Annual Target**	**Cum. Achieved Quantity**	**Physical performance Score (%)**	**Remark**
	Monitoring, Supervision, Capacity building for Urban Authorities and Private Operators	800,000	490,867	100	73.33	0.51	Output was carried out.
	Acquisition of Land by Government:	100,000	114,855	100	140.00	0.06	Land was acquired for all the towns planned.
	Government buildings and administrative infrastructure	400,000	300,000	100	50.00	0.17	The construction of the WSDF-C office phase II is 50% complete.
	Purchase of specialized machinery and equipment	400,000	300,000	100	100.00	0.25	Pipes and fittings were procured for 13 towns that were completed.
	Construction of piped water supply systems (Urban)	44,024,000	45,211,160	100	65.00	17.70	Several towns were completed, 25 production wells were drilled as planned. The 4 designs were not done.
	Construction of sanitation facilities (urban)	6,000,000	1,341,990	100	44.50	3.81	Construction of 2 fecal sludge facilities commenced in Kiboga and Nakasongola.
1188: Protection of Lake Victoria-Kampala Sanitation Program	Construction of Sanitation Facilities (Urban):	22,229,000	93,229,274	100	84.33	4.16	Works at various completion levels.

Output Performance							
Sub Programmes	**Output**	**Annual Budget (000 Ug shs)**	**Cum. Receipt (000 Ug shs)**	**Annual Target**	**Cum. Achieved Quantity**	**Physical performance Score (%)**	**Remark**
1193: Kampala Water Lake Victoria Water and Sanitation Project	Construction of Sanitation Facilities (Urban):	12,169,000	4,029,000	100	2.00	0.68	Works had just begun.
Programme Performance (Outputs)						**49.38%**	
Outcome Performance							
Outcome Indicator				**Annual Target**	**Achieved**	**Score (%)**	**Remark**
Percentage increase in access to safe water facilities in urban areas.				80	74.4	93	Target not achieved
Percentage increase in functionality of water supply systems in urban areas.				95	87.3	92	Target not achieved
Percentage increase in access to an improved sanitation facility				90	87.3	97	Target not achieved
Programme Performance (Outcomes)						**94**	
Overall Programme Performance						**65**	**Fair performance**

Source: MWE and Field Findings

In providing viable and sustainable urban water supply and sewerage/sanitation systems for domestic, industrial and public hygiene uses in small and large towns of Uganda, 14 piped water supply systems were constructed or rehabilitated inclusive of nine (09) under Water and Sanitation Facility East (WSDF-East), 17 (WSDF-C) and several extensions made. Out of the planned 28 public toilets, 19 were constructed. Household demonstration toilets and fecal sludge management facilities were constructed in different towns and hygiene promotion activities carried out. The completed water and sanitation facilities contributed to access to safe water and sanitation in urban areas but the NDP II outcomes were not achieved.

Equitable distribution of water systems is catered for through regional branches of the ministry such as the WSDFs where water supply systems are planned and implemented in areas of scarcity. Gender considerations are observed through staffing both at the central and decentralized MWE branches, NWSC branches and through water management structures set up such as the water boards where some positions are given to women.

Conclusion

The programme performed well in terms of achieving the outputs but scored low on outcomes yet these contribute to a bigger sector outcome. The government devoted to improve the sewer network and setting up treatment plants but this does not contribute to the sanitation improvement outcome. The donor released more money than what was budgeted earlier for the previous FY 2016/17. More so, this money came in Q3 and Q4 for WSDF-C thus distorting implementation of planned outputs and rendering their achievement low. While for Lake Victoria Sanitation Programme the supplementary cleared debts. Improved planning and realigning sector targets and priorities needs to put into consideration in the NDP III. Some of the planned facilities were not completed due to inadequate funding/late releases especially from the donor component, land acquisition challenges, lack of approved designs, and late insurance of no objection by the Development Partners.

Recommendations

- The MFPED and Development Partners should improve the timeliness for release of committed funds to the projects.
- The Ministry of Lands, Housing and Urban Development (MLHUD) should expeditiously provide an appropriate solution to land acquisition for development of government projects.
- The MWE should expedite design reviews/approvals and plan for only approved project designs in the FY to avoid backlogs.
- The sector should take advantage of the upcoming NDPIII to align its objectives, programmes, sub-programmes and outputs with the outcomes.

13.2.3 Water for Production Programme

This programme is mandated to develop and promote development and construction of Water for Production facilities as a driver for socio-economic development, modernize agriculture as well as mitigate effects of climate change. The programme objective is to provide and ensure functionality of multi-purpose water for production facilities in order to enhance production and productivity thereby contributing to socio-economic transformation as well as mitigation of the effects of climate change and disaster risks.

The programme outcome of *'Increased availability and use of built storage facilities of water for multi-purpose uses for socio-economic development, modernize agriculture and mitigate the effects of climate change'*, contributes to the sector outcome of *'Increased access to safe water and sanitation facilities for rural, urban and water for production use'*.

The programme outcome indicators are:

- ✓ Percentage increase in the national storage capacity (Million Cubic Meters – MCM).
- ✓ Percentage increase in irrigable area provided with improved water for production facilities.
- ✓ Percentage of water for production facilities that are functional

The WfP programme has 5 sub-programmes of which two were monitored and the findings are hereafter.

Water for Production Sub-Programme

Background

This sub-programme is among others contributing to the implementation of the Prosperity for All (*Bonna Baggaggawale*) programme. The overall objective of the sub-programme is to improve the quality of life and livelihoods of the population through provision of water for productive use in irrigation, livestock, domestic, aquaculture and rural industry.

Performance

Financial performance

The annual approved budget in FY 2017/18 is Ug shs 47.83 billion, of which Ug shs 27.50 billion (58.71%) was released and Ug shs 25.44 billion (92.51%) spent by end of June 2018.

Physical performance of the sub-programme

Construction works were ongoing for most water surface reservoirs, bulk water supply and valley tanks Water for productive facilities meant to provide water for irrigation and livestock use. Examples included Mabira dam in Mbarara district at 73% physical progress, 106 valley tanks constructed using ministry equipment, and Rwengaaju irrigation scheme in Kabarole district at 12% physical progress.

L-R: A section of Mabira dam showing riprap construction and the embankment in Mbarara district; Excavation works of reservoir tank 2 for Rwengaju irrigation scheme on Cossy Hill in Fortportal, Kabarole District

Water for Production Regional Center-West Sub-Programme

The Water for Production Regional Centre West (WfPRC-W) is one of the decentralized regional centres of MWE with offices located in Mbarara District. Its function is to closely supervise ongoing donor and GoU funded projects, design new projects in close consultation with beneficiary districts and communities and offer immediate backup technical assistance to districts and beneficiary communities in use of water to enhance production in the lower central and Western Uganda. The key expected outputs are to construct irrigation schemes (acreage of land under irrigation), valley tanks and earth dams (cumulative increment in storage capacity), form/revitalize water user committees or associations on water for production facilities. The project period is 1st July 2016 to 30th June 2021.

The overall development objective is to improve the quality of life of the population through provision of water for productive use in livestock, aquaculture and mitigate effects of climate change through modern irrigation technology.

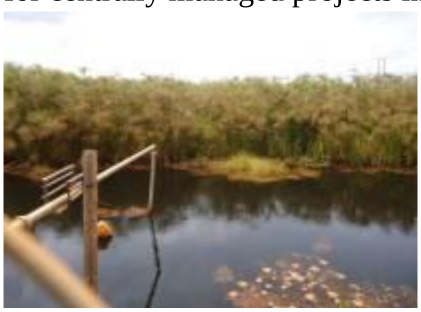
Performance

Financial Performance

The annual approved budget in FY 2017/18 was Ug shs 15,220,000,000, of which Ug shs 13,857,499,600 (91.05%) was released and spent by end of June 2018.

Physical performance of the sub-programme

The achievements of the sub-programme during the FY included construction of 15 mini irrigation schemes that use solar power, setting up management structures for completed systems and demonstration gardens. Other activities included supervision of construction works for centrally managed projects in western region.



L-R: The water source; Solar array; Demonstration garden of Kyasonko Mini Irrigation scheme in Lwengo District

The Water for Production programme performed fairly at 65.4% during the FY. Construction of Rwengaaju Irrigation Scheme in Kabarole District was at 12% cumulative progress; Feasibility studies for Mega Irrigation Schemes around Mt. Elgon and Mt. Rwenzori were at 20%; Design of Bulk Water Systems for Sanga-Kikatsi-Kanyaryeru in Kiruhura District and Kagera Multi-purpose system in Isingiro District under procurement. Design of Nakaale Multi-purpose storage dam in Nakapiripirit District is at 20% (Inception report submitted); Design of Seretyo Irrigation Scheme in Kween District was completed (final report submitted). (Ten management structures were established for completed facilities i.e. four valley tanks and seven small scale solar powered irrigation schemes). 15 solar pumped mini irrigation schemes were constructed, mabira dam was at 67% physical progress, four VTs were completed and design of other dams was ongoing. The programme performance is represented in table 13.5.

Table 13.5: Performance of Water for Production Programme by 30th June, 2018

Output performance							
Sub Programme	**Output**	**Annual Budget (000 Ug shs)**	**Cum. Receipt (000 Ug shs)**	**Annual Target**	**Cum. Achieved Quantity**	**Physical performance Score (%)**	**Remark**
0169: Water for Production	Supervision and monitoring of WfP activities	1,783,444	1,595,903	100	90	2.83	Supervision and monitoring for dams, Valley Tanks, Mini irrigation schemes under construction.
	Administration and management support	746,883	721,067	100	90	1.10	Salaries, wages, allowances, office utilities, and office maintained.
	Sustainable Water for Production management systems established	1,998,157	1,967,534	100	10	0.32	Utilization and management model was developed. Farmer Field Schools (FFS) demonstration gardens ongoing.
	Acquisition of Land by Government	200,000	200,000	100	0	0.00	No land purchased as cadastral surveys and evaluation of PAPs was ongoing.
	Government buildings and administrative infrastructure	66,000	66,000	100	100	0.10	Paid rent for expatriates.
	Purchase of office and ICT equipment, including software	10,000	10,000	100	100	0.02	One photocopier was purchased.
	Purchase of specialized machinery and equipment	4,200,000	1,195,700	100	50	6.66	One set of construction equipment out of the two planned was procured.

Output performance							
Sub Programme	**Output**	**Annual Budget (000 Ug shs)**	**Cum. Receipt (000 Ug shs)**	**Annual Target**	**Cum. Achieved Quantity**	**Physical performance Score (%)**	**Remark**
							(excavator and bull dozer) due to limited funding
	Purchase of Office and Residential Furniture and Fittings	15,000	15,000	100	0	0.00	Not procured awaiting completion of new office block.
	Construction of Bulk Water Supply Schemes	25,910,000	17,837,824	100	10.67	6.37	Construction works were at various levels.
	Construction of Water Surface Reservoirs	12,897,036	2,838,488	100	60	20.46	Designs were at different levels.
1398: Water for Production Regional Center-West	Supervision and monitoring of WfP activities	270,000	270,000	100.00	100.00	1.77	This output was achieved as planned.
	Administration and management support	92,036	92,036	100.00	100.00	0.60	Annual target achieved.
	Sustainable Water for Production management systems established	310,000	232,500	100.00	100.00	2.04	Target achieved.
	Purchase of Office and ICT Equipment, including Software	40,000	40,000	100.00	100.00	0.26	Target achieved (A color printer, scanner, desktop, UPS and 3 laptops were procured).
	Purchase of Office and Residential Furniture and Fittings	20,000	20,000	100.00	100.00	0.13	Achieved as planned: Shelves, curtains and Internet for the Regional Office

Output performance							
Sub Programme	**Output**	**Annual Budget (000 Ug shs)**	**Cum. Receipt (000 Ug shs)**	**Annual Target**	**Cum. Achieved Quantity**	**Physical performance Score (%)**	**Remark**
							procured.
	Construction of Water Surface Reservoirs	14,487,963	13,202,964	85.00	76.70	94.26	Completion works were at different levels.
Programme Performance (Outputs)						**61.78**	
Outcome performance							
Outcome Indicator				**Annual Target**	**Achieved**	**Score (%)**	**Remark**
Cumulative Water for Production Storage Capacity (Million Cubic Meters - MCM)				38.9	39.32	100	Target achieved
Percentage increase in irrigable area provided with improved water for production facilities				3	0.5	17	Target not achieved
Percentage of water for production facilities that are functional				70	86.7	100	Target achieved
Programme Performance (Outcomes)						**72**	
Overall Programme Performance						**65.4**	**Fair performance**

Source: MWE and Field Findings

The completed projects included 106 valley tanks on individual farms and 15 mini irrigation systems under the regional centers. Ongoing construction works included Rwengaju Irrigation System in Kabarole, Mabira Dam in Mbarara, designs of Seretyo Irrigation Scheme in Kween, Kagera Multi-purpose system in Isingiro, Nakaale Multi-purpose storage dam in Nakapiripirit and feasibility studies. The cumulative water storage capacity increased from 38.9 MCM to 39.32MCM which in minimal though the target was achieved. It is noted that the percentage increase in irrigable area fell way below the planned target. More still, the programme aim of increasing the water storage capacity for multi-purpose use is mainly used for watering animals, irrigation and fishing. The challenge for fishing that where it is practiced fish food enables growth of water weed.

