



# **Integrated Transport Infrastructure Services Programme**

## **Semi-Annual Budget Monitoring Report**

**Financial Year 2023/24**

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## TABLE OF CONTENTS

ACRONYMS.....	iii
FOREWORD.....	iv
EXECUTIVE SUMMARY.....	v
CHAPTER 1: INTRODUCTION.....	1
1.1 Background.....	1
1.2 Programme Goal.....	1
1.3 Programme Objectives.....	2
1.4 Programme Outcomes and Indicators.....	2
CHAPTER 2: METHODOLOGY.....	3
2.1 Scope.....	3
2.2 Sampling.....	3
2.3 Data Collection.....	3
2.4 Data Analysis.....	4
2.5 Limitations.....	4
2.6 Structure of the Report.....	4
CHAPTER 3: PROGRAMME PERFORMANCE.....	5
3.1 Overall Programme Performance.....	5
3.2 Emerging Issues.....	7
3.3 Transport Infrastructure and Services Development Sub-Programme.....	8
3.3.1 Introduction.....	8
3.3.2 Construct and upgrade climate-proof strategic transport infrastructure (tourism, oil, minerals and agriculture).....	9
3.3.3 Implement an Integrated Multi-modal Transportation Hub (air, rail, road and water) ...	17
3.3.4 Sub-programme challenges.....	24
3.3.5 Conclusion.....	24
3.3.6 Recommendations.....	25
3.4 Transport Asset Management Sub-programme.....	25
3.4.1 Introduction.....	25
3.4.2 Rehabilitate and Maintain Transport Infrastructure.....	26
3.4.3 Adopt cost-efficient technologies to reduce maintenance backlog.....	41
3.4.4 Enforce loading limits.....	42
3.4.5 Sub-Programme Key Challenges.....	43
3.4.6 Conclusion.....	43
3.4.7 Recommendations.....	44
3.5 Land Use and Transport Planning Sub-Programme.....	44
3.5.1 Introduction.....	44
3.5.2 Acquisition of infrastructure/utility corridors.....	45
3.5.3 Develop and Strengthen Transport Planning Capacity.....	45
3.5.4 Develop the National Transport Masterplan (NTM) aligned to the National Physical Development Plan.....	45

3.5.5	Transit-oriented developments along transport infrastructure corridors (such as roadside stations.....	45
3.5.6	Sub-programme challenges .....	45
3.5.7	Conclusion .....	46
3.5.8	Recommendations.....	46
3.6	Transport Regulation Sub-programme.....	46
3.6.1	Introduction.....	46
3.6.2	Review, update and develop transport infrastructure and services policies, plans, regulations and standards and laws .....	47
3.6.3	Enforce relevant transport infrastructure and services policy, legal, regulatory and institutional frameworks .....	47
CHAPTER 4: CONCLUSION AND RECOMMENDATIONS .....		49
4.1	Programme Conclusion.....	49
4.2	Recommendations.....	51
References .....		52
ANNEXES .....		53

## ACRONYMS

B2P	-	Bridges to Prosperity
BRT	-	Bus Rapid Transit
BMAU	-	Budget Monitoring and Accountability Unit
COVID-19	-	Corona Virus Disease 2019
DDEG	-	Discretionary Development Equalisation Grant
DLG	-	District Local Government
DLP	-	Defects Liability Period
DUCAR	-	District, Urban and Community Access Roads
EU	-	European Union
FY	-	Financial Year
GDP	-	Gross Domestic Product
GKMA	-	Greater Kampala Metropolitan Area
GoU	-	Government of Uganda
IDA	-	International Development Association
IPC	-	Interim Payment Certificate
IPF	-	Indicative Planning Figure
ITIS	-	Integrated Transport Infrastructure Services
KCCA	-	Kampala Capital City Authority
Km	-	Kilometre
LBC	-	Labour Based Contract
LRT	-	Light Rail Transit
MC	-	Municipal Council
MFPED	-	Ministry of Finance, Planning and Economic Development
MGR	-	Meter Gauge Railway
MAAIF	-	Ministry of Agriculture, Animal Industry and Fisheries
MoH	-	Ministry of Health
MoWT	-	Ministry of Works and Transport
MWE	-	Ministry of Water and Environment
NRC/R	-	National Road Construction/Rehabilitation
NRM	-	National Roads Maintenance
PIAP	-	Programme Implementation Action Plan
SDR	-	Special Drawing Right
Q	-	Quarter
RoW	-	Right of Way
UCAA	-	Uganda Civil Aviation Authority
Ug shs	-	Uganda Shillings
UNRA	-	Uganda National Roads Authority
URC	-	Uganda Railways Cooperation
URF	-	Uganda Road Fund
USD	-	United States Dollars

## FOREWORD

At the start of this Financial Year 2023/24, the Government of Uganda outlined strategies to accelerate the country's economic growth agenda. Some of these strategies centered on enhanced domestic revenue mobilization and collection, and effective implementation of various initiatives to improve the efficiency and effectiveness of government programs and projects.

Within your programmes, I urge you to undertake a comprehensive reflective exercise to find out if indeed the interventions being implemented are achieving the true essence of efficiency and effectiveness. If not, why? How can this situation be remedied? Without efficiency and effectiveness, the impact and the ensuing sustainability from the interventions will not be achieved, thus reducing the opportunities for investment in new and more productive ventures.

The government is concerned that some programmes have stagnated at fair performance over the years, although they receive a considerable amount of their budgets annually. These monitoring findings form a very important building block upon which the programmes can begin the reflective exercise. I will be happy to hear your ideas on how the last-mile service delivery can be improved.



Ramathan Ggoobi

**Permanent Secretary/Secretary to the Treasury**

## EXECUTIVE SUMMARY

The Integrated Transport Infrastructure Services (ITIS) Programme budget in the Financial Year (FY) 2023/24 is Ug shs 4, 477.75billion (bn), of which Ug shs 1,890.51bn (42.2%) and Ug shs 1,510.15bn (79.9%) was expended by 31<sup>st</sup> December 2023. Thus the release and absorption performance were good. Despite the good release, the funds were inadequate to enable the implementation of both development and recurrent outputs under the programme. The inadequate release led to an increase in arrears especially under the Uganda National Roads Authority (UNRA) from Ug shs 621.496bn at the end of the FY2022/23 to Ug shs 871.497bn at the close of the half-year in addition to interest due to delayed payments to service providers.

The overall performance of the ITIS Programme was fair at 52.6% which implies that the programme significantly did not achieve the planned outputs in most of the sub-programmes during the first half of the FY. This dismal performance was majorly attributed to inadequate financing.

Under the *Transport Infrastructure and Services Development Sub-programme* whose aim is to increase transport interconnectivity to promote interregional trade and reduce poverty; and optimize transport infrastructure and services investment across all modes, the performance was poor (43.5%). Therefore, the intended development of transport infrastructure was not fully achieved. This was on account of inadequate releases to the implementing agencies leading to delays in the acquisition of the Right of Way (RoW) for the development projects; and delays in payment of service providers (mainly the contractors and supervising consultants). As a result of inadequate disbursements, the UNRA closed the half-year with arrears amounting to Ug shs 871.497bn and interest rates due to delayed payments to service providers.

The ‘construct and upgrade climate proof strategic transport’ intervention performance was poor at 43.6%. This was on account of the poor performance of Tororo–Gulu Meter Gauge Railway (MGR) rehabilitation, where only 6% progress was attained as the works commenced in July 2023. Despite the poor performance under this intervention, 93.68km was added to the national network in the period, bringing the total national paved network to 6,186.68km.

All the projects were behind schedule except Saka Swamp Crossing under the Design and Build Scheme. Substantial completion was attained for the following projects: Kapchorwa–Suam (73km), Masindi Park Junction and Tanga Junction-Para-Buliisa (159km); and Masaka Town Road II (9.3km).

To optimize transport infrastructure and services across all modes; and provide connectivity, the Government of Uganda (GoU) has invested in the improvement of ferry services; and rehabilitation of the MGR between Malaba-Kampala and Tororo-Gulu. However, the functionality of these investments in the first half of the FY was affected by poor disbursements and delayed procurement.

Under the *Transport Asset Management Sub-programme* whose main aim is to prioritize transport assets management to increase their life span, the performance was fair (61.5%). The intervention to rehabilitate and maintain transport infrastructure performed fairly, while that of ‘Adopt cost-efficient technologies to reduce maintenance backlog’ was poor. The underperformance was strongly linked to the heavy rains received in quarters 1 and 2 (Q1 and Q2) and inadequate releases to projects and the implementing units. The ‘Enforcing loading

limits' intervention, on the other hand, had a very good performance.

The output for rehabilitation of the national roads paved network implemented by the UNRA performed fairly (55.7%). A total of 30km equivalent of the national roads were rehabilitated against an annual target of 163km.

The performance of the Community Roads Improvement Project (CRIP) was fair at 56.8%. A total of 148km of fully gravelled roads on the Community Access Roads (CARs) network were achieved by half-year. The performance was mainly affected by the inadequate release of funds under this project (25.4% of the annual budget was released).

The adoption of cost-efficient technologies through the implementation of low-cost sealing on district roads performed poorly at 30.1%. This poor performance was attributed to several factors such as poor mobilization of contractors, delayed relocation of utilities and project-affected persons (PAPs), torrential rains, and slow progress of contractors due to poor cash flows. The poor performance of these projects undermines the intervention's goal of reducing the maintenance backlog on the district road network.

The National, and the District, Urban and Community Access Roads (DUCAR) were maintained by routine manual, mechanized (force account) and contracts. The performance of the maintenance works for national roads was good at 74.0% and 75.5% for force account and contracts respectively. Maintenance of the DUCAR network undertaken by the local governments (LGs) had a poor performance of 41.0%. The UNRA stations majorly addressed emergencies that were occasioned by the heavy rains received in Q1 and Q2, while most LGs paused road maintenance activities.

The intervention for the Construction of Bridges on the DUCAR network by the Ministry of Works and Transport (MoWT) performed poorly at 43.7%. Three (3) cable bridges in the hard-to-reach areas were substantially completed, while construction of a significant number of bridges was ongoing. The performance was greatly affected by insufficient and delayed disbursement of funds, and flooding of the sites due to abnormal rains that led to the suspension of works on some sites.

The enforcement of the axle loads by the UNRA had a very good performance. The percentage of overloaded trucks on the national reduced to 3.4% against a target reduction of 4% in FY2023/24. This reduction was a good step forward in improving the lifespan of the road infrastructure. Despite the reduction in overloaded vehicles, there is still a need to enhance enforcement to reduce the number to zero

Overall the performance of the ***Land Use and Transport Planning Sub-programme*** was fair (61%). The planned acquisition of the right of way on the development projects under UNRA; and the Standard Gauge Railway project under the MoWT was not achieved mainly due to inadequate releases. Consequently, this greatly affected the achievement of outputs under the Transport Infrastructure and Services Development Sub-programme which largely depends on the acquisition of the infrastructure corridors. Similarly, achievement of the planned outputs under the Develop and Strengthen Transport Planning Capacity; and Transit-Oriented developments along transport infrastructure corridors interventions was low.

The overall performance of the Transport Regulation sub-programme was poor (41.0%) and this was on account of the poor performance of the review, update and develop transport

infrastructure and services policies, plans, regulations and standards and laws intervention. Despite this poor performance, there was progress on most of the outputs under the Enforce relevant transport infrastructure and services policy, legal, regulatory and institutional framework intervention. The progress was majorly in areas of compliance with standards and relevant laws aimed at the smooth operation of transport services.

### **Overall challenges**

- i) **Budget suppression** mainly affected both the Transport Infrastructure and Services Development, and the Land Use and Transport Planning sub-programmes. The insufficient budget and releases led to increased arrears to the service providers as a result of delayed payments.
- ii) **Less prioritisation** of road maintenance and rehabilitation; as well as bridge construction on the DUCAR network, in comparison to new road development, resulting in reduced life of the road infrastructure and a rise in the maintenance backlog.
- iii) **Over-commitment of outputs in the programme** has resulted in accumulated arrears.
- iv) **Insufficient numbers of sound equipment** at the UNRA stations, municipalities and cities. Currently, the sharing of district equipment between all the LGs (cities, municipalities, town councils and sub-counties) is not sustainable.
- v) **Delayed access to project corridors or right of way** on upgrading projects on the national road network majorly due to exhaustion of the land acquisition budget and grievances from the PAPs.

### **Recommendations**

- i) The MFPED should mobilise adequate funding to enable implementing agencies to stick to and achieve the annual planned commitments.
- ii) The MoWT and UNRA should prioritise funding for maintaining the infrastructure being developed.
- iii) The MoWT and UNRA should prioritise funding for completing ongoing projects before new ones are commenced.
- iv) The UNRA and MoWT should prioritise to acquire at least 50% of the RoW before the commencement of the project works and ensure that land acquisition is finalised within six (6) months after commencement for future projects.



# CHAPTER 1: INTRODUCTION

## 1.1 Background

The mission of the Ministry of Finance, Planning and Economic Development (MFPED) is, “*To formulate sound economic policies, maximize revenue mobilization, and ensure efficient allocation and accountability for public resources so as to achieve the most rapid and sustainable economic growth and development.*”

The MFPED through its Budget Monitoring and Accountability Unit (BMAU) tracks the implementation of programmes/projects by observing how values of different financial and physical indicators change over time against stated goals, indicators and targets (how things are working). The BMAU work is aligned to budget execution, accountability, service delivery, and implementation of the Domestic Revenue Mobilisation Strategy (DRMS).

Starting FY 2021/22, the BMAU is undertaking Programme-Based Monitoring to assess performance against targets and outcomes in the Programme Implementation Action Plans (PIAPs) of the third National Development Plan (NDPIII). Semi-annual and annual field monitoring of government programmes and projects is undertaken to verify the receipt and application of funds by the user entities and beneficiaries, the outputs and intermediate outcomes achieved, and the level of gender and equity compliance in the budget execution processes. The monitoring also reviews the coherency in implementing the PIAP interventions; the level of cohesion between sub-programmes; and challenges of implementation.

The monitoring covered the following programmes: Agro-Industrialization, Community Mobilisation and Mindset Change, Digital Transformation, Human Capital Development, Innovation, Technology Development and Transfer, Integrated Transport Infrastructure and Services, Mineral Development, Natural Resources, Environment, Climate Change, Land and Water Management, Public Sector Transformation, Sustainable Development of Petroleum Resources, and Sustainable Energy Development.

This report presents findings from monitoring the Integrated Transport Infrastructure Services (ITIS) Programme for the budget execution period of 1<sup>st</sup> July to 31<sup>st</sup> December 2023. The performance findings in the report are presented per the approved Programme Implementation Action Plan (PIAP) interventions.

## 1.2 Programme Goal

The goal of the Integrated Transport Infrastructure and Services (ITIS) Programme is to have a seamless, safe, inclusive and sustainable multi-modal transport system. The programme aims to: reduce average travel time; reduce freight transportation costs; reduce the unit cost of building transport infrastructure; increase stock of transport infrastructure; increase average infrastructure lifespan; and reduce fatality and causality per mode of transport.

### 1.3 Programme Objectives

The objectives of the ITIS Programme are to:

- i) Optimize transport infrastructure and services investment across all modes;
- ii) Prioritize transport asset management;
- iii) Promote integrated land use and transport planning;
- iv) Reduce the cost of transport infrastructure and services;
- v) Strengthen, and harmonize policy, legal, regulatory, and institutional framework for infrastructure and services; and
- vi) Transport interconnectivity to promote intraregional trade and reduce poverty.

### 1.4 Programme Outcomes and Indicators

The programme outcomes and associated performance indicators are presented in Table 1.1.

**Table 1.1: List of Programme Outcomes and Indicators**

s/n	Outcome	Indicator
1	Improved accessibility to goods and services.	Travel time within Greater Kampala Metropolitan Area (GKMA) and other cities; Travel time on national roads and district roads; Stock of paved national roads; Stock of paved urban roads.
2	Reduced cost of transport infrastructure.	Unit cost of upgrading roads to paved standard; unit cost of rehabilitation of paved roads; unit cost of reconstruction of paved roads; average cost for construction of unpaved/ gravel road; unit cost of rehabilitation of meter gauge rail infrastructure.
3	Improved national transport planning.	% Actual progress vs. planned implementation of the NDP III.
4	Longer service life of transport investment.	Average infrastructure lifespan for Tarmac roads (years); average infrastructure lifespan for first-class murrum roads (years).
5	Improved safety of transport services.	Total Fatalities on road transport, serious injuries on road transport, casualties per 100,000 vehicles (road transport).
6	Improved coordination and implementation of transport infrastructure and services.	% of LGs in compliance with road standards.
7	Increased access to regional and international markets.	Ratio of Exports to GDP (%); value of exports to the region (Thousand USD): Congo; Kenya; Rwanda.

*Source: MoWT Programme Implementation Action Plan (FY 2021/22 – FY 2024/25)*

## CHAPTER 2: METHODOLOGY

### 2.1 Scope

All four (4) sub-programmes under the Integrated Transport and Infrastructure Services (ITIS) Programme were considered. Two (2) out of six (6) interventions under the Transport Infrastructure and Services Development sub-programme were monitored. Two (2) strategic infrastructure projects were monitored under MoWT; six (6) upgrading road projects and three (3) landing sites/ferries under the UNRA; and feasibility studies and detailed designs under UNRA.

Under the Transport Asset Management sub-programme: 6 UNRA stations for the National Roads Maintenance and 9 local governments (2 cities, 2 municipalities and 5 districts) for the District Urban and Community Access Roads (DUCAR) Maintenance under Uganda Road Fund (URF); 8 bridges projects under UNRA and 6 bridge projects under MoWT; 3 rehabilitation projects by the UNRA; 9 projects under the low volume sealing; and enforcement of axle loading by the UNRA were monitored.

Acquisition of RoW for development projects; and development and enforcement of the policies, laws and regulations by the MoWT were monitored for the Land Use and Transport Planning and Transport Regulation sub-programmes respectively. A summary of the projects/districts monitored per intervention is presented in **Annex A**.

### 2.2 Sampling

Purposive sampling methods were used in selecting interventions from the PIAPs, Ministerial Policy Statements (MPS) and progress reports of the respective sub-programmes. Priority was given to interventions/outputs that had budgets and contributed directly to the NDP III objectives and which were physically verifiable under each sub-program.

The projects monitored were selected based on the level of capital investment, regional sampling, planned quarterly/annual output, and amount of releases to the project during the FY. The selected projects were mapped to the interventions as laid out in the approved PIAPs for ease of analysis.

### 2.3 Data Collection

The methodologies adopted during the monitoring were:

- i) Consultations and key informant interviews with project managers in implementing agencies both at the Central and local government levels.
- ii) Review of secondary data sources including: PIAP, and MPS for FY 2023/24; National and Sector Budget Framework Papers; Sector project documents and quarterly/annual performance reports, sector work plans, district performance reports, budget speech, public investment plans, approved estimates of revenue and expenditure, and data from the budget website.
- iii) Review and analysis of data from the Integrated Financial Management System (IFMS); and bank statements from some implementing agencies.
- iv) Field visits to project areas for primary data collection, observation and photography.

## 2.4 Data Analysis

The data was analyzed using both qualitative and quantitative approaches.

Qualitative data was examined and classified in terms of constructs, themes or patterns to explain events among the beneficiaries (interpretation analysis) and reflective analysis where the monitoring teams provided an objective interpretation of the field events. Quantitative data on the other hand was analyzed using advanced excel tools that aided interpretation.

Comparative analyses were done using percentages and averages of the outputs/interventions; intermediate outcome indicators and the overall scores. Performance of outputs/interventions and intermediate outcome indicators was rated in percentages according to the level of achievement against the annual targets. The sub-programme score was determined as the average percentage ratings for the output/interventions. The overall programme performance is an average of individual sub-programme scores assessed. The performance of the programme and sub-programme was rated based on the criterion in Table 2.1.

Based on the rating assigned, a colour-coded system was used to alert the policymakers and implementers on whether the interventions were achieved or not. The coded system was defined as: very good performance (Green), good (yellow), fair (Light Gold) and poor (Red) to aid decision-making. Financial performance was assessed based on the overall utilization of funds (expenditure) against release.

**Table 2.1: Assessment Guide used to Measure Performance**

Score	Comment	Performance Rating
90% and above	Very Good (Achieved at least 90% of outputs and outcomes)	Green
70%-89%	Good (Achieved at least 70% of outputs and outcomes)	Yellow
50%- 69%	Fair (Achieved at least 50% of outputs and outcomes)	Light Gold
49% and below	Poor (Achieved below 50% of outputs and outcomes)	Red

*Source: Authors' Compilation*

## 2.5 Limitations

- i) Inadequate time available to undertake the expanded portfolio under the programme approach.
- ii) Lack of disaggregated financial information by some outputs.

## 2.6 Structure of the Report

The report is structured into four (4) chapters. These are: Introduction; Methodology; Programme Performance; and Conclusion and Recommendation. The programme performance section details the performance of the various interventions under the sub-programmes.

## CHAPTER 3: PROGRAMME PERFORMANCE

### 3.1 Overall Programme Performance

#### Financial Performance

Overall, the release and absorption performance of the Integrated Transport Infrastructure Services (ITIS) Programme was good. Despite the good release, the funds were inadequate to cover the half-year requirements. The financial performance of the ITIS Programme is shown in Table 3.1.