The regional centers established under the Water-for-Production ensures equitable distribution of facilities and resources countrywide. Gender considerations are taken care of under the management committees established for the completed systems.

Conclusion

The NDP policy objective was provision of water for production through development of multi-purpose bulk water storage and supply systems and the target was not achieved as most of the systems are still under construction. Others were design and feasibility studies. The total national water storage capacity of 39.2 million cubic meters with 0.5% of irrigable area under irrigation and 86% of water for production facilities functional was not measuring up.

Challenges

- Limited financial resources compared to the demand. There is need for more upfront financing for design and documentation of projects, plus meeting the cash flow requirements for execution of the projects.
- Limited land availability for construction of WfP facilities. In some instances, land owners exaggerate the rates for compensation compared to the government valuer's rates.
- Policy challenges. Overlapping mandate between two line ministries (MWE and Ministry of Agriculture, Animal Industries and Fisheries). Thus the systems constructed are not properly managed to achieve the intended outcome.

Recommendations

- The MWE should plan within the available resources for design and implementation of projects and avoid scattering resources with no clear impact.
- The Ministry of Lands, Housing and Urban Development should review procedures and methods used in land valuation to cut down on the delays.
- The Cabinet should prioritize passing of the National Irrigation Policy to avoid conflict of interests between the MWE and MAAIF.

13.2.4 Natural Resources Management Programme

This programme is responsible for promotion of efficient use and management of environment and natural resources for sustainable development. The programme objective is to coordinate rational and sustainable utilization, development and effective management of environment and natural resources for socio-economic development of the country.

The programme outcome of *'Increased protection and productivity of the environment and natural resources'* contributes to the sector outcome of *'Improved Weather, Climate and Climate Change Management, Protection and Restoration of Environment and Natural Resources'*.

The programme outcome indicators are:

- ✓ Percentage area of wetlands cover restored and maintained.

- ✓ Percentage area of forest cover restored and maintained.
- ✓ Percentage area of river banks, lakeshores, mountains and rangelands restored and maintained.

The programme has five sub-programmes of which one sub-programme (Farm Income Enhancement and Forestry Conservation Project Phase II - FIEFOC II) was monitored, and findings are hereafter.

Farm Income Enhancement and Forestry Conservation Project Phase II - FIEFOC II Sub-Programme

The FIEFOC II sub-programme seeks to consolidate and expand achievements of FIEFOC I and to address gaps through the development of the irrigation schemes. The government had commissioned feasibility studies for detailed designs of 11 irrigation schemes located in the North, South and Eastern regions of Uganda. This formed a basis for prioritization and selection of proposed sites. The main objective of the sub-programme is to improve household income, food security and climate resilience through sustainable natural resources management and agricultural enterprises development.

The annual approved budget for FY 2017/18 was Ug shs 83,550,000,000, of which Ug shs 96.4 billion (115.38%) was released and Ug shs 97.33 billion (100.96% of the release) spent by end of the FY. There was more external financing released. A supplementary of Ug shs 140,200,503,181 was approved under GoU funds, but this was not released.

Performance of the sub-programme

The natural resources management programme performance was fair at 67.5% (table 13.6). One awareness creation workshop was conducted in the districts of Nebbi, Oyam and inception workshop held to develop management plans; Radio talk shows were held by the DLGs for respective irrigation schemes. Development of forest management plans, forest resource assessments and formation of forest management committees were undergoing procurement. Monitoring visits were conducted by the various donors (African Development Bank, Arab Bank for Economic Development Africa, Islamic Development Bank, and Nordic Development Bank).

The construction of Olweny was at 92%, Doho II 8.6%, Ngenge 27.1%, Mobuku II 11.57% and Tochi 10.2% completion levels. No Objection for the construction of Wadelai Irrigation Scheme was given and the procurement to repair on Agoro and Doho ongoing. The consultant for the ENABLE Youth Pilot Project made 1st call for 25 start-up enterprises in Kasese District in order to assess requirements for specialized machinery & equipment such as fish drying kits, bee hives, extraction equipment, honey testing kits to be procured. A total of 4,226,774 seedlings were distributed to farmers in catchment areas of Ngenge, Manafwa, Tochi and Mubuku-II covering approximately 4,227hectares that were planted.

Table 13.6: Performance of Natural Resources Management Programme by 30th June, 2018

Output Performance							
Sub Programme	**Output**	**Annual Budget (000 Ug shs)**	**Cum. Receipt (000 Ug shs)**	**Annual Target**	**Cum. Achieved Quantity**	**Physical performance Score (%)**	**Remark**
1417: Farm Income Enhancement and Forestry Conservation Project Phase II (FIEFOC II)	Promotion of Knowledge of Environment and Natural Resources	705,980	703,834	100.00	66.67	0.57	Output partially achieved.
	Restoration of degraded and Protection of ecosystems	2,528,055	1,949,840	100.00	20.00	0.79	Undertaken along degraded buffer zones of rivers Mobuku,Manafwa, Ngenge and Tochi.
	Policy, Planning, Legal and institutional Framework	1,835,920	490,959	100.00	20.00	1.65	Under procurement.
	Coordination, Monitoring, Inspection, Mobilization and supervision	1,646,084	279,881	100.00	80.00	1.98	Output achieved.
	Capacity building and Technical back-stopping	15,175,551	760,109	100.00	0.00	0.00	Not conducted due to delayed procurement of consultants.
	Administration and Management Support	2,872,534	663,713	100.00	25.00	3.45	Administrative costs made and others referred to next FY.
	Government Buildings and Administrative infrastructure	51,608,515	35,733,042	50.00	24.80	44.42	Works at different levels.
	Purchase of office and ICT equipment including	125,670	23,989	100.00	100.00	0.15	Office and ICT equipment were procured

Output Performance							
Sub Programme	**Output**	**Annual Budget (000 Ug shs)**	**Cum. Receipt (000 Ug shs)**	**Annual Target**	**Cum. Achieved Quantity**	**Physical performance Score (%)**	**Remark**
	software						
	Purchase of specialized machinery and equipment	3,432,968	256,760	100.00	0.00	0.00	Consultant had just began works.
	Purchase of Office and Residential Furniture and Fittings	25,000	5,000	100.00	0.00	0.00	Referred to next FY when project coordination unit has moved to the new premises in Luzira
	Acquisition of Other Capital Assets	3,275,915	56,461,836	100.00	30.00	0.07	Seedlings were supplied.
Programme Performance (Outputs)						**53.07**	
Outcome Performance							
Outcome Indicator				**Annual Target**	**Achieved**	**Score (%)**	**Remark**
Percentage area of wetlands cover restored and maintained				0.19	8.9	100	Target achieved
Percentage area of forest cover restored and maintained				18.75	15.5	83	Target not achieved
Percentage area of river banks, lakeshores, mountains and rangelands restored and maintained				0.19	0.19	100	Target achieved
Programme Performance (Outcomes)						**94**	
Overall Programme Performance						**67.5**	**Fair performance**

Source: MWE and Field Findings

There was a supplementary budget of Ug shs 140 billion to the Farm Income Enhancement and Forestry Conservation Project Phase II (FIEFOC II) and Ug shs 3.6 billion to the national REDD-Plus Project which was not fulfilled. However, most of the FIEFOC project budget was for rehabilitation of Olweny Irrigation Scheme and construction of the five irrigation schemes of Wadelai, Tochi, Ngenge, Mubuku II and Doho II schemes do not contribute to the programme outcome. Much as two out of three outcome targets were achieved, the mode of measurement and data accuracy is questionable as there was no clear data base.

Conclusion

The programme performance was fair with 67.5% of the outcome indicator targets achieved. However, most of the budget went to the rehabilitation and construction of irrigation systems which do not contribute to the programme outcomes. The sector needs to refocus budget in different subprograms to realize meaningful outcomes.

Challenges

- Lengthy procurement processes affected the implementation of project outputs especially where consultancy services had to be procured to accomplish activities. Every procurement process had to be approved by the donors.
- At Tochi, the works included construction of scheme buildings that were to cover an area of about 5.1 hectares. The area was still occupied by the locals. Hence the scheme building construction had not started awaiting compensations thus causing delays.
- Vandalism and theft of materials was reported in Tochi and Olweny irrigation schemes.

Recommendations

- The MWE should expedite identification of Project Affected Persons so that compensation is done to give way for construction of scheme buildings.
- The MWE should initiate the procurement processes early enough to avoid project delays.

13.2.5 Policy, Planning and Support Services Programme

The programme objective is to coordinate and support all departments and agencies under the Ministry to comply with Public Service standing orders and regulations through carrying out administrative back up, sector strategic planning and budgeting, capacity building, legislation, policy and regulation, undertake monitoring and Sector Performance Reviews and reporting.

The programme outcome of *'Improved coordination of all structures and institutions under the sector for compliance to Public Service regulations and timely, efficient and effective delivery of services'* contributes to the sector outcome of *'Increased access to safe water and sanitation facilities for rural, urban and water for production uses'*.

The programme indicators are:

- ✓ Percentage compliance to mandatory planning, budgeting, accountability and reporting requirements for the use of public funds.
- ✓ Percentage establishment of the sector structures and institutions.

One sub-programme (Policy and Management Support) was monitored under this programme.

Policy and management support sub-programme

The objective of the sub programme is to implement and consolidate sector reforms/planning/coordination and capacity development so that the sector effectively achieves its policy goals in the NDPII and sector policies.

The annual approved budget for FY 2017/18 was Ug shs 17,930,941,000, of which Ug shs 16.43 billion (91.63%) was released and Ug shs 14.30 billion (87.03% of the release) spent by end of Q4.

The programme performance was very good at 91.1% against 87% of released funds spent. Most of the planned outputs were achieved including: Sub-sector plans and budgets were prepared.

Sub-sector working group meetings were held. The Joint Technical Review was conducted; Software activities were done in the LGs; development of the popular version for the Urban Water Department Strategy ongoing; Dissemination of extension workers handbook and training of the extension staff in Participatory Hygiene and Sanitation Transformation (PHAST) tools was continued in TSU 1 districts.

Some of the activities accomplished included: Sub-sector plans and budgets prepared; The Joint Technical Review was conducted; HIV/AIDs trainings were conducted for LGs staff in TSU 1&8; HIV/AIDS implementation guidelines were finalized; Software activities were done in the LGs; The final translated versions of the Community Resource book submitted; development of the popular version for the Urban Water Department Strategy ongoing; Dissemination of extension workers handbook and training of the extension staff in PHAST tools was continued in TSU 1 districts. The MWE website was updated and uploaded; The MIS systems were routinely strengthened and maintained at both Centre and LGs; The Water and Environment Sector Performance Report (SPR) 2017 was developed and disseminated; The server room equipment was fully serviced and maintained; LGs were supported in data management; The construction of MWE headquarters was at 99% completion.

On the gender commitment the programme disseminated the ENR gender strategy in TSU 6, 3 and 4 and revised the MWE Gender strategy. The programme performance is reflected in table 13.7.

Table 13.7: Performance of Policy, Planning and Support Services by 30th June, 2018

Output performance							
Sub Programme	**Output**	**Annual Budget (000 Ug shs)**	**Cum. Receipt (000 Ug shs)**	**Annual Target**	**Cum. Achieved Quantity**	**Physical performance Score (%)**	**Remark**
0151: Policy and management support	Policy, Planning, Budgeting and Monitoring.	4,500,000	3,171,965	100.00	95.00	26.27	The output was achieved.
	Ministerial and Top management services	4,513,171	2,634,079	100.00	90.00	26.35	Output achieved
	Ministry Support Services	4,408,941	1,359,045	100.00	38.00	25.74	The output was achieved.

Output performance							
Sub Programme	**Output**	**Annual Budget (000 Ug shs)**	**Cum. Receipt (000 Ug shs)**	**Annual Target**	**Cum. Achieved Quantity**	**Physical performance Score (%)**	**Remark**
	Government Buildings and Administrative Infrastructure	3,708,829	7,888,119	100.00	99.00	10.08	The construction of MWE headquarters was at 99% completion and in use.
Programme Performance (Outputs)						**88.43**	
Outcome performance							
Outcome Indicator				**Annual Target**	**Achieved**	**Score (%)**	**Remark**
Percentage compliance to mandatory planning, budgeting, accountability and reporting requirements for the use of public funds				80	80	100	Target achieved
Percentage establishment of the sector structures and institutions				65	60	92	Target not achieved
Programme Performance (Outcomes)						**96**	
Overall Programme Performance						**91.1**	**Very good performance**

Source: MWE and Field Findings

The programme achieved one out of the two NDP II targets much as its general performance was very good. There was laxity in establishing the sector structures.

Conclusion

The programme achieved one of the two indicator targets which is percentage compliance to mandatory planning, budgeting, accountability and reporting requirements for the use of public funds. Though failed on increasing percentage establishment of the sector structures and institutions.

13.2.6 Water Resources Management Programme

This programme aims at ensuring that the water resources of Uganda are equitably shared and wisely used for sustainable social economic development. Its objective is to ensure that the water resources of Uganda are equitably shared and wisely used for sustainable socio-economic development.

The programme outcome of *'Improved planning and coordination of water resources related developments so as to secure water of adequate quantity and quality to meet socio-economic needs at all levels'* contributes to the sector outcome of *'Increased availability of good quality and adequate water resources to support socio-economic transformation'.*

The programme outcome indicators are:

- ✓ Percentage of water permit holders complying with permit conditions
- ✓ Percentage of water and waste water samples complying with National standards
- ✓ Percentage increase in number of water resources related investments from the approved catchment management plans implemented

The programme has 12 sub-programmes of which two were monitored, and the findings are as below.

Multi-Lateral Lakes Edward & Albert Integrated Fisheries and Water Resources Management LEAFII sub-programme

The LEAF II project involves promoting good fish capture and management practice, restoration of the lakes catchments and improvement of water quality on the shared lakes' water resources. The project also involves creating an enabling environment and strengthening the legal, policy, institutional and regulatory framework for sustainable management of natural resources and protection of the environment. The project period is 1st July 2016 to 30th June 2021.

The project objective is to sustainably utilize the fisheries and allied natural resources of the Lakes Edward and Albert Basin through harmonized legal framework and policies. The project aims to address major environmental threats to the transboundary Lakes Edward and Albert ecosystems, with a sector goal of poverty reduction and sustainable livelihoods for men and women (in the local fishing communities) and global environmental benefits in sustainable management of the natural resources.

Financial Performance

The annual approved budget in FY 2017/18 was Ug shs 12,200,596,000, of which Ug shs 4,218,159,852.60 (34.57%) was released and Ug shs 3,965,004,455.20 (93.99%) spent by end of June 2018. The release performance was poor.

Performance of the sub-programme

Contracts were awarded and signed for the construction of 5 landing sites and community toilets. Drilling of boreholes for 15 sites had progressed to 72%. The development of catchment management plans was under procurement. The water quality laboratory in Fort-portal was at 40% physical progress. Women and youth groups in Ntoroko and Kamwenge districts were trained in vocational skills for livelihood improvement and sustainable conservation of the natural resources. Procurement of starter kits for the groups had commenced. However, below are come some challenges experienced by the sub-programme which affected works.

Challenges

- The refugee crisis has increased the social economic challenges within the project area.
- Delayed recruitment of project staff affected works progress.
- Delay in approval of land at districts delayed implementation of some project activities.
- Limited resources were allocated for the procurement of the fisheries research vessel.
- Delay in holding the 1st NPSC meeting which is meant to offer policy guidance on project implementation.
- Delay in decision making on some project activities on the critical path.
- Delay in disbursement of funds to the special account and direct payments to contractors which affected cash flows.

L-R: Office block; Regional Laboratory; Products made by youth and women groups after skills development, in Fort-portal, Kabarole District

Support for Hydro-Power Development and Operations on River Nile sub-programme

The use of Lake Victoria as a storage reservoir will provide the means to optimize hydropower production at Owen Falls dam, as well as at downstream plants, while conferring benefits to other riparians. This project will develop infrastructure to optimize and allocate water to Uganda's hydropower dam operators on the River Nile and also provide information to guide national negotiations with riparian states on the Nile and Lake Victoria with an adaptive/flexible design of the 'Agreed Curve'. The project period is 1^{st} July 2015 to 30^{th} June 2020.

The project objective is to develop a mechanism and infrastructure to optimize utilization of water resources of Lake Victoria and the Nile system for sustainable hydro power generation.

The annual approved budget in FY 2017/18 was Ug shs 4.34 billion, of which Ug shs 0.86 billion (19.8%) was released and spent by end of June 2018. No donor funds were released to the sub-programme during the FY.

Performance of the sub-programme

The performance of the Water Resources Management Programme was good at 85% against 83.8% of released funds spent (table 13.8). A bilateral agreement was developed under the harmonization of fisheries legislation and regulation between Uganda and Democratic Republic of Congo (DRC); Drilling of boreholes for 15 sites was at 72% progress. Processing of land titles ongoing for the sites of the two surveillance stations; Laboratory in Albert Water Management Zone (WMZ) in Fort-portal was at 40%; Renovation of transboundary office/Uganda-Nile Basin Initiative (NBI) focal office was completed. The procurement of 50 sets of starter kit for livelihood activities and trained youth groups in Ntoroko and Kamwenge districts was commenced. About 60% Bathymetric surveys were carried out from Lake Victoria to Karuma on River Nile and staff trained on usage.

Table 13.8: Performance of Water Resources Management Programme by 30th June, 2018

Output performance							
Sub Programme	**Output**	**Annual Budget (000 Ug shs)**	**Cum. Receipt (000 Ug shs)**	**Annual Target**	**Cum. Achieved Quantity**	**Physical performance Score (%)**	**Remark**
1424: Multi-Lateral Lakes Edward & Albert Integrated Fisheries and Water Resources Management (LEAFII)	Administration and management support	900,316	891,986	100.00	100.00	5.44	Output carried out as planned.
	Uganda's interests in trans boundary water resources secured	1,106,740	203,389	100.00	18.80	6.69	A bilateral agreement was developed.
	Catchment-based IWRM established	1,598,585	2,940,290	100.00	26.67	1.40	Development of the Lakes Edward and Albert Integrated Basin Management Plan was at 80%.
	Government buildings and administrative infrastructure	6,972,855	1,420,291	100.00	46.67	42.16	The output was partially achieved.
	Purchase of specialized machinery and equipment:	1,592,100	264,219	100.00	0.00	0.00	Had just commenced procurement.
	Purchase of office and residential furniture and fittings	30,000	0.00	100.00	0.00	0.00	Awaits office and laboratory construction.
1302: Support	Uganda's	4,340,000	863,100	100.00	60.00	26.24	The EAC new

Output performance							
Sub Programme	**Output**	**Annual Budget (000 Ug shs)**	**Cum. Receipt (000 Ug shs)**	**Annual Target**	**Cum. Achieved Quantity**	**Physical performance Score (%)**	**Remark**
for Hydro-Power Development and Operations on River Nile	interests in trans boundary water resources secured						water release and Abstraction policy developed was reviewed.
Programme Performance (Outputs)						**81.93**	
Outcome performance							
Outcome Indicator				**Annual Target**	**Achieved**	**Score (%)**	**Remark**
Percentage of water permit holders complying with permit conditions				90	78	87	Target not achieved.
Percentage of water and waste water samples complying with National standards				70	60	86	Target not achieved.
Percentage increase in number of water resources related investments from the approved catchment management plans implemented				4	4	100	Target achieved.
Programme Performance (Outcomes)						**91**	
Overall Programme Performance						**85.0**	**Good performance**

Source: MWE and Field Findings

Under the programme at least 800 hectares of degraded wetlands and watersheds were restored and conserved, water resources availability monitored and assessed as 52 stations streaming data to the base station at Entebbe. Six Groundwater and surface water stations were rehabilitated and upgraded, 44 water permits (14 groundwater, 14 catchment management plans prepared and being used. Water permits (20 surface water abstraction, two construction and two waste water discharge and six drilling permits) were issued. The overall performance was affected by limited funds releases in various quarters (overall budget release was 62%), staffing gaps to carry out permit assessments, land issues and delayed procurement process.

Much as the programme achieved most of the planned outputs (91%) and overall performance was good, the outcomes were not achieved. This implies that not all the sub-programmes contribute meaningfully to the programme outcomes.

Conclusion

The Water Resources Programmes has quite a number of programmes which contribute less to outcome indicators. Compliance to permit holding conditions and number of water resources related investments were not achieved whereas the increase in investment in accordance with the management plans was stagnant. There need for programmes to be aligned to the sector targets and NDP targets.

Recommendations

- The development partners should work towards fulfilling their financial commitments and all necessary conditions met in time by the sector to enable implementation of the planned outs.
- The MWE should improve planning by aligning sub-programme outputs in the programme with outcomes to avoid duplication and wastage of resources.
- The MWE should monitor the security situation and reschedule activities accordingly.
- The MWE should continue working with the districts on the possibility of availing land for the proposed works.
- The MWE should improve planning for expeditious project progress.
- The AfDB should expedite disbursement of funds as provided for in the 'Disbursement Handbook'.

13.2.7 National Environment Management Authority

The National Environment Management Authority (NEMA) advises Government and spearheads the development of environmental policies, laws, regulations, standards and guidelines; and guides Government on sound environmental management in Uganda. NEMA's activities are focused on providing support to Government's main goal of ensuring sustainable development through the National Development Plan (NDP); in accordance with the policy framework of the Government of Uganda and the Millennium Development Goals (MDGs).

NEMA's development objective is to create, establish and maintain an efficient mechanism for sustainable environment and natural resources management at the national, district and community levels.

The approved budget of NEMA in FY 2017/18 was Ug shs 24.485 billion, of which Ug shs 11.391 billion was Appropriation in Aid (AIA). The total releases by end of June 2018 amounted to Ug shs 23.669 billion (96.67%) and the expenditure Ug shs 20.104 billion (84.94%).

13.2.8 Environmental Management Programme

The programme objective is "To Promote sound environment management and prudent use of environment and natural resources in Uganda"

Programme outcomes are:

- Outcome 1: Environmental Compliance and Enforcement Strengthened.

- Outcome 2: A green economy approach to Environment and Natural Resources (ENR) management developed and promoted.
- Outcome 3: Strategic environment literacy, access to information and popular participation strengthened.
- Outcome 4: Partnerships for ENR conservation strengthened.

The programme outcomes contributes to the sector outcome of '*Improved Weather, Climate and Climate Change Management, Protection and Restoration of Environment and Natural Resources'.*

The programme outcome indicators are:

- ✓ Level of compliance to environmental laws and standards by projects and facilities.
- ✓ Area of critical, fragile ecosystems restored/ protected.
- ✓ Proportion of the population aware of key environmental concerns.

Administration Sub-Programme

The objectives of the sub-programme are to: Enhance environmental compliance and enforcement; Integrate ENR into national and local government plans and policies; Enhance access to environmental information; Enhance the institutional capacity of NEMA and its partners; Strengthen national, regional and international partnerships and network.
The approved budget of the sub-programme in FY 2017/18 was Ug shs 17,299,271,000, of which Ug shs 18,219,616,000 (105.32%) was released and spent by end of June 2018.

Performance of the sub-programme

During the FY, the sub-programme received and spent all budgeted funds. Key achievements included registering new court cases to foster environmental compliance, review and drafting of policies and regulations, restoration of ecosystems in Limoto and Rwizi catchments, establishment of three regional offices, commemoration of national and international days and support to LGs.

Some of the issues noted during monitoring included: Lack of back up support from urban budgeting in the Clean Development Mechanisms (CDM) projects case in point was Lira Municipality as the compost site had become a garbage dumping ground, tree seedlings that were provided to Kiruhura District for the restoration of Kakyera wetland had not survived. The LGs lacked copies of the Environmental Impact Assessment conditions to enable follow up of projects.

Support to NEMA Phase II Sub-Programme

The sub-programme was designed to enhance the capacity of NEMA and its partners for the sound management of chemicals and the environmental impacts of oil and gas development. It is to facilitate the acquisition of highly specialised tools and equipment and skills building for enhanced national preparedness in chemicals management and environmental impacts of oil and gas. The project has the following components;

Specialized equipment - Acquisition of specialized equipment and machinery to be used at all levels for environmental monitoring of oil and gas activities and chemicals management. This entails periodic procurements for replacements and updating the suitability as a result of technological changes.

The major objective is to create a fully established, equipped and strong institutional set up for the effective management of the environmental impacts of oil and gas development and chemicals.
The approved budget of the sub-programme in FY 2017/18 is Ug shs 2,210,000,000, of which Ug shs 1,884,532,000 (85.27%) was released and spent by end of Q4.

Performance of the sub programme

The programme performance was fair at 69.9%. The NEMA under the sub-programme ahieved the: Critical degraded fragile ecosystems were restored in Rwizi, Limoto and Lake Kyoga basin. The protection of threatened species of shea butter trees was undertaken, and training of the communities on value addition and marketing. An E-Waste committee was established. CSOs and LG staff were trained in sustainable environmental management; Clean Development Mechanisms (CDM) projects were supported in the 12 municipalities; LGs and academia were trained in sustainable land management to address climate change. NEMA registered 20 cases for litigation; five districts were supported to implement byelaws and ordinances; The Oil Spill Contingency Policy was drafted; EIA certificates issued; protection of the threatened shea butter trees from logging and charcoal burning in six districts of Nebbi, Arua, Yumbe, Lamwo, Gulu and Pader; training of the local community’s value addition and marketing of the shea oil was undertaken.