**Table 3.1: Financial Performance of ITIS programme by 31<sup>st</sup> December 2023**

Sub-Programme	Budget ( Billion, Ug shs)	Release ( Billion, Ug shs)	Expenditure ( Billion, Ug shs)	% of budget released	% of release spent
Transport Infrastructure and Services Development	2,985.93	1,190.03	833.44	39.9	70.0
Transport Asset Management	995.32	460.53	441.47	46.3	95.9
Land use and Transport Planning <sup>1</sup>	387.81	203.96	202.24	52.6	99.2
Transport Regulation	108.69	35.99	33.00	33.1	91.7
<b>Grand Total</b>	<b>4,477.75</b>	<b>1,890.51</b>	<b>1,510.15</b>	<b>42.2</b>	<b>79.9</b>

*Source: UNRA, MoWT, URF, KCCA Quarter 2 Vote Performance Report FY 2023/24*

The Transport Infrastructure and Services Development and Transport Regulation Sub-programmes experienced the lowest release performances. The low release under the Transport Infrastructure and Services Development Sub-programme directly affected the implementation of the development projects under the UNRA; and incapacitated the ability to timely pay contractors leading to the accumulation of interest on delayed payments. By the close of half-year, for example, the UNRA had a debt of Ug shs 871.497bn and an outstanding payment of Ug shs 16.05bn in interests on delayed payment.

On the other hand, the low release under the Transport Regulation Sub-programme was attributed to no absorption of external financing under the MoWT for the development projects. Overall the MoWT experienced a poor absorption of the external financing budget at 1.7%.

The financial performance of the Transport Asset Management; and the Land Use and Transport Planning Sub-programmes was good. Despite the good financial performance, the funds were inadequate. For example, by the end of the half-year, UNRA had a debt of Ug shs 307.278bn relating to the acquisition of land for RoW for road development projects under the Land Use and Transport Planning sub-programme.

#### Physical Performance

The overall performance of the ITIS Programme was fair at 52.6% attributed to the poor performance of the Transport Infrastructure and Services Development and Transport Regulation sub-programmes; and the fair performance of Transport Asset Management and Land Use and Transport Planning sub-programmes. The fair performance of the programme was majorly

<sup>1</sup> Only land acquisition financing for UNRA and MoWT FY2022/23 was considered.

attributed to inadequate release of funds to the implementing agencies; and prioritization of payment of arrears accumulated in the previous FY. Table 3.2 shows a summary performance of the ITIS Programme.

**Table 3.2: Summary Performance of the ITIS Programme by 31<sup>st</sup> December 2023**

Sub-programme	Performance (%)	Remarks
Transport Infrastructure and Services Development	43.5	Poor
Transport Asset Management	65.0	Fair
Land use and Transport Planning	61.0	Fair
Transport Regulation	41.0	Poor
<b>Overall Performance</b>	<b>52.6</b>	<b>Fair</b>

*Source: Author's Compilation*

Despite the poor performance under the Transport Infrastructure and Services Development, a total of 93.68 km was added to the national network in the period, bringing the total national paved network to 6,186.68km. The following projects were substantially completed in the reporting period: substantial completion was attained for the following projects: Kapchorwa–Suam (73km), Masindi Park Junction and Tanga Junction–Para-Buliisa (159km); and Masaka Town RoadsII (9.3km).

Under the Transport Asset Management Sub-programme, the key achievements were: Rehabilitation of 30km; substantial completion of three (3) bridges (Osu bridge, Lugogo Swamp Crossing and Khamitsaru Bridge) on the national road network; and a good performance on the number of overloaded trucks on the national road network of 3.4% against an annual target of 5% due to strict enforcement of axle load control by the UNRA with weigh stations having an average availability of 97.1%.

The sub-programme experienced an improvement in the performance of the National Roads Maintenance of the paved and unpaved roads for both force account and contracts. The agencies registered a good performance estimated at 74.7% compared to the previous FY (44.8%). Maintenance of the DUCAR network funded by the URF, exhibited a poor performance mainly due to heavy rains which disrupted the progress of works; and inadequate and late disbursement of funds.

The MoWT achieved a total of 9.5km under low-cost sealing of roads in the following districts as indicated: Kasese (1.0km); Budaka (0.2km); Rukiga (2.0km); Kiboga (0.1km); Nakaseke (0.6km); Buyende (0.8km); Iganga (0.6km); Nakapiriprit (1.0km); Kalangala (0.3km); Bukedea (0.5km); Katakwi (1.1km); Mitooma (1.3km). Under the Rehabilitation of Community Access Roads Project, the MoWT achieved a total of 148km of fully graveled roads; thus improving connectivity within the districts where they were implemented.

The performance of the Land use and Transport Planning Sub-programme was fair. The planned acquisition of the right of way on the development projects under UNRA; and the Standard Gauge Railway project under the MoWT was not achieved mainly due to inadequate releases. Consequently, this greatly affected the achievement of outputs under the Transport Infrastructure and Services Development Sub-programme which largely depends on the acquisition of the infrastructure corridors. Similarly, achievement of the planned outputs under the Develop and

Strengthen Transport Planning Capacity; and Transit-Oriented developments along transport infrastructure corridors interventions was low.

Transport Regulation Sub-programme's performance was poor. The planned development of the Inland Water Transport Regulations aimed at improving the safety on water bodies was not achieved. The MoWT's focus was majorly on the enforcement of compliance with relevant laws, policies, guidelines and standards under each mode of transport.

Throughout the ITIS Programme, the implementing agencies over-committed compared to the available financing leading to the accumulation of arrears. Therefore, it is evident that the agencies need more support, especially in terms of enhanced financing and prioritized planning to focus on the completion of ongoing projects before commencing new ones.

### 3.2 Emerging Issues

- i) The new municipalities and cities do not have road maintenance equipment.
- ii) Low disbursements of the external financing components due to slow implementation of the projects.
- iii) Inadequate resource allocation to the regional mechanical workshops which are mandated to undertake fleet management of the local governments' road equipment.
- iv) Encroachment of the railway reserves by the public will cause damage to the completed track as well as accidents once it opens to traffic.
- v) By the close of half-year, the UNRA had a total debt of Ug shs 871.497bn (34.4% of the UNRA Budget<sup>2</sup>) and an outstanding payment of Ug shs 16.05bn in interests on delayed payment.

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<sup>2</sup> FY2023/24 UNRA approved budget was Ug shs 2,535.465bn

### 3.3 Transport Infrastructure and Services Development Sub-Programme

#### 3.3.1 Introduction

The Transport Infrastructure and Services Development Sub-programme aims at optimization of transport infrastructure and services investment; reduction of the cost of transport infrastructure and services; and increase of transport interconnectivity to promote internal and intra-regional trade and reduce poverty.

The sub-programme has 15 interventions namely: Construct, upgrade climate-proof strategic transport infrastructure (tourism, oil, minerals and agriculture); Implement an integrated multi-modal transportation hub (air, rail, road, water); Increase capacity of existing transport infrastructure and services; Implement an inclusive mass rapid transport system (Light Rail Transit (LRT), Bus Rapid Transit (BRT) and cable cars).

Others are: Provide non-motorised transport infrastructure within urban areas; Implement cost-efficient technologies for the provision of transport infrastructure and services; Strengthen local construction capacity; Establish a construction equipment hiring pool; Promote research, development and innovation; Upgrade transport infrastructure around lakes; Kyoga, Albert, Victoria and R. Nile to facilitate connections; Construct one-stop border posts; develop the Tororo inland port; and upgrade transport infrastructure particularly in Karamoja.

The intermediate outcomes include: reduced average travel time; reduced freight transportation costs; reduced unit cost of building transport infrastructure; and increased stock of transport infrastructure.

The sub-programme is implemented by the Ministry of Works and Transport (MoWT); Uganda National Roads Authority (UNRA); Uganda Road Fund (URF); and Kampala Capital City Authority (KCCA). The sub-programme budget in the FY2023/24 was Ug shs 2,985.93bn, of which Ug shs 1,190.03bn (39.9%) was released and Ug shs 833.44bn (70%) expended. This greatly impacted the performance of the sub-programme as some outputs were not achieved or implemented.

The FY2023/24 semi-annual monitoring focused on two interventions that had a significant portion of the release by 31<sup>st</sup> December 2023.

#### **Overall Sub-programme Performance**

The Transport Infrastructure and Services Development Sub-programme's performance implemented by the MoWT and UNRA was poor at 43.5% (Table 3.3). This was due to the poor performance of both the construct and upgrade of climate-proof strategic transport infrastructure and the Implement an Integrated Multi-modal Transportation Hub interventions. The performance of the sub-programme was majorly affected by inadequate releases in the first half of the FY which led to delays in the acquisition of the RoW as well as delayed procurement and payments of the service providers. Details of the performance of the two (2) interventions monitored are presented hereafter:



**Table 3.3: Performance of the Transport Infrastructure and Services Development Sub-programme by 31<sup>st</sup> December 2023**

Intervention	Performance Rating (%)	Remarks
Construct and upgrade climate-proof strategic infrastructure	43.6	Poor
Implement an Integrated Multi-modal Transportation Hub	43.3	Poor
<b>Overall performance</b>	<b>43.5</b>	<b>Poor</b>

*Source: Author's Compilation*

### 3.3.2 Construct and upgrade climate-proof strategic transport infrastructure (tourism, oil, minerals and agriculture)

The annual planned outputs for this intervention were:

- i) Upgrading of strategic roads from gravel to bituminous standards by the Uganda National Roads Authority.
- ii) Construction and operationalization of Kabaale International Airport; development of the New Bukasa Port; rehabilitation of the Tororo–Gulu Meter Gauge Railway (MGR); Ground Maintenance of Upcountry aerodromes; and rehabilitation of the Kampala-Malaba MGR line under the Ministry of Works and Transport.

The semi-annual monitoring for FY 2023/24 focused on: upgrading strategic roads from gravel to bituminous standard; rehabilitation of the Tororo-Gulu MGR line; and rehabilitation of the Kampala-Malaba MGR line.

#### Overall performance of the intervention

The performance of the construct and upgrade climate-proof strategic transport intervention was poor at 43.6%. This was because of the poor performance of Tororo–Gulu MGR rehabilitation, where only the progress attained was 6% against a planned 26% as the works commenced in July 2023. Despite the poor performance under this intervention, 93.68 km (29.7% of the annual target) was added to the national network in the period, bringing the total national paved network to 6,186.68km.

The performance of the intervention was also affected by the: delays in the acquisition of the RoW and delays in payments of the service providers for the upgrading roads projects; all arising from prioritizing the accumulated arrears of the FY 2022/23. The performance of the monitored outputs under the construct and upgrade climate-proof strategic transport infrastructure intervention is summarized in Table 3.4.

**Table 3.4: Performance of the construct and upgrade climate-proof strategic transport infrastructure by 31<sup>st</sup> December 2023**

Output	Financial Performance			Physical Performance (%)	Remark
	Annual Budget (Ug shs, Bn)	% of budget released	% of release spent		
Upgrading of strategic roads from gravel to bituminous standard	2,545.1	48.1	74.2	53.5	Performance was fair. The projects were affected by delayed payments to service providers especially for the GoU

	Financial Performance			Physical	
					component and delays in the acquisition of the RoW.
Rehabilitation of Tororo – Gulu Railway Line	Ug shs 55.00bn	76.6	99.7	24.0	Poor Performance with the cumulative progress at 6% against a planned 26%. The financial progress was at 29.7% against a plan of 39.9%. Progress was affected by delayed payments to the contractor; prolonged and heavy rains; and site obstruction due to commercial activities.
Rehabilitation of the Kampala-Malaba MGR line.	Euro 8.162 million	43.8	100.0	53.2	Fair Performance. This was attributed to works having not started on the Namanve-Mukono section.
<b>Average performance</b>				<b>43.6</b>	<b>Poor performance</b>

*Source: Authors' Compilation and Field Findings*

The detailed performance of the sampled outputs under the above intervention is presented hereafter:

### **Upgrading of Strategic Roads from gravel to bituminous standard**

The upgrading of the strategic national roads to bituminous standard is implemented by the Uganda National Roads Authority (UNRA). Upgrading the strategic national roads to bituminous standard contributes to the NDPIII objective of 'consolidate and increase stock and quality of productive infrastructure'. The UNRA planned to upgrade a total of 315km of gravel roads to bituminous standards during FY 2023/24.

A total of 93.68km equivalent (29.7% of annual target) was added to the national network in the period. The overall performance of the upgrading projects from gravel to tarmac under the UNRA at half year was fair at 53.48%. All the projects were behind schedule except Saka Swamp Crossing under the Design and Build Scheme. Despite the fair performance, substantial completion was attained for the following projects: Kapchorwa-Suam (73km), Masindi Park Junction and Tanga Junction-Para-Buliisa (159km); and Masaka Town roads II (9.3km). Dismal performance was however experienced on Atiak-Laropi (66km), Kawuku-Bwerenga Road (6.6km) and Namugonde-Bugiri (Fuel Tank Reservoir 1.6km) and Tororo-Busia Road (26km) and Mayuge and Busia Town Roads (18km). This was mainly attributed to delayed land acquisition and delayed payment of service providers due to inadequate disbursement to the UNRA. As a result of inadequate disbursements, the UNRA closed the half year with arrears amounting to Ug shs 871.497bn and interest rates due to delayed payments to service providers. The detailed performance of the projects monitored is summarized in Table 3.5.

**Table 3.5: Detailed Progress of Projects monitored by the 31<sup>st</sup> December 2023**

Output	Semi-Annual Target (%)	Achieved Qty (%)	Physical Performance Score %	Remarks
Atiak – Laropi (66km)	23.00	7	30.4	The cumulative physical progress was at 84.0% against a planned of 100% and time progress of 143%. Delayed conclusion of design changes and low productivity of the contractor. The cumulative financial progress was at 83.22% against a plan of 100%.
Emergency Reconstruction of Saka Swamp Crossing under Design and Build Scheme	8.42	9.01	100.0	The project registered a very good performance. The cumulative physical progress was at 84.12% against a planned of 83.53% and time progress of 58.3%. Therefore, the project was way ahead of schedule. The cumulative financial progress was at 77.91%. The contractor was cumulatively paid Ug shs 45,051,072,248 against the certified value of Ug shs 57,722,836,533.
Kawuku-Bwerenga Road (6.6km) and Namugonde-Bugiri (Fuel Tank Reservoir 1.6km)	23.53	6.50	27.6	The project registered a very poor performance. The cumulative physical progress was at 8.22% against a planned of 23.53% and time progress of 69.97%. Therefore, the project was way behind schedule and it was mainly due to delayed land acquisition.
Moroto-Lokitanyala Road (42km)	34.93	14.97	42.9	The performance at half year was poor. The cumulative physical progress was at 80.33% against a planned 100%. The delay was attributed to delayed RoW, Insecurity due to the Karamoja region disarmament and delayed payment of the IPCs. The cumulative financial progress was at 80.33% against a target of 100%. The contractor was cumulatively paid Ug shs 84,178,934,460 against the certified value of Ug shs 155,653,374,185.

Output	Semi-Annual Target (%)	Achieved Qty (%)	Physical Performance Score %	Remarks
Rukungiri-Kihihi-Ishasha/Kanungu (78.5 km)	10.55	8.8	82.9	Cumulative physical progress was 98.2% against a planned 100% and time progress was 100% (1167% of the original contract period). The key contributing factors to the delayed completion of the project were heavy rains received in September, October and November 2023, and inadequate funds to commence town roads and construction of the DRC-Ishasha bridge. Nonetheless, the project was substantially completed on 8th November 2023 and handed over to the employer. The cumulative financial progress was at 109%. The contractor was cumulatively paid Ug shs 245,091,693,072 against the certified value of Ug shs 260,335,757,316. However, the project requires an extra Ug shs 110.859 billion above the revised approved contract amount to ensure the full execution of the project scope. The additional funding is mainly for town roads, the DRC-Ishasha bridge, drainage and protection works and unforeseen ground conditions.
Tororo-Busia Road (26km) and Mayuge and Busia Town Roads (18km)	33.18	12.3	37.01	The cumulative physical progress was at 42.26% against a planned of 62.2% and time progress of 80.17%. Delayed acquisition of RoW and late relocation of utilities except for water affected the progress. The cumulative financial progress was at 44.17%. The contractor was cumulatively paid Ug shs 53,110,579,116 against the certified value of Ug shs 59,984,689,833. There is a proposed change of the intersection at Km 24+122 from a cross junction to a roundabout for better safety benefits is likely to increase the original contract price.
<b>Performance Rating</b>			<b>53.48</b>	<b>Fair Performance</b>

*Source: UNRA Q2 Performance Report FY2022/23, Field Findings*

### Key Observations

- i) There were delays arising from delayed and incomplete land acquisition for the RoW, which amounted to over 80% of the upgrading projects. The delay significantly affected performance on projects such Atiak–Laropi (66km); Moroto-Lokitanyala Road (42km), Kawuku-Bwerenga Road (6.6km) and Namugonde-Bugiri (Fuel Tank Reservoir 1.6km) and Rukungiri-Kihihi-Ishasha/Kanungu (78.5km).

- ii) Delayed payments (more than 56 days) of certificates to the contractors and invoices to the consultants on about 83% of the projects. These delays were likely to attract interest to be paid by the GoU.
- iii) Low (less than 15%) attraction of females (particularly the skilled) despite the encouragement of the 30% female staffing reservation. This is due to factors such as the insufficiency of skilled female workers, the unwillingness of female skilled labour to work away from families and the nature of prototyped hard labour.
- iv) Depleting quality road construction materials, especially gravel, leading to scarcity which calls for the urgent adoption of more optimal technologies that extend the lifespan of roads.
- v) Poor coordination between the UNRA and the sister government institutions such as the Ministry of Water and Environment (MWE), National Water and Sewerage Corporation, Uganda Electricity Distribution Company Ltd (UEDCL), National Information Technology Authority Uganda (NITA-U); and National Environment Management Authority (NEMA). This leads to a loss of government resources, evidenced by expenditures on relocation of utilities, which would have been avoided if planning and implementation were coordinated and consultative. Additionally, the implementation of road projects usually suffers delays arising from delays in approvals by NEMA.
- vi) There was inadequate street lighting within the urban centres and along the highways for the complete projects. Therefore, the lighting along the transport corridors is still insufficient, making it risky for users, especially women, older people and girls, to move at night.
- vii) Lack of proper road signage and direction posts, especially near schools, hospitals and cattle corridors, and vandalism of installed road signage poses a risk for increased accident incidents.
- viii) Gender-sensitive sanitation facilities were provided on construction sites, although they were inadequate for some projects.
- ix) Both project staff and communities, in the form of outreaches, highly emphasized occupational health and safety. Adequate road signage at construction sites, traffic control, provision of drinking water, and resting sheds for workers were being adhered to.



**An asphalt paved approach road from Kaliro District side for the Saaka Swamp Crossing**



**The completed bridge structure at Saaka Swamp Crossing**



**Ongoing River Malaba bridge works at Km 14+320 along the Busia-Malabo Road**



**A section along Busia-Malabo Road at Km 17+312 with the 1<sup>st</sup> seal works of DBST**



**A completed section of Rukungiri-Kihihi-Ishasha Road**



**Ntungu Bridge constructed along Rukungiri-Kihihi Road**

### **Rehabilitation of Tororo – Gulu Meter Gauge Railway**

The rehabilitation of the Tororo–Gulu (375km) Meter Gauge Railway (MGR) line is aimed at reinstating the existing railway infrastructure, which has been non-functional for some time. The Uganda Railways Cooperation (URC) with support from the GoU and the European Union (EU) commenced the project in September 2019 for a period of 36 months which was later revised to 48 months (first contract). The original contract price was Euros 39,337,756 and was provisionally revised to Euros 52,056,242.93 to cater for the additional scope of works.

However, the first contract was terminated when the physical works were at 15.47% in July 2022. The reasons that led to the contractor’s termination of the contract were: delayed/non-payment of the pending IPCs; and unresolved contractual and technical issues of design and cost variation.

To this, a second construction contract was awarded and the works commenced on 20<sup>th</sup> July 2023 with a completion date of 20<sup>th</sup> July 2025 (two-year period) at a cost of Ug shs 199,997,631,624. The physical progress was 6.0% against a planned 26.0% by 31<sup>st</sup> December 2023. The works were

behind schedule majorly due to: delayed payment of IPCs which affected the contractor's cash flows as no payment was received from the IPCs totalling Ug shs 21,847,384,967; the rains, which majorly affected the earthworks; and inaccessible site in some sections due to commercial activities within the construction corridor. The cumulative financial progress was 29.7% against the planned 39.9%. The project had attained progress of 6% by half-year against a targeted annual progress of 50%. Thus, the project's performance was poor (24%).



**Completed railway track at Km 0 at the Tororo Railway Station**



**Rehabilitated Truss Bridge at Km 16+500 at Magodesi in Tororo District**



**Completed storm drainage stone pitching works and laying of the rail track at Km 23+100**



**Double cell box culvert and ballasting (1<sup>st</sup> layer of track formation) at Km 58 in Mbale Municipality**

### **Refurbishment of Kampala-Namanve Tororo-Malaba railway line sections (28kms) Project**

The URC is implementing the refurbishment of the Kampala–Namanve; and Tororo–Malaba railway sections as part of the initiatives to revamp the Malaba–Kampala Railway Line. The scope of works involved manufacturing of concrete sleepers; track refurbishment and level crossings; drainage works; and installation of transition rails.