Other achievements included procurement of ICT equipment, furniture and personal protection equipment for environmental inspectors. NEMA registered 20 cases for litigation; five districts were supported to implement byelaws and ordinances; the oil spill Contingency policy was drafted; EIA certificates issued; A draft strategic work plan was developed. Table 13.9 shows output performance analysis.

Table 13.9: Performance of Environmental Management Programme by 30th June, 2018

Output Performance							
Sub Programmes	**Output**	**Annual Budget (000 Ug shs)**	**Cum. Receipt (000 Ug shs)**	**Annual Target**	**Cum. Achieved Quantity**	**Physical performance Score (%)**	**Remark**
01: Administration	Integration of ENR Management at National and Local Government levels	*598,000*	540,818	100	34.75	1.15	Not much was achieved.
	Environmental compliance and enforcement of the law, regulations and standards	*2,953,000*	3,268,401	100	54.23	7.27	The output was fairly achieved.
	Access to environmental information/education and public participation increased	*1,532,000*	1,105,228	100	50	5.33	Promoted multimedia approach to enhancing public education and awareness.
	The institutional capacity of NEMA and its partners enhanced	*11,217,967*	12,488,394	100	60	30.36	35 staff recruited (20 male and 15 females); Board of Directors instituted; 3 regional offices set up in Lira, Mbale and Mbarara.
	National, regional and international partnerships and networking strengthened	*998,304*	816,775	100	70	4.29	The NEMA participated to address environmental issues nationally and internationally.
Support to NEMA Phase II	Environmental compliance and enforcement of the law, regulations and standards	775,000	510,843	100	20	1.18	Little was achieved on the output.

Output Performance							
Sub Programmes	**Output**	**Annual Budget (000 Ug shs)**	**Cum. Receipt (000 Ug shs)**	**Annual Target**	**Cum. Achieved Quantity**	**Physical performance Score (%)**	**Remark**
	Purchase of motor vehicles and other transport equipment	500,000	0	100	0	0.00	No funds were released for this output.
	Purchase of office and ICT equipment including software	320,000	506,215	100	100	1.02	Desktop computers & laptops procured for NEMA staff.
	Purchase of specialized machinery and equipment	570,000	808,788	100	100	2.02	Personal Protection Equipment (PPE) procured for environmental inspectors.
	Purchase of specialized machinery and equipment	45,000	58,675	100	100	2.26	Furniture procured for the head quarters in Kampala and the Regional offices in Masindi, Lira, Mbarara and Mbale.
Programme Performance (Outputs)						**54.87**	

Outcome Performance				
Outcome Indicator	**Annual Target**	**Achieved**	**Score (%)**	**Remark**
Percentage level of environmental compliance to Environmental Laws and Standards by Projects and Facilities	75	70	93	Target not achieved.
Percentage area of degraded catchment areas protected by location	300	800	100	Target surpassed.
Proportion of the population aware of key environmental Concerns	30	60	100	Target achieved.
Programme Performance (Outcomes)			**98**	
Overall Programme Performance			**69.9**	**Fair performance**

Source: NEMA and Field Findings

Conclusion
The NEMA achieved 70% of their targeted outcomes, however given the state of environment in the country this is still not significant enough. NEMA's major role is coordination but getting information from the other implementers is a challenge to know the actual levels. There is lack of a clear MIS to which all implementers send their inputs. Besides there are insufficient instruments for collection and update information. So the information available in most cases is mere estimates.

A number of challenges affected implementation including staffing gaps at central and local levels, inadequate financing, inadequate waste management infrastructure and practices, poor enforcement of environmental laws case of sand mining in Lwera, Mpigi and Kalungu districts. There is continuous environmental degradation and population indifference towards management of the environment and poor coordination among the MDAs causes conflicting roles.

Recommendations

- The MFPED should fast-track wage bill allocation to the NEMA and LGs to support recruitment of necessary personnel in the approved structures.
- The MWE should review funds allocation to implement Environmental and Natural Resources (ENRs) activities by providing conditional grants for the ENRs to supplement the Wetlands grant which is inadequate. Additionally the EIA money should be granted to LGs for environmental management as recommended parliament.
- The NEMA and MWE should liaise closely to ensure all polluters are issued with waste discharge permits and they should abide by the conditions of the permits. Cases of non-compliance should be arrested and prosecuted in courts of law.
- NEMA and LGs should plan and procure the relevant gadgets required by enforcement officers to ease their work.
- The NEMA should increase environmental inspection, audit measures and apply naming and shaming of investors who degrade the environment; penalize where deemed necessary.
- The NEMA should spearhead its coordination role to ensure there is no development at the expense of environment by involving the relevant stakeholders in the whole process to avoid conflicts.
- The NEMA should fast-track cancellation of titles in wetlands and follow up on the presidential directive of "No encroachment on wetlands and those already there leave by June 2017"
- The NEMA should be vigilant to produce and disseminate environmental information in a wider spectrum using multimedia existence to sensitize and advocate for environmental protection.

13.2.9 Uganda National Meteorological Authority (Vote 302)

The meteorological sub-sector faced significant neglect over the years of civil strife in Uganda leading to vandalism and breakdown of most of the equipment. The efforts in the 1990s to-date have yielded positive results including the recent reforms transforming the Meteorology Department into Uganda National Meteorological Authority (UNMA). Uganda requires advanced technologies on monitoring weather and climate and in processing data, production of various products and display to much with current trends and development needs. This calls for heavy investment on robust modern equipment and systems to march with the challenges of climate change. The current weather monitoring network by UNMA is obsolete and needs to be overhauled and automated in line with National Development Plan (NDP2) and Vision 2040. The Vote has one programme National Meteorological services.

The strategic objectives of UNMA are: (i) To improve the quantity and quality of meteorological services to customers; (ii) To build a skilled and motivated workforce through good human resource management practices; (iii) To promote greater awareness of the benefits of using meteorological services, information and products; (iv) To improve the accuracy and reliability of forecasts and advisory services to customers; (v) To achieve a sustained increase in revenue generation.

The approved budget of UNMA in FY 2017/18 was Ug shs 29.555 billion, of which Ug shs 25.360 billion (85.81%) was released and Ug shs 24.500 billion (96.61%) of the release was spent by end of June 2018.

13.2.10 National Meteorological Services Programme

The programme objective is to: provide data and information on weather, climate and climate change to support sustainable social and economic development of the economy.

The programme outcome is *'Increased access to real time meteorological information'* contributes to the sector outcome of *'Improved Weather, Climate and Climate Change Management, Protection and Restoration of Environment and Natural Resources'*.

The programme outcome indicator is:

- ✓ Percentage of functional Weather and Climatic Station network**.**

The programme has four sub-programmes of which two were monitored and findings are as detailed below:

Finance and Administration Sub-Programme

The approved budget of Finance and Administration in FY 2017/18 was Ug shs 10,159,501,149, of which Ug shs 9,912,265,793 (97.89%) was released and Ug shs 9,290,680,940 (93.73% of the release) spent by end of June 2018.

Performance of the sub-programme

The formalization of land ownership was ongoing. In Kabale (awaiting deed plans), in Kyenjojo (Memorandum of Understanding signed with the DLG) and in Soroti (land was surveyed). Awareness creation on weather and climate issues was done through: media training on interpretation and dissemination of seasonal and daily weather forecasts, radio spot adverts, awareness conducted for the parliamentary natural resources and radio talk shows. National and international days were commemorated for example the World Meteorological Day at Akiibua Memorial stadium in Lira and World Environment Day at Cricket Grounds in Mbale.

It was noted that despite efforts on awareness regarding weather information, there is weak dissemination to the beneficiaries by UNMA both at LGs and Centre.

Uganda National Meteorological Authority Sub-Programme

Background

The meteorological sub-sector faced significant neglect in the years of civil strife in Uganda leading to massive vandalism and breakdown of most equipment. The efforts in the 1900s to date have yielded positive results including the recent transformation of the meteorology Department into an Authority. For the authority to perform effectively at the required standards (ISO 9001 2015) the challenges of lack of equipment need to be addressed, train staff to use meteorological information for maximum benefit.

Objectives: i)To improve the quantity and quality of meteorological services to customers;(ii)To promote greater awareness of the benefits of using meteorological services, information and products for public safety and social-economic planning; (iii)To improve the accuracy and reliability of forecasts and advisory services to customers through the development of climate prediction and short-term weather forecasting capability;(iv)To achieve a sustained increase in revenue generation; (v)To advance science and technology related to weather, climate and water

Performance

Financial Performance

The sub-programme annual budget was Ug shs 17,037,000,000, of which Ug shs 11,645,148,043 (75.09%) was released and Ug shs 11,602,856,819 (99.64% of the release) spent by end of June 2018.

Physical performance of the sub-programme

Overall performance of the programme was good at 74% as most outputs and outcome were achieved. Some of the key achievements of the sub-programme included: The aviation sector was supported through Terminal Aerodrome Forecasts and flight folders issued; meteorological data was exchanged on the Global Telecommunication System; Rehabilitated National Meteorological Center in Entebbe by repairing the Upper Air Station, Kihonda station in Masindi was also rehabilitated.

Meteorology was popularised in primary and secondary schools in Maracha, Arua, and Nebbi districts. Media training was conducted for central region to raise awareness on weather issues; Awareness campaigns held for farmers at the harvest money expo; UNMA participated in the world wetlands, and meteorological; Radio talk shows and spot messages adverts were run; The visibility of UNMA was improved through Corporate Social Responsibility at Lira babies home; media program managers and producers were trained regionally in the interpretation and dissemination of seasonal and daily forecasts. Processing of land titles was ongoing by the regional land offices of Soroti, Masindi, Mbarara, Gulu and Buganda; Land Board for Sembabule in order to formalize land ownership. UNMA regulations were developed and submitted to the Solicitor General.

Three seasonal climate outlooks were issued and disseminated to the general public through multimedia channels. The functionality of station networks were improved countrywide. The capacity of UNMA staff both males and females was built in numerical weather predictions, data management and quality control, digital communication and studio graphics among others; Resource mobilisation and management was enhanced. Plots of land in Mbarara, Gulu and Masindi were surveyed. Land title for Ntusi was being processed by Buganda Land Board. The National Meteorological Center in Entebbe and Kihonda station were rehabilitated. Quarterly audit reports were prepared. Table 13.10 presents programme performance analysis.

Table 13.10: Performance of National Meteorological Services by 30th June, 2018

Output Performance							
Sub Programmes	**Out put**	**Annual Budget 000 Ug shs**	**Cum. Receipt. 000 Ug shs**	**Annual Target (%)**	**Cum. Achieved Quantity**	**Physical performance Score (%)**	**Remark**
Finance and Administration	Administration and management support	10,125, 352	9,912,266	100	90	36.31	Activities planned were achieved.
1371: Uganda National Meteorological Authority	Weather and climate services	2,502,759	1,089,881	100	90.00	9.76	Output achieved as planned.
	Administration and management support	1,299,867	864,805	100	66.67	5.07	Output majorly achieved.
	Government building and administrative infrastructure	254,392	251,392	100	16.67	0.17	Operationalization of zonal meteorological centers lacked funds.
	Purchase of Motor Vehicles and Other	700,000	502,167	100	0.00	0.00	Only paid made for vehicles delivered in FY 2016/17.

Output Performance							
Sub Programmes	**Out put**	**Annual Budget 000 Ug shs**	**Cum. Receipt. 000 Ug shs**	**Annual Target (%)**	**Cum. Achieved Quantity**	**Physical performance Score (%)**	**Remark**
	Transport Equipment						
	Purchase of Office and ICT Equipment, including Software	288,500	100,000	100	27.08	0.88	Some equipment not procured due to insufficient funding.
	Purchase of Specialized Machinery & Equipment	10,301,000	10,164,947	100	20.00	8.14	Contract for supply and installation of second weather radar was signed.
	Purchase of office and residential furniture and fittings	161,460	0	100	0.00	0.00	Funds were not released for this output.
Programme Performance (Outputs)						**60.34**	
Outcome Performance							
Outcome Indicator				**Annual Target**	**Achieved**	**Score (%)**	**Remark**
Percentage functionality of meteorological management information system				25	55	100	
Programme Performance (Outcomes)						**100**	
Overall Programme Performance						**74.2**	

Source: UNMA and Field Findings

The programme achieved the target despite the challenges faced by the programme. So the target was either set low or the Authority's budget and outputs are wanting. The UNMA wage bill was 62.6% of the recurrent budget and 47.8 of the development budget. The Authority should reallocate resources within the budget in order to make meaningful impact.

Conclusion

Though the program achieved the outcome target, there are many challenges associated with the functionality of the management information system among which is data availability and accuracy on weather and climate. For the last two FYs, the Authority has been procuring one radar which is not yet delivered and has just started procurement of another. The radars will improve on data accuracy and availability which is the major challenge of the Authority.

However, the dissemination of weather information to the beneficiaries is still weak. Data accuracy is compromised by one station serving several districts as opposed to the world meteorological standard of a station per 10km and understaffing. The tools and equipment for operation are insufficient and dilapidated.

Recommendations

- The UNMA should disseminate information in various ways through workshops, meeting at the districts, multimedia and fast track acquisition of license code to use mobile phones for the benefit of all beneficiaries. Where possible organize radio talk shows with National Agricultural Research Organization staff and translate in the local language.
- The UNMA should devise a mechanism of issuing early regional forecasts for the benefit of different regions which experience different weather patterns and climate change effects.
- The UNMA should improve the means of weather forecast information dissemination to the public. The Authority should take advantage of the multimedia network to further disseminate information.
- The UNMA should improve routine maintenance and procure modern equipment improve on quantity and quality of data for data capturing, processing, storage and communication.
- The UNMA should provide mobile calibration for stations outside Kampala. Agromet and Hydromet stations should be established to supplement the synoptic stations for improved quality of data.
- The UNMA should plan to procure more automatic message systems in other stations like Soroti which link observatories by checking errors, system operations and directs messages to other networks where it is supposed to go.

Part 4: CONCLUSIONS

Chapter 14: CONCLUSIONS

Financial Performance

The overall Government of Uganda (GoU) budget allocated to Ministries, Departments and Agencies (MDAs) & Local Governments (LGs) for FY2017/18 was revised to Ug shs 14.092 trillion, of which Ug shs 13.179 trillion (94%) was released, and Ug shs 13.009 trillion (99%) absorbed which was very good performance. Twenty percent (Ug shs 2.667trillion) was allocation to LGs.

The LGs exhibited the highest absorption (100%), so did sectors of Agriculture; and Works and Transport. The timeliness of release of funds significantly improved, especially for the development budgets (all funds were released by quarter three), resulting in high absorption levels for the GoU funds for projects. It was noted that 90% of the sectors and LGs experienced supplementary budgets; the highest revision of Ug shs 193.827bn was registered under the Water and Environment sector, followed by the Energy and Minerals Development Sector with a supplementary of Ug shs 125.213bn, and Education and Sports sector with Ug shs 121.9bn. Overall 98% of the LGs approved budget of Ug shs 2.633trillion was released by the end of the FY 2017/18.

Performance of the Programme Budgeting System (PBS) project was at 75% which was very good; the PBS was tested for all components and was used for budgeting, reporting and procurement planning in the Central Government (CG) and reporting for LGs. With the PBS, government can enforce the allocation of resources with the strategic framework, policies and priorities.

It was noted that although the PBS has output indicators, they were not linked clearly to the outcomes they contribute to. User manuals were developed and disseminated, although further improvements will be required with the upgrades done. Technical support given to LGs on the PBS was inadequate for the different levels of the roll out, but was satisfactory at the CG level.

The PBS was still experiencing further updates at the LGs as well as completion of the interfaces with the IFMS, IPPS and Aid Management Platform (AMP) which affected the overall project completion.

Physical Performance

Agriculture

The overall performance of the agriculture sector in FY 2017/18 in terms of output and outcome delivery was good (74.67%). Most planned outputs were delivered except in programmes that had operational challenges. Positive trends were recorded in the National Development Programme (NDPII) outcome indicators of sectoral composition of Gross Domestic Product (GDP), production volumes, export volumes and availability of extension workers. The agricultural sector GDP growth doubled to 3.2% in FY 2017/18 compared to 1.6% in FY

2016/17. Growth was highest among cash crops (5.8%), agricultural support services (4.0%) and food crops (3.7%) and lowest in fishing (-2.9%) and livestock (2.0%)[73].

The good performance was associated with increased funding to the sector including supplementary budgets and donor funds; budget credibility whereby the resources that were appropriated by Parliament were largely released by Ministry of Finance, Planning and Economic Development (MFPED); early initiation of procurements; recruitment and availability of extension workers; increased investment in agricultural infrastructure and equipment; increased quality assurance, monitoring and supervision of sector interventions and overall good management by the Accounting Officers.

The sector however did not achieve all its output and outcome targets due to a number of challenges notable being: delayed disbursements of funds and implementation guidelines in some programmes; late conclusion of procurement processes leading to differing of some activities into FY 2018/19; adverse climatic conditions; low capacity of newly recruited extension workers; gender and regional inequalities; soil infertility; pest and disease outbreaks and closure of donor projects. The sector lacks credible outcome indicators, and targets and agricultural data is missing in most institutions. There are many fragmented projects in MAAIF that do not necessarily contribute fully to the sector outcomes due to the low outreach and thin spread of resources. Most projects achieved all the key outputs but had lower outcomes.

Education and Sports

The sector performance in terms of output and outcome delivery was good at 76.4%. The sector performed better at output level with 82.4% overall achievement, than at outcome level at 64.9%. The best performing votes were Education Service Commission and the National Curriculum Development Centre, while the worst performing vote was Ministry of Education and Sports (Vote 013). The overall performance of Vote 013 was poor at 48.1%, despite achieving 74.02% of all their annual targets. No information was availed regarding progress against their outcome indicators which affected the assessment of performance.

In line with the NDP II, the sector contributed to the outcomes of increased enrolment for boys and girls at tertiary level through expansion and rehabilitation of learning facilities across the public universities. There was a 155% increase in the number of new appointments of personnel into the education service.

At output level, better performance was registered for the recurrent as compared to the development sub-programmes. Across the sector, Wage registered 100% release and performance compared to Capital Development where some of the facilities were not constructed despite the receipt of funds for the planned outputs. An example is the Emergency Construction of Primary Schools phase II sub-programme, where the civil works were not carried out in the 52 planned schools. This was largely due to abrupt changes in procurement modalities by the MoES which led to a delay in disbursement of funds to the schools.

The sector has a number of challenges that affect delivery of the education service. These

[73] MFPED, 2018. Background to the Budget FY 2018/19.

included: outstanding VAT obligations particularly for the donor funded projects; forged appointments, promotions and access to Government payroll leading to loss of government funds, understaffing in all public universities that affected the delivery of tertiary education service, static staff ceilings in both primary and secondary schools that led to shortages of primary and secondary teachers across districts particularly in the science subjects, lack of a budget to construct schools in parishes and sub-counties across the country without access to a government-aided primary and secondary school respectively.

Energy

The overall sector performance was fair at 67.6%. The sub-programmes monitored in the sector's five programmes exhibited varied performance levels. The programmes with good performance were the Energy Planning, Management and Infrastructure Development Programme (77.1%), Petroleum Exploration, Development, Production, Value Addition and Distribution Programme (75.8%), Mineral Exploration Development and Value Addition (70.9%). Notable good performing sub-programmes were the Hoima-Nkenda Transmission Project and Kawanda-Masaka Transmission Project where 99.5% of the works were completed and commissioning underway.

Sub-programmes that continued to struggle in their performance were Energy for Rural Transformation-ERT III under the Rural Electrification Programme, the large hydro projects (Isimba and Karuma), Karuma Interconnection project, Tororo-Lira transmission project and the Nile Equatorial Lakes Subsidiary Action Program *(*NELSAP).

Performance was affected by the low budget allocation to critical activities such as Resettlement Action Plans, failure to acquire Right of Way (RoW), delayed procurement, and low staffing levels in some of the programmes.

Health

Overall sector performance in relation to planned outcome indicators was fair at 64%. Good performing programmes included Clinical and Public Health under Ministry of Health, Performance was attributed to vigilance and rigorous surveillance efforts, support from development partners, and timely availability of resources. Fair performers were Health Infrastructure and Equipment; Heart Services; Pharmaceutical and Other Supplies Programme; Safe Blood Provision; National Referral Hospital Services Programme; Cancer Services Programmes. Poor performing programmes included; Regional Referral Services Programmes at Masaka and Kabale, Regional Referral Hospital (RRHs).

There was a weak link between programme outputs and planned outcomes for FY 2017/18 for some programmes. In some instances, outcome indicators were not explicitly set taking into account sector outcomes. Indicators for outcomes on quality were not set while others were set as output targets. Absence of complementary inputs, poor planning and prioritization continued to derail achievement of set targets.

Information and Communications Technology (ICT)

The overall sector physical performance was rated good at 73%. Sound progress was observed under the National Information Technology Authority-Uganda (NITA-U) as efforts to centralize hosting of Government systems were intensified in order to save costs of operating several data centres and duplication of effort in different MDAs. The ICT sector witnessed a reduction in the cost of broadband Internet bandwidth from US$ 300 per megabyte per second (mbps) in 2016 to $70 per Mbps in 2018. Implementation of the five year US$ 85 million RCIP project funded by the World Bank was ongoing with contracts worth US$ 19 million signed and three components concluded.

Construction of the ICT Innovations Hub at Nakawa took off, although it was behind schedule. The ICT innovations fund was operationalized and Ug shs 2.5bn disbursed to 10 beneficiaries (8 males and 2 females) selected from 350 applicants. The beneficiaries developed applications to improve service delivery in the fields of: agriculture, health, education and energy. The support to innovators has created jobs in areas of programming, systems administration, web development, and was expected to create more jobs as soon as the innovations get commercialized.

Restructuring of UBC was initiated, with substantial progress made in the areas of staff restructuring, engineering and programming, however, the funds released were inadequate to complete the enterprise.

Good progress was observed on the key sector indicators of increased ratio of national budget allocated to ICT, increased access and usage of broadband internet bandwidth, increased internet users, increased telephone subscribers and reduction in prices of internet data which is expected to further reduce in 2019. Important to note however, was the impressive progress is not necessarily a result of interventions made by the sector during the review period, rather external factors largely from the private sector players.

Implementation was affected poor planning, and lengthy procurement processes on one hand, and the requirement for a "No objection" at each and every stage of execution of the World Bank funded Regional Communication Infrastructure Programme (RCIP).

Other inhibiters included; low ICT technical capacity within MDAs to support the systems, insufficient counterpart funding to meet the financing needs of the programmes and projects such as the RCIP, resistance to integration of IT systems for government agencies resulting in duplication of effort and non-optimal use of resources, and conflicting guidance from the Executive arm of Government on sourcing bandwidth from either NITA-U or Uganda Telecoms Limited.

Industrialization

The overall sector performance was fair (58%). Good performance was noted in the sub-programmes of; United States African Development Foundation (USADF), Rural Industrial Development Programme (RIDP), and some sub-programmes under science, technology and innovations. Performance of the Uganda Development Corporation (UDC) sub-programmes was varied; acquisition of shares in Horyal Investments and operationalization of Kigezi Highland tea were achieved. However, performance of Soroti Fruit Factory, Sheet Glass Project, Kayonza Tea Factory, and Kiira Motors Corporation assembly plant were behind schedule.

Funds under Industrial Promotion and Science and Technology programmes were partially diverted to recurrent activities of the Uganda Investment Authority (UIA) and Ministry of STI respectively due to inefficiencies in allocation of resources during the financial year and poor planning. The UIA posted poor physical performance in spite of very good release performance. The development funds were diverted to wage and other recurrent activities that arose out of the unplanned restructuring exercise.

The Industrialization sub-sector can serve as a catalyst for Uganda's growth through value addition, provision of relevant skills to the labour force and export of locally manufactured goods. However, the sector was still marred with issues such as; inadequate funding, poor planning, mal administration, that undermine its ability to realize the intended outcomes. The industrialization sub-sector lacks transformative industries (manufacturing) as most of the projects focus on process mechanization, simple value addition and assembling. This therefore calls for investment in research and development to foster innovations, more so in use of local content.

Microfinance

The Microfinance Support Centre (MSC) overall performance was good, it registered a growth in the value of loans disbursed to Ug shs 64.460bn against a target of Ug shs 63.20bn (102%) with the main contributing factor to the tremendous growth being the availability of Islamic Financing. The annual percentage growth in outstanding portfolio was 31% (Ug shs 65.764bn). The MSC mobilized resources and disbursed credit funds from reflows 103% (Ug shs 31,313bn). Portfolio at Risk (PAR) of 14% was achieved and a low repayment rate of 65% against a target of 80%. The MSC recovered Ug shs 151 million of the written off loans (10% performance).

Strategic partnerships were developed with some sector players including LGs and PROFIRA. The centre rolled out a new product of Islamic Financing which greatly improved its disbursement performance and reduction in lead times for loan applications.

A cost to income ratio of 0.53 to 1 was attained which rationalized the existence of zonal offices and efficiencies.

There is growing demand for MSC services that now requires coordination of interventions with other government institutions such as commercial offices at LGs and PROFIRA to enhance financial inclusiveness. PROFIRA is yet to equip the supported SACCOs with office equipment, but some SACCOs in rural areas were trained and developed strong partnerships with LG commercial officers.

Performance was hampered by: poor governance and management in most SACCOs which resulted in misappropriation of funds, theft, collusion, and fraud; limited capacity of SACCOs to access loans from MSC as many do not meet the requirements, inefficiencies and delays in loan processing by MSC drives would-be clients (SACCOs) to other lending institutions; and low staffing levels of MSC zonal offices.