The project is funded by the Spanish Commercial Loan. The contract for the implementation of this project was awarded to M/S Imathia Construction S.L at a sum of Euro 19,840,000 for 25 months commencing 15<sup>th</sup> May 2022; and supervised by the URC Engineers. The duration of the

project was revised to 27 months. The contract time elapsed was 22.25 months (82.41% based on revised duration)

Cumulatively, 22 IPCs were certified, amounting to Euro 15,596,526 and 18 IPCs (Euro 12,281,657) were paid by half a year; thus, a financial progress of 61.90% against a planned 78.61%. The project's physical progress was at 76.6% against a planned of 85.42% and time progress of 82.41% (22.25 months). All the concrete sleepers for the project were manufactured, track refurbishment was completed, level crossings were constructed, supply and installation of self-normalising switches were completed, and drainage works were completed for the Kampala–Namanve railway section.

Spreading of the first layer of ballast achieved a cumulative total of 14.107km; and 14.107km of rails and sleepers were installed on the Kampala–Namanve section. The performance of the project was therefore fair (53.2%). Despite the good performance, the project is behind schedule and will likely overrun the contract duration. Implementation of the pending works along the Namanve–Mukono section was planned for quarters 3 and 4.

Progress of works on the project was affected by the continued encroachment along the railway section between Namboole and Namanve station, Kireka, and Banda. There is a likelihood of damaging the completed track works, and accidents once the railway is opened to traffic. Human activities such as walking and vending on and along the track are causing ballast contamination and dispersal off the line. Parking of heavy trucks within the railway reserve and close to the level crossings will affect the trains' visibility and likely cause crashes once the railway is open to traffic.



**Heavy trucks parked within the rail reserve and near the level crossing at URA Junction**



**Tamping of ballast ongoing using the tamping machine**



**Completed track awaiting ballast tamping**



**Pedestrians walking along the completed track which contaminates the ballast**



### 3.3.3 Implement an Integrated Multi-modal Transportation Hub (air, rail, road and water)

The intervention is aimed at optimizing transport infrastructure and services investment across all modes. It is implemented by both the UNRA and MoWT. Some of the MoWT activities are implemented through Uganda Railways Corporation (URC) and Uganda Civil Aviation Authority (UCAA). The planned outputs monitored were the rehabilitation and expansion of Entebbe International Airport; and Development of the Gulu Logistics Hub, Improvement of Ferry Services, undertake feasibility studies and generate detailed designs for the national road network; and upgrade the road network for connectivity in the Greater Kampala Metropolitan Area (GKMA).

The overall performance of the intervention was poor at 43.3% on account of the poor performance of the intervention to undertake feasibility studies and generate detailed designs for the national road network. The performance of the monitored outputs under the intervention is summarized in Table 3.6.

**Table 3.6: Performance of the Implement an Integrated Multi-modal Transportation Hub Intervention by 31<sup>st</sup> December 2023**

Output	Financial Performance			Physical performance (%)	Remark
	Annual Budget (Ug shs, Bn)	% of budget released	% of release spent		
Improvement of Ferry Services and Construction of Landing Sites/Jetties	4.000	19.2	99.2	67.3	Fair performance. Project performance was affected by the stoppage of civil works at Amuru Rhino campsites and poor disbursement of funds.
Undertake feasibility studies and generate detailed designs for the national road network	13.773	42.6	76.4	19.2	Poor performance due to delayed procurement and inadequate release.
<b>Average performance</b>				<b>43.3</b>	<b>Poor</b>

*Source: Authors compilation and Field findings*

#### Improvement of Ferry Services and Construction of Landing Sites/Jetties

The Improvement of Ferry Services output is aimed at providing safe connectivity across the water bodies in the country for passengers and their goods. The institution was operating 14 continuous ferry sites at 92.4% availability.

During the FY2023/24, the Uganda National Roads Authority planned: addition of ferries with the completion of the Buyende-Kagwara-Kaberamaido (BKK) ferry, Lake Buyonyi Ferry and Sigulu ferry; Construction/rehabilitation of landing sites or jetties for BKK, Sigulu, Amuru Rhino Camp ferries for ferry availability (Crossing and equipment availability); rehabilitation of Kyoga, Laropi and Obongi ferries while the MoWT planned to achieve 100% progress on Gerenge Landing site.

The performance of the Improvement of Ferry Services was at 67.3% (Table 3.7). The UNRA still operated a total fleet of 14 ferries along the national road network this FY, delivering 12,889 (90.4%) against a planned 14,262 trips translating into ferrying 2,368,190 passengers.

**Table 3.7: Performance of Improvement of Ferry Services Intervention by 31<sup>st</sup> December 2023**

Output	Semi-Annual Target(%)	Achieved % progress	Score (%)	Remarks
Development of Amuru Rhino Camp Landing Sites and Facilities	28.00	0.00	0.0	No works were executed both under the ferry and the Civil component hence, the cumulative performance stagnated at 72% since the end of June 2023. The poor performance was because only 1.75% of the annual budget was disbursed to the project.
Design and Build of Ferry Landing Sites for Sigulu on Lake Victoria - Lolwe Ferry Landing Site	7.74	5.20	67.2	The performance was fair. The cumulative physical progress was at 99.8% against a plan of 100%. The technical handover was carried out on 17th November 2023 and the project is under Defects Liability Periods (DLP). The cumulative financial progress was at 83.05% against 94.99%.
Design and Build Contract for the development of ferry landing sites for BKK Ferry on Lake Kyoga	28.00	21.00	75.0	The performance was good. The cumulative physical progress was 72% against a plan of 100%. The project was affected by delays in payment of IPCs which resulted in suspension of works, claims from the contractor and time overruns. The cumulative financial progress was at 37% against 47.8%.
Average Ferry utilization	95.00	90.04	75.0	12,889 trips were delivered against the expected 14,262 trips.
Average Ferry availability (crossing)	96.00	92.40	96.3	MV Obongi and MV Nakiwogo ferry landings underwent maintenance.
Average Ferry availability (Equipment)	100.00	90.07	90.1	MV Laropi, MV Obongi, MV Semliki, MV Kyoga 2, MV Nakiwogo and MV Masindi underwent repairs.
<b>Overall Performance</b>			<b>67.3</b>	<b>Fair</b>

*Source: UNRA and Field Findings*

**Amuru Rhino Camp Landing Sites and Facilities:** This project is implemented using the Force Account intervention. The project aims to develop two (2) ferry landing sites for Amuru and Rhino Camp; and establish corresponding facilities for the landing sites (staff quarters, administration block, waiting shade, fencing, security house) for Amuru and Rhino Camp. The

scope of works entails developing: at Rhino Camp landing site- landing jetty, staff quarters, administration block, passenger waiting shade, security house, passenger toilet block, fencing; and at Amuru landing site - landing jetty, passenger waiting shade, security house, passenger toilet block, fencing. The project commenced in July 2018 with an end date of July 2022 that was extended to December 2024. The cumulative physical progress had stagnated at 72% since the end of last FY, with work on all the components at various stages. The project was targeted to be completed this FY, but no works (0%) were executed in the first half of the FY due to the non-release of funds for the activity, thus resulting in poor performance (0%). The project had attained a financial progress of 55%.

***Design and Build of Ferry Landing Sites for Sigulu on Lake Victoria - Lolwe Ferry Landing Site:*** The main project objective was to design and build three (3) ferry landing sites at Namayingo mainland (Watega), Sigulu island (Bumalenge) and Lolwe island (Kandenge) for the new ferry on Lake Victoria in Namayingo District that meets both safety and durability requirement for the design life of at least 50 years. The contract was awarded to Muga Services Ltd with a construction start date of 14<sup>th</sup> March 2019 and an end date of 14<sup>th</sup> March 2021 (24 months) revised to 30<sup>th</sup> June 2023 (51 months). The UNRA was supervising the activity.

The scope of works entailed the design and construction of the following facilities on each of the three land sites: 800m long chain-link fencing having two (2) access gates and eight standard solar-powered street lighting; a waiting shade with adequate space and ventilation including toilets and kitchen facilities fully connected to a septic tank of sufficient capacity and proper soak away which are part of the waiting shade; a guard house; construction of a ferry concrete landing pad to withstand both the ferry and environmental loads all year round; vehicle parking facilities with adequate stormwater and oil spillage management and lighting; landscaping and facilities to accommodate rescue facilities such as a speed boat that are expected to be permanently be positioned at the site for rapid response; an administration block (self-contained); and three - twin unit staff quarters at Watega and Kandenge landing site. All the staff units were constructed at the Watega ferry landing site as the evacuation of a ferry staff from the remote Lolwe island would not be done promptly in case of any emergency.

The contractor also assessed the feasibility of the ferry route and carried out a route survey, ferry route analysis, ferry route business analysis and route economic analysis between Namayingo, Sigulu and Lolwe. The route profile (GPS coordinates against water depths and bathymetry) was plotted to confirm the feasibility of the route within a bandwidth of 100m. This was done in consideration of the design of the ferry, the ferry's operational characteristics and the characteristics of the route (wind, waves, navigation issues).

All project activities were completed and the project was handed over on 17<sup>th</sup> November 2023. The project is currently under the defects liability period where the contractor is expected to continue monitoring and remedying all defects until November 2024 (12 months). The project however had a fair performance (67.2%).

Despite the project being complete, the following setbacks were encountered and thus affected project progress: delayed land acquisition; delayed payment of the contractor's IPCs which resulted in aggravated financial constraints; the outbreak of COVID-19 between 2019 and 2021; limited access to the site due to poor roads that were impassable due to heavy rains; limited transportation means to the remotest island (Lolwe); scope creep; and non-scoping of some key project under the contract like power supply which hinder proper functionality of the project.

***Design and Build Contract for development of ferry landing sites for BKK Ferry on Lake Kyoga:*** The main objective of the project was to design and build three (3) functional ferry landing sites at Bukungu, Akampala and Kagwara for the new ferry in Buyende, Kaberamaido and Serere districts respectively that meet both safety and durability requirements for the design life of at least 50 years. The contract was awarded to Terrain Services Ltd with a construction start date of 2<sup>nd</sup> May 2019 and an end date of 2<sup>nd</sup> May 2021 (24 months) that was revised to 1<sup>st</sup> July 2023 (49 months). Supervision was done by UNRA.

The scope of work entailed the design and construction of the ferry landing sites at Bukungu, Akampala and Kagwara in Buyende, Kaberamaido and Serere districts on Lake Kyoga respectively; and to study and develop a feasible ferry route. The contract also had an additional component of reviewing the preliminary detailed design of the slipway to be constructed at Namasale in Amolatar district. The slipway was aimed at servicing the planned vessel for the above new landing sites and the already existing (MV Kyoga 1 and Kyoga II) vessels operating at Namasale and Zengebe.

The works on all the land site facilities included: fencing off 800m long with strong and durable chain-link having two (2) access gates and eight standard solar-powered street lighting; a waiting shade with adequate space and ventilation; toilets and kitchen facilities with an overhead tank fully connected and corresponding septic tank of adequate capacity and adequate soak away which are part of the waiting shade; a guard house; three - twin unit staff quarters; construction of a ferry concrete landing with proper retaining structures; vehicle parking facilities with adequate stormwater and oil spillage management and lighting; and landscaping and facilities to accommodate rescue facilities such as a speed boat. An administration block with a corresponding toilet was to be constructed only at the Bukungu (Buyende) landing site.

The components to be constructed as part of the Roll On- Roll Off Ferry and Slipway for Namasale include; a 9m wide slipway with a length into the waters at allocation with 2m water depth at minimum flood level; a 25m wide portal frame workshop with a crane gantry running the entire 45m length of the shade; an administration block; public toilets; a guard house; and a chain link fence, fresh water supply tank stand, walkways and landscaping.

The only completed activities were the design for the three (3) landing sites and the design review for the slipway at Namasale. The rest of the construction activities at the four sites had attained at various stages of progress. Only the toilet construction and external works had not started at Namasale. The project has attained a cumulative physical progress of 74% against 100% with works at the Kagwara site at 87%, Bukungu at 85%, Akampala at 72% and Namasale at 52% by the end of December 2023. The project had a good performance (75%). The project's cumulative financial progress was 38% against a planned 47.8%. The project had suffered delays in payment of the contractor's IPCs which resulted in suspension of works, claims from the contractor and extending the length of contract duration.



**Completed twin unit staff houses at Watega Landing Site in Namayingo District**



**A ferry concrete landing pad at Watega Landing Site in Namayingo District**



**Completed passenger waiting shed at Watega Landing Site in Namayingo District**



**Bird eyes view of Bamulange Landing Site on Sigulu Island showing the fencing, landing pad, administration block and waiting shed**

### **Undertake feasibility studies and generate detailed designs for the national road network**

The intervention is implemented by the UNRA to provide adequate feasibility studies which lead to efficient road designs and are gender and equity-responsive. In the FY 2023/24, planned activities were undertaking: Feasibility Studies and preliminary design for 99km of road upgrading project (1,057.2km); Design review and feasibility study update; Design of low volume Roads (75.8km); Detailed engineering designs for rehabilitation and periodic maintenance projects (470km) and detailed design of 318km Existing Road Condition Assessment for Rehabilitation Design. The performance of the intervention was poor (19.2%) as detailed in Table 3.8, and was attributed to the inadequate releases in the the first half of the FY and delays in the procurement of processes of the service providers.

**Table 3.8: Performance of Undertake Feasibility Studies and Generate Detailed Designs for the National Road Networks by 31<sup>st</sup> December 2023**

Output	Annual Target	Score (%) at semi-annual	Remarks
1	Feasibility Study and Detailed Engineering Design of 6 selected National Roads Lot 2 Kamuli-Kaliro-Pallisa (90km); Feasibility Study and Detailed Engineering Design of 8 Selected National Roads Lot 3 Gulu-Corner Kilak (100km); Feasibility Study and Detailed Engineering Design of 6 Selected National Roads Lot 4 Corner Kilak-Patongo-Abim-Kotido (110Km)	30	Procurement was ongoing of a consultant to prepare Feasibility Studies and Detailed Engineering Designs for Lot 2: Kamuli-Kaliro-Pallisa (90km); Procurement was ongoing of a consultant to prepare Feasibility Studies and Detailed Engineering Designs for Lot 3: Gulu-Corner Kilak (100km).
2	Feasibility Study and Detailed Engineering Design of 6 Selected National Roads Lot 4 Corner Kilak-Patongo-Abim-Kotido (110Km); Feasibility Study and Detailed Engineering Design of 6 Selected National Roads Lot 5 Ntusi-Lyantonde-Rakai (150km)	30	Procurement was ongoing of consultants to prepare Feasibility Studies and Detailed Engineering Designs for Lot 4: Corner Kilak-Patongo-Abim-Kotido (110Km); Procurement was ongoing of consultants to prepare Feasibility Studies and Detailed Engineering Designs for Lot 5: Ntusi - Lyantonde - Rakai (150km).
3	Feasibility Study and Detailed Engineering Design of 6 Selected National Roads Lot 6 Arua-Ure (54Km) Noko-Obongi-Ajumani (78Km) Owaffa-Kubala-Kulikulinga	30	Procurement was ongoing of a consultant to prepare the Feasibility Studies and Detailed Engineering Designs for Lot 6: Arua-Ure (54Km) Noko-Obongi-Ajumani (78Km) and Owaffa-Kubala-Kulikulinga
4	Feasibility Study and Detailed Engineering Design for Capacity Improvement and Signalization of Namungoona-Wakiso-Kakiri Road (30km)	30	Procurement was ongoing of a consultant to prepare feasibility Studies and Detailed Engineering Designs for Namungoona-Wakiso-Kakiri Road (30km).
5	Pre-feasibility Studies for Selected National Roads and Strategic Bridges; Undertake Resettlement Action Plan Studies; Environmental Social Impact Assessment Studies	20	Budget cuts that resulted in scale-down of field activities such as site investigations/data collection. This resulted in some planned activities being postponed resulting in the inability to deliver planned tasks within the financial year.
6	Feasibility Study and Detailed Engineering Design of 5 Selected National Roads Lot 1 Gulu Patiko-Palabek(60km); Feasibility Study and Detailed Engineering Design of 5 Selected National Roads Lot 2 Rwimi-Dura-Kamwenge, Kanungu-Rugyeyo-Nyakishenyi	0	Delayed conclusion of procurement of design contracts resulted in delayed commencement of design studies that were planned to commence within the financial year.

Output	Annual Target	Score (%) at semi-annual	Remarks
7	Feasibility Study and Detailed Engineering Design of 5 Selected National Roads Lot 3 Lugazi-Buikwe-Kiyindi(28Km), Nkenda-Bugoye-Nyankalingijo (10.3Km) Mubuku-Maliba-Nyakalingijo (15.3Km)	0	Delays in approvals by external stakeholders like NEMA/Chief Government Valuer (CGV) affected the downstream activities of projects.
8	Feasibility Study and Detailed Engineering Design of 5 Selected National Roads Lot 4 Myanzi-Bukuya-Kiboga (65Km); Feasibility Study and Detailed Engineering Design of 5 Selected National Roads Lot 5 Fortportal-Kijura-Kyarusozi-Katooke (83.8km)	0	Prepared and concluded Road Rehabilitation Designs for Nebbi-Alwii (89km) and Mbarara-Ishaka (59km). Periodic Maintenance Designs were undertaken and are ongoing for Fort Portal-Bundibugyo (103km) and Jinja-Nakalama (43.6km). A review of Designs for improvement works (Road Safety Facilities, Expressway Lighting, Tolling System, Independent Traffic Monitoring System (ITMS), and Overload Control System) on Kampala-Entebbe O&M was undertaken and was ongoing.
9	Feasibility Study and Detailed Engineering Design of Tororo-Nagongera-Busolwe (44km). Feasibility study and Detailed Design of Strategic Bridges on the National Road Network (2 Lots) Lot 1 Mpanga and Rwimi bridges(Fort Portal Kasese Roads).	0	Inadequate budget releases.
10	The annual subscription paid to World Road Association, Transportation Research Board and IBETTA fees 31) Payment of NEMA fees.	0	
11	Environmental and Social Impact Assessment (ESIA) Studies for NDP III Ferry Projects undertaken; Engineering and Design Studies related to the Feasibility Studies for RSDP undertaken	0	

Output	Annual Target	Score (%) at semi-annual	Remarks
12	NEMA Fees paid; Preparation of the detailed feasibility and design studies for Irumba Buyende Road 35)Preparation of the detailed feasibility and design studies for Kyabakuzo Lwengo Rakai Road and Kyazanga Lyakibiriziroad.	50	NEMA Fees paid; Carried out design reviews of the following roadupgrading projects that are under Implementation: Muyembe-Nakapiripirit (92km), Rwenkunya-Apac-Lira-Puranga (191km), Kira-Matugga (19km) & 5 no. Junctions, Najjanakumbi-Busabala (11km) and Kibuye-Busega (10km). Completed Preliminary Engineering Designs of four (4) major bridges including Kiakia Bridges (2 no); Sezibwabridge and New Katunguru Bridge. Concluded the Design update for Namagumba-Budadiri-Nalugugu (30km) while Design updates of Katine-Ocero (90km) and Atiak-Kitgum (108km) commenced and are ongoing.
<b>Overall Performance</b>		<b>19.2</b>	<b>Poor performance</b>

*Source: UNRA Performance Reports FY 2022/23, Author's compilation*

### 3.3.4 Sub-programme challenges

1. Delayed access to sites on upgrading projects on the national road network. This was majorly due to exhaustion of the compensation release and grievances from the PAPs.
2. Delays in honouring interim payment certificates and invoices for service providers especially on the upgrading road projects.
3. Suspension of civil works on Amuru Rhino Camp Landing Sites and Facilities.
4. Inadequate investment and budget shortfalls in Water and Railway Transport limit the actualization of the integrated multimodal transport system.

### 3.3.5 Conclusion

The Transport Infrastructure and Services Development Sub-programme's performance implemented by the MoWT and UNRA was poor at 43.5% This was due to the poor performance of the construct and upgrade of climate-proof strategic transport infrastructure; and the implementation of integrated multi-modal transportation hub interventions.

The performance of the sub-programme was majorly affected by the inadequate releases in the FY which led to delays in the acquisition of the RoW, delayed procurements, delayed payments of the service providers, and the inability to undertake some of the planned outs.

The performance of the construct and upgrade climate-proof strategic transport intervention was poor. This was because of the poor performance of Tororo–Gulu MGR rehabilitation, where only 6% progress was attained against a planned 26% as the works commenced in July 2023. Despite the poor performance under this intervention, 93.68km (29.7% of the annual target) was added to the national network in the period, bringing the total national paved network to 6,186.68km. The



performance of the intervention was also affected by delays in the acquisition of the RoW and in payment to the service providers for the upgrading roads projects, all arising from prioritizing the accumulated arrears from FY 2022/23.