Public Sector Management

Sector performance was fair at 50.4%. Releases for pension and gratuity arrears for FY 2017/8 under the decentralized payroll reforms for both Central and LGs were good. The LGs spent 90% of funds released and CGs spent 64%.

Fair performance was observed for Public Service Selection and Recruitment under Public Service Commission (PSC). Through the Coordination of Local Government Financing programme under LGFC, there was improved sustainable growth in financing of LGs where there was increased local revenue collection from 11% in FY2016/17 to 13% in FY2017/18 against the target of 25%.

Under MoPS, the following programmes had fair performance; Inspection and Quality Assurance; Human Resource Management; and Policy, Planning and Support Services Programmes. A total of 41 out of 48 MDAs and LGs were supported to implement client chatters; 46 out of 47 MDAs supported on implementation of performance initiatives, and 1,172 out of 1,705 public officers were trained by the Civil Service College-Uganda (CSCU).

Through the Local Government Administration and Development, and General Administration, Policy, Planning and Support Services Programmes under Ministry of Local Government (MoLG), civil works commenced on the 10 markets of Mbarara, Entebbe, Kasese, Tororo, Soroti, Arua, Lugazi, Busia, Moroto and Masaka.

Under the Regional Integration; Administration, Policy and Planning programmes, the National Policy on EAC integration was popularized, and procurements undertaken for the MEACA. In the National Plannign Authority, through the Development Planning; Development Performance; and General Management, Administration and Corporate Planning, 66% of MDAs and 94% of the sectors had fully aligned Sector Development Plan (SDPs) with the NDP II.

The Strategic Coordination, Monitoring and Evaluation, Affirmative Action and Disaster Preparedness and Refugees Management Programme under OPM also registered fair performance, where beneficiaries received strategic agricultural inputs and financial support was given to to households and institutions.

Poor performance was registered under KCCA where most funds were spent on civil works and renovations instead of the planned output of capacity building.

Sector performance was hampered by: lack of clear linkages between programme outcomes, planned outputs and outcome indicators resulting in reallocation of funds and duplication of outputs; Non-adherence by LGs to implement guidelines on pension and gratuity arrears; poor coordination between the MoPS, MoES, MoH, MFPED, HSC and ESC, DSC on issues of payroll management resulting into shortfalls in pension and wage; and unqualified DSC staffs in strategic positions especially in the newly created districts hence affecting service delivery.

Roads Sub-Sector

The overall roads sub-sector performance was fair at 66%. This was greatly attributed to the good performance of the DUCAR program under the URF brought about by acquisition of new Japanese road maintenance equipment from MoWT by all the DLGs. This enabled the achievement of both the programme outputs and outcomes. However, generally the NDPII targets were not achieved much as the outputs performance was fair across all votes. The performance all the votes was fair with Vote 013-MoWT at 63%; and Vote 116-UNRA and Vote 118-URF were both at 67.4 and 68% respectively.

The fair performance of the roads sub-sector in the MoWT was on account of achievement of 54% of the planned targets and 82% of the outcome indicators. Therefore, the sub-sector did not achieve the NPDII targets for the FY. Implementation of planned outputs by the force account implementing units was enhanced by the acquisition of the new Japanese equipment. However, expenditure allocation to projects is not prioritised for key outputs which causes funding short falls at the implementation units and thus activities are implemented over a long period of time.

The performance of the NRC/R programme implemented by UNRA was fair at 68%. The failure to achieve the planned outputs was attributed to: insufficient and inadequate designs especially for rehabilitation projects which led to substantial change in scope of works; delayed issuance of statutory approvals by NEMA on almost all projects and UWA for projects traversing the national parks; slow pace of the land acquisition for the RoW; and poor mobilization by the contractors. Poor planning at both the design and implementation stage as manifested in delayed acquisition of RoW, inadequate designs, and delayed relocation of services is likely to hamper the achievement of the NDPII target of 6,000km paved roads by 2019/20 and consequently achievement of outcomes.

The URF performance (DUCAR and NRM programmes) was fair at 68%. The performance in terms of output and outcome delivery of the DUCAR maintenance programme was 84%, while that of the NRM programme implemented by UNRA was at 51%. The DUCAR agencies achieved most of their planned outputs at 83%. This good performance was attributed to the acquisition of the new Japanese road maintenance equipment from MoWT by all the districts which enabled the implementation of most planned outputs.

The NRM achieved 78% of its annual output targets. The physical performance of the force account and contract components of the NRM programme were good at 73% and 84% respectively. However, absorption of funds under the force account component was at 65% due to lack of key equipment to facilitate timely implementation and delayed procurement of materials like culverts and gravel. Contracts were affected by poor mobilisation and delays in payments by UNRA.

Overall the key sector challenges were: poor expenditure allocation to implementing units despite a 100% budget release for projects in the MoWT which resulted in failure to achieve targets; lack of complete sets of road maintenance equipment for force account activities at UNRA stations; poor mobilization of contractors; slow pace of land acquisition of RoW for UNRA development projects; and delayed issuance of statutory approvals by NEMA on almost all projects and UWA for projects traversing the national parks.

Water and Environment

The overall performance of the sector was good at 72.4%, although most of the outcomes targets were not achieved. In terms of the key outcomes, the sector reported that access to safe water in rural areas was at 70% and 74% in urban areas, while access to improved sanitation facilities is at 79% and 87% in rural and urban areas respectively. Completed piped water supply piped systems included nine (under rural) and 34 (under urban), 483 hand pumps and sanitation/sewerage facilities constructed. Under Water for Production, the total national water storage capacity is at 39.2 million cubic meters with 0.5% of irrigable area under irrigation and 86% of water for production facilities functional with 106 valley tanks and 17 mini solar powered irrigation systems.

Under Water Resources Programme, the sector report indicated that 78% of water permit holders complied with the requirements of the permits. Regarding Natural Resources Management, 8.9% of the national wetlands cover was restored and maintained, 15% of the forestry cover restored and 0.19% of river banks, lake shores and mountain ranges restored and maintained. However, the sector report indicates under performance on all the key sector outcome targets set at the beginning of the FY 2017/18. The sector should therefore analyze and address the major reasons for under performance of the key sector outcomes given that the sector received additional resources over and above the approved budget for the FY 2017/18.

The sector priorities put into consideration NDPII targets, however, their achievement would depend upon solutions to some of the sector challenges. These included funding gaps in the sector to meet objectives and targets, non-prioritization of the environment and wetlands sub-sectors, unavailability of land for project implementation, low staffing especially at the LGs, environmental degradation and faulting Section 22 of PFMA 2015. The procurement processes were affected by lack of approved designs, mischarge and unauthorized virements faulting the section 22 of PFMA 2015.

Chapter 15: RECOMMENDATIONS

This chapter highlights the key recommendations emerging from the field findings on physical and financial performance of selected government programmes during the annual monitoring for FY2017/18.

Financial Management

- The MFPED and Bank of Uganda (BoU) should respectively expedite efforts to register the untaxed yet growing informal sector and work to achieve lower interest rates. This will increase tax revenue to support the growing government expenditure.
- The MFPED Budget Directorate should strengthen the scrutiny of sector budget submissions (Budget Framework Papers, and budgets) for any lapses in the estimates and allocations made.
- The MFPED with the National Planning Authority (NPA), Uganda Bureau of Statistics (UBOS) and Office of Prime Minister should improve the outcome indicators and also link the output indicators to the outcomes on the PBS.
- The MFPED should continuously carry out PBS training for key staff and stakeholders at the LGs and CG. These should include Accounting Officers, Planners, Heads of Department and district executive committees.
- The MFPED should support the PBS roll out with a grant for operational costs and or necessary equipment such as computers to maximize the envisaged efficiencies.

Agriculture

- The MFPED and MAAIF should allocate and finance the conducting of the Uganda National Agricultural Census and set up an effective management information system (MIS) both at the central and LG level.
- The MAAIF should review and merge or close the small projects with limited impact on outcomes. Some failed projects like the Rehabilitation of the Bushenyi and Gulu Fish fries under the Fisheries Development Programme should be closed or commissioned out to the private sector.
- The MAAIF and agencies should implement strategic investments along the entire value chains for the priority commodities focusing on irrigation, pest and disease management, post-harvest handling and soil fertility technologies at farm level.
- The MFPED should enhance supervision of budget execution at Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) and agencies, and LGs to hasten funds disbursement.
- The MFPED and National Agricultural Research Organization (NARO) should identify alternative funding to maintain and sustain the research work that was initiated under the Agriculture Technology and Agribusiness Advisory Services (ATAAS) project.
- The MAAIF should continue strengthening the extension service through improving and disseminating the implementation guidelines, re-tooling and equipping the extension workers, timely disbursements and effective supervision of the programme.

- The MAAIF and agencies, and Ministry of Gender, Labour and Social Development (MGSLD) should further enhance mainstreaming and promoting gender and equity compliance in the agriculture sector.

Education and Sports

- The MoES should prioritize payment of outstanding arrears and VAT costs for all donor projects.
- Accounting officers with cases of teachers that forged appointments and promotions should ensure that they are deleted from the respective payrolls. The MoES/ESC should conduct a thorough audit of all appointments and promotions in the 168 LGs (121 districts, 46 municipalities and Kampala Capital City Authority -KCCA) with the view of weeding out all forgeries
- The MoPS, MoES and MFPED should revise the existing staff ceilings in order to allow recruitment of teachers particularly in primary and secondary schools that have dire need.
- The MoES should develop a comprehensive coasted plan for phased construction of primary and secondary in parishes and sub-counties respectively to increase access to education services.
- Government should provide resources to all public universities for recruitment of staff to enable them deliver their core mandate of teaching and research.

Energy

- The MEMD should prioritize allocation of funds to critical activities such as RAP. Key sector projects such as Karuma Interconnection Project, Electrification of Industrial Parks and others such as Tororo-Lira transmission line did not get adequate budget allocations to undertake compensation.
- The Energy Fund should also be replenished to support implementation of key sector projects.
- The Ministry of Lands, Housing and Urban Development should review the land law to enable quicker acquisition of land, since the projects in the sector are mainly infrastructure in nature and require a lot of land.
- The MEMD should liaise with MoPS to recruit staff in vacant positions to overcome the problem of low staffing levels.

Health

- The MFPED should not approve projects without clear plans covering multi-year financial requirements to avoid depreciation of facilities and loss of government resources.
- The MoH should ensure that all programme indicators have a clear and direct link to overall sector outcomes. These indicators should be Specific, Measurable, Achievable and Time Bound (SMART).

- The MoH should establish a reward system for entities that focus on prevention of diseases at all levels. It should also fast track enrolment of Community Health Extension Workers (CHEWS) at all levels.
- The MoH, HSC, MFPED, and MoPS should ensure realignment of the budgeting and recruitment processes by developing strict timelines. These must be adhered to by accounting officers.
- The MoH should prioritise capacity building for Regional Maintenance Workshops to enable effective use of available imaging and other diagnostic equipment at both RRHs and district facilities.

ICT

- The NITA-U and MFPED should prioritize counterpart funding of the RCIP Uganda project to avoid delays in project execution.
- The NITA-U should regularly engage with the World Bank to ensure that “no objections” are secured in time. The World Bank should be implored to have a country based Task Team Leader (TTL) to speed up the process.
- The NITA-U should urgently execute the change management strategy through engaging the bidding community (services providers) to create awareness of e-GP project prior to commencement.
- The MFPED should release the Ug shs 5.3bn to conclude the revamp programme of UBC.
- The UBC and Ministry of ICT&NG should engage with URA to re-schedule the payment of outstanding taxes to avoid cash flow constraints at the corporation.
- The Ministry of ICT& NG should appoint a substantive board for smooth operations at UBC.
- The MoICT &NG should initiate procurements in time to avoid implementation delays.

Industrialization

- Government Agencies should strengthen linkages and build synergies in project implementation and execution. The UDC, UIA and NWSC should prioritize the establishment of a waste disposal facility at Soroti Industrial and Business Park to avoid delays in operationalization of the fruit factory and industrial parks.

- The UIA should adhere to approved work plans, and its management team should strengthen the planning function to avoid interruptions in programme implementation.

- Power distribution and transmission companies (UMEME and UETCL) should improve the quality of power to avoid loss of sensitive equipment by industrialists.

- The MoSTI should engage partners in science, technology and innovations for holistic planning, and interdisciplinary approach to avoid duplication of efforts. Attention should be put on transformative industries (manufacturing) that will create the desired jobs and utilize the local content.