Despite the poor performance under the construct and upgrade climate-proof strategic transport infrastructure intervention, substantial completion was attained for the following projects: Kapchorwa-Suam (73km), Masindi Park Junction and Tanga Junction-Para-Buliisa (159km), and Masaka Town roads II (9.3km).

The poor performance of implement an integrated multi-modal transportation hub intervention was attributed to the delay to undertake feasibility studies and generate detailed designs for the national road network. However, fair performance was registered under the Improvement of Ferry Services. The poor performance of the intervention was majorly affected by delays in procurement, inadequate release and stoppage of works by service providers.

### **3.3.6 Recommendations**

1. The MFPED/UNRA should allocate sufficient releases for land acquisition to increase accessibility to RoW. This will enhance the productivity of work on development projects.
2. Land acquisition should be fast-tracked by the UNRA with at least 50% of the RoW availed to the contractors before the commencement of the project works and ensure finalisation within six (6) months after commencement for future projects.
3. The MFPED and UNRA should fast-track the settlement of all upstanding payments to service providers to mitigate the financial impact of interest arising from delayed payments.
4. The MoWT through the Programme Working Group (PWG) should increase investments in the railway and water transport modes to aid in achieving a well-balanced transport multi-modal system.

## **3.4 Transport Asset Management Sub-programme**

### **3.4.6 Introduction**

The Transport Asset Management Sub-programme is aimed at the reduction of the cost of transport infrastructure and services; and prioritization of transport asset management. The sub-programme has the following interventions: rehabilitate and maintain transport infrastructure; adopt cost-efficient technologies to reduce maintenance backlog; scale up transport infrastructure and services information management systems; enforce loading limits; and scaling up transport infrastructure and services information management systems.

The intermediate outcomes for the sub-programme are: increased average infrastructure life span, reduced unit cost of building transport infrastructure; and increased district equipment in good working condition.

This sub-programme is implemented by the MoWT; LGs; and the UNRA through a total of 23 stations in different regions of the country. It includes all interventions under the National and District Roads Maintenance of Uganda Road Fund (URF); Rehabilitation of the national roads

projects under the UNRA; and District, Urban and Community Access Roads (DUCAR) component under the MoWT.

In FY 2023/24, this sub-programme was allocated a budget of Ug shs 995.32bn which was a reduction of 29.8% from that of FY2022/23 (Ug shs 1418.77bn). By the end of December 2023, Ug shs 460.53bn (46.3% of the budget) had been released and Ug shs 441.47bn (95.9%) expended. The performance of three (3) out of the four (4) funded interventions monitored during FY2023/24 is presented below:

### Overall sub-programme performance

The overall performance of the Transport Asset Management Sub-programme was fair (61.5%). This was on account of the good and fair performance of the Enforcing Loading Limits and Rehabilitate and Maintain Transport Infrastructure interventions respectively. The fair performance of the sub-programme implies that the efforts of the sector to increase the service life of the transport infrastructure will not yield significant results in the medium term.

The performance of the intervention to rehabilitate and maintain transport infrastructure was fair (54.0%) and this was majorly due to insufficient releases to the implementing agencies. Generally, the financial allocations and releases to the outputs under this intervention were below the projections/needs. For example, the maintenance budget of the URF was Ug shs 434.952bn in FY2023/24 compared to the annual requirement of Ug shs 1.25tn (USD 350million)<sup>3</sup>. Thus, the FY2023/24 allocation to road maintenance was merely 35% of the required funding.

Additionally, the cumulative releases to the Rural Bridges Infrastructure Development project and Community Roads Improvement Project under MoWT were low at 25.8% and 25.4% of the annual budgets respectively. This inadequate release affected the signing of the planned contracts and ultimately the implementation of outputs. Table 3.9 summarises the performance of the Transport Asset Management Sub-programme per intervention.

**Table 3.9: Physical performance of the Transport Asset Management Sub-Programme by 31<sup>st</sup> December 2023**

Intervention	Performance
Rehabilitate and Maintain Transport Infrastructure	Fair (54.0%)
Adopt Cost-efficient technologies to reduce maintenance backlog	Poor (30.4%)
Enforcing loading limits	Very Good (100%)
<b>Overall Performance</b>	<b>Fair (61.5%)</b>

*Source: Author's Compilation*

Details of the performance are presented hereafter:

### 3.4.7 Rehabilitate and Maintain Transport Infrastructure

This intervention is aimed at ensuring that the transport infrastructure is rehabilitated and maintained to keep it motorable all year round.

The annual planned outputs under this intervention were:

<sup>3</sup> National Integrated Transport Master plan 2021 – 2040.

- i) National roads rehabilitation of the paved network;
- ii) Construction of bridges on the national road network;
- iii) Maintenance of paved and unpaved national roads network;
- iv) Maintenance of the district and community access roads (DUCAR) network;
- v) Kampala Capital City Authority (KCCA) Urban Road Network Development;
- vi) Rehabilitation of community access roads; and
- vii) Construction of bridges on the DUCAR network

Six (6) out of the seven (7) outputs were monitored. The overall performance of the intervention was fair at 54.0%. This was on account of the inadequate and late release of funds to the implementing units/agencies and projects, and the heavy rains received in Q1 and Q2. The performance of the outputs of the intervention to Rehabilitate and Maintain Transport Infrastructure is summarized in Table 3.10. Details of the performance of the intervention’s outputs per agency or project monitored are in **Annex B – G**.

**Table 3.10: Performance of the Rehabilitate and Maintain Transport Infrastructure intervention by 31<sup>st</sup> December 2023**

Output	% budget released	% of release spent	Physical Performance	Remark
National Roads Rehabilitation of the Paved Network	54.9	97.8	55.7	Fair performance.
Construction of Bridges on the National Road Network	53.2	94.5	52.3	Fair performance.
Maintenance of Paved and Unpaved National Roads Network (Periodic, Routine and Manual)	50.0	100.0	74.7	Good performance. Performance affected by delayed disbursement of funds and heavy rains.
Maintenance of the DUCAR network (Periodic, Routine and Manual)	45.9	99.7	41.0	Fair performance. Performance was affected by heavy rains in Q1 and Q2
Rehabilitation of community access roads	25.4	93.5	56.8	Poor performance. Performance was affected by insufficient release of funds
Construction of bridges on the DUCAR network	25.8	89.0	43.7	Fair performance. Performance was greatly affected by funding shortfalls.
<b>Average performance</b>	<b>42.5</b>	<b>95.7</b>	<b>54.0</b>	<b>Fair performance</b>

*Source: Author’s Compilation and Field Findings*

Findings of the outputs monitored are presented hereafter:

### **National Roads Rehabilitation of the Paved Network**

The National Roads Rehabilitation (NRR) of the paved network is implemented by the UNRA. This involved rehabilitation/reconstruction of the paved national roads which have deteriorated to below the required service levels. During FY 2023/24, the UNRA planned to rehabilitate an

equivalent of 163km on five roads on the national network. The planned rehabilitation sections were on the following roads: Masaka Town roads (7.3km); Mityana–Mubende (100km); Kampala–Jinja (72km); Tororo-Mbale-Soroti-Lira-Kamdini (340km); Packwach-Nebbi Section 2 Road (33km). These projects were at different levels of progress.

The overall physical performance of rehabilitation of the paved national road network was fair at 55.7%. A total of 30km equivalent of roads were rehabilitated. The major challenges of National Roads Rehabilitation of the Paved Network were delays in the finalization of design reviews/approval, delays in payment of contractors’ IPCS, torrential rains and weak mobilization of contractors. This resulted in several projects falling behind schedule including Kampala-Jinja (72km); Mityana-Mubende (100km) and the Alwii-Nebbi (33km). Details of the performance of the National Roads Rehabilitation on the paved network are in **Annex B1**.



**Agum Town Council section at Km 44+266 with covered side drains and unprocessed subbase along Olwiyo-Packwach Road**



**Primed section on the LHS between Km 47+100 to 48+600 of Olwiyo-Packwach Road**



**A section undergoing benching at Km 60+000 along Olwiyo-Packwach Road**



**A section of Olwiyo-Packwach Road at Km 104 destroyed by the floods**

### **Construction of Bridges on the National Road Network**

The UNRA implements the construction of bridges on the national road network. During FY 2023/24, the UNRA planned to implement works on a total of 29 strategic bridges on the national road network.

The overall performance of the construction of bridges on the national road network was fair at 52.3%. Three (3) bridges (Osu Bridge, Lugogo Swamp Crossing and Khamitsaru Bridge) were substantially completed. Other bridge projects executed in the FY were at different levels of progress as follows:

Construction of bridges on the National Road Network: Lot 1- Kampala Flyover construction and road upgrading project was at 91.7%; Lugogo Swamp Crossing along Kyamukonda-Kasozi-Ngoma road was at 99.7%; Lot 2 - Nabukhaya, Nambola, Nametsimeri, Sahana and Khamitsaru Bridges on Kufu-Lwakhaka road and Rubongi Bridge Tororo-Nagongera road was at 64.6%; Lot 3 - Aapa Bridge on Amuru-Omee-Rhino Camp Road was at 32.0%; Jure Bridge on Atiak-Adjumani-Moyo-Yumbe-Manibe road and Amou Bridge on Laropi-Palorinya-Obongi road was at 99.0%.

Additionally, Lot 4 – Maziba on Kigata-Kabunyonyi-Nyakigugwe road, Kiruruma on Katojo-Kihihi Road, Rwembyo and Kajwenge bridges on Kinyamaseke-Kasinga-Kyarumba-Kibirizi Road, and Kamirwa, Nyakambu on Kabwohe-Bwizibwera Road was at 31.8%; and Lot 6 - Kochi on Keri-Midigo-Kerwa Road, Osu on Arua-Biliafe-Otrevu Road and Odrua on Arua-Vurra-Custom-Paidha Goli Road was at 51.1%; Lot 3 - Alla (Anzuu) Gazi (Rhino Camp), Aca (Rhino Camp) was at 79.0%

All bridge construction projects monitored were behind schedule and this was mainly attributed to flooding of sites due to the heavy rains; and delayed payments of contractors' IPCs. Details of the performance of the bridges are in **Annex B2**.



**Completed Bridge at Lugogo Swamp Crossing in Nakasongola District**



**Tarmaked approach road section at Lugogo Swamp crossing in Nakasongola District**



**Completed 12m span Rubongi bridge structure along the Nagongera-Tororo Road in Tororo Municipality with pending works on the approaches**



**Completed 10m span Nabukuya bridge structure along the Kufu-Magale road in Namisindwa District**



**Completed 3m by 2.5m skewed Nambola double cell box culvert along the Kufu-Magale Road in Namisindwa District**



**Completed 11m span by 10.6 m width Namisere bridge structure along the Kufu-Magale Road in Namisindwa District**



**Completed Sahana bridge along the Kufu-Magale Road in Namisindwa District**



**Completed 12m Khamitsaru bridge structure along the Kufu-Magale Road in Namisindwa district with pending approach road works**

## Maintenance of Paved and Unpaved National Roads Network (Periodic, Routine and Manual)

The National Roads Maintenance (NRM) of the unpaved network is funded by the Uganda Road Fund but implemented by the UNRA through a total of 23 stations in different regions of the country. It involves maintenance activities on a total of 21,200km on the national roads network, ferry services or inland water transport services and axle load control across the network. It aims at improving and maintaining the 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 the safety of road users and ferry services.

The UNRA stations are responsible for directly executing force account activities through routine mechanized maintenance works. In addition, they undertake supervision services for Labour-based contracts for routine manual maintenance; and periodic maintenance contracts and framework contracts for mechanized maintenance of the roads.

For the FY 2023/24, the planned outputs<sup>4</sup> for the NRM were:

- i) Routine Manual Maintenance: 5,345km of paved and 14,993km of unpaved roads maintained;
- ii) Routine Mechanised Maintenance: 1,000km of paved roads and 5,010km of unpaved roads maintained;
- iii) Periodic maintenance: 10km of paved and 350km of unpaved roads; and
- iv) Framework contracts instituted on 1,000.4km of paved and 5,283.7km of unpaved roads

For the FY2023/24 semi-annual monitoring, the NRM was monitored at six (6) UNRA stations: Hoima, Ibanda, Jinja, Kitgum, Luwero, and Moyo which had a combined road network of 6,187 km (29.1% of the national road network). Details of the planned outputs at each of the stations are summarized in **Annex C1 – C12**.

The overall performance of the National Roads Maintenance (NRM) of the paved and unpaved network for both the force account and contracts components at the six (6) UNRA combined was good at 74.7%. This was a performance improvement compared to that of the previous FY at 44.8%. This performance improvement implies sustained interconnectivity on the national road network since there is a reduced rate of deterioration of the roads. The performance of the UNRA stations monitored is shown in Table 3.11.

**Force account:** The physical performance of the force account component of the NRM within the first half of the financial year was good at 74.0%. The station mainly focused on addressing the emergencies occasioned by the heavy rains that ravaged the unpaved national road network in Q1 and Q2. The performance of the force account component of the NRM was affected by the delayed release of funds; inadequate equipment; and torrential rains.

**Contracts:** The overall performance of the periodic and framework contracts for the six (6) UNRA stations monitored was good at 75.5%. This good performance alleviated the UNRA Stations' maintenance workload, representing a positive stride in the direction of reducing the maintenance backlog. The performance of contracts was affected by the heavy rains and the

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<sup>4</sup> URF Quarter Two Vote Performance Report FY2023/24

delayed payment of the contractor’s IPCs. Details of performance per station for both force account and contracts are in **Annex C1 – C12**.

**Table 3.11: Summary Performance of the National Roads Maintenance per UNRA Station by 31<sup>st</sup> December 2023**

UNRA Station	Financial Performance		% Physical Performance		Remark
	% budget released	% release spent	Force Account	Contracts	
Hoima	42.7	100.0	85.4	77.0	Overall physical performance was good at 81.2%. The station experienced a challenge of delayed receipt of funds and a shortage of road equipment equipment.
Ibanda	55.0	99.7	55.9	70.8	Overall physical performance was fair at 63.4%. Performance was mainly affected by inadequate equipment, heavy rains and delays in procurement.
Jinja	47.3	83.1	78.9	69.7	Overall physical performance was good at 74.3%. Performance was affected by inadequate funding and frequent equipment breakdowns.
Kitgum	48.1	98.7	70.8	77.2	Overall physical performance was good at 74.0%. The performance of the force account was affected by inadequate funding and heavy rains
Luwero	54.4	88.4	66.0	84.5	Overall physical performance was good at 75.3%. The station mainly undertook emergency work and spot improvement on the network. The performance delayed the release of funds and heavy rains.
Moyo	46.0	94.7	87.0	73.6	Overall physical performance was good at 80.3%. The Station had a challenge of delays in the procurement of Force account inputs.
Average Performance	48.9	94.1	74.0	75.5	The performance of both the Force Account and contracts was good
<b>Overall average physical performance</b>				<b>74.7</b>	<b>Good performance</b>

*Source: Authors’ Compilation and Field Findings*





**Luwero Station: Kapeeka-Busunju (15km) after mechanised maintenance under a framework contract**



**Luwero Station: Kisule-Nakaseke-Kapeeka Road had greatly deteriorated due to the heavy rains in Q1 and Q2**



**Hoima UNRA Station: Stone pitching of side drains along Katasiha-Bugambe-Mairirwe was done under a framework maintenance contract**



**Hoima UNRA Station: Emergency works across Mpongo swamp along Kyenda-Mpong-Kisiita Road were done under force account**



**Jinja UNRA: A deteriorated section at Km 10+00 along Kaliro-Namwiwa Road – Contract by Tegeka Ent. Ltd**



**Jinja UNRA: A section in good condition at Km 21+200 near Namwiwa TC along Kaliro-Namwiwa Road – Contract by Tegeka Ent. Ltd**



**Palabek-Atiak Road:** A well-graded motorable section under framework contract at Km 30+00 with overgrown grass on the roadside

**Palabek-Padibe:** A well-maintained section at Km 20+000 in Kitgum district under a periodic maintenance contract



**Padibe-Paloga-Madioppe:** Road section in Lamwo District under Framework Contract: Ongoing works of grading and shaping at Km 5+000

#### Key Issues

- i) Obsolete equipment associated with frequent breakdowns and yet inadequate for the road network affected force account implementation. The UNRA stations lack excavators for excavating and loading gravel as well as low beds to facilitate the mobilisation of equipment such as rollers to the required destinations. *The risk is; delays in the implementation of works as stations have to share some of this specialised equipment.*
- ii) Heavy rains received in September, October and November stalled maintenance works on gravel roads and resulted in numerous emergencies across the road network. These rains have further damaged the finished roads. *The risk is delayed implementation of planned works and an increased maintenance backlog.*
- iii) Late downstream disbursement of funds leading to delays in the implementation of works. Most monitored stations received quarterly disbursements more than 30 calendar days from the start of each quarter. *There is a risk of delayed implementation of planned works.*

## Maintenance of the District, Urban and Community Access Roads (DUCAR) network

The District, Urban, and Community Access Roads (DUCAR) are maintained by the Local Governments (LGs) using funds from the Central Government through the URF and, to a limited extent using the locally generated revenue. The MoWT provides collective technical support and supervision to the Local Governments under the DUCAR.

For the FY 2023/24, the planned outputs<sup>5</sup> of the maintenance of the DUCAR were: 24,558km of routine manual maintenance; 8,013km of routine mechanised maintenance; and 1,046km of periodic maintenance. The FY2023/24 semi-annual monitoring under the DUCAR covered five (5) districts including Budaka, Namisindwa, Namutumba, Rukungiri, and Wakiso; Two (2) cities comprising Mbarara and Soroti; and two municipal councils of Apac and Iganga.

The overall physical performance of the DUCAR maintenance within the funds received was poor at 41.0%. The poor performance was on account of inadequate and late disbursement of funds received. There was a significant reduction in the URF maintenance budgets for the LGs. Additionally, road maintenance activities were greatly disrupted by the heavy rains in Q1 and Q2. The performance of the maintenance of the DUCAR is summarised in Table 3.12. Details of performance per DUCAR agency monitored are in **Annex D1 – D9**.

**Table 3.12: Summary of the Semi-annual Performance of the DUCAR in FY 2023/24 by 31<sup>st</sup> December 2024**

DUCAR Agency	Annual Budget (000, Ug shs) <sup>6</sup>	% of Budget Released (Q1-Q2)	% of Release Spent	Physical Performance Score (%)	Remarks
<b>District Local Governments Road Maintenance</b>					
Budaka	314,960	48.4	82.6	30.0	Poor performance
Namisindwa	385,257	43.9	100.0	70.8	Good performance
Namutumba	323,250	54.3	60.7	0.0	Poor performance
Rukungiri	153,089	32.7	100.0	56	Fair performance
Wakiso	1,986,562	26.7	83.9	39.0	Poor performance
<b>City Road Maintenance</b>					
Mbarara City	365,638	33.2	53.3	50.1	Fair performance
Soroti City	271,280	35.2	64.5	26.1	Poor performance
<b>Municipal Council Road Maintenance</b>					
Apac MC	110,635	41.3	70.0	48.6	Poor performance
Iganga MC	1,000,000	50.0	100.0	49.0	Poor performance

<sup>5</sup> URF Quarter Two report FY2023/24

<sup>6</sup> The Annual Budget excludes the rehabilitation grant to local governments

DUCAR Agency	Annual Budget (000, Ug shs) <sup>6</sup>	% of Budget Released (Q1-Q2)	% of Release Spent	Physical Performance Score (%)	Remarks
Overall performance				41.0	Poor

*Source: Field Findings and Author's Compilation*



**Rukungiri District: Graveling works**



**Mbarara City: A section of Lubiri-Kakoba Central Road after routine mechanized maintenance**

### **Key issues under the DUCAR**

1. The imbalance of road sector funds away from road maintenance; and towards road development has resulted in dwindling IPFs under URF for road maintenance. *This escalates the maintenance backlog on the DUCAR network.*
2. Heavy rains disrupted road maintenance works. Many LGs paused maintenance works due to heavy rains. *This poses a risk of failure to execute the planned road maintenance activities within the FY.*
3. Lack of a road unit to undertake works by force account at the municipal councils, the newly formed districts and cities. Additionally, the timely sharing of equipment with other agencies proved difficult as funds were received at the same time. *This could lead to a high cost of road maintenance due to over-reliance on expensive equipment hire.*
4. Delayed disbursement of funds to LGs: On average funds were received by agencies from URF more than 30 calendar days from the start of each quarter. This had a ripple effect of delays in the execution of work at the spending agencies. *There is a risk of failure to implement works promptly as planned.*
5. Lack of reliable and adequate supervision vehicles. *This could lead to inadequate supervision and management of the road network.*

## Rehabilitation of Community Access Roads

Rehabilitation of the Community Access Roads (CARs) is implemented by the MoWT through the Community Roads Improvement Project (CRIP) which commenced in FY 2020/21. The project will run for five (5) years up to FY 2024/25 with a projected total cost of Ug shs 355.46bn solely funded by the GoU. The project is aimed at: improving rural accessibility and reduction in transport costs; improving household income due to improved access to markets and socio-services; and improving agricultural productivity, employment and increased revenue collection by the local governments.

For the FY2023/24, CRIP had an annual budget of Ug shs 47.2bn, of which Ug shs 11.998bn (25.4%) was released and Ug shs 11.213bn (93.5%) expended by 31<sup>st</sup> December 2023.

The annual planned outputs of the Community Roads Improvement Project were: rehabilitation of 360km of interconnectivity roads; procurement and distribution of metallic culverts, gabions, geogrids, guardrails and geotextiles; Construction of Phase 2 Structures for the Mechanical Engineering Training and Advisory Centre; carrying out environment and social impact assessments for the rehabilitation of Community Access Roads; and monitoring and evaluation of the CRIP project.

### Physical performance

The overall performance of the Rehabilitation of Community Access Roads projects within the funds received was fair at 56.8%, and this was mainly attributed to inadequate release of funds under this project (25.4% of the annual budget<sup>7</sup> was released). The released funds were majorly expended on payment of outstanding works. A total of 148km of fully gravelled roads on the CARs network were achieved by half-year; and therefore, improved connectivity within the districts where they were implemented. This achievement was owed to the completion of projects which spilled over from the FY 2022/23. procurement and distribution of metallic culverts, gabions, geogrids, guardrails and geotextiles; and Construction of Phase 2 Structures for the Mechanical Engineering Training and Advisory Centre were not achieved.

The implementation of the CRIP faced challenges of: Inadequate releases; heavy rains; delayed payment of contractors' IPCs'; and resistance from some communities regarding the excavation of offshoots into their land/plots where road works were implemented. Details of the performance of individual projects are in **Annex G**.

## Construction of bridges on the DUCAR network

The construction of Bridges on the DUCAR network is implemented by the MoWT through the Rural Bridges Infrastructure Development Project. The DUCAR network is characterised by swamps and old bridges that have been rendered impassable thus hindering the population connectivity and movement of commodities. This project aims to contribute to both the 2<sup>nd</sup> development objective of the NDP III and the ITIS Programme objectives by constructing and rehabilitating bridges on the DUCAR network, the largest road network in the country. The

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<sup>7</sup> Budget for the CRIP was Ug shs 47.200bn and release was Ug shs 11.998bn by 31<sup>st</sup> December 2023

project seeks to prioritize the construction of bridges and swamp crossings whose designs were completed.

The project objective is to increase the stock and quality of the country's strategic infrastructure by constructing bridges, swamp crossings and other drainage structures across the district and community access road network. The five-year programme started on 1<sup>st</sup> July 2019 and its completion date is 30<sup>th</sup> June 2024. The total planned expenditure of the project for the five years was Ug shs 300bn with an annual release forecast of Ug shs 60bn per year. In FY 2024/24 the budget for the project was Ug shs 21.400bn of which Ug shs 5.513bn (25.8% of the budget) was released by 31<sup>st</sup> December 2023.

Planned activities in the FY 2023/24 were: the completion of 100% cumulative construction works for Karujumba Bridge (Kasese), Bugibuni Bunadasa Bridge (Sironko), Ssezibwa (Bulandi-Gyira) Swamp Crossing (Kayunga and Nakasongola), Funguwe- Muwafu Swamp Crossing (Tororo), and Aleles Bridge (Pallisa). The cumulative target construction progress on other bridges was: 75% progress for Kwapa Bridge (Tororo); 20% for Tajar Bridge (Bulamburi); 8% for Nyahuka-Mirambi Bridge (Bundibugyo); 90% for Aderema Bridge (Tororo); 20% for Kadokolene swamp crossing (Budaka); 45% for Osudan-Abarila swamp crossing in Katakwi and Amuria; and 5% for Kiyanja Swamp in Ntoroko.

Other activities were construction to completion of four (4) cable footbridges by the Bridges to Prosperity (B2P) in hard-to-reach areas to provide access to school children and 50% cumulative construction for one metallic ladder in an inaccessible hilly rural area in Mt Elgon; Procurement of culverts, Gabions and geotextiles; and collection of data for an inventory of bridges in 50 districts.

By the end of Q2 FY2023/24, the overall performance of the Construction of Bridges on the DUCAR network within the received funds was poor at 43.7%. The achieved milestones include the completion of three (3) cable bridges. The completed bridges were: Isandalla-Nyamitooma, Kisenyi-Kyangabukama, and Katookye in Western Uganda.



**Substantially complete restoration of the Kaboloi bridge in Pallisa District along the Pliisa-Agule Road at Km 8+000 from Pallisa with 4 cells of 2.1m diameter armco culverts**



**Ongoing Aleles Bridge works along the Agule-Aleles road in Pallisa District with disability and pedestrian-friendly features**



**Aleles-Kodike Swamp Crossing in Ngora District: Ongoing swamp-raising works (left) and a completed raised section (right)**



**Ongoing Anderema Bridge works in Tororo District of a triple 4m by 4m, 3 cell box culvert: Left - the bridge structure works; Right: the diversion provided to keep the road accessible**



**Merikit Nyem Nyem Swamp Crossing in Tororo District: Left - A raised section with a mitre drain; Right – A river-trained section that has been encroached on by the rice growers**



**Funguwe-Muwafu Swamp Crossing in Tororo District: Left – Ongoing rebar works for decking of the 3-cell box culvert; Right – A raised section/approach to the box culvert with culverts installed**



**Matawa Swamp Crossing in Tororo District with four swamp crossings: Left – Second swamp crossing at Km 7+900, raised and with culverts installed; Right – Fourth swamp crossing at Km 11+700**

The performance was greatly affected by insufficient and delayed disbursement of funds, and flooding of the sites due to abnormal rains that led to the suspension of works on some projects. Consequently, all bridge projects were behind schedule. The failure to complete these projects in time renders inter-district connectivity across these areas a challenge. Details of the performance of the construction of bridges on the DUCAR network are in **Annex E**.



### 3.4.8 Adopt cost-efficient technologies to reduce maintenance backlog

To reduce the backlog, maintenance of the district road network; and road sealing technologies such as the Low-Cost Seals and Probase were implemented by the MoWT.

In FY 2023/24, the MoWT planned to: seal 110km of selected Low Volume Roads using Low-Cost Sealing Technology in the districts of Mukono, Kayunga, Kasese, Nakaseke, Kiboga, Budaka, Bukedea, Rukiga, Buyende, Iganga, Nakapiripirit, Wakiso, Masaka, Kasese, Lwengo, Sembabule, Mitooma, Namutumba, Katakwi, Bulambuli, Mayuge, Hoima, Amuria, Kakumiro, Kagadi, and Kalangala plus selected Municipal and Town Roads in Bukedi and Busoga.

Additional planned activities were the completion of the construction of 20.2km of Kayunga-Nabuganyi Road in Kayunga District and 4.8km of Nansana-Kireka-Biira in Wakiso District constructed with Probase Technology. Monitoring and performance of this intervention focused on the implementation of the sealing of low-volume roads using low-cost sealing technology.

Overall, the performance of the intervention was poor at 30.1% as shown in Table 3.13. Three out of the seven (7) planned outputs were partially implemented. The MoWT achieved a total of 9.5km under low cost sealing of roads in the following districts as indicated: Kasese (1.0km); Budaka (0.2km); Rukiga (2.0km); Kiboga (0.1km); Nakaseke (0.6km); Buyende (0.8km); Iganga (0.6km); Nakapiripirit (1.0km); Kalangala (0.3km); Bukedea (0.5km); Katakwi (1.1km); Mitooma (1.3km). Commencement of the planned low-cost sealing works in the districts of Mukono; Kayunga; Sembabule; Wakiso; Masaka; and Namutumba was delayed due to the failure of the contractors to submit contract securities on time. The progress of the ongoing works was affected by inclement weather, delays in the relocation of utilities; and inadequate disbursements leading to delays in paying contractors.

The implementation of the project faces resistance from the public who usually block offshoots, mitre and catch water drains in their land leading to early road pavement failure. It was also observed that maintenance of the LCS roads wherever they have previously been implemented is poor hence compromising the life of the infrastructure. Therefore, the MoWT should enhance the sensitisation of the public about the right usage of road infrastructure. Additionally, the public should be trained in road maintenance interventions to encourage their participation. Details of the performance of low-cost sealing road projects are in **Annex F**.

**Table 3.13: Performance of Low-Cost Sealing of District Roads by 31<sup>st</sup> December 2023**

Output	Annual Budget (Ug shs)	Annual Target	Achieved (Q1-Q2)	Score (%)	Remarks/Details
Designs for Low-Volume Roads Completed	-	24.4km	24.4km	100	Funds for this activity were expended during Q4 FY 2022/23.
Contractors for sealing of low volume roads hired	-	7 contractors	7 contractors	100	Seven contracts were signed in August 2023 for 39.3km of low-volume roads
Monitoring of Rural Transport Infrastructure Projects in 27 districts conducted	200,000,000	4No.	0	0	Funds were not availed
Environment and Social Impact Assessment for Low Volume Roads Conducted	200,000,000	1No.	0	0	New procurements under the Project were suspended to allow for the completion of spilled-over activities from FY 2022/23.
Design software for Low Volume Roads Procured	30,000,000	2No.	0	0	Activity not commenced.
Assorted design tools for low-volume roads sealed	150,000,000	Assorted	0	0	Activity not commenced.
Low-volume roads sealed	44,574,200,000	40km	9.5km equivalent	12.5	The component had spilled over works from FY 2022/23 worth Ug shs 34.17bn. The contracts signed in August 2023 are worth Ug shs 43.14bn.
Overall Physical performance				<b>30.4</b>	<b>Poor performance</b>

*Source: Field Findings and Author's Compilation*

### 3.4.9 Enforce loading limits

Enforcement of loading limits is achieved by the use of weigh stations and mobile weigh scales under the UNRA through weighing vehicles and charging fines on overload. There are nine (9) fixed weigh stations located at Magamaga, Mbale, Mbarara, Mubende, Elegu, Busitema, Luweero, Lukaya and Malaba. The assessment of performance is based on the percentage reduction of overloaded vehicles weighed.

The UNRA operated eight (8) fixed and six (6) mobile weigh stations during the first half of the FY. The target was to reduce the percentage of overloaded vehicles on the paved national roads network to 4%. A total number of 586,244 vehicles were weighed by the end of December 2023 with 19,398 (3.4%) vehicles being overloaded. The weighbridges had an average availability of 97.1% and 86.4% for fixed and mobile stations respectively. This was a very good performance

(100%) since the agency exceeded the semi-annual target. Despite the very good performance, there is still a need to enhance the enforcement to reduce the number of overloaded vehicles to zero. Additionally, there are some national roads without weigh stations implying that the overloaded vehicles using these routes pass unchecked.

Despite the good performance of the intervention, the challenges affecting the weigh stations are:

- i) The poor condition of vehicles used for operations and maintenance at the weigh stations;
- ii) Frequent power outages coupled with system errors due to old weighing equipment with old technology;
- iii) Lack of traffic monitoring equipment to track the weigh station by passers; and
- iv) Inadequate staffing to effectively manage the weigh stations

#### **3.4.10 Sub-programme Key Challenges**

- i) Less prioritisation of road maintenance and rehabilitation, as well as bridge construction on the DUCAR network, in comparison to new road development, resulting in reduced life of the road infrastructure and a rise in the maintenance backlog.
- ii) Insufficient numbers of sound equipment at the UNRA stations, municipalities and cities. Currently, the sharing of district equipment between all the LGs (cities, municipalities, town councils and sub-counties) is not sustainable.
- iii) Delayed disbursement of funds from URF, and from the MoWT to the force account implementing units affected timely implementation. An average delay of more than 30 days was experienced in the quarterly releases during the first half of the FY.
- iv) The time of disbursement of funds to the regional mechanical workshops, which are supposed to offer repair services does not match that of the LGs; and as such the equipment breakdowns are not addressed promptly.

#### **3.4.11 Conclusion**

The Transport Asset Management Sub-programme performed fairly. Semi-annual targets for all the interventions save for enforcement of loading limits were not achieved majorly due to insufficient funding to the implementing agencies and the torrential rains. This implies that the transportation infrastructure was not adequately maintained. The long-term life of the transportation infrastructure is directly harmed by this; and thus, an increased maintenance backlog of the road network. This affects access to social and economic services because of the poor state of the roads and increases the future cost of maintenance of the roads.

The above notwithstanding, there is a capacity to undertake transport asset management in the form of the institutional framework and equipment. However, key institutions such as the regional mechanical workshops under the Ministry of Works and Transport are underfunded yet the timing of receipt of funds does not match that of the LGs and as such they are unable to promptly attend to the equipment breakdown in demands of the LGs.

There are efforts towards increased average infrastructure life span arising from the enforcement of loading limits on the paved network by the UNRA, evidenced by a reduction in overloaded trucks to 3.4%. However, there is still a need to enhance the enforcement to reduce the number of overloaded vehicles to zero.

### **3.4.12 Recommendations**

- i) The MoWT and MFPED through the Programme Working Group (PWG) should focus on the maintenance of the existing transport infrastructure to enhance the sustainability of these public investments. This will call for a rebalance in investment priorities ensuring that they align with the needs assessment of the existing transport infrastructure.
- ii) The MoWT/UNRA should procure road units for municipalities cities and stations without equipment. Additionally, the MoWT should through the regional mechanical workshops establish a robust maintenance and repair system to promptly address any issues with the sound equipment. This may involve beefing up the existing technician teams or outsourcing maintenance services to reliable service providers.
- iii) The MoWT/MFPED should enhance the resource allocations to the regional mechanical workshops and ensure that the release schedules match those of the LGs for timely attention to equipment repairs.
- iv) The UNRA should procure and install weighbridges on all the major roads in the country.

## **3.5 Land Use and Transport Planning Sub-Programme**

### **3.5.6 Introduction**

This sub-programme is aimed at promoting integrated land use and transport planning; and reduce congestion and improved travel time within the urban areas. The lead implementation agencies for the sub-programme are MoWT, URF and UNRA.

The sub-programme comprises four (4) interventions: acquire infrastructure/utility corridors; develop and strengthen transport planning capacity; develop the National Transport Masterplan (NTM) aligned to the National Physical Development Plan; and develop Transit-Oriented developments along transport infrastructure corridors (such as roadside stations).

The budget for this sub-programme was Ug shs 387.81bn, of which Ug shs 203.96bn (52.6%) was released and Ug shs 202.24bn (99.1%) expended by 31<sup>st</sup> December 2023. This was an improvement in the release to the implementing agencies compared to that of FY2022/23 by half-year by 26.8%. The funds however were inadequate to meet the project requirements; and enable smooth implementation of works on most of the development projects.

Overall the performance of the *Land Use and Transport Planning Sub-programme* was fair consequently, this greatly affected the achievement of targets of some of the sub-programmes such as the Transport Infrastructure and Services Development which largely depends on the acquisition of the infrastructure corridors.

### **3.5.7 Acquisition of infrastructure/utility corridors**

Land acquisition is the process through which MoWT and UNRA acquire land and can provide the Right of Way/access to the projects. The land on which the road and all its auxiliary works are built and any extra land acquired form part of the reserve, which is maintained and protected by the entity.

The UNRA undertook the acquisition of the right of way on 71 projects including upgrading roads (45), rehabilitation (5), bridges (15), ferries/landing sites (5) and weigh stations (5). A total of 359.71 hectares (27.3%) were acquired against the annual target of 1,320.5 hectares. A total of 2881 PAPs were paid. The MoWT acquired 161.074 acres (51.6%) against a plan of 312 acres for the Right of Way for the Standard Gauge Railway. Implementation of the planned outputs under the sub-programme was affected by inadequate disbursements, land ownership disputes, delays in courts disposing of land dispute cases; and speculation by the public on new projects.

### **3.5.8 Develop and Strengthen Transport Planning Capacity**

The MoWT planned to execute: transport surveys, acquire transport tools; review and update transport planning systems; prepare the Non-Motorised Transport (NMT) implementation strategy; prepare the Integrated Transport Infrastructure and Services programme statistics plan; and conduct staff specialized trainings in transport planning systems.

By half-year, one out of two transport planning systems were developed (50%), one (1) out of 10 transport surveys (10%) were conducted, and the ITIS Programme statistics plan was prepared. The progress of the implementation of the planned outputs was affected by insufficient funds.

### **3.5.9 Develop the National Transport Masterplan (NTM) aligned to the National Physical Development Plan**

The National Integrated Transport Master Plan 2021–2040 was prepared and presented to the top leadership of the ITIS programme and approved.

### **3.5.10 Transit-oriented developments along transport infrastructure corridors (such as roadside stations)**

The UNRA planned to undertake feasibility studies aimed at introducing roadside stations on the National Road Network. By half-year, the UNRA undertook geotechnical investigations in preparation for preliminary designs for these stations. The planned outputs were affected by inadequate budget release in Q2.

### **3.5.11 Sub-programme challenges**

- (i) Inadequate releases affected the timely payment of PAPs and planned capacity-building trainings.
- (ii) Delayed submission of the required documentation by PAPs to process payment, and disputes of ownership and contestation of valuations by the PAPs leading to encumbrances in the RoW.

### **3.5.12 Conclusion**

The sub-programme registered a fair performance (61%) on account of inadequate funding/releases (52.6%). This affected the compensation of the PAPs and the planned development and strengthening of transport planning capacity under the ITIS Programme which are prerequisites for the implementation of outputs under the Transport Infrastructure and Services Development Sub-programme, and the Technical Working Group to undertake their functions.

### **3.5.13 Recommendations**

The MFPED through the Programme Working Group should enhance resource allocation to UNRA for land acquisition to enable timely acquisition for the RoW for the roads upgrading projects.

## **3.6 Transport Regulation Sub-programme**

### **3.6.6 Introduction**

The Transport Regulation Sub-programme is aimed at strengthening, and harmonizing the policy, legal, regulatory, and institutional framework for infrastructure and services. The interventions of the sub-programme are:

- i) Review, update and develop transport infrastructure and services policies, plans, regulations and standards and laws;
- ii) Enforce relevant transport infrastructure and services policy, legal, regulatory and institutional frameworks;
- iii) Streamline governance and coordination of transport infrastructure and services;
- iv) Monitor and evaluate transport infrastructure and services policy, legal and regulatory framework; and
- v) Strengthen existing mechanisms to deal with negative social and environmental effects.

The sub-programme is implemented by the Ministry of Works and Transport. The intermediate outcomes are reduced fatality and casualty per mode of transport.

For FY2023/24, the sub-programme budget was Ug shs 108.69bn, of which Ug shs 35.99bn (33.1%) was released and Ug shs 33.00bn (91.7%) expended by 31<sup>st</sup> December 2023.

### **Overall sub-programme performance**

The overall performance of the Transport Regulation Sub-programme was poor (41%) on account of the poor performance (0%) of the review, update and develop transport infrastructure and services policies, plans, regulations and standards and laws intervention. Despite this poor performance, there was progress on most of the outputs under the Enforce relevant transport infrastructure and services policy, legal, regulatory and institutional framework intervention. The progress was majorly in areas of compliance with standards and relevant laws aimed at the smooth operation of transport services. Two (2) interventions for the Transport Regulation Sub-programme were reviewed and the findings are presented hereafter.

### **3.6.7 Review, update and develop transport infrastructure and services policies, plans, regulations and standards and laws**

This intervention aims at strengthening, and harmonizing the policy, legal, regulatory, and institutional framework for transport infrastructure and services in the country. The MoWT planned to develop two (2) Inland Water Transport Regulations aimed at improving the safety on water bodies. No progress was registered by the end of December 2023.

### **3.6.8 Enforce relevant transport infrastructure and services policy, legal, regulatory and institutional frameworks**

The intervention is aimed at ensuring that the already existing Transport Infrastructure and Services policies, legal, regulations and standards are implemented to reduce the fatalities and casualties per mode of transport. Additionally, compliance with the regulatory requirements is necessary to ensure the maintenance of standards of operation for air and water transport. The performance of the intervention was good (82%) at half-year.

The following were achieved by the end of December 2023, presented per mode of transport:

#### ***Road Transport***

- i) *Issuance of driving permits:* 172,832 driving licenses (54%) were issued against a planned 320,000. The MoWT hence exceeded the 50% target by half-year.
- ii) *Road safety campaigns and inspections:* The MoWT planned to carry out 12 road safety campaigns and undertake eight (8) detailed road crash investigations. A total of two (2) were achieved under each representing 17% and 25% achievement by half year.
- iii) *Issuance of commercial vehicle licenses:* A total of 14,563 vehicles (42%) against an annual target of 35000 were issued with commercial licenses. The low performance was attributed to non-compliance by the transport operators.
- iv) *Licensing of driving schools:* 47 (59%) out of the annual target of 80 schools were issued with licenses.

#### ***Air Transport***

- i) To improve compliance with regional and international conventions, the MoWT planned the Coordination of National and EAC Air Transport Facilitation Programmes such as: the International Civil Aviation Organisation (ICAO), African Civil Aviation Commission (AFCAC), EAC, COMESA and AU. By the end of December 2023, Uganda scored 72.1% in the Universal Safety; Oversight Audit Programme (USOAP) under the ICAO, and developed the Corrective Action Plan (CAP) for the AIG as recommended by the ICAO; Coordinated the arrangements for Uganda to host two COMESA workshops on the Single African Air Transport Market (SAATM).
- ii) *Carry out 12 inspections of Up-Country aerodromes:* 3No. (25%) Up-country aerodromes inspected for compliance with ICAO Standards and Recommended Practices (SARPS) in the western, southern and eastern regions.