- The UDC Board should recruit staff in critical areas to improve performance and absorption of funds. Capacity in project management should be enhanced.
- The MoTIC should undertake comprehensive appraisal of beneficiaries to ensure sustainability of the seed support under RIDP. Suppliers that consistently deliver defective equipment should be blacklisted.
- The UIRI should focus efforts to existing virtual sites before establishing new ones with a view of operationalizing them to avoid "white elephants". Partners that are reluctant to find capital should be dropped and new ones sought.
- The UIRI, MoTIC, and UDC should undertake feasibility studies before committing public funds in incubation facilities.
- The MoSTI should fast-track the Cabinet Paper on the legal status of PIBID as it transits to a business enterprise in the outer years. There is an urgent need to streamline the PIBID operations to enable it compete and efficiently run commercially.
- The UIA should undertake targeted investment promotion through encouraging foreign investors to invest in selected sectors where domestic enterprises have no capacity.
- The MFPED should make timely releases to industrialization programmes to mitigate research failure and completion of studies.
- The GoU through the MFPED should capitalize the Uganda Development Bank (UDB) to enable entrepreneurs' access cheaper credit for commercialization of viable research and development prototypes.

Microfinance

- The MFPED in partnership with the MSC should fast-track the operationalization of the recently passed Tier 4 Micro Finance Institutions and Money Lenders Act that seeks to enforce regulation and control of microfinance institutions including SACCOs. This should involve massive sensitization of all stakeholders.
- Through the business development services programme of the MSC and in partnership with the PROFIRA, capacity of SACCOs in loan utilization and management from the acquisition of loans to repayment stage should be developed.
- The PROFIRA should prioritize and expedite the provision of office equipment to SACCOs as planned.

Public Sector Management

- The NPA, MFPED and planning units in MDAs and LGs should address the issue of poor strategic planning in sectors, and the function of policy, planning and monitoring and evaluation should be equally addressed.
- The MFPED should institute stringent measures against Accounting Officers, Planning Units, and Human Resource Officers that have failed to account for pension and gratuity funds/arrears released and those spent without authority.
- The MFPED and MoPS should engage consultants to harmonize the performance management instruments in line with the PBB, and carry out institutional assessments, review human resource policies and re-engineer systems to improve performance and service delivery in the public service.
- The MFPED and MoPS should include the gender and equity aspect in the automated human management systems.

Roads Sub-Sector

- The MoWT should commit and release funds to the implementing force account units as provided for during budgeting, and as warranted in order to effectively achieve the planned outputs.

- The Solicitor General, MoWT and UNRA should provide a clause in the works contracts which penalises contractors that do not meet their equipment and personnel mobilisation levels as provided for.

- The UNRA should adopt a two or three staged payment approach for advance based on effective utilisation of the earlier advanced funds. In addition, UNRA should step up monitoring of the level of contractors' equipment mobilization and the extent to which the equipment on site meets the project requirements.

- The MFPED should spearhead the harmonisation of sector plans to curb the financial loss suffered by the GoU as a result of uncoordinated investments or planning.

- The GoU/UNRA should mobilize sufficient funds for full compensation of PAPs and construction contracts should only be signed after the land acquisition process is finalized or near completion.

- The UNRA should give enough time and resources to the project design phase before tendering of projects. This should also take into consideration reviewing designs for rehabilitation projects which have not been implemented within two years.

- All implementing agencies should provide roads maintenance units with sound supervision vehicles. At least one vehicle for each LG and two (2) vehicles for the UNRA stations.

- The UNRA should ensure that: all stations have a complete road maintenance unit (grader, roller, water bowser, wheel loader, and 2 dump trucks) in good working condition; key equipment is provided for stations in unique areas (an excavator for mountainous areas which have landslides); and provide two (2) sound supervision vehicles for each station.

Water and Environment

- The MWE should prioritize allocation of resources to key contributory programmes/outputs/ENR to the sector outcomes in order to achieve the government/ NDPII targets.
- The Ministry of Lands, Housing and Urban Development should expeditiously review the land acquisition policy for development of government projects in line with the ongoing land commission recommendations.
- The NEMA should enforce environmental laws and seek political support to protect the fragile ecosystems.
- Accounting officers should adhere to Section 22 of PFMA 2015 and seek authorized virement from MFPED.
- Accounting officers should ensure that the project procurement plan is adhered to and be held accountable to non-adherence to the same.
- The MWE should plan implementation of projects with approved designs to avoid time wastage and design changes amidst project implementation.
- The LGs should ensure filling up of existing staffing gaps within the structures in line with the wage bill.

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Annexes

Annex 5.1: Agriculture Sector Programmes Monitored for FY 2017/18

Vote	Programme	Sampled sub-programmes	Sampled districts/ Institutions
008 MFPED	Agricultural Credit Facility	Agricultural credit facility projects	
152 NAADS	Agricultural Advisory Services	01 Headquarters 0903 Government purchases	Kween, Nakapiripirit, Moroto, Napak, Kiryandongo, Gulu, Kitgum, Iganga, Soroti, Kumi, Mbale, Namutumba, Kamuli, Kyankwanzi, Hoima, Kabarole, Katakwi, Pader, Bushenyi, Isingiro, Jinja, Luwero
142 NARO	Agricultural Research	01 Headquarters 0382 Support for NARO 07 National Crop Resources Research Institute (NaCRRI) 08 NaFRRI 10 Livestock Resources Research Institute (NaLIRRI) 11 National Semi-Arid Resources Research Institute (NaSARRI) 1139 ATAAS 13 Abi ZARDI 14 Bulindi ZARDI 15 Kachwekano ZARDI 16 Mukono ZARDI 18 Nabiun ZARDI 19 Mbarara ZARDI 21 Rwebitaba ZARDI 27 National Coffee Research Institute (NACORI)	NARO Secretariat, Namulongo Wakiso, Serere, Nakapiripirit, Hoima, Kabarole, Mukono, Mbarara
Vote 155 CDO	Cotton Development	01 Headquarters 1219 Cotton Production Improvement	CDO Headquarters, East Acholi & Karamoja, West Acholi & East Madi, North Eastern, South Eastern/Busoga, Tororo/Butaleja regions
Vote 160 UCDA	Coffee Development	01 Development Services 02 Strategy and Business Development 03 Quality and Regulatory Services	
121 DDA	Dairy Development and Regulation	01 Headquarters 1268 Dairy Market Access and Value Addition	DDA headquarters, North Eastern region (22 districts), South Western region (27 districts), Central region,

			Entebbe Dairy Training School
010 MAAIF	01 Crop Resources	Multisectoral Food Safety and Nutrition Project (1425)	MAAIF, Bushenyi, Iganga, Isingiro, Kyaryandongo, Namutumba
		Northern Uganda Farmers Livelihood Improvement Project (1324)	Gulu, Kitgum, Pader
	02 Directorate of Animal Resources	Meat Export Support Services (1358)	MAAIF, Kyankwanzi
		Regional Pastoral Livelihood Improvement Project (1363)	MAAIF, Kween, Nakapiripirit, Moroto, Napak, Katakwi, Kumi
	03 Directorate of Agricultural Extension and Skills Development	26 Directorate of Agricultural Extension Services	Kween, Nakapiripirit, Moroto, Napak, Kiryandongo, Gulu, Kitgum, Iganga, Soroti, Kumi, Mbale, Namutumba, Kamuli, Kyankwanzi, Hoima, Kabarole, Katakwi, Pader, Bushenyi, Isingiro, Jinja, Luwero
	04 Fisheries Resources	Support to Sustainable Fisheries Development Project (1365)	MAAIF, Bushenyi, Gulu
501-850 Local Governments	District Production Services	0100 Production Department	Kween, Nakapiripirit, Moroto, Napak, Kiryandongo, Gulu, Kitgum, Iganga, Soroti, Kumi, Mbale, Namutumba, Kamuli, Kyankwanzi, Hoima, Kabarole, Katakwi, Pader, Bushenyi, Isingiro, Jinja, Luwero
		04 Production and Marketing	

Source: Authors compilation

Annex 6.0: Education and Sports Sector Votes and Programmes Monitored FY 2017/18

Vote/Programme	Sub programme/Project	Institution/District
013:Ministry of Education and Sports		
Pre-Primary and Primary Education	01:Basic Education	MoES
	1296:Uganda Teacher and School Effectiveness Project	MoES,
	1339:Emergency Construction of Primary Schools Phase II	MoES, Oyam, Kaberamaido, Buyende, Kaliro, Jinja, Mayuge, Bugiri,
Secondary Education	02: Secondary Education	MoES
	0897: Development of Secondary Education	MoES,
Higher Education	07:Higher Education	MoES
	1273:Support to Higher Education, Science and Technology	MoES, Makerere University Business School, Kyambogo University, Gulu University. Muni University, Lira, Busitema University, Mbarara University of Science and Technology, Muni University
Skills Development	05:BTVET	MoES
	10: National Health Services Training	MoES
	11:Dept.Training Institutions	MoES
	0942:Development of BTVET	MoES,Arua, Gulu, Lira, Soroti, Bugiri
	1310:Albertine Region Sustainable Development Project	MoES
	1338: Skills Development Project	
	1368: John Kale Institute of Science and Technology (JKIST)	
	1378: Support to the Implementation of Skilling Uganda Strategy (BTC)	
	1412 The Technical Vocational Education and Training (TVET-LEAD)	
	1432 OFID Funded Vocational Project Phase II	
	1433 IDB funded Technical and Vocational Education and Training Phase II	
Quality and Standards	04:Teacher Education	MoES
	09:Education Standards Agency	MoES
	1340: Development of PTCs Phase II	MoES,
Policy, Planning and Support Services	01:Headquarters 02:Planning 13:Internal Audit 16:Human Resources Management 1435: Retooling and Capacity Development of Ministry of Education and Sports	MoES
Special Needs Education	06:Special Needs Education and Career Guidance	MoES
	1308: Development and Improvement of Special Needs Education (SNE)	MoES, Mbale, Iganga

Vote/Programme	Sub programme/Project	Institution/District
Physical Education and Sports	12:Sports and PE	MoES
	1369:Akii Bua Olympic Stadium	Lira
	1370: National High Altitude Training Center (NHATC)	Kapchorwa
Transfers to Local Governments including KCCA(501-580)		
0781:Pre-primary and Primary Education	321411:UPE capitation	Butambala, Hoima, Kabale, Kabarole, Kalungu, Kiryandongo, Kyankwazi, Kyenjojo, Lyantonde ,Masaka, Masindi, Mbarara, Mityana, Mpigi, Mubende, Mukono, Ntungamo, Rakai, Agago, Kween, Jinja
	0423: Schools' Facilities Grant	
	1383: Education Development	
0782:Secondary Education	321419: Secondary capitation grant-Non wage	
	1383:Education Development	
	321452: Construction of secondary schools	
0784:Education Inspection and Monitoring	321447: School Inspection Grant	
136: Makerere University		
0751: Delivery of Tertiary Education and Research	01 Headquarters	Kampala
	1341: Food Technology Incubations 11	
	1342: Technology Innovations II	
137: Mbarara University of Science and Technology		
0751: Delivery of Tertiary Education and Research	01 Headquarters	Mbarara
	0368: Development	
138:Makerere University Business		
0751: Delivery of Tertiary Education and Research	01 Headquarters	Kampala
	0896: Support to MUBS Infrastructural Development	
139: Kyambogo University		
0751: Delivery of Tertiary Education and Research	01: Headquarters	Kampala
	0369:Development of Kyambogo University	
111: Busitema University		
0751: Delivery of Tertiary Education and Research	01: Headquarters	Tororo
	1057: Busitema University Infrastructure Development	
127: Muni University		
0751: Delivery of Tertiary Education and Research	01:Headquarters	Arua
	1298: Support to Muni Infrastructure Development	
149: Gulu University		
0751:Delivery of Tertiary Education	01: Administration	Gulu
	0906:Gulu University	
301: Lira University		
0751:Delivery of Tertiary Education	01:Headquarters	Lira
	1414: Support to Lira University Infrastructure Development	
303: National Curriculum Development Center		
0712: Curriculum and instructional materials Development Orientation	01:Headquarters	Kampala
307: Kabale University		
0751:Delivery of Tertiary Education	01:Headquarters	Kabale
	1418: Support to Kabale Infrastructure Development	

Source: Authors' Compilation

Annex 7.1: Energy Sector Projects Monitored for Q4 FY 2017/18

Project code and Name	Location/ Areas visited
Vote 017: Ministry of Energy and Mineral Development	
0301 Energy Planning, Management and Infrastructure Development programme	
Electricity Sector Development (Project 1212)	Wakiso, Mpigi, Masaka, Mbarara
Karuma Interconnection Project (Project 1025)	Luwero, Nakasongola, Kiryandongo, Lira, Nwoya
Electrification of Industrial Parks	Iganga, Mukono, Namanve, Luzira
Mbarara- Nkenda/Tororo-Lira (Project: 1137)	Mbarara, Kasese, Tororo, Lira
Mputa Interconnection- Hoima-Nkenda (Project. 1026)	Kasese, Kabarole, Kibaale, Kyenjojo, Hoima
Nile Equatorial Lakes Subsidiary Action Program-(NELSAP):Bujagali-Tororo-Lessos/ Mbarara- Mirama- Birembo (Project 1140)	Jinja, Tororo, Mbarara, Ntungamo
0302 Large Hydropower Infrastructure programme	
Isimba Hydropower Plant (Project 1143)	Kayunga
Karuma Hydropower Plant (Project 1183)	Kiryandongo, Nwoya
0303 Petroleum Exploration, Development Production, Value Addition and Distribution programme	
Strengthening the Development and Production Phases of Oil and Gas sector (Project: 1355)	Entebbe
Skills for Oil and Gas-SOGA(1410)	Entebbe
0305 Mineral Exploration, Development and Production programme	
Design, Construction and Installation of Uganda National Infrasound Network (DCIIN)-(1392)	Entebbe
Mineral Wealth and Mining Infrastructure Development (Project: 1353)	Entebbe, Moroto
Vote 123: Rural Electrification Agency	
03 51 Rural Electrification programme	
Rural Electrification (Project:1262)	Ntungamo, Rukungiri, Mbarara, Bushenyi, Isingiro, Kabale, Hoima, Sembabule, Lwengo, Kayunga, Sheema, Masaka, Wakiso, Mukono, Buikwe, Kamuli, Iganga, Buyende, Jinja, Hoima, Kyenjojo, Kibaale, Kabarole, Kasese, Kisoro, Kiryandongo, Masindi.
Energy for Rural Transformation- ERTIII(Project 1428)	
Grid Electrification Project IDB I(Project 1354)	