### ***Water Transport***

- i) *Inspection of vessels and issuance of Inland Water Transport (IWT) Licenses:* A total of 5 (20%) marine vessels against an annual target of 25 were issued with the licenses. A total of six (6) representing 50% out of 12 marine vessels were inspected.
- ii) *Inland Water Transport safety campaigns:* one (50%) out of two (2) public awareness campaign on safety was conducted.

### ***Rail Transport***

*Conduct a Rail Safety Awareness campaign:* One (25%) out of four safety campaigns was conducted Tororo–Gulu railway line.



## CHAPTER 4: CONCLUSION AND RECOMMENDATIONS

### 1.1 Programme Conclusion

The overall performance of the Integrated Transport Infrastructure Services (ITIS) Programme was fair at 52.6%. The programme significantly did not achieve the planned outputs in most of its sub-programmes during the first half of FY2023/24. This dismal performance was majorly attributed to inadequate financing.

Under the *Transport Infrastructure and Services Development Sub-programme* whose aim is to increase transport interconnectivity to promote interregional trade and reduce poverty; and optimize transport infrastructure and services investment across all modes, the performance was poor (43.5%). This was on account of inadequate releases to the implementing agencies leading to delays in the acquisition of Right of Way for the development projects, and delays in payment of service providers (mainly the contractors and supervising consultants). Owing to the inadequate disbursements, the UNRA closed the half year with arrears amounting to Ug shs 871.497bn and interest rates due to delayed payments to service providers.

The ‘construct and upgrade climate proof strategic transport’ intervention performance was poor at 43.6%. This was on account of the poor performance of Tororo–Gulu MGR rehabilitation, where only 6% progress was attained as the works commenced in July 2023. Despite the poor performance under this intervention, 93.68km was added to the national network in the period, bringing the total national paved network to 6,186.68km.

All the projects were behind schedule except for Saka Swamp Crossing under the Design and Build Scheme. Substantial completion was attained for the following projects: Kapchorwa–Suam (73km), Masindi Park Junction and Tanga Junction–Para-Buliisa (159km); and Masaka Town roads II (9.3km).

To optimize transport infrastructure and services across all modes, and provide connectivity, the GoU has invested in the improvement of ferry services, and rehabilitation of the MGR between Malaba–Kampala and Tororo–Gulu. However, the functionality of these investments in the first half of the FY was affected by poor disbursements and delayed procurement.

The *Transport Asset Management Sub-programme* whose main aim is to prioritize transport assets management to increase their life span had a fair performance. This was on account of the very good performance of the Enforce Loading Limits, and the fair performance of the Rehabilitate and Maintain Transport Infrastructure interventions. Adopt cost-efficient technologies to reduce maintenance backlog had a poor performance. Overall the performance of the Transport Asset Management Sub-programme was affected by inadequate disbursements to the implementing agencies.

The above challenge notwithstanding, the sub-programme had the following notable achievements: 30km of the national road network were rehabilitated; substantial completion of three (3) bridges (Osu Bridge, Lugogo Swamp Crossing and Khamitsaru Bridge) on the national road network; and a good performance on the number of overloaded trucks on the national road network of 3.4% against an annual target of 5% due to strict enforcement of axle load control by the UNRA with weigh stations having an average availability of 97.1%.

The sub-programme experienced an improvement in the performance of the National Roads Maintenance of the paved and unpaved roads for both force account and contracts. The agencies registered a good performance estimated at 74.7% compared to the previous FY (44.8%). Maintenance of the DUCAR network funded by the URF, exhibited a poor performance mainly due to heavy rains which disrupted the progress of works; and inadequate and late disbursement of funds

The MoWT achieved a total of 9.5km under low-cost sealing of roads in the following districts: Kasese (1.0km); Budaka (0.2km); Rukiga (2.0km); Kiboga (0.1km); Nakaseke (0.6km); Buyende (0.8km); Iganga (0.6km); Nakapiriprit (1.0km); Kalangala (0.3km); Bukedea (0.5km); Katakwi (1.1km); Mitooma (1.3km). Under the Rehabilitation of Community Access Roads Project, the MoWT achieved a total of 148km of fully graveled roads; thus improving connectivity within the districts where they were implemented.

The performance of the *Land Use and Transport Planning Sub-programme* was fair. The planned acquisition of the right of way on the development projects under UNRA and the Standard Gauge Railway project under the MoWT was not achieved mainly due to inadequate releases. Consequently, this greatly affected the achievement of outputs under the Transport Infrastructure and Services Development Sub-programme which largely depends on the acquisition of infrastructure corridors. Similarly, achievement of the planned outputs under the Develop and Strengthen Transport Planning Capacity; and Transit-Oriented developments along transport infrastructure corridors interventions was low.

The overall performance of the *Transport Regulation Sub-programme* was poor and this was on account of the poor performance of the review, update and develop transport infrastructure and services policies, plans, regulations and standards and laws intervention. Despite this poor performance, there was progress on most outputs under the - enforce relevant transport infrastructure and services policy, legal, regulatory and institutional framework intervention. The progress was majorly in areas of compliance with standards and relevant laws aimed at the smooth operation of transport services.

### **Overall challenges**

- i) **Budget suppression** mainly affected both the Transport Infrastructure and Services Development and the Land Use and Transport Planning sub-programmes. The insufficient budget and releases led to increased arrears to the service providers resulting from delayed payments.
- ii) **Less prioritisation** of road maintenance and rehabilitation, as well as bridge construction on the DUCAR network, in comparison to new road development, resulting in reduced life of the road infrastructure and a rise in the maintenance backlog.

- iii) **Over-commitment of outputs in the programme** has resulted in accumulated arrears.
- iv) **Insufficient numbers of sound equipment** at the UNRA stations, municipalities and cities. Currently, the sharing of district equipment between all the LGs (cities, municipalities, town councils and sub-counties) is not sustainable.
- v) **Delayed access to project corridors or right of way** on upgrading projects on the national road network majorly due to exhaustion of the land acquisition budget and grievances from the PAPs.

## 1.2 Recommendations

- i) The Ministry of Finance, Planning and Economic Development (MFPED) should mobilise adequate funding to enable implementing agencies to stick to and achieve the annual planned commitments.
- ii) The MoWT and UNRA should prioritise funding for maintaining the infrastructure being developed.
- iii) The MoWT and UNRA should prioritise funding to complete ongoing projects before new ones are commenced.
- iv) The UNRA and MoWT should prioritise to acquire at least 50% of the RoW before the commencement of the project works and ensure that land acquisition is finalised within six (6) months after commencement for future projects.

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## ANNEXES

### Annex A: Summary of the projects/districts monitored per intervention at Semi-annual monitoring FY 2023/24

Sub-programme	Intervention	Programme Implementation Action	Location/Project	Implementing Agency
Transport Infrastructure and Services Development	Construct and upgrade climate-proof strategic infrastructure (tourism, oil, minerals and gas)	Upgrade strategic roads from gravel to bituminous surface	Rukungiri-Kihihi-Ishasha/Kanungu (78.5 km); Kawuku-Bwerenga Road (6.6km) and Namugonde-Bugiri (Fuel Tank Reservoir 1.6km); Moroto-Lokitanyala Road (42km); Tororo-Busia Road (26Km) and Mayuge and Busia Town Roads (18Km); Emergency Reconstruction of Saka Swamp Crossing under Design and Build Scheme	UNRA
		Rehabilitate Tororo – Gulu Meter Gauge Railway line	Tororo-Gulu Meter Gauge Railway	MoWT
		Rehabilitation of the Kampala-Malaba MGR line	Kampala-Namanve-Mukoko section ((28kms)	MoWT
	Implement an integrated multi-modal transportation hub	Gulu Logistics Hub; Ferry services; Feasibility studies and designs; upgrading of roads network for connectivity in GKMA	Ferries: Buyende-Kagwara-Kaberamaido (BKK); Bugala-Bubembe-Bunyama (BBB); Lake Bunyonyi; and Amuru Rhino Camp Landing Sites/Jetties: Wanseko, BKK, BBB, Sigulu, Amuru Rhino Camp	UNRA
			Undertake feasibility studies and generate detailed designs for the national road network	UNRA
	Transport Asset Management	Rehabilitate and Maintain Transport Infrastructure	National Roads Rehabilitation of the Paved Network	Mityana-Mubende Road (86Km) and Mityana Town Roads (14Km); Kampala; Olwiyo-Pakwach Road (62.5km); Rehabilitation of Nakalama-Tirinyi-Mbale Road (102km) - Addendum No.2
Construction of bridges on the National Roads network			Strategic Bridges on the National Road Network: Kampala Flyover Construction and Road Upgrading Project: Lot-1 (Package 1: Clock Tower Flyover & Package 2:	UNRA

Sub-programme	Intervention	Programme Implementation Action	Location/Project	Implementing Agency
			Nsambya - Mukwano Road); Lugogo Swamp Crossing along Kyamukonda-Kasozi-Ngoma Road; Apaa Bridge on Amuru-Omee-Rhinoap Camp Road; Lot 2 – Nabukhaya, Nambola, Namatsimeri, Sahana and Khamitsaru Bridges on Kufu – Lwakhakha Road and Rubongi Bridge on Tororo – Nagongera Road; Lot 4 - Maziba on Kigata-Kabunyonyi-Nyakigugwe Road, Kiruruma on Katojo-Kihihi Road, Rwembyo and Kajwenge Bridges on Kinyamaseke-Kisinga-Kyarumba-Kibirizi Road, and Kamirwa, Nyakambu on Kabwohe-Bwizibwera Road; Lot 6 - Kochi on Keri-Midigo-Kerwa road, Osu on Arua-Biliafe-Otrevu road and Odrua on Arua-Vurra-Custom-Paidha Goli road; Jure Bridge on Atiak-Adjumani-Moyo- Yumbe-Manibe Road & Amou Bridge on Laropi-Palorinya-Obongi Road, in (Moyo DLG); Alla (Anzuu) Gazi (Rhino Camp), Aca (Rhino Camp); Apaa Bridge on Amuru-Omee-Rhinoap Camp Road	
		Maintenance of the Paved and Unpaved National Roads network	Hoima, Ibanda, Jinja, Kitgum, Luwero, Moyo	UNRA/URF
		Maintenance of District, Urban and Community Access Roads network	Districts of Budaka, Namisindwa, Namutumba, Rukungiri, and Wakiso. Municipal Councils comprising of Apac and Iganga, and Cities of Soroti and Mbarara	LGs/URF
		Rehabilitation of community access roads	Amuria, Budaka, Bugiri, Bukedea, Gomba, Isingiro, Kakumiro, Kaliro, Kamuli, Kanungu, Kibaale, Mayuge, Mukono, Nabilatuk, Pallisa, Rubanda, and Rwampara	MoWT
		Construction of bridges on DUCAR network	Karujumba Bridge (Kasese), Bugibuni Bunadasa Bridge (Sironko), Ssezibwa (Bulandi-Gyira) Swamp Crossing (Kayunga and Nakasongola), Funguwe- Muwafu Swamp Crossing	MoWT

Sub-programme	Intervention	Programme Implementation Action	Location/Project	Implementing Agency
			(Tororo), and Aleles Bridge (Pallisa), Kwapa Bridge (Tororo), Tajar Bridge (Bulamburi), Nyahuka-Mirambi Bridge (Bundibugyo), Aderema Bridge (Tororo), Kadokolene swamp crossing (Budaka), Osudan - Abarila swamp (Katakwi and Amuria), Kiyanja Swamp (Ntoroko)	
	Adopt cost-efficient technologies to reduce maintenance backlog	Sealing of district roads with Probase and other Low-Cost Seals	Mukono, Kayunga, Kasese, Budaka, Rukiga, Bukedea, Kiboga, Nakaseke, Buyende, Iganga, Nakapiripirit, Kalangala	MoWT
	Enforce Loading Limits	Weighting vehicles and charging fines on overload	Nine Weigh Stations(Magamaga, Mbale, Mbarara, Mubende, Elegu, Busitema, Luweero, Lukaya and Malaba).	UNRA
Transport Regulation	Review, update and develop transport infrastructure and services policies, plans, regulations and laws	Laws, policies, standards and guidelines developed	-	MoWT
	Enforce relevant transport infrastructure and services policy, legal, regulatory and institutional framework	Enforcement under Air, Water and Road Transport modes	-	MoWT
Land Use and Transport Planning	Acquisition of infrastructure/utility corridors	Acquire the RoW for projects	Upgrading projects under UNRA, Bukasa Port, and Tororo – Gulu railway	UNRA/ MoWT

*Source: Authors' Compilation*

**Annex B1: Performance of the National Roads Rehabilitation of the Paved Network by 31<sup>st</sup> December 2023**

Road Project	Target progress (Q1-Q2) (%)	Cum. Achieved Progress(%)	Score (%)	Remarks
Reconstruction of Mityana – Mubende road (86km) and upgrading of Mityana Town roads	61.53	4.9	8.03	The cumulative physical progress of works achieved was 24.0% against a plan of 80.6% at a time progress of 76.0%. Therefore, the project is behind schedule. The key contributing factors to this performance were heavy rains, inadequate funding and delayed payment of the contractor's IPCs, the contractor's weak mobilization, poor planning, and design changes. The financial progress was at 31.6% against the planned 87.6%. The contractor was cumulatively paid Ug shs 105,931,336,550 (9.7 IPCs) out of the 12 certified IPCs of value Ug shs 124,390,123,930. Similarly, the consultant's payments were not well honoured as only 11 invoices amounting to Ug shs 3,263,703,800 were paid out of the 14 submitted invoices of value Ug shs 3,923,035,800.
Nakalama – Tirinyi – Mbale Road (102km) - Addendum No. 1&2	1.50	1.50	1.33	The cumulative progress for both addendum 1 & 2 was at 100% and financial at 100%. The works were completed and the final payment certificate was submitted for review.
Olwiyo – Pakwach Road	25.25	14.90	59.01	A fair progress was registered at the end of December. The cumulative physical progress was 21.42% against a target of 31.76%. The progress was behind schedule, the time progress was 75%. The financial progress was at 24.92% against a plan of 37.59%. A total of two IPCs (Ug shs 7.543bn) were paid out of four submitted IPCs (Ug shs 14,548,836,953). The progress was mainly affected by poor planning by the contractor, delayed mobilisation of the Contractor's key staff and Flooding at the Tangi Bay area (104km).
<b>Overall performance</b>			<b>55.7</b>	<b>Fair performance</b>

*Source: Field Findings and Authors' Compilation*



## UNRA Bridges

### Annex B2: Performance of Construction of Bridges on the National Road Network by 31<sup>st</sup> December 2023

Output Performance				
Bridge Project	Target Progress (Q1-Q2) (%)	Achieved Progress (%)	Score (%)	Remark
Kampala Flyover Construction and Road Upgrading Project: Lot-1 (Package 1: Clock Tower Flyover & Package 2: Nsambya - Mukwano Road)	20.6	12.4	59.8	The cumulative physical progress was at 91.8% against a plan of 100.0% and a time progress of 107.7%(163% of the original contract period) The project delays were mainly attributed to the contractor's slow progress and weak mobilization. The cumulative financial progress was at 75.1% against a target of 100%. The contractor was cumulatively paid Ug shs 214,273,281,173 against the certified value of Ug shs 221,159,345,828.
Alla (Anzuru) Gazi (Rhino Camp), Aca (Rhino Camp)	19.60	0.00	0.00	No progress had been registered this FY. The cumulative physical progress was 79.00% against a target of 98.60%. Alla and Gazi were substantially complete and open to traffic. For Aca, the main box culvert structures were complete and swamp filling had commenced, however, works had been affected by flooding and impassable roads to the borrow pits. The financial progress was at 83.4% against a plan of 95%. A total of Ug shs 23.162 billion (100% of the certified works) was paid.
Lot 6 - Kochi on Keri-Midigo-Kerwa road, Osu on Arua-Biliafe-Otrevu road and Odrua on Arua-Vurra-Custom-Paidha Goli road in West Nile Sub Region	27.98	5.00	17.87	The cumulative physical progress was 51.1% against a target of 77.4%. The bridge structures for Osu and Kochi were complete while the final detailed designs for the Odrua bridge progress had been approved and foundation excavations had been suspended due to hard rock hazards. The financial progress was at 57.36% against a plan of 70.0%. A total of Ug shs 13.296 (90.2) was paid out of the Ug shs 14.739 billion.

Output Performance				
Bridge Project	Target Progress (Q1-Q2) (%)	Achieved Progress (%)	Score (%)	Remark
Construction of Lugogo Swamp crossing along Kyamukonda – Kasozi – Ngoma road.	8.6	8.2	95.7	The cumulative physical progress was at 99.2% against a plan of 99.5% and a time progress of 81.9%. The project was substantially completed and handed over on 5 <sup>th</sup> September 2023. The cumulative financial progress was at 83.97%.
Design & Build Of 6 Strategic Bridges In Western Uganda: Maziba On Kigata-Kabunyonyi-Nyakigugwe Road, Kiruruma On Katojo-Kihihi Road, Rwembyo And Kajwenge Bridges On Kinyamaseke-Kisinga-Kyarumba-Kibirizi Road, And Kamirwa Nyakambu On Kabwohe-Bwizibwera Road	11.29	7.9	70.1	The overall cumulative physical progress was at 31.7% against a plan of 35.1% and a time progress of 77.46. The individual bridges were at the following physical progress: <ul style="list-style-type: none"> <li>• <b>Kajwenge Bridge</b> - 86.18% versus a planned of 87.34%.</li> <li>• <b>Rwembyo Bridge</b> - 60.77% versus planned progress of 63.84%.</li> <li>• <b>Kanyampara Bridge</b> - 41.27% versus planned progress of 50.04%.</li> </ul> Maziba Bridge, Kiruruma Bridge, and Kamirwa Bridge were still under design review. The project delays were mainly attributed to the heavy rains, delayed access of the right of way (RoW) for some sites, inadequate designs, and delayed payment of the contractor's IPCs. The cumulative financial progress was at 19.8% against a target of 39.3%. The contractor was cumulatively paid Ug shs 1,660,667,139.34 against the certified value of Ug shs 8,409,541,114.72.
Lot 2 – Nabukhaya, Nambola, Namatsimeri, Sahana and Khamitsaru Bridges on Kufu – Lwakhakha Road and Rubongi Bridge on Tororo – Nagongera Road in Eastern Uganda	23.34	16.39	70.22	The cumulative physical progress was 64.59% against a target of 71.5%. All the bridge structures were complete. pending work was the completion of approach roads. The financial progress was at 59.97%. A total of Ug shs 3.606bn (27.2%) was paid out of the Ug shs 13.256bn.

Output Performance				
Bridge Project	Target Progress (Q1-Q2) (%)	Achieved Progress (%)	Score (%)	Remark
Apaa Bridge on Amuru-Omee-Rhinoap Camp Road	71.54	32.00	44.73	The cumulative physical progress was 32.0% against a target of 71.40%. The bridge substructure walls were complete up to the bearing shelf. The financial progress was at 34.5% against a plan of 68.0%. A total of Ug shs 0.350bn (9.2%) was paid out of the Ug shs 3.824bn.
Jure Bridge on Atiak-Adjumani-Moyo-Yumbe-Manibe Road & Amou Bridge on Laropi-Palorinya-Obongi Road, in (Moyo DLG)	2.50	1.50	60.00	The cumulative physical progress was 98.0% against a target of 100%. The works for the two bridges were substantially complete and were open to the public. The financial progress was at 93.6% against a plan of 95%. A total of Ug shs 12.998bn (79.5%) was paid out of the Ug shs 16.353bn.
<b>Overall performance</b>			<b>52.3</b>	<b>Fair performance</b>

*Source: Field Findings and Authors' Compilation*

## UNRA Stations

### Annex C: Performance National Roads Maintenance of each UNRA Station

#### a) Hoima UNRA Station

#### Annex C1: Performance of Force Account at Hoima station by 31<sup>st</sup> December 2023

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remark
Routine Manual Maintenance (paved) (km)	426.1	314.4	73.8	Performance was affected by inadequate release.
Routine Manual Maintenance (unpaved) (km)	632.5	506.0	80.0	
Routine Mechanised Maintenance (paved) (km)	58.7	10.0	100.0	Very good performance
Routine Mechanised Maintenance (unpaved) (km)	123.7	57.5	88.0	Good performance. The station deviated from the annual work plan to address the numerous emergencies that occurred across the road network
<b>Overall physical performance</b>			<b>85.4</b>	<b>Good performance</b>

*Source: Hoima Station Work Plan, Quarterly Progress Reports FY 2023/24, and Authors' Compilation*

### Annex C2: Performance of Contracts at Hoima UNRA Station by 31<sup>st</sup> December 2023

Contract Name	Cum. Target %	Cum. Achieved progress %	Score (%)	Remarks
Framework contract for Mechanized Maintenance for roads under Hoima Station (Call off Order 2 PHASE III) Katasiha-Bugambe-Mairirwe & Muhoro-Ndaiga	33.0	17.8	53.9	Contractor: Lusa Construction & Engineering Co.Ltd Contract sum: Ug shs 2,009,607,986 Commencement date: 6 <sup>th</sup> September 2023 Completion date: 6 <sup>th</sup> May 2024 The contract was slightly behind schedule. The contractor graded the Katasiha-Bugambe Mairirwe Link and commenced gravelling and drainage works. Works on Muhoro-Ndaiga had not commenced by 31st December 2023
Framework contract for Mechanized Maintenance for roads under Hoima Station (Call off Order 1 PHASE II) Kyenda – Banda – River Mayanja & Bukomero – Dwaniro – Kyankwanzi.	100.0	100.0	100.0	Contractor: Lusa Construction & Engineering Co.Ltd Contract sum: Ug shs 2,000,000,000 Commencement date: 6 <sup>th</sup> 21 <sup>st</sup> March 2023 Completion date: 21 <sup>st</sup> September 2023 The contract was substantially completed and under DLP.
<b>Overall physical performance</b>			<b>77.0</b>	<b>Good performance</b>

*Source: Hoima Station Quarterly Progress Reports FY 2023/24 and Author's Compilation*

**b) Ibanda UNRA Station**

**Annex C3: Performance of Force Account at Ibanda UNRA Station by 31st December 2023**

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remark
Routine Manual Maintenance (paved) (km)	206.4	175.4	85.0	Good performance
Routine Manual Maintenance (unpaved) (km)	671.6	537.3	80.0	
Routine Mechanized Maintenance (paved) (km)	209.7	52.4	33.1	Poor performance. Performance was affected by the delays in procurement.
Routine Mechanized Maintenance (unpaved) (km)	671.0	109.8	25.4	The station mainly addressed emergencies on the road network. The performance was affected by inadequate equipment and procurement delays
<b>Overall physical performance</b>			<b>55.9</b>	<b>Fair performance</b>

*Source: Ibanda Station Work Plan, Quarterly Progress Reports FY 2023/24, and Authors' Compilation*

**Annex C4: Performance of Contracts at Ibanda UNRA Station by 31st December 2023**

Contract Name	Cum. Target %	Cum. Achieved progress %	Score (%)	Remarks
Mechanised maintenance under Framework contract for Muzizi-Buremba-Kakyinga Bridge (68.3km) and Biharwe-Rushozi-Nyakasharara (58km) Call off Order No.2	50.0	18.0	36.0	Contractor: Universal Engineering Ltd Contract sum: Ug shs 4,114,925,873 Commencement date: 11 <sup>th</sup> November 2023 Completion date: 12 <sup>th</sup> October 2024
Mechanised maintenance of Kazo-Kabagole-Kyegegwa (83km) and Kazo-Buremba-Junction (29km) Call off Order No. 1	100.0	95.0	95.0	Contractor: Universal Engineering Ltd Contract sum: Ug shs 1,999,434,480 Commencement date: 8 <sup>th</sup> August 2023 Completion date: 7 <sup>th</sup> January 2024 The scope of works was swamp raising, construction of box and pipe culverts, side drain improvement, grading and gravelling. The works were substantially

Contract Name	Cum. Target %	Cum. Achieved progress %	Score (%)	Remarks
				complete.
Mechanised maintenance of Kabujogera – Mahyoro (21km) and Kabujogera – Kagongo(8km) Roads	100.0	40.0	40.0	Contractor: Sanix Technologies Ltd. Contract sum: Ug shs 997,947,240 Commencement date: 3 <sup>rd</sup> July 2023 Completion date: 21 <sup>st</sup> September 2023 The project is behind schedule. The contractor is being charged Liquidated Damages.
Mechanised maintenance Kabwohe-Bwizibwera – Nyakambu – Nsika (47.2km) Call off Order No. 1	100	60.0	60.0	Contractor: BAP Engineering Company Limited Contract sum: Ug shs 997,684,100 Commencement date: 17 <sup>th</sup> April 2023 Completion date: 17 <sup>th</sup> July 2023 The contract was behind schedule. The contractor delayed commencing works and he is slow in the execution of works. The contractor is being charged Liquidated Damages.
Mechanised maintenance of Rwenjaza – Kabujogera (24km) Call off Order No. 2	100.0	95.0	95.0	Contractor: Ms Capital Logistics and Construction Ltd. Contract sum: Ug shs 997,900,630 Commencement date: 17 <sup>th</sup> April 2023 Completion date: 17 <sup>th</sup> August 2023 The scope of works was swamp raising, construction of box and pipe culverts, side drain improvement, grading and gravelling. The project was substantially completed and under DLP.
<b>Overall physical performance</b>			<b>65.2</b>	<b>Fair performance</b>

*Source: Ibanda Station Quarterly Progress Reports FY 2023/24 and Author's Compilation*

c) Jinja UNRA Station

**Annex C5: Performance of Force Account at Jinja Station by 31st December 2023**

Output	Annual Target (km)	Cum. Achieved Quantity	Score (%)	Remarks
Routine Manual Maintenance (paved)	268.5	268.5	100.00	The road Labour Based Contracts were run for all the twelve months.
Routine Manual Maintenance (unpaved)	952.5	952.5	100.00	
Routine Mechanised Maintenance (paved)	38.9	14.9	35.85	The unachieved targets were mainly attributed to budget shortfalls and frequent equipment breakdowns.
Routine Mechanised Maintenance (unpaved)	302.6	120.4	79.58	
<b>Overall Performance</b>			<b>78.9</b>	<b>Good performance</b>

*Source: Jinja Station Quarterly Progress Reports FY 2023/23, December 2023 Projects Status Reports and Authors' Compilation*

**Annex C6: Performance of Contracts at Jinja UNRA Station by 31st December 2023**

Contract Name	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Drainage Improvement of Works Lot 7 Lumbuye A - Swamp Crossing along Kaliro – Namwendwa – Kamuli road (46Km)	20	7.5	37.5	Contractor: M/s Kasese Nail & Wood Industries Ltd JV Prisma Ltd Contract sum: Ug Shs 8,043,674,421 Commencement date: 30th January 2020 Completion date: 30th April 2021. The cumulative physical progress was at 87.5% by 31st December 2023 at a time progress of 85.57%. The progress was affected by the cash flow constraints.
Mechanised Maintenance of selected unpaved National roads under framework contract for 3 years, Lot 04: Jinja station Procurement Ref. No UNRA/WORKS/2018-19/00024/04- CALL OFF ORDER 004-KAMULI – BUKUNGU (68KM)	5	5	100	Contractor: M/s MG Engineers and Contractors Limited Contract sum: Ug Shs 1,000,014,600 Commencement date: 17th April 2023 Completion date: 17th October 2023. The works were complete and were under the DLP.

Contract Name	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Mechanised Maintenance of selected unpaved National roads under framework contract for 3 years, Lot 04: Jinja station Procurement Ref. No UNRA/WORKS/2018-19/00024/04- CALL OFF ORDER 005 - KAMULI - NAMASAGALI (22.5KM) & KAMULI - MBULAMUTI (18.4KM)	100.00	100.00	100.00	Contractor: M/s MG Engineers and Contractors Limited Contract sum: Ug Shs 1,954,965,000 Commencement date: 2nd May 2023 Completion date: 1st November 2023. The works were complete and were under the DLP.
Drainage Improvement of Works Lot 8 Lumbuye B - Swamp Crossing along Kaliro – Irundu (52Km)	22.00	6.80	30.91	Contractor: M/s Hands Uganda Ltd JV Uganda Martyrs Housing and Construction Company Contract sum: Ug Shs 8,043,674,421 Commencement date: 26th October, 2020 Completion date: 26th April 2022. The works were at 84.9% and were behind schedule due to cash flow constraints.
Mechanised Maintenance of selected unpaved National roads under framework contract for 3 years, Lot 04: Jinja station Procurement Ref. No UNRA/WORKS/2020-2021/00042 - CALL OFF ORDER 02 – BUGIRI – NABUKALU – NAMUTUMBA ROAD (24KM)	25.00	25.00	100.00	Contractor: M/s ETATS Ltd Contract sum: Ug Shs 1,001,100,495 Commencement date: 31st August 2023. Completion date: 29th September 2023. The works were complete and under the DLP.
Mechanised Maintenance of selected unpaved National roads for 23 UNRA Stations under framework contract for 3 years-Phase 3 Lot 04: Jinja station Procurement Ref. No UNRA/WORKS/2020-2021/00088/04 - CALL OFF ORDER 01-MAYUGE – BUGADDE	80.00	68.50	85.63	Contractor: M/s Rodo Contractors Limited Contract sum: Ug shs 1,001,100,495 Commencement date: 2nd May 2023 Completion date: 1st November 2023. The cumulative physical progress was at 88.5% by 31 <sup>st</sup> December 2023 hence, the works were behind schedule.



Contract Name	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Mechanised Maintenance of selected unpaved National roads for 23 UNRA Stations under framework contract for 3 years - Phase 3 Lot 04: Jinja station Procurement Ref. No UNRA/WORKS/2020-2021/00088/04 - CALL OFF ORDER 01-MAGAMAGA – IZIRU – NAMAGERA (36KM)	95.00	27.70	29.16	Contractor: M/s Hands Uganda Ltd Contract sum: Ug shs 1,001,100,495 Commencement date: 2nd May 2023. The cumulative physical progress was at 32.7% by 30th June 2023. the works were behind schedule and this was attributed to cash-flow constraints and inclement weather conditions.
Mechanised Maintenance of selected unpaved National roads for 23 UNRA Stations under framework contract for 3 years -Phase 3 Lot 04: Jinja station Procurement Ref. No UNRA/WORKS/2020-2021/00088/04 - CALL OFF ORDER 01-MAYUGE – BUGADDE – BWONDHA (39.5KM)	80.00	68.50	85.63	Contractor: M/s Rodo Contractors Limited Contract sum: Ug shs 1,001,100,495 Commencement date: 2nd May 2023 Completion date: 1st November 2023. The cumulative physical progress was at 88.5%. The project was way behind schedule.
Mechanised Maintenance of selected unpaved National roads under framework contract for 3 years, Lot 04: Jinja station Procurement Ref. No UNRA/WORKS/2020-2021/00042 - CALL OFF ORDER 03 - BUWENGE - NAKABUGU - KALIRO ROAD (48.5KM)	100.00	35.50	47.02	Contractor: M/s ETATS Ltd Contract sum: Ug Shs 2,021,282,475 Commencement date: 15th July 2023 Completion date: 15th January 2024. The cumulative physical progress was at 35.5%. The progress was affected by the inclement weather.
Routine Mechanized Maintenance of Selected Paved Roads under Framework Contract for Three Years LOT 11: JINJA STATION: CALL-OFF ORDER 01: JINJA - BUGIRI HIGHWAY (72KM)	54.00	54.00	100.00	Contractor: M/s DA TRUCK (U) LTDd Contract sum: Ug shs 1,000,000,440 Commencement date: 5th May 2023 Completion date: 3rd November 2023. The works were complete and under the DLP.

Contract Name	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Mechanised Maintenance of selected unpaved National roads under framework contract for 3 years, Lot 03: Jinja station Procurement ref. No UNRA/WORKS/2018-19/00024/03- CALL OFF ORDER 04-IGANGA-BULOPA-KAMULI (57.8KM)	100.00	100.00	100.00	Contractor: M/s NETWORLD (U) LIMITED Contract sum: Ug shs 1,908,414,000 Commencement date: 6th May 2023 Completion date: 1 <sup>st</sup> December 2023. The works were complete and under the DLP.
Routine Mechanized Maintenance of Selected Paved Roads under Framework Contract for Three Years LOT 11: JINJA STATION: CALL-OFF ORDER 02: JINJA - BUGIRI HIGHWAY (72KM)	70.83	2.20	21.15	Contractor: M/s DA TRUCK (U) LTD Contract sum: Ug Shs 1,000,000,440 Commencement date: 15th October 2023 Completion date: 14th October 2024. The works were at 2.20%.
<b>Overall Performance</b>			<b>69.7</b>	<b>Fair performance</b>

*Source: Jinja Station Quarterly Progress Reports FY 2023/24 and Author's Compilation*

#### d) Kitgum UNRA Station

#### Annex C7: Performance of Force Account in Kitgum UNRA Station by 31st December 2023

Activity	Annual Target (km)	Cum. Achieved Quantity	Score (%)	Remarks
Routine Manual Maintenance (paved)	131.3	131.3	100.0	The LBC works were only carried out in both quarters
Routine Manual Maintenance (unpaved)	891.0	891.0	100.0	
Routine Mechanised Maintenance (paved)	54.0	22.7	42.0	The achievement of works was due to budget cuts
Routine Mechanised Maintenance (unpaved)	501.0	206.1	41.1	
<b>Overall Performance</b>			<b>70.79</b>	<b>Good performance</b>

*Source: Kitgum Station Work Plan, Quarterly Progress Reports FY 2023/24, and Authors' Compilation*

### Annex C8: Performance of Contracts at Kitgum UNRA Station by 31st December 2023

Out put	Annual Target (km)	Cum. Achieved Quantity	Score (%)	Remarks
Mechanized Maintenance of Pader – Kalongo – Paimol Road (46km) under Framework 3 Contract for three years	5	5	100	Contractor: M/s Upland Enterprises and Construction Ltd Contract sum: Ug shs 815,000,000 Commencement date: 14th April 2023 Completion date: 13th October 2023. The works were complete and the project was under the DLP.
Mechanized Maintenance of Kilak – Adilang Road (65km) under Framework 2 Contract for three years	100	86	86	Contractor: M/s KUUKA Investments Ltd Contract sum: Ug shs 800,000,000 Commencement date: 16th June 2023 Completion date: 15th December 2023. The project was behind schedule.
Mechanized Maintenance of Palabek – Atiak Road (64km) under Framework 2 Contract for three years	100	100	100	Contractor: M/s PNR Services Ltd Contract sum: Ug shs 800,000,000 Commencement date: 15th May 2023 Completion date: 14th November 2023. The works were complete and the project was under the DLP.
Mechanized Maintenance of Kitgum Matidi - Kalongo - Patongo (77km) under Framework 2 Contract for three years - Lot 15	100	59.1	59.1	Contractor: M/s Prime Contractors Limited Contract sum: Ug shs 1,419,564,000 Commencement date: 12th June 2023 Completion date: 11th December 2023. The work was behind schedule by 40.9%.
Periodic Maintenance of Palabek – Padibe (25km). Namokora – Lakapel (37km) and Lakapel – Adilang (37km) Roads	22	9	40.90909	Contractor: M/s Moha Construction Ltd Contract sum: Ug shs 5,061,514,066 Commencement date: 17th August 2020 Completion date: 16th June 2021. The contract period expired and the contractor has been charged 150 days of Liquidated Damages so far but was commencing completion of drainage works.
<b>Overall Performance</b>			<b>77.20</b>	<b>Good performance</b>

*Source: Kitgum Station Quarterly Progress Reports FY 2023/24 and Author's Compilation*

e) Luwero UNRA Station

**Annex C9: Performance of Force Account in Luwero UNRA Station by 31st December 2023**

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remark
Routine Manual Maintenance (paved) (km)	194.6	163.5	84.0	Good performance.
Routine Manual Maintenance (unpaved) (km)	905.4	760.5	84.0	
Routine Mechanized Maintenance (paved) (km)	120.0	34.5	25.2	Poor performance. Performance was affected by the delayed release of funds and the heavy rains received in Q1 and Q2.
Routine Mechanized Maintenance (unpaved) (km)	402.5	151.0	70.9	The station mainly undertook emergency work. The performance was affected by torrential rains that ravaged the road network in Q1 and Q2.
<b>Overall physical performance</b>			<b>66.0</b>	<b>Fair performance</b>

*Source: Luwero Station Work Plan, Quarterly Progress Reports FY 2023/24, and Authors' Compilation*

**Annex C10: Performance of Contracts at Luwero UNRA Station by 31st December 2023**

Contract Name	Annual Target %	Cum. Achieved %	Score (%)	Remark
Mechanised Maintenance of Road links; Wobulenzi – Zirobwe road (23Km) Kalule -Bowa – Nakaseke road (37Km) Nakasongola – Lwampanga (33Km) Call Off Order 001.	100.0	91.0	91.0	Contractor: CANAANSITES LIMITED Contract sum: Ug Shs 3,684,004,832 Commencement date: 10 <sup>th</sup> May 2023 Completion date: 9 <sup>th</sup> November 2023 The project achieved substantial completion

Contract Name	Annual Target %	Cum. Achieved %	Score (%)	Remark
Mechanised Maintenance of Road links; Katikamu – Wankanya (17Km) Bamugolodde – Kazwama – Nakasongola(53Km) Call Off Order 02.	100.0	95.0	95.0	Contractor: CANAANSITES LIMITED Contract sum: Ug Shs 2,255,290,316 Commencement date: 10 <sup>th</sup> May 2023 Completion date: 9 <sup>th</sup> November 2023 The project was substantially completed
Mechanised Maintenance of Luwero- Kikyusa- Ziobwe	100.0	91.0	91.0	Contractor: BCR General Ltd Contract sum: Ug Shs 1,110,000,000 Commencement date: 15 <sup>th</sup> March 2023 Completion date: 14 <sup>th</sup> September 2023 The scope of works was swamp raising, construction of pipe culverts, side drain improvement, grading and spot gravelling.
Mechanised Maintenance of Road Links: Katuugo- Kinyogoga- Kaweweta (42Km) & Kapeeka- Busunju (15km)	100.0	90.0	90.0	Contractor: Suez Auto Enterprises Ltd Contract sum: Ug Shs 1,260,000,000 Commencement date: 28 <sup>th</sup> April 2023 Completion date: 27 <sup>th</sup> October 2023 The scope of works was grading - 56.5km, spot gravelling, culvert installation and offshoots. The project was substantially completed
Drainage Improvement Works for Ziobwe Swamp Crossing along Ziobwe-Lwajjali- Kabimbiri (22km) road	83.6	46.4	55.5	Contractor: Universal Engineering (U) Limited Contract sum: Ug Shs 15,858,251,741 Commencement date: 27 <sup>th</sup> July 2023 Completion date: 2 <sup>nd</sup> May 2024 The scope of works was Clearing and river training; Clearing, grubbing and removal of topsoil, Earthworks, rock fill, and construction of box culverts. The project was affected by the heavy rains received in Q1 and Q2.
<b>Overall physical performance</b>			<b>84.5</b>	<b>Good performance</b>

Source: Luwero UNRA Station Progress Reports FY 2023/24

**f) Moyo UNRA Station**

**Annex C11: Performance of Force Account at Moyo Station by 31<sup>st</sup> December 2023**

Output	Annual Target (km)	Cum. Achieved Quantity	Score (%)	Remarks
Routine Manual Maintenance (unpaved)	712	712	100.00	The semi-annual target was achieved
Routine Mechanised Maintenance (unpaved)	213	73.8	74.00	Delays in procurements for Road materials affected the achievement of 100% of the semi-annual target.
<b>Overall Performance</b>			<b>87.0</b>	<b>Good performance</b>

*Source: Moyo Station Work Plan, Quarterly Progress Reports FY 2023/24, and Authors' Compilation*

**Annex C12: Performance of Contracts at Moyo UNRA Station by 31st December 2023**

Contract Name	Annual Target (% progress)	Achieved Target (% progress)	Score (%)	Remarks
The Periodic Maintenance of Unpaved National Roads for 23 UNRA STATIONS Lot 17: MOYO STATION Lodonga Yumbe 21km, Kerila – Midigo – Kerwa 45km and Spur Kei 12km	24	0	0	Contractor: Bap Engineering Co. Ltd Contract sum: Ug shs 4,594,643,290 Commencement date: 1st October 2020 Completion date: 30th July 2021. which was revised to 21st August 2023. No work was executed within the first half of the FY. Gravelling and culvert installation works had been abandoned yet the works were behind schedule. Charging liquidated damages was effective 1 August 2021 to the contractor, No IPC was initiated.
Mechanized Maintenance of Unpaved Roads for 23 stations Under Framework Contract For 3 Years - Phase 3 Lot 24: Moyo, Call off Order No. 1 Pakele – Pabbo (33Km)	100	100	100	Contractor: M/s Jetcom Agencies Limited Contract sum: Ug shs 999,994,247 Commencement date: 10th April, 2023 Completion date: 9th October, 2023. which was revised to 21st

Contract Name	Annual Target (% progress)	Achieved Target (% progress)	Score (%)	Remarks
				August 2023. The works were complete. Joint Measurement and testing of works were in progress.
Mechanized Maintenance of Selected Unpaved National Roads Under Framework Contract For 3 Years Lot 18: Moyo Station 2: Call off Order No. 1 Obongi – Kulikulinga (45Km)	100	100	100	Contractor: M/sUniversal Engineering Uganda Limited Contract sum: Ug shs 999,989,154 Commencement date: 25th April 2023 Completion date: 24th October 2023. The cumulative physical progress was at 100% by 30th June 2023 at a time progress of 85.57%. IPC 1 (Ug shs 854,910,651) and Substantial completion IPC (Ug shs. 120,016,475) prepared and submitted for payment
Mechanized Maintenance of Selected Unpaved National Roads Under Framework Contract For 3 Years Lot 18: Moyo Station 2: Call off Order No. 1 Ure – Kulikulinga – Yumbe (25Km)	83	83	100	Contractor: M/s Principal Engineering Limited Contract sum: Ug shs 799,958,157 Commencement date: 10th April 2023. Completion date: 31st August 2023. the works were complete and joint measurement for payment was in progress.
Mechanized Maintenance of Selected Unpaved National Roads Under Framework Contract For 3 Years Lot 17: Moyo Station 1: Call off Order No. 2 Adjumani – Mungula – Amuru Road (43+000 to 85+000km)	100	15	15	Contractor: M/s Ruwangananyama Engineering Services Ltd Contract sum: Ug shs 799,964,489 Commencement date: 1st May 2023 Completion date: 31st August 2023. Only grading of 15km of grading was done. therefore, the work was far behind schedule. The contractor was notified of the contractual implications.