Annex 8.1: Votes, Programmes and Sub-programmes selected for Monitoring FY 2017/18

Vote Code	Vote Selection	Programmes monitored	Sub-Programmes monitored	Location
014	MoH	Health Infrastructure and Equipment	Institutional Support to MoH (Project 1027); Italian Support to HSSP and PRDP (1185); Support to Mulago Hospital Rehabilitation (1187); Rehabilitation and Construction of General Hospitals (1243); Construction of Specialized Neonatal and Maternal Unit in Mulago Hospital (1315); Regional Hospital for Pediatric Surgery (1394); Kayunga-Yumbe Rehabilitation Project.	MoH, Mulago, Moroto, Nakapiripirt, Entebbe, Kawempe, Kiruddu, Kayuga, Yumbe and Kawolo
		Clinical and Public health	Clinical Services; National Disease Control; Shared National Services; East Africa Public Health Laboratory Network Project Phase II (1413)	MoH, Butabika, 28 local governments
114	Uganda Cancer Institute (UCI)	Cancer Services	Medical Services (02);Radiotherapy (04); UCI (Project 1120); Institutional Support to UCI (1476); African Development Bank (ADB) Support to UCI	UCI-Mulago, Arua, Mayuge, Mbarara
115	Uganda Heart Institute (UHI)	Heart Services	Medical Services (02); UHI -Project 1121)	UHI-Mulago
116	National Medical Stores (NMS)	Pharmaceutical and other Supplies	Pharmaceutical and other medical Supplies	NMS-Entebbe, 14 RRHs and 28 districts
134	Health Service Commission (HSC)	Human Resource Management for Health	Human Resource Management for Health, HSC (0365)	HSC, 14RRHs, UBTS, UHI, UCI
151	Uganda Blood Transfusion Services (UBTS)	Safe Blood Provision	Regional Blood Banks, UBTS	UBTS, 14 RRHs, Gulu, Mbarara, Masaka, Lira, Soroti, Mbale and Masaka
161	Mulago Complex	National Referral Hospital Services	Medical services; Mulago Hospital Complex	Mulago Hospital
162	Butabika Hospital	Provision of specialized mental health services	Management; Butabika and health center remodeling/construction. Institutional Support to Butabika Hospital	Butabika Hospital
163-176	14 Referral Hospitals	Regional Referral Services	Hospital Services, Project 1004 and Institutional Support projects	14RRHs
304	Uganda Virus Research Institute	Virus Research Services	Institutional Support Project; UVRI development Project (1442)	Entebbe

501-850	Local governments	Primary Healthcare	Health Development (1385)	Apac, Bududa, Bundibugyo, Butambala, Ibanda, Kabale, Kabarole, Kagadi, Kamwenge, Kanungu, Katakwi, Kibaale, Kiboga, Kibuku, Kumi, Kyenjojo, Kyotera, Luwero, Lyantonde, Maracha, Masindi, Mpigi, Mukono, Oyam, Palisa, Tororo, Wakiso and Yumbe

Source: Author's Compilation

Table 11.1: PSM Projects/ Programmes monitored at annual monitoring FY2017/18

Vote	Project/Programme	Sampled institutions/ districts
Vote 003: Office of the Prime Minister	Project 1317: Dry Lands Project	Moroto,Nakapiripit,Napak,Amudat
	Project 0922: Humanitarian Assistance	Sironko, Bududa, Rukungiri, Rubanda, Mukono, Katakwi, Kyegegwa,
	Project 1078: Karamoja Integrated Development Programme (KIDP)	Moroto, Nakapiripit, Napak,Abim
	Project 0932: Post-war Recovery and Presidential Pledges	Omoro,Gulu, Serere,Nwoya,Nebbi,Alebtong
	Project : 1252 Support to Bunyoro Development	Hoima, Masindi, Kiryandongo,Bullisa,Kagadi
	Project 0022: Support to Luwero-Rwenzori Development Programme	Luwero, Kyankwanzi, Wakiso
Vote 005: Ministry of Public Service	Project 1285: Support to Ministry of Public Service	Ministry of Public Service Headquarters
	Public Service Reforms: Upgrading the Civil Service College; Public Performance Management; Management of the Public Service Payroll and Wage Bill;	Mbarara, Nakapiripirit, Njeru, Masaka, Gulu, Hoima, Serere, Ntungamo,Soroti, Lugazi, Entebbe MC,Buikwe,Kayunga,Jinja
Vote 011: Ministry of Local Government	Project 1381: Project for Restoration of Livelihoods in Northern Region (PRELNOR)	Gulu, Nwoya,Omoro
	Project 1360: Markets and Agricultural Trade Improvements Programme (MATIP 2)	Mbarara, Lugazi, Soroti, Entebbe, and Masaka Municipal Councils
	Project 1088: Urban Markets and Marketing Development of the Agricultural Project (UMMDAP)	Masaka (Nyendo), Wakiso (Busega)
	Project 1307: Support Ministry of Local Government	Ministry of Local Government Headquarters; Kyegegwa, Kayunga

Vote	Project/Programme	Sampled institutions/ districts
Vote 021: East African Community	Project 1005: Strengthening Ministry of EAC Affairs	Ministry of EAC Affairs Headquarters
Vote 108: National Planning Authority	Project 0361: National Planning Authority	National Planning Authority and all planning units in all the above LGs
Vote 122: Kampala Capital City Authority	Project 0115: LGMSD (Local Government Management Service Delivery)	KCCA Headquarters
Vote 146: Public Service Commission	Project 0388: Public Service Commission	Public Service Commission and all DSCs in the above LGs
Vote 147: Local Government Finance Commission	Project 0389: Support Local Government Finance Commission (LGFC)	Local Government Finance Commission and all above LGs

Source: Authors compilation

Table 12.1: Project/Programmes monitored for FY 2017/18

Implementing Institution	Project/programme and location
Ministry of Works and Transport – Vote 016	Gulu Municipal Roads Rehabilitation of District Roads: Luweero and Mbarara Regional Force Account Units Construction of Selected Bridges
Uganda National Roads Authority – Vote 113	Upgrading – 11 Projects Mpigi –Kanoni (65km) Kanoni – Sembabule – Villa Maria (110kms) Kampala Northern Bypass (17.5km) Kampala – Entebbe Expressway/ Munyonyo (51km) Mubende – Kakumiro – Kagadi road (107km) Olwiyo – Gulu (70.3 km) Gulu – Acholibur (77.7 km) Acholibur – Kitgum – Misingo (86.4 km) Soroti-Katakwi-Akisim (100km) Akisim-Moroto (50.3km) Musita-Lumino-Busia/Majanji (104km) Rehabilitation – 4 Projects Nansana - Busunju (47km) Hima – Katunguru (58km) Ishaka – Katunguru (58km) Nakalama – Tirinyi – Mbale road (102km) Bridges 2nd Nile bridge at Jinja
Uganda Road Fund – Vote 118	District, Urban and Community Access Roads (DUCAR) Maintenance Programme – 15 Districts

Implementing Institution	Project/programme and location
	Bushenyi, Kibaale, Kiryadongo, Koboko Luweero, Mubende, Namayingo, Namutumba, Nwoya, Omoro, Packwach,, Pader, Rubirizi, Rukiga, Soroti 6 Municipalities Bushenyi-Ishaka, Busia, Lugazi, Masindi, Mubende, Entebbe National Roads Maintenance Programme - 7 UNRA stations Arua, Jinja, Kampala, Kasese, Masindi, Moyo, Mubende, and Mbale

Source: Author's Compilation

Annex 13.1: WES Programmes Monitored for Annual Performance FY 2017/18

Vote / Programme	Sub Programme / Output and Location (District)
Vote 019 MWE	
Programme 0901: Rural Water Supply and Sanitation	Sub Programme 1359: Piped Water in Rural Areas - Construction of Rwebisengo Kanara GFS in Ntoroko district - Nyabuhikye-Kikyenkye GFS in Ibanda district - Construction of Bukedea GFS in Bukedea district Sub Programme 0163: Support to RWS - Construction of Bududa II WSS in Bududa district - Construction of Lirima II WSS in Manafwa district Sub Programme 1347: Solar Powered Mini-Piped Water Schemes in rural Areas - Construction of Nyamiyonga Katojo WSS in Isingiro district. - Construction of Atapara mini piped solar water systems in Oyam district
Programme 0902: Urban Water Supply and Sanitation	Sub Programme 1130: WSDF central - Construction of Gombe-Kyabadaza WSS in Butambala district Sub Programme 1075: WSDF East - Construction of Buyende WSS in Buyende district - Construction of Busede-Bugobya WSS in Jinja district - Construction of Iziru WSS in Jinja district Sub Programme 1188: Protection of Lake Victoria-Kampala Sanitation Program - Construction of Nakivubo Waste Water Treatment Plant in Kampala - Construction of Nakivubo and Kinawataka sewer networks in Kampala - Construction of Kinawataka Pre-treatment plant in Kampala Sub Programme 1193: Kampala Water Lake Victoria Water and Sanitation Project - Construction of Katosi water treatment plant in Kampala - Rehabilitated, upgraded and restructured Kampala water distribution network
Programme 0903: Water for Production	Sub Programme 1398: Water for Production Regional Centre West - Construction of Mabira dam in Mbarara district - Construction of Kyasonko mini irrigation scheme in Lwengo district

	Sub Programme 0169: Water for Production - Construction of Rwengaju irrigation scheme in Kabarole district.
Programme 0904: Water Resources Management	Sub Programme 1302: Support for hydro-power development and operations on river Nile - Longitudinal and cross-section profiles of the various sections of River Nile produced - Long-Term Water Planning and Water Forecasting Sub-Tools finalized. Sub Programme 1424: Multi-Lateral lakes Edward and Albert integrated fisheries and water resources management (LEAF II) - Construction of a water quality laboratory in Albert Water Management Zone in Kabarole district
Programme 0905: Natural Resources Management	Sub Programme 1417: Farm Income Enhancement and Forestry Conservation Project Phase II (FIEFOC II) - Construction of Olweny Irrigation scheme in Alebtong district - Construction of Mobuku irrigation scheme in Kasese district - Construction of Tochi irrigation scheme Oyam district
Programme 0949: Policy, Planning and Support Services	Sub Programme 0151: Policy and Management Support - Review of activities under the sub programme
Vote 150 NEMA	
Programme 0951: Environmental Management	Sub Programme 01: Administration - Critical degraded fragile ecosystems of L. Kakyera restored and protected in Kiruhura district. - Critical degraded fragile ecosystems of Limoto wetland in Pallisa district restored and protected. Sub Programme 1304: Support to NEMA Phase II - Support to the CDM project in Lira district
Vote 302 UNMA	
Programme 0953: National Meteorological Services	Sub Programme 02:Finance and Administration - Review of activities under the sub programme such as UNMA visibility improved; awareness on weather issues raised; national, international days commemorated; land ownership formalised in Kabale, Mubende. Masindi, Kyenjojo, Soroti and Sembabule; UNMA regulations developed Sub Programme 1371: Uganda National meteorological Authority - Formalization of land ownership in Mbarara, Masindi, Kibanda Ntusi and Gulu Stations by fencing.
Votes: 501-850 Local Governments	
Programme 0981: Rural Water Supply and Sanitation	Sub Programme 0156: Rural Water (Conditional transfers for rural water) - Implementation of the District Rural Water and Sanitation Development Conditional Grant (DWSDCG) in Mukono, Buyende,

	Oyam, Lira, Budaka, Buikwe, Sironko, Butambala, Rukungiri and Buhweju district. Sub Programme 07: Works (Conditional transfers to Sanitation and Hygiene) - Implementation of the Sanitation and Hygiene grant in Mukono, Buyende, Oyam, Lira, Budaka, Buikwe, Sironko, Butambala, Rukungiri and Buhweju districts.

Source: Authors' Compilation

[i] Assessments on outcomes for 2017-18 commenced August 2018.