Contract Name	Annual Target (% progress)	Achieved Target (% progress)	Score (%)	Remarks
Mechanized Maintenance of Selected Unpaved National Roads Under Framework Contract For 3 Years Lot 17: Moyo Station 1: Call off Order No. 2 Moyo – Laropi Road (26km)	85	85	100	Contractor: S & A CONSULTANTS Ltd Contract sum: Ug shs 949,994,980 Commencement date: 10th April 2023 Completion date: 9th October 2023. The works were complete. IPC 1 (Ug shs 453,993,465) was paid and a substantial completion payment certificate worth Ug shs 472,242,536 was prepared and submitted for payment
Mechanized Maintenance of Selected Unpaved National Roads Under Framework Contract For 3 Years Lot 17: Moyo Station 1: Call off Order No. 3 Adjumani-Mungula-Amuru Road (0+000 to 43+000km)	30	33	100	Contractor: M/s S & A CONSULTANTS Ltd Contract sum: Ug shs 1,199,510,038 Commencement date: 14th November 2023 Completion date: 13th May 2024. The cumulative physical progress was at 33% by 31st December 2023. The entire section was graded. Pending works were Spot Regravelling and drainage improvement.
<b>Overall Performance Rating</b>			<b>73.6</b>	<b>Good performance</b>

*Source: Moyo UNRA Station Progress Reports FY 2023/24*



## Districts

### Annex D: Performance of Maintenance of the DUCAR Network at each agency monitored

#### i) Budaka District

#### Annex D1: Performance of Wakiso District Roads Maintenance by 31<sup>st</sup> December 2023

Activity	Annual Target (km)	Cum. Achieved Quantity (km)	Score (%)	Remarks
Routine Manual Maintenance	283.0	170.0	60.07	The semi-annual target was not met.
Routine Mechanised Maintenance	5.0	0.0	0.00	No works were executed due to the late release of funds.
<b>Performance Rating</b>			<b>30.0</b>	<b>Poor performance</b>

*Source: Budaka DLG Annual Work Plan; Quarterly Progress Reports FY 2023/24, and Authors' Compilation*

#### ii) Namisindwa District

#### Annex D2: Performance of Namisindwa District Roads Maintenance by 31<sup>st</sup> December 2023

Activity	Annual Target (km)	Cum. Achieved Target (km)	Score (%)	Remarks
Routine manual maintenance (km)	145.55	70.8	58.96	The semi-annual target was fairly achieved.
Routine mechanized maintenance (km)	64	17.1	53.53	The achievement of the semi-annual target was fair.
Periodic maintenance (km)	1.0	1.0	100.00	The semi-annual target was achieved.
<b>Performance Rating</b>			<b>70.8</b>	<b>Good performance</b>

*Source: Namisindwa DLG Annual Work Plan; Quarterly Progress Reports FY 2023/24, and Authors' Compilation*

iii) Namutumba District

**Annex D3: Performance of Namutumba District Roads Maintenance by 31st December 2023**

Activity	Annual Target (km)	Cum. Achieved Target (km)	Score (%)	Remark
Routine Manual Maintenance	263.0	0.0	0.00	No physical works were executed in the first half of the FY due to IFMS challenges
Routine Mechanised Maintenance	24.1	0.0	100.00	
Bridges	1.0	0.0		
<b>Performance Rating</b>			<b>0</b>	<b>Fair performance</b>

*Source: Namutumba DLG Annual Work Plan; Quarterly Progress Reports FY 2023/24, and Authors' Compilation*

iv) Rukungiri District

**Annex D4: Performance of Rukungiri District Roads Maintenance by 31st December 2023**

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine Manual Maintenance (km)	80.0	12.5	66.7	Road gangs worked for four months in Q1 and Q2.
Routine Mechanised Maintenance (km)	262.0	0.0	0.0	Poor maintenance. This was attributed to inadequate road equipment which can not sufficiently maintain the district road network and its sub-agencies. This resulted in a maintenance backlog from the previous FY. Additionally, the heavy rains received in Q1 and Q2 stalled maintenance activities
Culverts (lines)	15.0	15.0	100.0	The semi-annual target was achieved.
<b>Overall Physical Performance</b>			<b>55.6</b>	<b>Fair performance</b>

*Source: Rukungiri DLG Annual Work Plan; Quarterly Progress Reports for FY 2022/23, and Authors' Compilation*

v) Wakiso District

**Annex D5: Performance of Wakiso District Roads Maintenance by 31<sup>st</sup> December 2023**

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remark
Routine Manual Maintenance	383.50	364.10	94.94	Very good performance
Routine Mechanised Maintenance	223.80	57.30	25.60	Performance was poor. Heavy rains affected maintenance works
Periodic Maintenance	5.40	0.00	0.00	Poor performance
Culverts	250.00	0.00	0.00	Poor performance
<b>Overall physical performance</b>			<b>30.14</b>	<b>Poor performance</b>

*Source: Wakiso DLG Annual Work Plan; Quarterly Progress Reports FY 2023/24, and Authors' Compilation*

**Municipal Councils**

a) Apac MC

**Annex D6: Performance of Apac MC Roads Maintenance by 31<sup>st</sup> December 2023**

Activity	Annual Target(km)	Cum. Achieved Target (km)	Score (%)	Remarks
Routine Manual Maintenance	145.6	70.8	97.2	The performance of this activity was very good.
Routine Mechanised Maintenance	1.00	0.0	0.0	The target was not achieved due to the breakdown of the equipment.
<b>Performance Rating</b>			<b>48.6</b>	<b>Poor performance</b>

*Source: Apac MC annual work plan; Quarterly Progress Reports for FY 2023/24, and Authors' Compilation*

**b) Iganga MC**

**Annex D7: Performance of Iganga MC Roads Maintenance by 31st December 2023**

Activity	Annual Target (km)	Cum. Achieved Target (km)	Score (%)	Remarks
Routine Manual Maintenance	43.0	41.2	95.8	The target achievement at half-year was very good.
Routine Mechanised Maintenance	11.9	0.0	0.0	The target was not achieved due to the breakdown of equipment and budget shortfalls
Periodic maintenance	0.5	0.1	51.2	
<b>Performance Rating</b>			<b>49.0</b>	<b>Poor performance</b>

*Source: Iganga MC annual work plan; Quarterly Progress Reports for FY 2023/24, and Authors' Compilation*

**Cities**

**a) Mbarara City**

**Annex D8: Performance of Mbarara City Roads Maintenance by 31<sup>st</sup> December 2023**

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Periodic Maintenance (km)	35.1	4.2	23.9	Performance was poor. This was attributed to the delayed release of funds.
Routine Mechanised Maintenance (km)	7.8	2.6	82.5	Good performance.
Routine Manual Maintenance (km)	54.8	19.9	43.7	
<b>Overall physical performance</b>			<b>50.1</b>	<b>Fair performance</b>

*Source: Mbarara City Annual Work Plan; Quarterly Progress Reports for FY 2023/24, and Authors' Compilation*

**b) Soroti City**

**Annex D9: Performance of Soroti City Roads Maintenance by 31<sup>st</sup> December 2023**

Activity	Annual Target (km)	Achieved Target (km)	Score (%)	Remarks
Routine Manual Maintenance	168.1	87.6	52.11	Works executed in Q1 and Q2 were fair.
Routine Mechanised Maintenance	11.0	0.0	0.00	No works were executed.
<b>Performance Rating</b>			<b>26.1</b>	<b>Poor performance</b>

*Source: Soroti City Annual Work Plan, Quarterly Progress Reports FY 2023/24, and Authors' Compilation*

**DUCAR Bridges**

**Annex E: Performance of the Construction of Bridges on the DUCAR Network by 31<sup>st</sup> December 2023**

Project Name	District	Annual Target (%)	Achieved target (%)	% physical score at half-year	Remarks
Aleles Bridge.	Pallisa	100.0	77.0	77.0	Addendum no. 1 for additional works was signed on 30 May 2023. Works affected by slow progress by the contractor, high water levels and delayed payment of outstanding IPC 11 - UGX 273,747,526 due to inadequate release of funds and additional works in Addendum No.1 which reduced the cumulative percentage from 92% to 72%.
Karujumba Bridge.	Kasese	100.0	55.0	55.0	Progress was affected by high water levels, delay by the Ministry to provide gabions and unexpected differing ground conditions i.e. rock that requires blasting and Non-release of funds in Q1.
Bugibuni - Bunadasa Bridge.	Sironko	100.0	75.0	75.0	Works affected by high water levels and delayed payment of outstanding IPC 2 – 985,124,396 due to inadequate release of funds.
Funguwe Muwafu Swamp Crossing.	Tororo	100.0	65.0	65.0	The slow progress of the Contractor, high water levels and delayed payment of outstanding IPC 3 – Ug shs 397,853,664 due to

Project Name	District	Annual Target (%)	Achieved target (%)	% physical score at half-year	Remarks
					inadequate release of funds.
Nyahuka-Mirambi Bridge.	Bundibugyo	8.0	0.0	0.0	Contract not signed due to inadequate release of funds.
Kadokolene swamp crossing.	Budaka	20.0	0.0	0.0	The contract signing was delayed due to inadequate release of funds.
Tajar bridge.	Bulambuli	20.0	0.0	0.0	Contract not signed due to inadequate release of funds.
Kwapa Bridge.	Tororo	70.0	0.0	0.0	Commencement affected by encumbrances found on site. Negotiations between PAPs and Tororo Municipality are ongoing.
Construction of 4No. Disability and pedestrian-friendly Cable trail bridges (out of 8 from the MOU) under B2P in hard-to-reach areas for all regions in Uganda	Kanungu, Rukungiri, Kyegegwa, Kyenjojo and Kabale	4 No.	3 No.	75.0	3 No. bridges completed in Q1 & Q2 namely: Isandalla-Nyamitooma, Kisenyi- Kyangabukama Katookye. 1No. bridge ongoing namely; Tokwe in Bundibugyo district – 35%. The overperformance is attributed to the partner B2P pre-financing the projects and the Ministry reimburses upon submission of IPCs and invoices as spelt in the MoU. Outstanding invoices are Ug shs 680,384,463 due to inadequate release of funds. i.e. Isandalla-Nyamitooma Ug shs 267,903.453, Kisenyi-Kyangabukama Ug shs 209,017,382 and Katookye – Ug shs 203,463,628.
Metallic ladder in an inaccessible hilly rural area in Mt Elgon.	Bulambuli	1 No.	0.0 No.	0.0	Commencement was delayed by heavy rainfall and PS/ST instruction which delayed the release of funds to the regional workshops.
Aderema Bridge	Tororo	90.0	86.0	95.6	The project is on course.
Nyamugasani embankment protection works.	Kasese	90.0	60.1	66.8	Works affected by high water levels, inadequate release of funds and delayed signing of framework contracts.
r Ssezibwa (Bulandi-Gyira) Swamp Crossing.	Kayunga/ Nakasongola	100.0	22.0	22.0	Works affected by high water levels, inadequate release of funds and delayed signing of framework contracts.

Project Name	District	Annual Target (%)	Achieved target (%)	% physical score at half-year	Remarks
Osudan - Abarila swamp crossing.	Katakwi/ Amuria	45.0	43.0	95.6	Commencement of works affected by high water levels and PSST instruction that delayed release of funds to the regional workshops.
f Aleles - Kodike Swamp crossing.	Ngora	100.0	59.0	59.0	Works affected by high water levels and PS/ST instruction that delayed the release of funds to the regional workshops.
Kiyanja swamp crossing	Ntoroko	5.0	0.0	0.0	Works affected by non-release of funds in Q1.
<b>Emergency Projects</b>					
Matawa Swamp Crossing	Tororo	100.0	75.0	75.0	Works affected by high water levels and PSST instruction that delayed the release of funds to the regional workshops.
Kanginma Merikit Nyem Nyem Swamp Crossing	Tororo	100.0	63.0	63.0	Works affected by non-release of funds.
Completion of Agwa Bailey Bridge	Lira	100.0	0.0	0.0	Missing parts were delivered and are now ready for installation; the transfer of funds to the workshops is affected by PS/ST instruction that delayed the release of funds to the regional workshops.
Kaboloji	Pallisa	100.0	49.0	49.0	The project was affected by rains that caused flooding in the project area and PSST instruction that delayed the release of funds to the regional workshops.
Construction of Amodo	Dokolo	100.0	0.0	0.0	Project affected by the increase in scope and inadequate funds.
100% cumulative works for phase 1 that includes the site shade and other facilities in the Gerenge landing site in Wakiso district	Wakiso	100.0	88.0	88.0	Works affected by non-release of funds.
<b>Overall Physical Performance</b>				<b>43.7%</b>	<b>Poor performance</b>

*Source: MoWT Project Progress Reports FY 2023/24, and Authors' Compilation*

## Low-cost sealing

### Annex F: Performance of the Low cost-sealing Projects on the DUCAR Network by 31<sup>st</sup> December 2023

Road Name	Length (Km)	Location (District)	Duration (Months)	%age Time Progress	%age Physical Progress	%age Financial Progress	Remarks
Busaana Town Council Roads (4.0km) and Gavvu Nsagi (6.0km)	6.0	Mukono	12	85	33	20	Subbase construction completed. Installation of culverts ongoing
	4.0	Kayunga			35		Subbase construction completed. Installation of culverts ongoing
Hima-Kihyo Road (6.0km) and Kirembo-Kasemire Road (4.0km)	6.0	Kasese (Hima)	12	91	26	0	Subbase construction completed. Base Construction ongoing
	4.0	Kasese (Kirembo)			20		Subbase construction completed. Base Construction ongoing
Iki-Iki Town Council Roads	5.0	Budaka	9	100	100	37	Completed. It is now under the Defects Liability Period
Kanyeganegye-Nyakisa Road	5.0	Rukiga	9	100	100	48	Completed. It is now under the Defects Liability Period
Amus-Kayembe and Kongunga Town Council Street Road	5.0	Bukedea	9	18	10	0	Subbase construction completed. Culvert installation completed Base construction completed
Kiboga-Kiyini Road and Second Street Road (2.0km), and Kiwoko-Katale Kamese Road (5.0km)	2.0	Kiboga	12	85	58	79	Subbase construction completed. Culvert installation completed Base construction ongoing
	2.0	Kiboga			74		Base construction completed. Sealing and drainage works ongoing
	5.0	Nakaseke Nakaseke					
Buyende-T/C Roads (2.2km) and Nabitende Church Road (1.8km)	2.2	Buyende	9	100	73	98	Sealing works ongoing. Request for extension of time submitted.
	1.8	Iganga			91		Road completed, now in Defects Liability Period.



Road Name	Length (Km)	Location (District)	Duration (Months)	%age Time Progress	%age Physical Progress	%age Financial Progress	Remarks
Dr Limlim Road (0.7km) Kaddam Road (1.5km) and Market Road (2.8km)	5.0	Nakapiripirit	9	95	60	20	Base construction ongoing
Mweena Road (2.8km), Ssemakadde Road (1.5km) and Buggala Road (0.7km)	5.0	Kalangala	9	70	90	53	Sealing and drainage works ongoing

*Source: MoWT Semi-annual Performance Report for Low-Cost Sealing Project, & Authors' Compilation*

## CRIP

### Annex G: Performance of the Community Roads Improvement Project (CRIP) on the DUCAR Network by 31st December 2023

Project Name	District	Annual Target (%)	Achieved target (%)	% physical score at half-year
Rehabilitation of Seguru - swamp Road (6km), Seguru Opam Road (3.861km), and Alereke - Abia - Kuju Subcounty Road (13km) in Amuria District; Total length = 22.86	Amuria	22.86	11.43	80.0
Rehabilitation of Amuria TC - Abia S/C - Soroti District Boundary Road (9.1Km) and Opiriyau - Gweri Swamp Crossing (7.5km) in Amuria District; Total length =16.6	Amuria	16.6	8.3	60.0
Rehabilitation of Kabyonga Parish - Kiruruma Parish Road (1.0km), Iki Iki TC HQ - Lumi - Namirembe TC Road (4.1km), Bukinomo - Bunyolo - Burweti - Kalapata (4.6km), and Nanzara PS - Nabutende Swamp - Kasuleta Pete Pete Road (3.3km) in Budaka District; Total Length	Budaka	13	6.5	35.1
Rehabilitation of Nansaga - Makoma I Zone Road (10.5km) in Bugiri District	Bugiri	10.5	5.25	60.0
Rehabilitation of Kolili C/U - Kanyipa Road (7.1km) and Oluwa - Kodiata Road (6.0km) in Bukedea District; Total Length = 13.1km	Bukedea	13.1	6.55	89.3
Rehabilitation of Rehabilitation of Ouresili Village - Amuria Village - Okum Village Road (6.0km) and Morujuwai - Komuriakere - Kachuru P/S Road (5.8km) in Kachumbali County Bukedea District; Total Length 11.8km	Bukedea - Kachumbali County	11.8	5.9	50.0
Rehabilitation of Kigezi – Kyambobo Road (9.2km) in Gomba District	Gomba	9.2	4.6	30.0
Rehabilitation of Buhungiro - Byenyi - Juru Road (8km) in Isingiro District	Isingiro	8	4	20.0
Rehabilitation of Kabalungi - Butenja Road (7.6km) in Bugangaizi East County Kakumiro District	Kakumiro - Bugangaizi East County	7.6	3.8	98.0
Rehabilitation of Kinunda - Kikuba - Kirira - Kyabacwamba - Buruko - Irindimira - Nkazekorera - Kabwoya Swamp Road (20.5km) in Bugangaizi East	Kakumiro - Bugangaizi East County	20.5	10.25	83.0
Rehabilitation of Kakindo - Kasenyi - Kyakatera - Kigoma - Kaguha Road (17.5km) in Bugangaizi West County Kakumiro District	Kakumiro - Bugangaizi West County	17.5	8.75	85.0
Rehabilitation of Kyodololo - Kabutanya Road (2.5km), Nsamule - Nabitende - Kyambaya Road (3.5km), and	Kaliro - Bulamogi	10.2	5.1	70.0

Project Name	District	Annual Target (%)	Achieved target (%)	% physical score at half-year
Bukamba - Kitega Road (4.2km) in Bulamogi North West Kaliro District; Total length = 10.2	North West			
Rehabilitation of Bususwa - Bugondha - Nabirumba Parish Road (3.8km); and Namwendwa Mkt - Butaaya Zone - Bugwano Zone Road (4.5km) in Bugabula South County Kamuli District; Total Length = 8.3km	Kamuli - Bugabula South County	8.3	4.15	40.0
Rehabilitation of Hamarwa - Kisamba - Kibingo (3.9km), Kibingo - Karambi (1km) and Kigaga ring road (3.8km) in Kanungu District; Total Length = 8.7km	Kanungu	8.7	4.35	0.0
Rehabilitation of Igayaza - Kabuhuna Bridge - Kisalizi Road (10.33km) and Kabuhuna Bridge - Birembo Road (4.55km) in Kibaale District; Total Length = 14.88km	Kibaale	14.88	7.44	95.0
Rehabilitation of Bumwena - Namoni Road (16km) in Mayuge District	Mayuge	16	8	15.0
Rehabilitation of Ggavu-Kasawo-Kasiso Road (13.3km) in Mukono District	Mukono	13.3	6.65	66.4
Rehabilitation of Sonde - Kiwanga TC - Lumuli Road with spurs to Buto Boundary and Kiwanga Rwanda through Akright Road (6.9km) and Kawuga - Grammar Road (1.0km) in Mukono Municipality; Total Length = 7.9km	Mukono Municipality	7.9	3.95	65.1
Rehabilitation of Mononagameon - Nakodiokodio Road (6.212km) in Nabilatuk District	Nabilatuk	6.21	3.105	10.0
Rehabilitation of Kibale - Namakoko - Budwapa Road (11.7km) in Bukono County Namutumba District	Namutumba - Bukono County	11.7	5.85	70.0
Rehabilitation of Kamuge Olinga-Kapuwa Road (8.9km) in Pallisa District	Pallisa	8.9	4.45	80.0
Rehabilitation of Habikyenzi-Keitankombe-Nyakahita – Mushunga-Minzi-Rweturwe-Kangorongoro-Hakyishenyi; With Accesses to Kaitankombe CoU, Nyakahita Catholic Church and Hakyishenyi P/S (10.2km) and Kyocezo – Butambi Road (2.7km) in Rubanda	Rubanda	12.9	6.45	20.0
Rehabilitation of Biti Road (1.7km), Mubangizi Road (1.1km) and Rutooma Road (3.2km) in Rwampara District; Total Length = 6.0km	Rwampara	6	3	84.5
<b>Overall Performance</b>				<b>56.8</b>

*Source: CRIP Project Progress Reports FY 2023/24, and Authors' Compilation*